



ADOPTED

2024-2025

BUDGET

Jackson County
Oregon

Adopted Budget



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

Fiscal Year 2024-2025

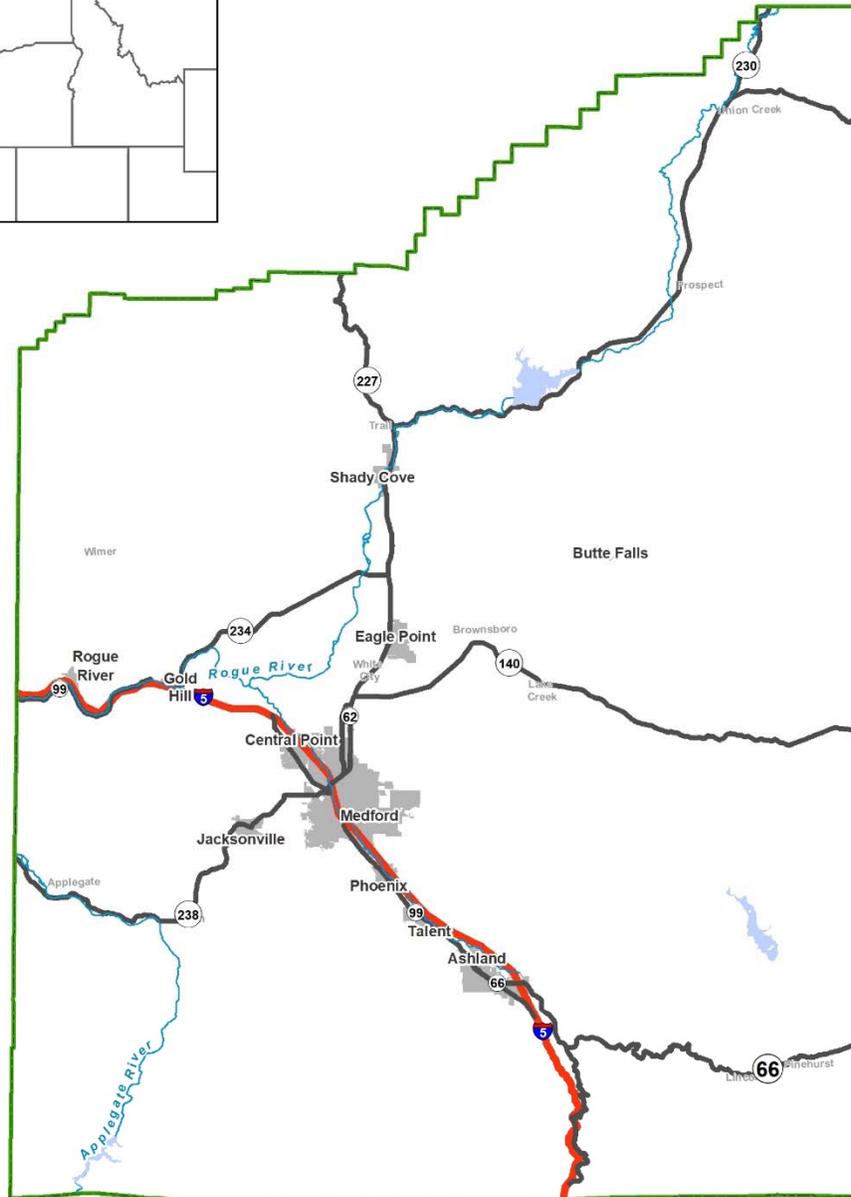
BUDGET COMMITTEE MEMBERS

Board of Commissioners

Rick Dyer, Chair
Dave Dotterer
Colleen Roberts

Citizen Budget Committee

Craig Morris, Presiding Officer
April Sevcik
Matt Stephenson



Jackson County Oregon

Streets by Type

- Freeway
- State Highway



JACKSON COUNTY
GIS

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**County of Jackson
Oregon**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to Jackson County for its annual budget for the fiscal year beginning July 1, 2023. In order to receive this Award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

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

This Page Reserved for Notes

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This Page Reserved for Notes



JACKSON COUNTY

Oregon

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Budget Message Jackson County, Oregon Fiscal Year 2024-2025

July 1, 2024

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

Over the past four years the citizens of Jackson County have endured, responded to, and recovered from disasters including the Almeda and South Obenchain Fires that destroyed many homes and businesses, the ongoing worsening drought, and a significant increase in the number and size of illegal marijuana grows.

From the impacts of the Fires, the rebuilding process is nearly complete. Departments associated with assessing property taxes, and building permitting and inspections, are expected to continue to see workload impacts directly related to the devastation of the Fires and as the rebuilding process finishes. However, the County is not out of danger from a tragedy like this happening again. 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, underbrush in trees that had been planted with the intent of being harvested have grown to the point that it is now an extreme fire hazard. While the Board of Commissioners does not control forest management, they continue to do everything they can to make this situation known to those who do, and have given a voice to the citizens of Jackson County on this issue. Funds are included in this budget to continue this effort into fiscal year 2024-2025. A primary goal is full wildfire suppression during State-declared fire season. The 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 Oregon forest lands.

The ongoing drought continues to have an impact on citizens, businesses, and outdoor recreation activities. The Watermaster's Office has seen an increase in water related calls and complaints. The Watermaster and Environmental Public Health Programs have grant funding available to assist citizens with drought-related well issues. Jackson County Parks are expecting normal water levels, but some boat ramps may be inaccessible during the summer months.

With the Oregon legalization of marijuana in 2014, and the 2018 Farm Bill classifying hemp as a farm crop and removal of hemp from the Drug Enforcement Administration's schedule of controlled substances, the perfect storm was created for increases in illegal marijuana grows in Jackson County. The actual impacts of legalization of recreational marijuana and industrial hemp in Jackson County far exceed any initial estimate of those impacts and include violations of the Codified Ordinances of Jackson County and the Jackson County Land Development Ordinance (County Codes), violations of State

criminal laws, violations of State laws regulating cannabis production, and violations of State water laws. In 2015, the Code Enforcement Program initiated 604 cases related to violations of County Codes, of which zero were related to marijuana production or processing. By fiscal year 2021-2022, Code Enforcement had initiated 1,878 cases related to violations of the County Codes, of which 1,094, or 58.25 percent of all cases, were related to marijuana production or processing. To address this dramatic impact, the Board of Commissioners declared a local State of Emergency, by Board Order No. 215-22, that allowed the Oregon Department of Agriculture to enact a moratorium on new hemp licenses for the 2023 growing year, which was expected to reduce the illegal market operating in Jackson County. However, the moratorium expired on March 31, 2024. Through the efforts of, and the additional resources dedicated to law enforcement and Code Enforcement by both the County and the State, and the moratorium on new hemp licenses in fiscal year 2022-2023, the number of cases related to marijuana production or processing reduced to only 40.49 percent of all Code Enforcement cases, and in fiscal year 2023-2024, the percentage of Code Enforcement cases related to marijuana producing and process are projected to be only 21.74 percent of all cases. Law enforcement has also been able to make a significant impact in reducing illegal cannabis-related cases. However, the additional funding that had been provided by the State to support the additional resources dedicated to law enforcement and Code Enforcement is scheduled to end in December 2025. Both the Sheriff's Office and the County's Code Enforcement Program will have reduced capacity to respond to what may be a substantial increase in the number of illegal cannabis-related activities and Code Enforcement cases.

In March 2015, the voters of Jackson County approved local Ballot Measure 15-133 for the County to tax the production and retail sale of medical and non-medical marijuana in the County. Oregon House Bill (HB) 3400 prohibited local governments from enacting any tax or fee on the production, processing, or sale of marijuana, with the exception of a local tax on the retail sale of recreational marijuana capped at 3 percent. HB 3400 also enacted Oregon Revised Statute (ORS) 475B.700 to ORS 475B.760 establishing a statewide tax on the retail sale of marijuana, with a portion being distributed to local governments in Oregon to provide revenue to deal with the ongoing local impacts of the marijuana industry. Prior to January 1, 2021, Jackson County's share of the statewide retail marijuana tax was on average \$700,000 per quarter in revenue for each of the previous four quarters. In the November 2020 election, Measure 110 amended the provisions for ORS 475B.759 and dramatically reduced Jackson County's share of the statewide retail marijuana tax. The effect of Ballot Measure 110 is nearly a 75 percent reduction in ongoing revenue from statewide tax on retail sales of marijuana.

As a result of the reduction in funding and increased costs associated with marijuana issues in the County, on October 13, 2021, the Board of Commissioners passed Order No. 186-21 declaring an emergency within Jackson County relating to the production of cannabis in violation of County Codes, State criminal laws, and State water laws. As part of the Order, the County requested additional funding to employ sufficient personnel to enforce County Codes and State law relating to cannabis production; assigning sufficient State personnel to assist in the enforcement of County Codes and State Law; to repeal those provisions of ORS 475B.345 which prohibits the County from enforcing the provisions of the local Jackson County taxes on the production and sale of medical and non-medical marijuana; and deploying the Oregon National Guard to assist, as able, in the enforcement of laws related to the production of cannabis. The State has allocated \$3,111,721 in Illegal Marijuana Market Enforcement Grant money to the County to assist the Sheriff's Office but, as previously mentioned, it is scheduled to end in December 2025.

In preparing for the year ahead, the total adopted Jackson County budget for fiscal year 2024-2025 is \$640,479,766. The adopted budget for fiscal year 2023-2024 totaled \$611,574,452. The adopted budget for fiscal year 2024-2025 continues the principles adopted in fiscal year 2023-2024. Changes for fiscal year 2024-2025 include:

- Health and Human Services will receive State funding for behavioral health housing in the amount of \$4,165,450 that will be used for the community housing program.
- The County experienced an increase in self-insurance premium expenses of 23 percent.
- Full-time equivalent (FTE) positions are up from 960.70 adopted in fiscal year 2023-2024 to 964.85 adopted for fiscal year 2024-2025.
- Personnel expenses increased by \$7,424,671 (6.17 percent) due to increases in personnel-related expenses.

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, which is to preserve public safety and health related services. It also maintains minimum State-mandated services and keeps the Budget Committee direction not to backfill State-funded services when State funding is reduced. All funds are balanced. Sufficient funds are budgeted to provide appropriate cash flow for the following year. All funds that include debt service are balanced in accordance with Oregon municipal debt law.

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

- County Mission Statement and Strategic Plan 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 2024-2025
- Processes Used to Develop the Budget and Organization

County Mission Statement and Strategic Plan Goals

The County has adopted a Mission Statement and Strategic Plan Goals as a guide to plan for the provision of services. The Mission Statement and Strategic Plan Goals are not in any priority order. They are numbered only to assist the reader with abbreviations used elsewhere in the budget. All Strategic Plan 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.

Strategic Plan Goals

1. Protect the health, safety, and well-being of all citizens.
2. Provide opportunities for all citizens to prosper by promoting the economic development of the area.
3. Work to assure responsible development that both enhances and maintains the natural attractiveness of the area.
4. Make recreational, learning, and cultural opportunities accessible and available.
5. Provide and maintain multiple transportation systems.
6. Utilize current and future technology to enhance transparency in a cost-effective manner to provide essential services to County residents.

The budget for each department reflects that department's contribution toward meeting these Strategic Plan Goals. The various contributions toward these Strategic Plan Goals appear on the budget narrative pages for individual departments.

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

Oregon and California Railroad Lands (O&C) Payments

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 \$33,706,662. 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 sustained harvest and protecting the environment. In recognition of the financial devastation this caused to rural communities, such as Jackson County whose main industry centered on logging and timber mills, the Federal government provided a series of revenue guarantees, known as the Secure Rural Schools and Community Self-Determination Act (SRS), from their general fund until a compromise could be found and logging could resume. As all of this was going on, there was also a general statewide tax revolt that culminated in the passage of Ballot Measure 5 in 1990 and Ballot Measure 50 in 1997. Ballot Measure 5 limited local government's portion of any property tax bill to \$10 per thousand of real market value. Ballot Measure 50 set a permanent rate limit for each individual local government in the Oregon Constitution and, in general, limited its application to a 3 percent trend line after an initial 10 percent discount. At this point, the SRS revenue guarantees are sporadic; Senators and House Representatives have told County leaders that getting additional Federal guarantees will be very difficult.

It should also be noted that after approximately 30 years of court cases, on November 15, 2019, Judge Leon of the United States District Court for the District of Columbia ruled that the 2016 Resource Management Plan (RMP) violates the O&C Act. "When a statute's language is plain, courts must enforce it according to its terms." The issue is that the O&C Act requires all 2,100,000 acres of O&C timberlands to be managed for sustained yield timber production, and the RMPs did not do so. With this judgment, the RMP must be revised so logging can continue; but at this point, there is still no timeframe on when the revised RMP will be written or approved.

Since 1859, the basic formula for property taxes has been: expenditures minus all other revenues, equals property tax. So that counties, such as Jackson County, who received O&C payments (other revenue) have permanent tax rate limits much lower than those counties who did not receive O&C payments. To illustrate this fact and to provide perspective, of those counties that received O&C payments, their permanent tax rate limits (per thousand dollars of assessed valuation) are as follows: Josephine-\$0.5867, Curry-\$0.5996, Coos-\$1.0799, Douglas-\$1.1124, Klamath-\$1.7326, Lane-\$1.3793, and Jackson-\$2.0099. The rates of those counties with little or no O&C payments are as follows: Clackamas-\$2.9766, Yamhill-\$2.5775, Multnomah-\$4.3434, Washington-\$2.2484; and some of the northeastern Oregon counties are even higher: Wheeler-\$8.5266 and Sherman-\$8.7141. Since the rate limit was added to the Oregon Constitution, the only way to change it is a statewide measure. There are no sales taxes in Oregon, and local government does not receive a direct allocation of the State income tax.

County Facility Needs

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 five additional judges. During the summer of 2020, a remodel project in the Justice Building created two courtrooms out of one for a new judge position. Effective July 1, 2024, Jackson County is authorized for another additional judge position. However, there is not sufficient space to accommodate all of the currently authorized judges in the current buildings used for State judicial operations. The County is pursuing State funding opportunities to assist us to construct additional facilities to accommodate this new position and additional positions which may be added in the future.
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 222,762 in July 2023. Local correctional facilities to appropriately address needs for lodging, housing, and maintaining custody are being examined and addressed. Oregon Ballot Measure 110, the Drug Decriminalization and Addiction Treatment Initiative, impacted the number of lodgings, but with the legislature enacting House Bill 4002 (2024) to amend the provisions of Oregon Ballot Measure 110, impacts to lodgings are still subject to be determined.
3. Animal Shelter: The current facility is undersized and was built prior to 1975. Since then, the model of care has changed requiring the Shelter to house more animals for longer periods of time.
4. Multi-Use Pandemic Response Center at the Expo: During fiscal year 2020-2021, Jackson County experienced the COVID pandemic, the Almeda and South Obenchain Fires, and a broken water pipe which flooded the first floor of the Health and Human Services' building. Our buildings at the Expo were used for vaccination centers, an evacuation center for those who lost homes in the fires, and office space due to the flood. These events, in combination with a lack of indoor recreational facilities, highlight the need for additional, adequately equipped facilities.

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 budget message.

Debt Service

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

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 fiscal year 2024-2025. The steep increase in inflation and the mitigating rise in Federal interest rates are having an impact on many departments. Premiums for insurance policies are also increasing at a rate higher than inflation. It is impossible to project the total impact of these events at this point as they will continue on for several years. However, known factors with a direct impact on this adopted budget that we are aware of are outlined below.

American Rescue Plan

Jackson County received \$42,850,728 from the State and Local Fiscal Recovery Plan authorized by the American Rescue Plan Act. The County expended approximately \$3,775,336 on various projects in fiscal years 2022-2023 and 2023-2024, including ventilation systems in various buildings, disinfection UVC light robots, storage area network (SAN) replacement, waterline replacement at roads, and an improved audio/visual system in the County's conference rooms. The County plans to use approximately \$39,075,392 of the remaining funds for construction of the Multi-Use Pandemic Response Center at the Jackson County Expo, mentioned previously; this Center is being budgeted in Capital Outlay. In addition, the County received \$4,357,418 in Local Assistance and Tribal Consistency Funds (LATCF) that was used for General Fund operations.

Personnel

Non-represented employees (management and confidential) and the Service Employees International Union (SEIU) groups are budgeted to receive a 4.6 percent cost of living increase in addition to step increases for those who are eligible. The Federation of Oregon Parole and Probation Officers (FOPPO) group is budgeted to receive a 4.1 percent cost of living increase in addition to step increases for those who are eligible. FOPPO and SEIU increases are based on the collective bargaining agreements (CBA) effective July 1, 2022, through June 30, 2025. The Jackson County Sheriff's Employees' Association (JCSEA) group is budgeted to receive a 3.8 percent cost of living increase in addition to step increases for those who are eligible. JCSEA increases are based on the CBA effective July 1, 2023, through June 30, 2026.

Contingency

The fiscal year 2024-2025 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 \$27,841,282; this is less than the 15 percent limit set in State law 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 projections in the General Fund 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 \$15,811,985. Information can be found under General Fund Fiduciary beginning on Page 172 of this budget document. In addition, sufficient funds are budgeted as Ending Balance and Reserves for all operating funds to provide appropriate cash flow for each fund's individual cash flow requirements to meet their operating needs, as well as to anticipate potential larger one-time expenditures for the fiscal year. Individual budgeted information can be found on each fund's summary page in the Appropriations section of the budget document.

Significant Departmental and Fund Highlights and Issues for 2024-2025

Airport

The Airport experienced reduced air service flights due to the nationwide pilot shortage, which decreased their average daily flights from 44 in fiscal year 2020-2021 to 35 in fiscal year 2021-2022 and again in fiscal year 2022-2023. The Airport is working on attracting new airlines and/or new routes to destinations not currently served. The Airport capital projects will continue in fiscal year 2024-2025 as a result of

Federal Aviation Administration (FAA) and Connect Oregon grants. The Airport is in the early planning stages for a terminal expansion.

Community Justice

Community Justice increased their FTEs from 134.00 to 136.00. The focus of the Director will continue to be to develop and deploy training programs to educate staff on best practices, cultural agility, implicit bias, gender equality, diversity, responsiveness, and equity. The Department will continue to increase services at the Resource Center for all clients released from the County jail and from the Transition Center, including combatting the opioid epidemic.

County Clerk

The County Clerk has been negatively impacted by inflation as the sharp increase in Federal interest rates has a direct impact on the quantity of recorded documents, a key function within the Office.

Development Services

The Wildfire Resiliency Permit Center, that was created to assist wildfire survivors with expedited planning and building reviews ceased operations in fiscal year 2023-2024.

District Attorney

The District Attorney's Office is facing a workforce shortage as multiple experienced prosecutors left the Office, and there is a shortage of attorneys statewide which is causing a staffing crisis for both public defenders and prosecutors. This deficit puts a hardship on the Office as they continue to see an increase in the complexity of the workload as cases are more complex due to Ballot Measure 110, passed by citizens in November 2020, decriminalized the possession of small amounts of illegal drugs. With the passage of House Bill 4002 (2024), amending the provisions of Ballot Measure 110, the impacts on the workload are being determined, though it is anticipated to increase due to the implementation of specific provisions of this Bill.

Expo

The Expo continues to expand in their post-COVID environment. The County Fair has had three very profitable years, and the venues are being rented at capacity each weekend. All of the annual sponsored events have resumed, including the Rodeo, BrewFest, Holiday Market, and BoomFest. The Expo had a 1.00 FTE reduction in headcount as they continue to financially recover from the 2023 Rogue Music Festival.

Health and Human Services (HHS)

HHS is increasing their personnel by 6.65 FTE positions. The largest increase is 5.55 FTEs in the Developmental Disabilities Program due to an increase in funding for case management.

Roads and Parks

Even with the winter rain and snow, the Parks Programs anticipate low lake levels to persist and impact the revenue of recreational services and associated revenue. The Department will continue construction of the County's portion of the Foothill Road (Delta Waters Road to Dry Creek Road) project. This project is being partially funded by Federal dollars and will straighten numerous curves, add dedicated turn lanes

at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway. Following this project will be the improvement of Foothill Road from East Vilas Road to Corey Road, which is currently in the pre-design phase.

Sheriff

The Sheriff's Office continues to struggle with an outdated jail and an increase in forced releases and increased mental health and homelessness in the Rogue Valley. The Jackson County Jail has a high number of inmates compared to other similarly sized counties in the State, including those that were due to Ballot Measure 11, passed by voters in 1994, which imposes long mandatory prison terms for 16 designated violent and sex-related offenses. In addition, the impacts of the November 2022 passage of Ballot Measure 114 are still to be determined as the constitutionality of the Ballot Measure is challenged. If implemented as written, this places an unfunded mandate on law enforcement that will require the Sheriff's Office to issue a permit to purchase a gun in the State of Oregon.

Processes Used to Develop the Budget and Organization

Pursuant to Oregon law, the budget is reviewed and approved by a Budget Committee consisting of the three members of the Board of Commissioners and three lay members. The Budget Committee was convened in a special public meeting on November 27, 2023. During this meeting, the County's budget policies were reviewed and agreed upon by the Committee. County Administration provided information on items that affected the budget. Priorities for budget development were defined by the Budget Committee, and budget targets were set for the applicable Departments.

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 requested budget and any differences with the recommended budget versus departmental requirements. These meetings took place on March 18 and 19, 2024. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held on April 16 and 18, 2024. The public was invited to attend these hearings in person in the Courthouse Auditorium. During each day of presentations and review, there were scheduled opportunities for public comment. Budget deliberations began at the conclusion of the reviews on April 18, 2024. These 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, 2024, at 12:00 noon. At the meeting, they developed a recommendation for Elected Officials' salaries and presented it to the full Budget Committee for action on April 18, 2024.

Following approval and publication of the Budget Committee's approved budget, the Board of Commissioners adopted the budget on June 5, 2024. 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 22 of this budget document includes a view of the County with its departments. For each County department there is a tab at the beginning of their section. An overview of the department's objectives for the year and accomplishments in the prior year, as well as performance measures within the department, are found behind their tab. For each department, 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 six Strategic Plan Goals identified by County employees. The County's Mission Statement and Strategic Plan Goals are described elsewhere in this budget message.

Throughout the budget, the specific Strategic Plan Goals that the department strives to meet are identified in a description of the particular department. The narrative for each department includes a statement of the revenues and expenditures generated by specific departments.

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. Through the coming fiscal year, we anticipate modifications to this service plan will be necessary. Rest assured that, as an organization, we will continue to monitor and adjust when it is most appropriate.

The preparation of a budget this complex would not be possible without the hard work and contributions of many. I would like to specifically acknowledge Shannon Bell, Sr. Deputy County Administrator; Joel Benton, Sr. Deputy County Administrator; Nicole Rollins, County Auditor; Lori Goodrich, Budget Analyst; 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 2024-2025. The total amount of property tax the County expects to levy on behalf of the General Fund is \$53,687,329. Of this amount, the County expects to collect 94 percent for a net of \$50,466,090 in the first year.

The County expects to levy \$1,999,839 on behalf of its ECSO Debt Service Fund, and expects to collect 94 percent or \$1,879,848 in the first year.

Property taxes collected for the White City Enhanced Law Enforcement District are collected for the District. The District pays the Sheriff a Service Revenue fee, which is included in Interfund Transfers 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 55 percent of real market value. This permanent rate is set by the Oregon constitution.

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

Debt Limitations

The County has a general obligation bonded debt limit set by Oregon Revised Statute (ORS) 287A.100, which is 2 percent of the real market value of all taxable property in the County. The County's bonded debt for the ECSO bonds is only 2.74 percent of the 2 percent limitation. This limit does not apply to other types of bonds, such as the revenue bonds that were issued for the Airport terminal project.

Appendix B Debt Service

Airport

During fiscal year 2007-2008 the Airport issued \$19,955,000 in Airport Revenue Bonds to complete the funding package for the new terminal and airside improvements. Two types of bonds were issued – Series A, Non-AMT in the amount of \$13,480,000; and Series B – AMT in the amount of \$6,475,000.

In May 2013, the County issued \$3,590,000 in Airport Revenue Bonds with an interest rate of 2.840 percent. The proceeds were used to refund \$3,355,000 of outstanding 2007 Series B Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduces future debt service payments by \$420,602 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$414,995. The 2013 bonds were paid in full in December 2023.

In February 2016, the County issued \$12,170,000 in Airport Revenue Bonds with a variable interest rate of 3.125 to 5.00 percent and an average of 4.034 percent. The proceeds were used to refund \$13,480,000 of outstanding 2007 Series A Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduced future debt service payments by \$4,825,168 and resulted in an economic gain of \$2,457,284. The budget for fiscal year 2024-2025 includes debt service in the amount of \$1,114,046 for the 2016 bonds. 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. The projected Maturity and Payment Schedules can be found on Page 74 of this budget document.

Emergency Communications of Southern Oregon (ECSO)

Debt service for the ECSO bonds begins on Page 171, and the projected Maturity and Payment Schedules can be found on Page 176 of this budget document. In November 2019, voters approved bonds in the amount of \$28,000,000 to bring emergency communication towers and radios up to current standards. At the end of fiscal year 2019-2020, the County issued \$23,870,000 in general obligation bonds to finance the ECSO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Net interest cost to the County is 2.48 percent. The budget for fiscal year 2024-2025 includes debt service in the amount of \$1,763,250, which is funded with additional property tax revenue designated for debt service payment.

Street Improvement – Ironwood/Leafwood LID

Jackson County Roads Ironwood/Leafwood Local Improvement District (LID) Bancroft Bonds, Series 2009. This bond matured on March 1, 2024, and was paid in full.

This Page Reserved for Notes

BUDGET SUMMARY

BUDGET DEVELOPMENT PROCESS BASICS

Calendar for Fiscal Year 2024-2025 Budget Preparation

Planning

October 27, 2023	Budget Preparation Manual distributed to departments.
November 27, 2023	Budget Committee meets to set goals and targets for fiscal year 2024-2025.

Preparation

December 8, 2023 - February 16, 2024	Budget submissions due from departments.
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Review

December 9, 2023 - March 15, 2024	Administrative staff reviews department-requested budgets.
March 18 and 19, 2024	County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited.

Approval

April 9, 2024	County Administrator delivered the County Budget Message.
April 16 and 18, 2024	Budget Committee public hearings held that included presentations of the recommended budgets by departments.

Adoption

June 5, 2024	The Jackson County Board of Commissioners' public hearing held to adopt the fiscal year 2024-2025 budget.
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Budget Preparation Process

Preliminary budget materials were distributed to the Department Directors and Program Managers in October 2023. Department targets for applicable funds are calculated and communicated during the budget training held in December 2023. Departments estimate revenues to identify program needs in the categories of personnel services, materials and services, capital outlay, special payments, debt service, interfund transfers, contingency, and ending fund balance and reserves 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 2023. All departmental budget requests were evaluated in terms of the program's strategic goals and measures, and the necessity of these goals toward achieving the goals and the mission statement of the County. Individual meetings were held between staff and Department Directors to discuss the Department's request, establish priorities, and evaluate the effectiveness of the proposed programs. From these discussions, the staff prepared the recommended appropriation levels and revenue estimates and commented on changes in the programs and staffing levels.

The County Administrator's formal reviews were held on March 18 and 19, 2024. These meetings were held with the Department Directors, Program Managers, and the County Administrator; the Budget Committee was invited to attend and, because a quorum of the Budget Committee was in attendance, a Budget Committee meeting was convened as noticed. Notice for the meetings was published in the *Rogue River Press* on March 13, 2024. The



County Administrator’s recommended budget was prepared and presented to the Budget Committee and to the public with the budget message on April 9, 2024, and public hearings with department presentations on April 16 and 18, 2024. The recommended budget was printed and open to public inspection. Notice for the April meetings was posted on the Jackson County web page on March 27, 2024, and published in the *Rogue River Press* on April 3, 2024. Following its approval by the Budget Committee, the budget was published in the *Rogue River Press* on May 29, 2024, indicating the time and place of the Board of Commissioners’ budget hearing—as required by Oregon Revised Statutes (ORS). On June 5, 2024, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2024-2025. Any post adoption amendments are done through the supplemental budget process, which includes adoption of adjustments by the Board of Commissioners after a noticed public hearing.

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 5, 2024. All prior year actual information is meant for comparison only. This information may be inconsistent with the audited numbers due to County reorganization; historical data was moved with the program in order to give the reader a sense of comparison for prior years.*)

Basis of Budgeting and Accounting

The basis of budgeting refers to the accounting method used to determine the timing of recognizing revenues and expenditures for budget purposes. The Jackson County budget is prepared using the modified accrual basis of accounting for all funds, which is a current financial resources measurement focus. Revenues are included in the budget when the amounts are measurable and expected to be available during the budget year. Expenditures are included in the budget in the year they are reasonably expected to be incurred and paid. All revenues and expenditures are identified in the budget process due to the requirement for appropriation authority for the County to incur and pay expenses.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and custodial 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 collectible 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 to be “available” if they are collected within 60 days after the fiscal year end and “measurable” as 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. Transactions not recorded using the modified accrual basis include: 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.

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

Differences Between the Budget Document and the Annual Comprehensive Financial Report

The County’s Annual Comprehensive Financial Report (ACFR) presents funds and reporting components in different ways than the County’s budget document. This is due to different reporting requirements in Oregon Local Budget Law; GAAP; Governmental Accounting, Auditing and Financial Reporting standards; and the Government Finance Officers Association award programs (the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting).

Presentation. The County’s budget is presented by department to help the citizens understand the types of services each department provides and how those services are funded. The County’s Annual Comprehensive Financial Report is presented by funds and activities such as General Government, Community Justice and Safety, and Transportation.



Beginning Fund Balance. Oregon budget law requires local governments to budget all available resources, which is why beginning fund balances are budgeted as revenues (resources) every fiscal year. Beginning Fund Balances are not classified as revenues in the ACFR, but rather as either fund balance or net position depending on the fund type.

Capital Outlay in Proprietary 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 capital assets.” Capital 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 expense is not budgeted. For accounting purposes, when Capital Outlay is expensed in a proprietary fund, the total amount expended is reversed at year end and depreciation expense is posted.

Compensated Absences. Compensated absences are budgeted each year based on projected vacation earned but not taken. Vacation is recorded as an expense when earned with a corresponding amount reported to a liability account in each fund. For accounting purposes, a year-end entry is made to true-up the balance of the liability account to reflect all accrued vacation at current wages in the proprietary funds.

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.” For accounting purposes, the principal portion of the debt is established as a long-term liability when the proceeds of the bond are received (depending on the fund type). When a debt service payment is made, the principal portion of the payment reduces the liability and only the interest portion of the debt is posted as an expense.

Difference Between “Actual” and “Adopted” Budget Numbers

Throughout the budget document there is a difference between the “actual” (FY 2020-2021 to FY 2022-2023) and “adopted” (FY 2023-2024 and FY 2024-2025) budgeted numbers. The differences are due to the difference between the basis of accounting and the basis of budgeting as described earlier.

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. Elected Officials and Department Directors 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 Directors 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 program’s adopted budget, a budget 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 budgeted 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 of taxes on real and personal property and interest on such refunds under ORS 311.806.
- Refunds received by the County when purchased items are returned after an expenditure has been made.

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

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

Fiscal Policies

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

Budgeting Policies:

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

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

- Jackson County will make every reasonable attempt to maximize the application of its financial resources by obtaining supplementary funding for the provision of public services or capital projects. Generally, the County does not use one-time revenues or year-end surplus to fund ongoing operating expenses.

Rationale: To maintain steady service levels of ongoing operations and lessen the reliance on one-time funding.



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

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 financial 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 investments 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, municipal debt, and commercial paper. Investments are purchased for a period not to exceed 60 months and limits by investment type set by policy.

- 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 obligations.

- 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 in full 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 paying for equipment that is no longer useful.

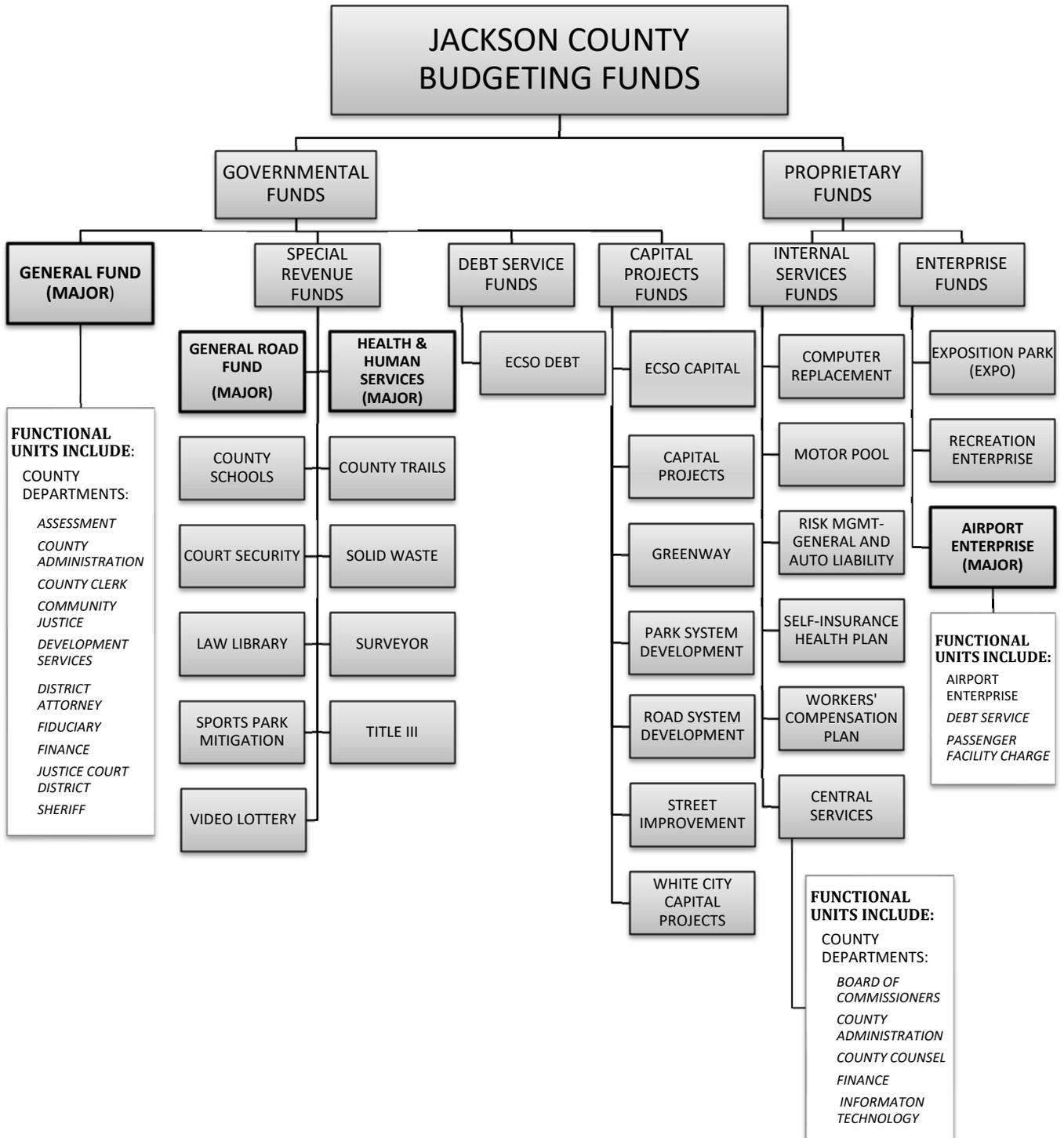
Reserve Policy:

- Sufficient fund balance must be maintained in all operating funds to cover cash flow needs for the fiscal 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 2024-2025



All funds shown above are appropriated in the budget and are included in the audited financial statements. The County's Fiduciary Pension Trust and Custodial 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 a mechanism 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 2024-2025, the calculation would be the total appropriated budget less transfers $\{\$391,911,819 - \$11,134,791\} * 10\% = \$38,077,703$; any fund with an expenditure appropriation greater than $\$38,077,703$ would be considered a major fund for budget purposes). Major funds defined for budget purposes may be different from major funds identified in the ACFR 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 revenue 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 Management, Sports Park Mitigation, Surveyor, Title III, and Video Lottery. The White City Enhanced Law Enforcement District funding has moved into a special district effective fiscal year 2024-2025, but is included to provide consistency in reporting.
- *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: Emergency Communications of Southern Oregon (ECISO) Capital Project, Capital Projects, Greenway, Park Systems Development, Road System Development, Street Improvement, and White City Capital Projects.



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

Proprietary Non-Major Funds:

- *Enterprise Funds* – Enterprise Funds account for “business-type” activities. Activities within these funds are supported largely by user charges. Enterprise Funds include: Exposition Park (Expo) and Recreation Enterprise.
- *Internal Services Funds* – The Internal Services Funds are 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 Funds rely 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 Custodial Funds* – Trust and Custodial 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 Custodial 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.

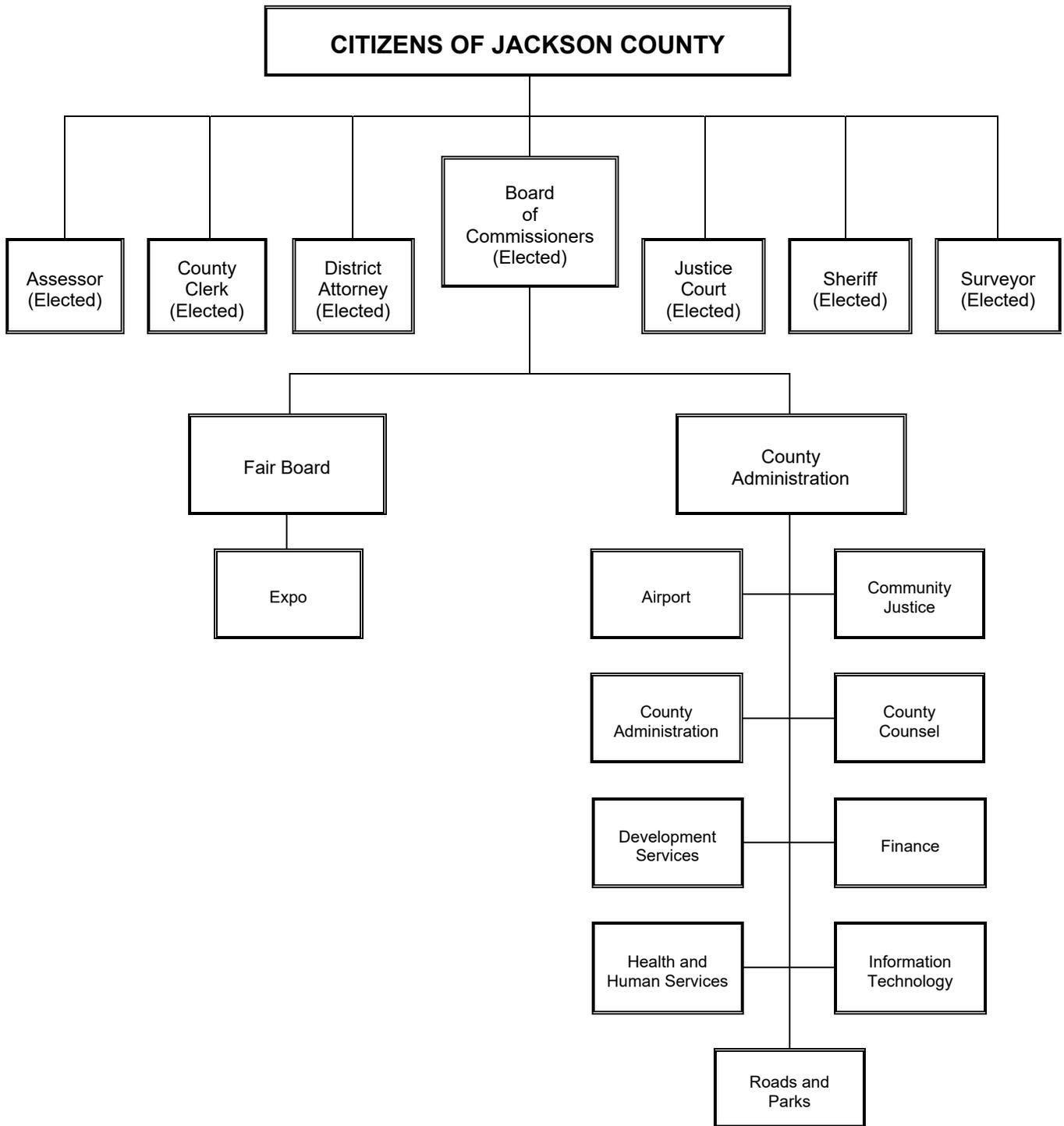
FUND STRUCTURE BY DEPARTMENT

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				



COUNTY ORGANIZATION CHART

Fiscal Year 2024-2025



STRATEGIC PLAN SUMMARY

Strategic planning is assessing the County's current efforts and charting a course to maintain and/or improve desired services for our citizens. The Strategic Plan (the Plan) helps the County make decisions on allocating human and capital resources to achieve the identified goals, strategies, objectives, and measures. Further, the Plan encourages collaborations, partnerships, and creative thought among County leadership, partners, stakeholders, municipalities, and citizens. Finally, the Plan clearly communicates the County's intended direction over the next five years. Jackson County's Strategic Plan was initiated in 2021 to update the County's vision, mission, goals, and strategies to determine objectives to be completed from 2022 to 2027. The process included the following steps:

- County Administration set guidelines for goals.
- Meetings with Department Directors were held to identify countywide and department goals.
- The County's Board of Commissioners reviewed and provided input for goals.
- A draft Strategic Plan was provided to the County's 12 advisory committees for review and input.
- A public hearing was held by the Board of Commissioners on the County's Strategic Plan.
- The Board of Commissioners' final approval and adoption of the County's Strategic Plan.

The focus of the Plan is to be as user friendly as possible. It is hoped that Jackson County residents will find the Plan easy to understand, and that it serves as an effective road map for Jackson County to continue to provide effective and valued services over the next five years. The highlights of the Plan are shown below:

VISION

For Jackson County to be the premier Oregon destination to live, work, and recreate.

MISSION

To provide public services that protect and enhance the quality of life in Jackson County as determined by the people, laws, and available resources.

VALUES

Innovation and Collaboration – We encourage fresh ideas and teamwork among employees and County officials, State and other local governments, and the community the County serves.

Integrity, Accountability, and Respect – We demand honest and ethical dealings with each other and with the public. We keep our promises, admit mistakes, and are courageous in doing what is right. Our personal conduct ensures that Jackson County government is worthy of trust.

Diversity, Equity, and Inclusion – We strive for excellence and recognize that our differences make us stronger. We respect and seek out inclusion of differences, realizing that we can learn from each other. We insist on a culture of respect, and recognize that words and actions matter. We strive to provide equity, inclusion, and dignity for all residents of, and visitors to, Jackson County.

Effective and Efficient Use of Resources – We strive to provide services according to the community's priorities and to do so without waste or inequity by promoting employee pride, and high standards of performance and productivity.



Safe and Enjoyable Workplace – We value a safe workplace, and one in which we are honored and recognized for our talents and accomplishments. We value the free expression of ideas, honest and open communication, and positive attitudes.

GOALS

1. Protect the health, safety, and well-being of all citizens.
2. Provide opportunities for all citizens to prosper by promoting the economic development of the area.
3. Work to assure responsible development that both enhances and maintains the natural attractiveness of the area.
4. Make recreational, learning, and cultural opportunities accessible and available.
5. Provide and maintain multiple transportation systems.
6. Utilize current and future technology to enhance transparency in a cost-effective manner to provide essential services to County residents.

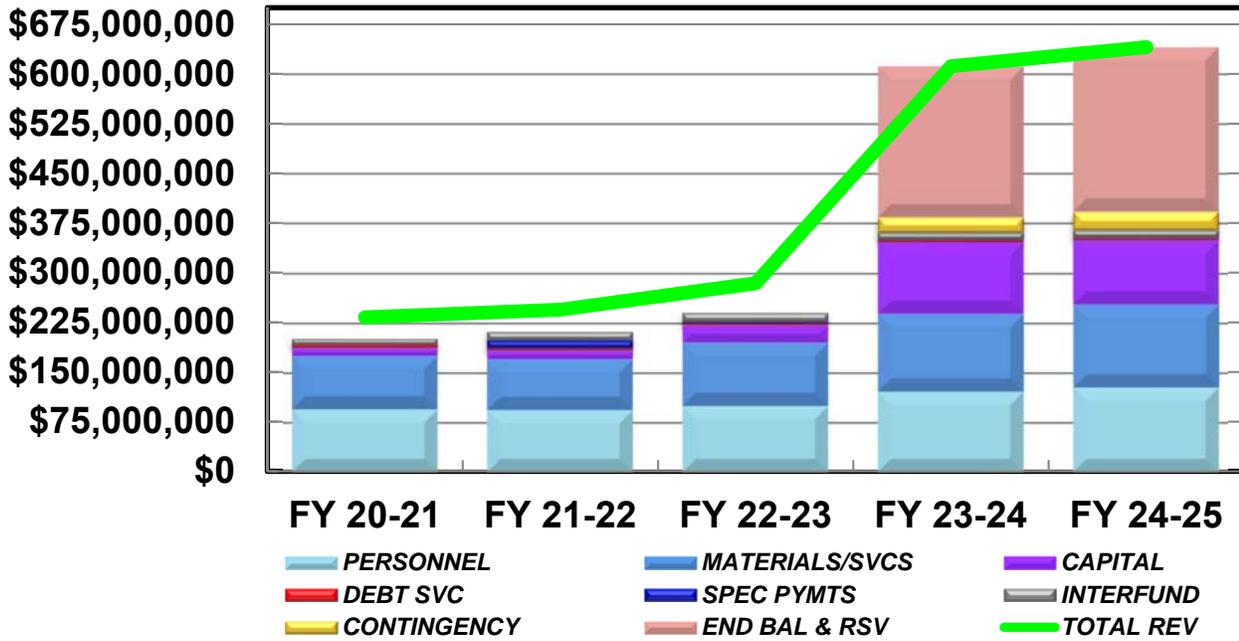
Following is a matrix identifying the goals that a department is helping to meet:

	Strategic Plan Goals					
	1	2	3	4	5	6
Airport		✓			✓	
Assessor						✓
Community Justice	✓					
County Clerk						✓
Development Services	✓		✓			
District Attorney	✓					
Expo		✓		✓		
Finance						✓
Health and Human Services	✓					
Justice Court District	✓					
Roads and Parks				✓	✓	
Sheriff	✓					
Surveyor			✓			✓

Information on how these departments are meeting the goals identified can be found within the department pages of this document. The Jackson County Strategic Plan can be found on the County's website at <https://jacksoncountyor.org/Departments/Administration/County-Budget/Strategic-Plan>.



TOTAL REVENUES AND EXPENDITURES 2020-2021 to 2024-2025

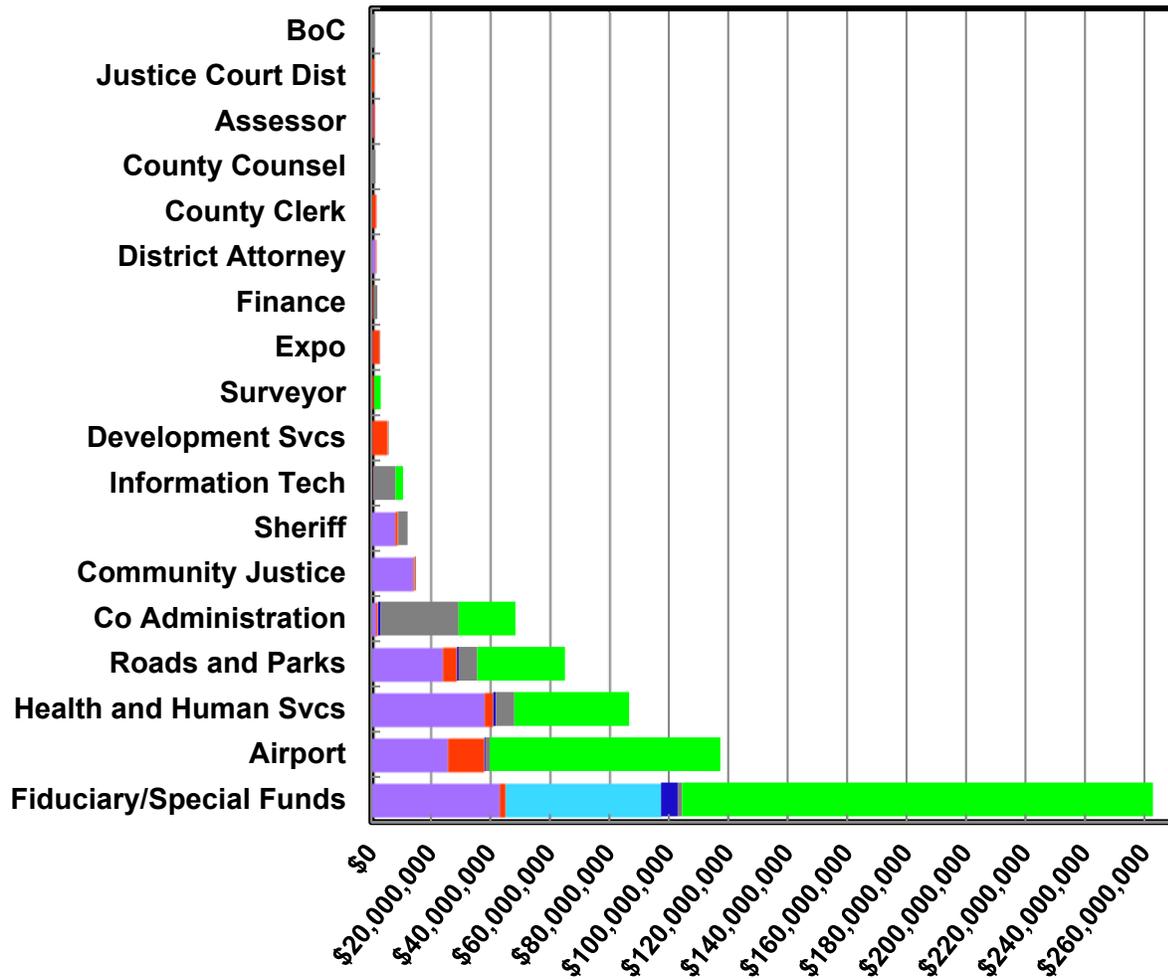


	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$103,341,431	\$122,209,911	\$121,921,802	\$123,803,691	\$159,092,934
FEES/SVC CHGS	\$36,047,766	\$39,711,126	\$40,808,520	\$39,919,641	\$36,338,746
PROPERTY TAX	\$44,292,233	\$46,399,156	\$48,405,848	\$49,607,713	\$52,345,938
ALL OTHER	\$4,518,787	-\$12,554,628	\$20,043,439	\$5,099,803	\$8,471,419
INTERFUND	\$44,333,079	\$48,314,092	\$52,913,452	\$51,510,474	\$56,451,471
FUND BALANCE	\$0	\$0	\$0	\$341,633,130	\$327,779,258
TOTAL REV	\$232,533,296	\$244,079,657	\$284,093,061	\$611,574,452	\$640,479,766
PERSONNEL	\$94,718,618	\$93,809,145	\$99,655,300	\$121,378,586	\$127,702,035
MATERIALS/SVCS	\$80,652,472	\$76,476,763	\$95,646,509	\$117,533,333	\$125,236,437
CAPITAL	\$11,939,240	\$13,415,485	\$26,536,769	\$107,163,848	\$96,034,379
DEBT SVC	\$4,354,335	\$2,675,392	\$2,686,758	\$2,772,202	\$2,877,296
SPEC PYMTS	\$514,501	\$12,430,871	\$2,056,482	\$1,183,599	\$1,085,599
INTERFUND	\$9,266,299	\$13,023,010	\$14,113,012	\$10,127,386	\$11,134,791
CONTINGENCY	\$0	\$0	\$0	\$23,177,067	\$27,841,282
END BAL & RSV	\$0	\$0	\$0	\$228,238,431	\$248,567,947
TOTAL EXP	\$201,445,465	\$211,830,666	\$240,694,830	\$611,574,452	\$640,479,766



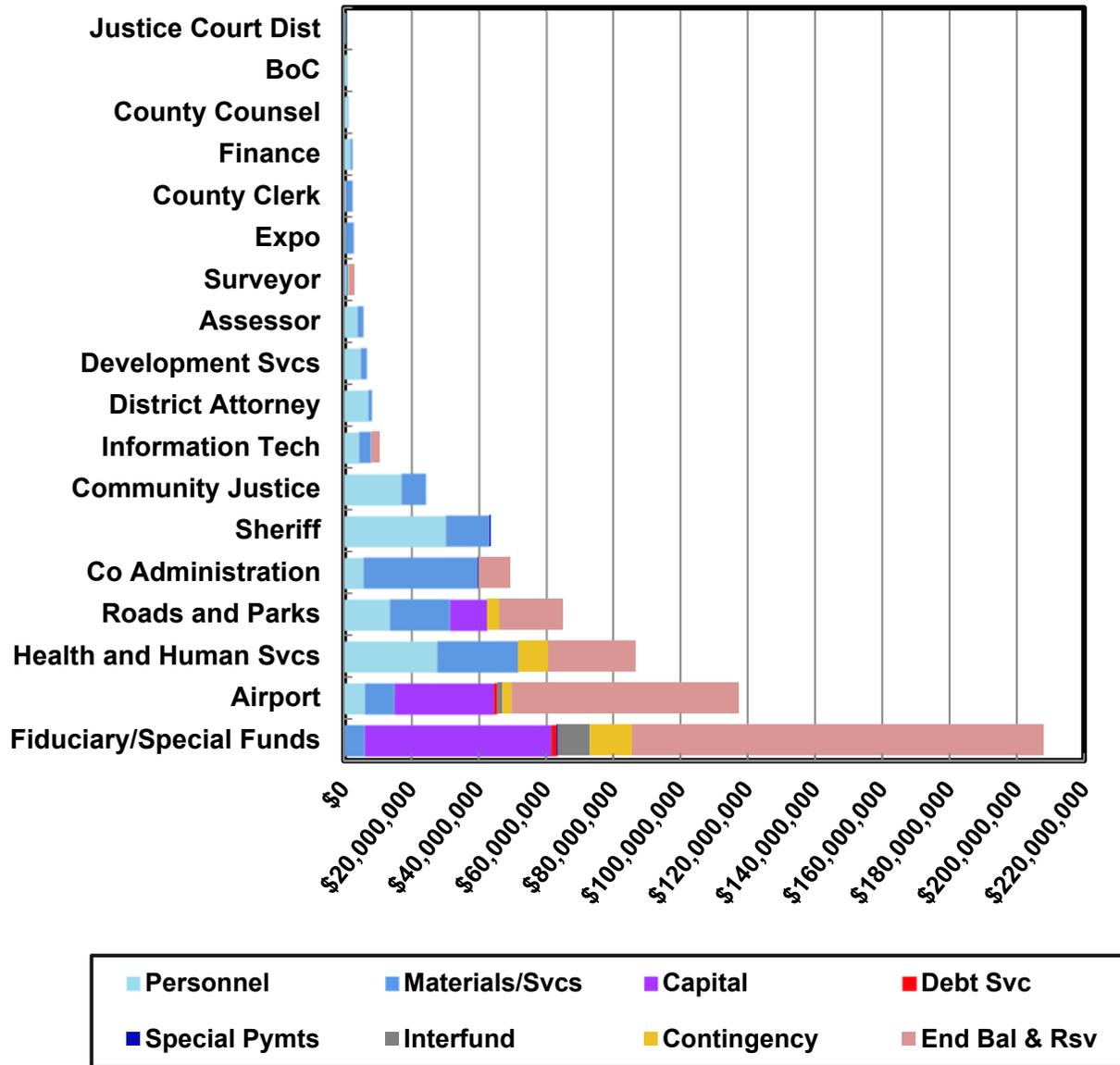
REVENUES BY DEPARTMENT

Fiscal Year 2024-2025



EXPENDITURES BY DEPARTMENT

Fiscal Year 2024-2025



CONSOLIDATED FINANCIAL SCHEDULES

REVENUE SUMMARY BY SOURCE Fiscal Year 2020-2021 to Fiscal Year 2024-2025

REVENUE CATEGORY REVENUE TYPE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED	PERCENT CHANGE*
GRANTS, GIFTS, ALLOC & DONATIONS						
Donations/Sponsorships	\$286,492	\$404,802	\$1,247,084	\$1,376,500	\$593,000	-56.92%
Federal Sources	\$28,014,187	\$23,539,556	\$28,265,078	\$33,856,949	\$61,579,174	81.88%
Local Government Sources	\$5,241,024	\$5,777,000	\$5,488,724	\$5,202,153	\$3,190,619	-38.67%
Private/NonProfit Sources	\$5,683,074	\$7,372,954	\$7,171,881	\$6,859,861	\$7,520,557	9.63%
State Sources	\$64,116,653	\$85,115,599	\$79,749,035	\$76,508,228	\$86,209,584	12.68%
SUB TOTAL =	\$103,341,430	\$122,209,911	\$121,921,802	\$123,803,691	\$159,092,934	28.50%
FEES & OTHER SERVICE CHARGES						
Fees	\$31,471,171	\$34,204,195	\$35,293,021	\$34,881,788	\$31,436,211	-9.88%
Fines	\$1,893,103	\$2,339,871	\$2,151,514	\$1,940,470	\$1,668,609	-14.01%
Forfeitures	\$16,923	\$46,391	\$15,961	\$10,000	\$10,000	0.00%
Licenses	\$1,730,505	\$2,018,305	\$2,046,000	\$2,101,071	\$2,184,074	3.95%
Sales	\$936,065	\$1,102,364	\$1,302,024	\$986,312	\$1,039,852	5.43%
SUB TOTAL =	\$36,047,767	\$39,711,126	\$40,808,520	\$39,919,641	\$36,338,746	-8.97%
PROPERTY TAX						
Current Property Tax Revenue	\$44,292,233	\$46,399,156	\$48,405,848	\$49,607,713	\$52,345,938	5.52%
SUB TOTAL =	\$44,292,233	\$46,399,156	\$48,405,848	\$49,607,713	\$52,345,938	5.52%
ALL OTHER RESOURCES						
Interest Revenue ⁽¹⁾	\$1,743,711	-\$13,363,781	\$19,069,074	\$3,872,028	\$7,477,566	93.12%
Miscellaneous Revenue	\$96,144	\$22,173	\$110,770	\$282,775	\$3,280	-98.84%
PriorYear Property Tax Revenue	\$2,525,377	\$683,852	\$779,455	\$845,000	\$890,573	5.39%
Privilege & Severance Taxes	\$153,555	\$103,128	\$84,140	\$100,000	\$100,000	0.00%
SUB TOTAL =	\$4,518,787	-\$12,554,628	\$20,043,439	\$5,099,803	\$8,471,419	66.11%
INTERFUND TRANSFERS						
Interdepartmental Charges	\$35,066,780	\$35,291,082	\$38,800,440	\$41,383,088	\$44,928,035	8.57%
Interfund Transfers	\$9,266,299	\$13,023,010	\$14,113,012	\$10,127,386	\$11,523,436	13.78%
SUB TOTAL =	\$44,333,079	\$48,314,092	\$52,913,452	\$51,510,474	\$56,451,471	9.59%
BEGINNING FUND BALANCE						
Beginning Fund Balance	\$0	\$0	\$0	\$341,633,130	\$327,779,258	-4.06%
SUB TOTAL =	\$0	\$0	\$0	\$341,633,130	\$327,779,258	-4.06%
GRAND TOTALS	\$232,533,296	\$244,079,657	\$284,093,061	\$611,574,452	\$640,479,766	4.73%

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

⁽¹⁾ 2021-2022 Actual includes a one-time mark to market adjustment of \$11,006,339.



EXPENDITURE SUMMARIES

Fiscal Year 2020-2021 to Fiscal Year 2024-2025

BY DEPARTMENT	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	PERCENT
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED	CHANGE*
Airport	\$12,183,257	\$13,888,330	\$18,876,916	\$105,143,687	\$117,396,546	11.65%
Assessor	\$3,924,683	\$3,667,135	\$4,013,118	\$5,620,200	\$5,783,053	2.90%
Board of Commissioners	\$823,126	\$788,958	\$813,786	\$983,530	\$1,055,583	7.33%
Community Justice	\$19,877,077	\$19,414,237	\$21,588,806	\$23,399,614	\$24,344,473	4.04%
County Administration	\$27,023,828	\$23,786,589	\$26,952,940	\$46,382,295	\$49,436,185	6.58%
County Clerk	\$1,751,275	\$1,592,339	\$1,859,267	\$2,851,688	\$2,615,306	-8.29%
County Counsel	\$1,170,531	\$1,274,038	\$1,276,123	\$1,366,186	\$1,392,879	1.95%
Development Services	\$4,680,594	\$6,084,563	\$6,722,063	\$6,543,873	\$6,807,942	4.04%
District Attorney	\$6,396,068	\$6,577,512	\$6,621,311	\$8,308,879	\$8,324,687	0.19%
Expo	\$1,255,562	\$2,220,770	\$7,918,652	\$9,563,467	\$2,934,267	-69.32%
Fiduciary and Special Funds	\$18,003,924	\$26,446,942	\$15,402,563	\$209,373,101	\$208,018,933	-0.65%
Finance	\$2,219,030	\$2,213,460	\$2,495,638	\$2,472,027	\$2,537,211	2.64%
Health and Human Services	\$29,954,168	\$28,116,916	\$32,911,562	\$69,628,751	\$86,673,788	24.48%
Information Technology	\$6,210,954	\$5,542,384	\$6,704,342	\$10,099,513	\$10,636,306	5.32%
Justice Court District	\$516,348	\$563,318	\$607,468	\$609,795	\$665,177	9.08%
Roads and Parks	\$30,436,214	\$33,252,874	\$45,594,236	\$63,392,160	\$65,128,951	2.74%
Sheriff	\$34,237,943	\$35,618,415	\$39,504,721	\$42,638,497	\$43,595,877	2.25%
Surveyor	\$780,884	\$781,886	\$831,318	\$3,197,189	\$3,132,602	-2.02%

GRAND TOTALS BY DEPARTMENT **\$201,445,465** **\$211,830,666** **\$240,694,830** **\$611,574,452** **\$640,479,766** **4.73%**

BY CATEGORY	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	PERCENT
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	ADOPTED	CHANGE*
Personnel Services	\$94,718,618	\$93,809,145	\$99,655,300	\$121,378,586	\$127,702,035	5.21%
Materials & Services	\$80,652,472	\$76,476,763	\$95,646,509	\$117,533,333	\$125,236,437	6.55%
Capital Outlay	\$11,939,240	\$13,415,485	\$26,536,769	\$107,163,848	\$96,034,379	-10.39%
Debt Service	\$4,354,335	\$2,675,392	\$2,686,758	\$2,772,202	\$2,877,296	3.79%
Special Payments	\$514,501	\$12,430,871	\$2,056,482	\$1,183,599	\$1,085,599	-8.28%
Interfund Transfers	\$9,266,299	\$13,023,010	\$14,113,012	\$10,127,386	\$11,134,791	9.95%
Contingency	\$0	\$0	\$0	\$23,177,067	\$27,841,282	20.12%
Ending Balance & Reserves	\$0	\$0	\$0	\$228,238,431	\$248,567,947	8.91%

GRAND TOTALS BY CATEGORY **\$201,445,465** **\$211,830,666** **\$240,694,830** **\$611,574,452** **\$640,479,766** **4.73%**

*NOTE: See Explanation of Change Between Budgets on following page.



EXPLANATION OF CHANGE BETWEEN ADOPTED BUDGETS

The following is a general explanation of the percent change between the adopted budget for fiscal year 2023-2024 and the adopted budget for fiscal year 2024-2025 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 decrease of 56.92 percent is due to a reduced number of Expo-sponsored events, primarily the Rogue Music Festival.

Federal Sources. The increase of 81.88 percent is due to moving American Rescue Plan Act Fiduciary funds from Beginning Fund Balance to revenue to better align with Governmental Accounting, Auditing, and Financial Reporting (GAAFR) principles.

Local Government Sources. The decrease of 38.67 percent is due to a change in how property taxes are collected for the White City Enhanced Law Enforcement District (WCELED). The taxes are collected by the District, and the District now pays the Sheriff a Service Revenue fee which is included in Interfund Transfers to the Sheriff's budget.

State Sources. The increase of 12.68 percent is due to a Health and Human Services' Behavioral Health Housing grant to be used for the community housing program.

Fines. The decrease of 14.01 percent is due to the passage of Oregon House Bill 4210 (2020) which removed the court's ability to suspend drivers' licenses due to failure to comply with court-imposed fines.

Interest Revenue. The increase of 93.12 percent is due to an increase in investment rates.

Miscellaneous Revenue. The decrease of 98.84 percent is due to a one-time grant in the Animal Services Program under the Health and Human Service Department in the prior year.

Interfund Transfers. The increase of 13.78 percent is due to three primary factors: property tax collected by the WCELED is now included in Interfund Transfers (to the Sheriff's budget) rather than reflected in Local Government Revenue; increased support for the Animal Services Program under the Health and Human Service Department, and Central Services; and the Computer Replacement Fund had no transfers made in fiscal year 2023-2024.

Expenditures by Department

Airport. The increase of 11.65 percent is due to an increase in Ending Balance and Reserves for future capital projects.

Expo. The decrease of 69.32 percent is due to reduced Expo-produced entertainment events.

Health and Human Services. The increase of 24.48 percent is due to increased State funding for the Developmental Disabilities and Mental Health Programs, deferred building improvements for the South Holly building, and increases in Contingency and Ending Fund Balance and Reserves.

Expenditures by Category

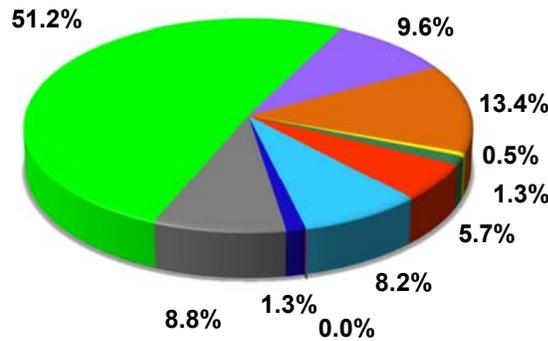
Capital Outlay. The decrease of 10.39 percent is due to the partial completion of the Multi-Use Pandemic Response Center project, and the completion of several Roads and Parks projects.

Contingency: The increase of 20.12 percent is due to budgeting to insure against unforeseen events. The total Contingency for all funds is less than the 15 percent limit set in State law.



EXPLANATION OF COUNTY REVENUES

REVENUES BY SOURCE Fiscal Year 2024-2025



Jackson County receives revenue from many sources. The chart above shows the percentages of the revenues budgeted. Oregon budget law combines all revenues given to a local government into the Grants, Gifts, Allocations and Donations category, which makes up 25 percent of the total budgeted revenues. This includes all Federal, State, and local grants. For the purpose of the chart, above, the County has separated the Grants, Gifts, Allocations and Donations into the smaller revenue classifications of Federal, State, Local, and Non-Government Sources.

COUNTY REVENUES

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

MAJOR REVENUE SOURCES

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

Source	Fund Type	% of Total Revenue	Adopted Budget
Beginning Fund Balance	All	51.2%	\$327,779,258
Current Property Taxes	General	8.2%	52,345,938
County Interdepartmental Charges	All	7.0%	44,928,035
State Motor Vehicle Taxes	Special Revenue	3.3%	21,025,000
State Public Safety Resources	General	3.1%	20,169,355
Federal Aviation Admin Airport Improvement Grants	Enterprise	2.6%	16,781,100
State Mental Health Resources	Special Revenue	2.5%	16,024,153
County Interfund Charges	All	1.8%	11,523,436
State Developmental Disabilities Resources	Special Revenue	1.3%	8,467,809
Federal O&C Revenues	General	0.9%	5,749,000
State Public Health Resources	Special Revenue	0.7%	4,599,027
State Mental Medicaid Funding	Special Revenue	0.7%	4,366,000
State Transportation Grants	Enterprise	0.5%	3,250,000
Federal Public Safety Resources	General	0.4%	2,824,972
State Liquor Tax Revenue	General	0.3%	1,777,520
Federal Bureau of Land Management Entitlement (PILT*)	General	0.3%	1,675,000
Federal Women, Infants, and Children Program	Special Revenue	0.2%	1,461,781
State Lottery Revenue	General	0.2%	1,400,000
Total Major Revenue Sources		<u>85.3%</u>	<u>\$546,147,384</u>

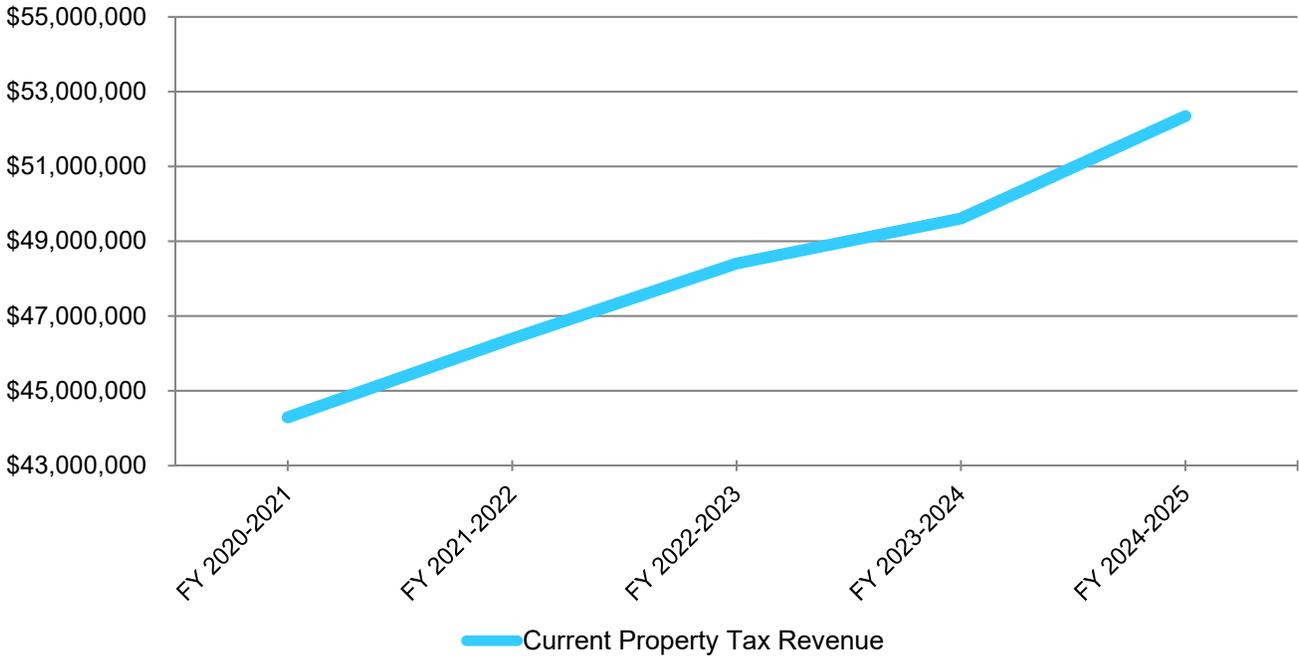
*Payment in Lieu of Taxes

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 almost 51.2 percent of total revenues.



PROPERTY TAXES

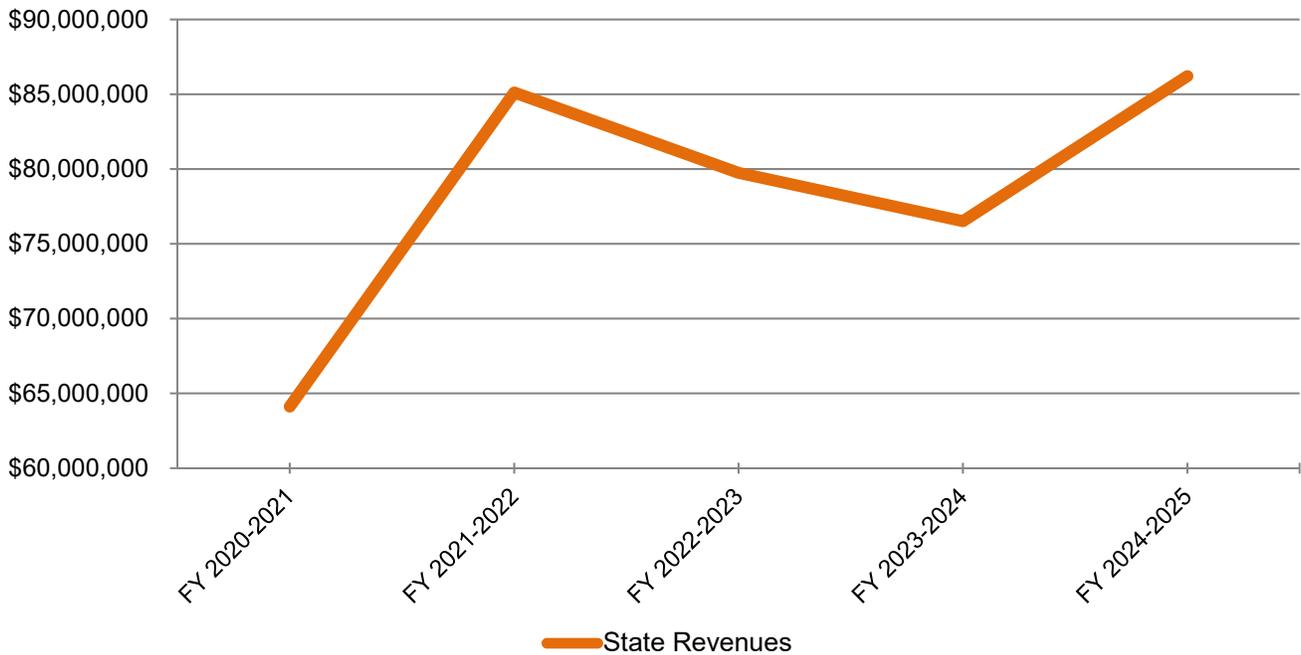


In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County’s permanent rate limit was set at \$2.0099 of assessed valuation per \$1,000 of assessed value. In addition, Ballot Measure 50 set limits 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. For new properties on the tax roll, a percentage is applied to established assessed value based on classes of property. For the 2023 tax year, the percentages are as follows: 55.5 percent for urban residential, 54.5 percent for rural residential, 65.7 percent for commercial and industrial, and 44.8 percent for multi-family properties. Generally, a parcel can be improved without increasing its assessed value if the improvements have a real market value of \$10,000 or less in any single assessment year, or an accumulation of \$25,000 or less for five assessment years.

For the General Fund, the total amount of property tax that the County expects to levy is the full permanent rate limit of \$2.0099 per \$1,000 of assessed value. When applied to the projected assessed value, the budgeted taxes imposed will be \$53,687,329, and will reflect the current assessed value plus 5.6 percent. Of this amount, the County expects to collect 94 percent for a net of \$50,466,090. In November 2019, voters approved bonds in the amount of \$28,000,000. At the end of fiscal year 2019-2020, the County issued \$23,870,000 in general obligation bonds to finance the Emergency Communications of Southern Oregon (ECSO) capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent, and an average of 3.964 percent; net interest cost to the County is 2.48 percent. The County expects to levy a flat rate tax in the amount of \$1,999,839 on behalf of its ECSO Debt Service Fund; and expects to collect 94 percent for a net of \$1,879,848. Revenues from all current property taxes are budgeted at \$52,345,938 for fiscal year 2024-2025. Property taxes are collected for the WCELED; the WCELED pays the Sheriff a Service Revenue fee, which is included in Interfund Transfers in the Sheriff’s budget.



GRANTS, GIFTS, ALLOCATIONS AND DONATIONS State Revenues



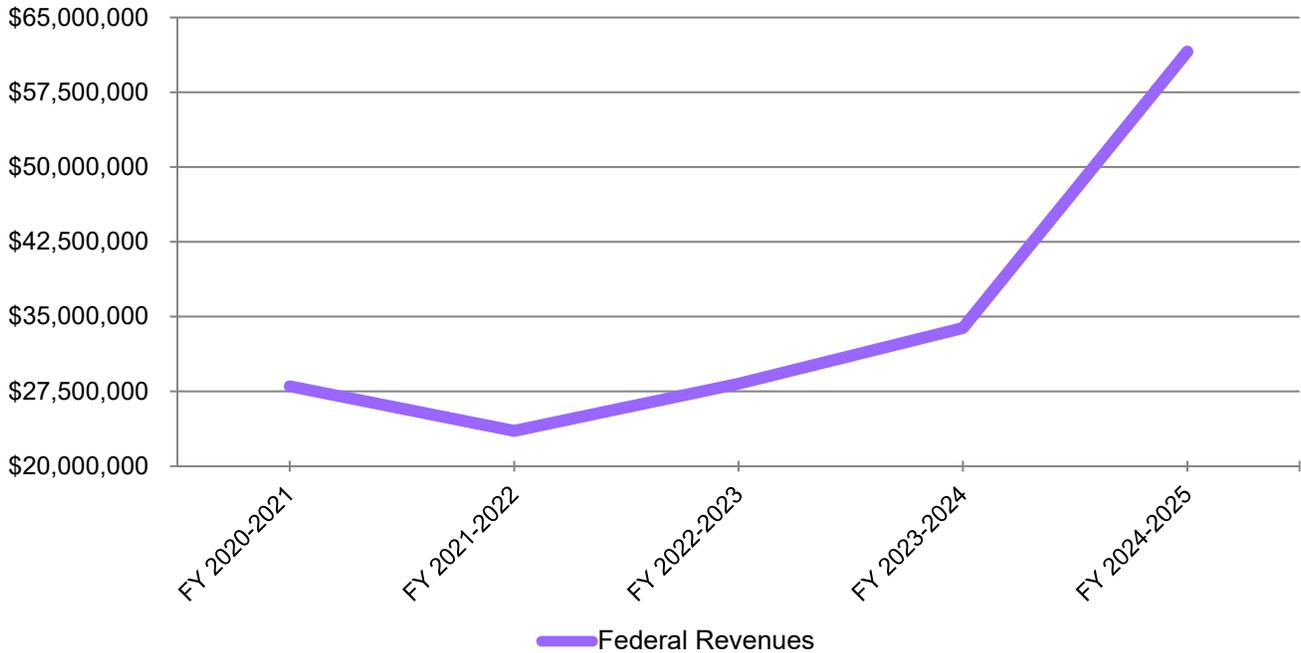
These revenues are generally dedicated grants and taxes provided by, or through, the State for specific County programs. Health and Human Services (HHS) receives the majority of this revenue, to support State-mandated programs such as Developmental Disabilities, Mental Health, and Public Health. State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

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

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



GRANTS, GIFTS, ALLOCATIONS AND DONATIONS Federal Revenues



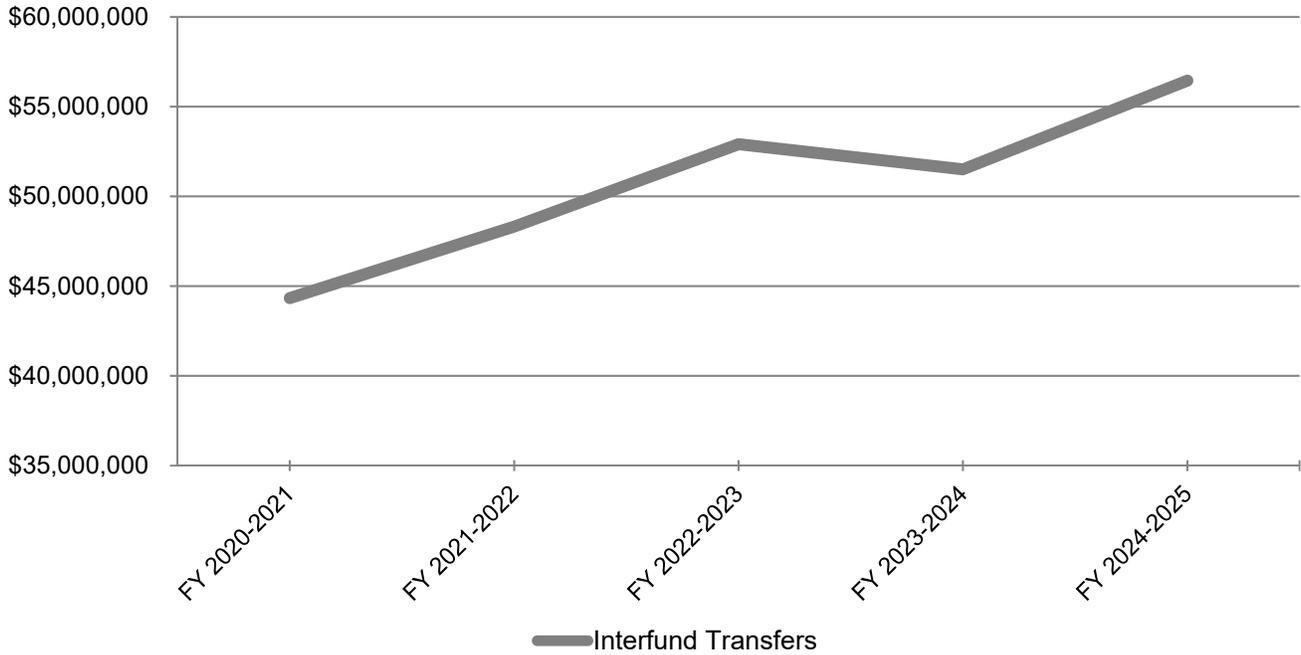
Funding fluctuates greatly from year to year depending on the types of program funding available from the Federal government. Federal monies generally have program-specific funding criteria. The Airport is usually the largest recipient of Federal monies from the Federal Aviation Administration (FAA) dedicated to Airport improvements. The current Airport improvements are the northwest development project; Phase 2 of the general aviation apron expansion project, and Phase 2 of the east apron expansion project. The majority of the Federal revenue that Health and Human Services receives is dedicated to the Women, Infants, and Children (WIC) program. WIC is the special supplemental nutrition program that provides nutritional education and counseling for qualified individuals.

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

Federal Oregon and California (O&C) Railroad Lands funding for logging on Federal lands within the State has almost come to a standstill due to environmental laws. In lieu of the O&C timber receipts, the Federal government has been providing a subsidy at greatly reduced amounts. The Secure Rural Schools and Community Self-Determination Act (SRS) was reauthorized on November 15, 2021, for three additional years beginning fiscal year 2021-2022 through fiscal year 2023-2024. In anticipation of another reauthorization, revenues have been conservatively budgeted in General Fund Fiduciary based upon prior years' funding. Due to the uncertain nature of this funding source, it is budgeted in the General Fund Fiduciary.



INTERFUND TRANSFERS



These revenues include transfers between funds (Interfund Transfers) and charges to County departments for services provided by another County department (Interdepartmental Charges). Interfund Transfers make up 1.8 percent of the County’s revenue. The largest transfers are from Airport Passenger Facility Charges to fund requirement match amounts for FAA Airport Improvement Grants; from General Fund Fiduciary to provide funds to HHS, the Animal Shelter, and Human Services Agencies; from the Solid Waste Fund to provide for Code Enforcement Officers; and from the Video Lottery Fund to jail operations with programs that address addiction problems, mental health issues, and education.

Interdepartmental Charges now account for 9.59 percent of revenues which is primarily due to the costs of providing health insurance to non-represented employees and the Service Employees International Union (SEIU) are billed to each department through Interdepartmental Charges. Other charges to departments include services provided by the Board of Commissioners, County Administration, County Counsel, Facility Maintenance, Finance, Human Resources, Information Technology, Internal Audit, Mail Courier, Motor Pool, Self-Insurance, and Workers’ Compensation.



SPENDING PLAN

COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES BY MAJOR FUNDS

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.

	FUNDS			
	General	General Road	Health & Human Svcs	Non Major Governmental
<u>Revenues</u>				
GRANTS, GIFTS, ALLOCATIONS & DONATIONS	\$67,089,302	\$21,717,325	\$38,135,851	\$3,727,678
FEES & OTHER SERVICE CHARGES	\$10,861,184	\$619,950	\$2,885,501	\$4,219,684
PROPERTY TAX	\$50,466,090	\$0	\$0	\$1,879,848
BOND PROCEEDS	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$5,142,099	\$500,000	\$900,000	\$1,538,970
INTERFUND TRANSFERS & IS REIMBURSEMENT	\$4,625,181	\$1,265,000	\$6,165,179	\$42,508,947
Total Revenues	\$138,183,856	\$24,102,275	\$48,086,531	\$53,875,127
<u>Expenditures</u>				
PERSONNEL SERVICES	\$65,981,891	\$11,000,754	\$27,627,121	\$14,182,923
MATERIALS & SERVICES	\$32,273,187	\$12,388,758	\$24,146,667	\$42,720,607
CAPITAL OUTLAY	\$29,770,622	\$8,418,090	\$0	\$27,376,493
DEBT SERVICE	\$0	\$0	\$0	\$1,763,250
SPECIAL PAYMENTS	\$685,599	\$0	\$0	\$400,000
INTERFUND TRANSFERS	\$7,150,010	\$0	\$0	\$2,348,608
CONTINGENCY	\$10,000,000	\$2,500,000	\$8,900,000	\$3,074,026
Total Expenditures	\$145,861,309	\$34,307,602	\$60,673,788	\$91,865,907
CHANGE IN FUND BALANCE	(\$7,677,453)	(\$10,205,327)	(\$12,587,257)	(\$37,990,780)
BEGINNING FUND BALANCE	\$121,665,270	\$24,100,000	\$38,587,257	\$64,545,492
ENDING FUND BALANCE & RESERVES	\$113,987,817	\$13,894,673	\$26,000,000	\$26,554,712



	FUNDS (continued)		
	Airport Enterprise	Non Major Proprietary	GRAND TOTAL
<i>Revenues</i>			
GRANTS, GIFTS, ALLOCATIONS & DONATIONS	\$25,815,786	\$2,606,992	\$159,092,934
FEES & OTHER SERVICE CHARGES	\$12,187,997	\$5,564,430	\$36,338,746
PROPERTY TAX	\$0	\$0	\$52,345,938
BOND PROCEEDS	\$0	\$0	\$0
ALL OTHER RESOURCES	\$350,350	\$40,000	\$8,471,419
INTERFUND TRANSFERS & IS REIMBURSEMENT	\$1,461,173	\$425,991	\$56,451,471
Total Revenues	\$39,815,306	\$8,637,413	\$312,700,508
<i>Expenditures</i>			
PERSONNEL SERVICES	\$6,163,005	\$2,746,341	\$127,702,035
MATERIALS & SERVICES	\$8,822,787	\$4,884,431	\$125,236,437
CAPITAL OUTLAY	\$29,442,401	\$1,026,773	\$96,034,379
DEBT SERVICE	\$1,114,046	\$0	\$2,877,296
SPECIAL PAYMENTS	\$0	\$0	\$1,085,599
INTERFUND TRANSFERS	\$1,581,173	\$55,000	\$11,134,791
CONTINGENCY	\$2,660,900	\$706,356	\$27,841,282
Total Expenditures	\$49,784,312	\$9,418,901	\$391,911,819
CHANGE IN FUND BALANCE	(\$9,969,006)	(\$781,488)	(\$79,211,311)
BEGINNING FUND BALANCE	\$77,581,239	\$1,300,000	\$327,779,258
ENDING FUND BALANCE & RESERVES	\$67,612,233	\$518,512	\$248,567,947

Explanation of Change in Fund Balance

The property tax levied is \$2.0099 per thousand dollars of assessed valuation.

General Fund: The change in the General Fund balance is -6 percent. The General Fund has a healthy fund balance which fluctuates based on the needs of County departments and programs.

General Road Fund: The change in the General Road Fund balance is -42 percent. The budget includes work on several significant capital projects according to the Department's capital improvement schedule. The Fund balance will fluctuate due to the work in progress of road construction projects.

Health and Human Services (HHS) Fund: The change in the HHS Fund balance is -33 percent. Approximately 44 percent of the HHS budget is comprised of grants and reimbursements from the State and Federal governments. The Fund balance fluctuates based upon program funding that typically covers multiple years.

Non Major Governmental Funds: The change in the Non Major Governmental Funds balance is -59 percent. This is mainly due to: the County self-insurance programs of auto and general liability, workers' compensation, and the health plan as those fund balances will fluctuate based upon the number and amount of claims in a year; Title III as all funds are obligated for projects during fiscal year 2024-2025 and there is the potential for the fund balance to be spent by June 30, 2025; Central Services programs as the fund balances fluctuate from year to year according to services provided to County departments and the subsequent true-up for unused services. In addition, the ECSO Capital Project Fund was added as it no longer qualifies as a Major Fund.

Airport Enterprise Fund: The change in the Airport Enterprise Fund balance is -13 percent. The Fund balance fluctuation is normal based on current Airport improvement projects and reserves set aside for future projects.

Non Major Proprietary Funds: The change in the Non Major Proprietary Funds balance is -60 percent. This is mainly due to the Exposition Park Fund and the Recreation Enterprise Fund. The fund balances fluctuate from year to year according to the number of paying users of the parks and Expo events, and their current projects and reserves set aside for future projects.



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 attorney, 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	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
ASSESSOR					
Federal Resources	\$5,576	\$0	\$0	\$0	\$0
State Resources	\$771,011	\$715,361	\$531,474	\$758,727	\$694,490
Local Resources	\$2,689,588	\$2,516,186	\$2,883,463	\$4,388,229	\$4,581,750
Other Resources	\$458,507	\$435,588	\$598,182	\$473,244	\$506,813
Total Revenues	\$3,924,683	\$3,667,135	\$4,013,118	\$5,620,200	\$5,783,053
Total Expenditures	\$3,924,683	\$3,667,135	\$4,013,115	\$5,620,200	\$5,783,053
BOARD OF COMMISSIONERS					
Federal Resources	\$16,352	\$6,209	\$0	\$0	\$0
State Resources	\$0	\$0	\$0	\$0	\$0
Video Lottery Resources	\$44,094	\$44,094	\$43,281	\$43,281	\$47,000
Local Resources	(\$114,795)	\$11,455	(\$17,851)	\$0	\$0
Other Resources	\$877,475	\$727,199	\$788,357	\$940,249	\$1,008,583
Total Revenues	\$823,126	\$788,958	\$813,786	\$983,530	\$1,055,583
Total Expenditures	\$823,126	\$788,958	\$813,786	\$983,530	\$1,055,583
COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS					
Federal Resources	\$329,016	\$336,502	\$0	\$0	\$0
State Resources	\$5,022,525	\$6,850,637	\$7,945,599	\$8,623,746	\$8,311,507
Local Resources	(\$39,305)	\$206,048	\$260,703	\$631,729	\$962,400
Other Resources	\$965,934	\$598,246	\$408,529	\$508,750	\$409,800
Total Revenues	\$6,278,169	\$7,991,433	\$8,614,831	\$9,764,225	\$9,683,707
Total Expenditures	\$6,278,169	\$7,991,433	\$8,614,831	\$9,764,225	\$9,683,707
COMMUNITY JUSTICE – TRANSITION CENTER					
Federal Resources	\$356,562	\$315,688	\$433,371	\$357,000	\$425,000
State Resources	\$2,416,193	\$3,091,321	\$2,376,625	\$2,478,924	\$3,045,553
Local Resources	\$1,267,827	\$1,034,702	\$2,544,293	\$2,565,582	\$2,192,159
Other Resources	\$760,832	\$738,360	\$354,221	\$467,250	\$307,500
Total Revenues	\$4,801,414	\$5,180,071	\$5,708,510	\$5,868,756	\$5,970,212
Total Expenditures	\$4,801,414	\$5,180,071	\$5,708,510	\$5,868,756	\$5,970,212



DEPARTMENT - PROGRAM	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
COMMUNITY JUSTICE – JUVENILE SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$1,215,540	\$1,238,846	\$1,295,007	\$1,742,421	\$2,088,157
Local Resources	\$5,027,876	\$4,798,963	\$5,765,848	\$5,970,012	\$6,194,723
Other Resources	\$56,262	\$53,318	\$51,838	\$54,200	\$53,700
Total Revenues	\$6,299,678	\$6,091,127	\$7,112,694	\$7,766,633	\$8,336,580
Total Expenditures	\$6,299,678	\$6,091,127	\$7,112,694	\$7,766,633	\$8,336,580
COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$0	\$0	\$0	\$300,000	\$300,000
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$0	\$0	\$17,927	\$10,000	\$10,000
Total Revenues	\$0	\$0	\$17,927	\$310,000	\$310,000
Total Expenditures	\$0	\$0	\$17,927	\$310,000	\$310,000
DISTRICT ATTORNEY					
Federal Resources	\$883,483	\$919,554	\$794,253	\$954,384	\$886,360
State Resources	\$281,520	\$295,487	\$519,161	\$501,076	\$299,656
Local Resources	\$4,939,967	\$5,015,165	\$4,997,579	\$6,559,419	\$6,851,671
Other Resources	\$291,098	\$347,306	\$310,318	\$294,000	\$287,000
Total Revenues	\$6,396,068	\$6,577,512	\$6,621,311	\$8,308,879	\$8,324,687
Total Expenditures	\$6,396,068	\$6,577,512	\$6,621,311	\$8,308,879	\$8,324,687
FINANCE – TAXATION OFFICE					
Federal Resources	\$22,554	\$535	\$0	\$0	\$0
State Resources	\$136,419	\$136,498	\$100,931	\$135,000	\$135,000
Local Resources	\$305,447	\$345,698	\$518,824	\$479,461	\$555,086
Other Resources	\$238,382	\$167,564	\$179,821	\$483,438	\$442,397
Total Revenues	\$702,802	\$650,296	\$799,576	\$1,097,899	\$1,132,483
Total Expenditures	\$702,802	\$650,296	\$799,576	\$1,097,899	\$1,132,483
HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$122,801	\$531,892	\$489,577	\$150,182	\$150,182
Local Resources	\$34,736	\$69,642	\$73,091	\$74,271	\$76,467
Other Resources	\$1,040,609	\$1,133,431	\$1,167,982	\$1,140,550	\$1,249,000
Total Revenues	\$1,198,145	\$1,734,964	\$1,730,650	\$1,365,003	\$1,475,649
Total Expenditures	\$641,877	\$1,268,738	\$1,380,210	\$1,365,003	\$1,475,649



DEPARTMENT - PROGRAM	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
HEALTH AND HUMAN SERVICES – MENTAL HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$10,598,634	\$14,060,996	\$13,750,281	\$15,139,419	\$20,150,153
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$67,026	\$73,619	\$190,882	\$796,797	\$490,500
Total Revenues	\$10,665,660	\$14,134,615	\$13,941,163	\$15,936,216	\$20,640,653
Total Expenditures	\$10,106,431	\$9,989,234	\$11,730,455	\$15,936,216	\$20,640,653
HEALTH AND HUMAN SERVICES – PUBLIC HEALTH					
Federal Resources	\$3,082,125	\$1,406,268	\$1,488,307	\$1,664,330	\$1,710,777
State Resources	\$5,481,597	\$4,266,612	\$3,610,472	\$4,749,385	\$5,640,572
Local Resources	\$0	\$12	\$10,000	\$0	\$0
Other Resources	\$547,368	\$673,082	\$1,059,042	\$1,579,925	\$1,593,650
Total Revenues	\$9,111,089	\$6,345,973	\$6,167,822	\$7,993,640	\$8,944,999
Total Expenditures	\$9,086,995	\$6,328,900	\$6,007,141	\$7,993,640	\$8,944,999
HEALTH AND HUMAN SERVICES – VETERANS' SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$189,994	\$212,508	\$208,508	\$210,000	\$230,000
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$449,757	\$432,283	\$376,469	\$452,160	\$452,160
Total Revenues	\$639,751	\$644,791	\$584,977	\$662,160	\$682,160
Total Expenditures	\$639,751	\$644,791	\$584,977	\$662,160	\$682,160
ROADS AND PARKS					
Federal Resources	\$1,223,824	\$2,127,421	\$2,183,204	\$1,582,000	\$1,053,360
State Resources	\$21,633,580	\$24,148,873	\$23,776,586	\$21,334,360	\$22,484,590
Local Resources	\$536,383	\$475,558	\$914,247	\$471,537	\$275,237
Other Resources	\$36,998,029	\$45,471,048	\$53,563,091	\$40,004,263	\$41,315,764
Total Revenues	\$60,391,816	\$72,222,900	\$80,437,129	\$63,392,160	\$65,128,951
Total Expenditures	\$30,436,214	\$33,252,874	\$45,594,236	\$63,392,160	\$65,128,951
SHERIFF – CORRECTIONS					
Federal Resources	\$1,305,221	\$1,187,757	\$1,078,062	\$1,103,000	\$1,103,000
State Resources	\$1,758,378	\$1,803,936	\$1,835,987	\$1,903,910	\$1,863,910
Video Lottery Resources	\$1,502,000	\$1,001,000	\$1,022,500	\$1,022,500	\$1,022,500
Local Resources	\$9,221,705	\$10,390,520	\$11,149,295	\$11,714,429	\$13,091,068
Other Resources	\$249,267	\$252,409	\$362,281	\$225,000	\$205,000
Total Revenues	\$14,036,571	\$14,635,622	\$15,448,124	\$15,968,839	\$17,285,478
Total Expenditures	\$14,036,571	\$14,635,622	\$15,448,124	\$15,968,839	\$17,285,478



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 222,762 – an increase of only 313 people in 2022, with an average growth rate of approximately 0.83 percent over the past 10 years. Approximately 73 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 90,877, 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, one of the world's largest shippers of gourmet gifts. Medford is a popular location for visitors who wish to access the nearby recreation areas.

The second largest city in Jackson County, Ashland (population 21,457), 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 and Lithia Motors, 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. In fiscal year 2023-2024, Jackson County received almost 19 inches of rainfall. While the weather varies – average high temperature in the last fiscal year was 103° and average low temperature was almost 29° – 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.

In 2022 (the latest figure available), the per capita personal income in Jackson County was \$57,552, which was ranked eighth in the State with an average of \$62,303. And in 2023, the monthly average home sales price for Jackson County was \$487,384.

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	84.60	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	96,576	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	0.84	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.jacksoncountyor.gov

Established: January 12, 1852
 Elevation at Medford: 1,382'
 Area: 2,801 Square Miles
 True Cash Value: (2023) \$47,010,535,927
 Annual Precipitation: 18.86"
 Principle Industries: Medical, Retail
 Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Democrat	42,829
Independent	8,592
Republican	49,059
Non-Affiliated	59,022
All Others	3,292
Total Registered Voters	162,794

PER CAPITA INCOME

2013	\$36,861
2014	\$37,637
2015	\$40,698
2016	\$41,852
2017	\$44,360
2018	\$46,603
2019	\$48,291
2020	\$51,824
2021	\$56,842
2022	\$57,552

AGE	POPULATION	PERCENT
0-9	22,398	10.1%
10-19	25,831	11.6%
20-29	24,568	11.0%
30-39	29,295	13.2%
40-49	27,466	12.3%
50-59	26,239	11.8%
60-69	30,527	13.7%
70-79	25,240	11.3%
80+	11,198	5.0%
TOTAL	222,762	100.0%

POPULATION

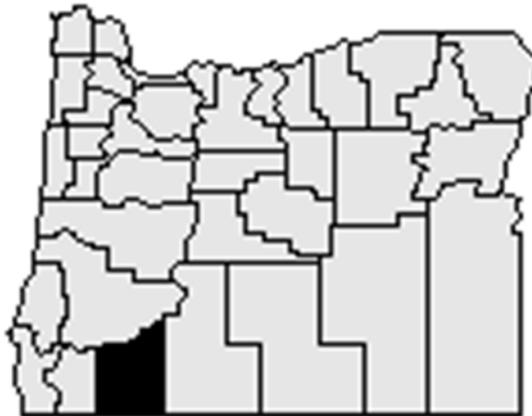
	7/1/22	7/1/23	Percent Change
Total Jackson County	222,449	222,762	0.14%
Ashland	21,523	21,457	-0.31%
Butte Falls	441	440	-0.23%
Central Point	19,545	19,666	0.62%
Eagle Point	9,893	9,955	0.63%
Gold Hill	1,342	1,346	0.30%
Jacksonville	3,168	3,197	0.92%
Medford	88,277	90,887	2.96%
Phoenix	3,639	3,773	3.68%
Rogue River	2,465	2,472	0.28%
Shady Cove	3,065	3,097	1.04%
Talent	5,331	5,406	1.41%
Unincorporated	63,760	61,066	-4.23%



COMPARISONS

<u>Fiscal Year</u>	<u>Population</u>	<u>School Enrollment</u>	<u>Unemployment Rate</u>
2013-2014	208,375	28,722	8.3%
2014-2015	210,975	29,396	6.6%
2015-2016	213,765	29,889	5.6%
2016-2017	216,900	30,293	4.7%
2017-2018	219,200	30,470	4.6%
2018-2019	221,290	30,545	4.3%
2019-2020	223,521	29,210	7.8%
2020-2021	223,827	29,246	5.5%
2021-2022	222,449	29,351	4.7%
2022-2023	222,762	29,071	4.4%

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



This Page Reserved for Notes



CAPITAL AND DEBT SCHEDULES

CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE ADOPTED FOR FISCAL YEAR 2024-2025

The County identified and approved Capital Outlay and Capital Projects through the normal budget process. Initial Capital Projects are identified by each Department and submitted as part of the Department's requested budget. Larger Departments, such as the Airport and Roads and Parks, have capital improvement plans and/or programs (CIP) that span multiple years. The Airport CIP is updated each year in coordination with the Federal Aviation Administration (FAA). The Roads and Parks projects are coordinated with the Transportation System Plan, which sets project priorities for the next 20 years.

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 2024-2025 are listed in the table below.

Item	Fund	Replace	Add'l	Cost	Dept/Program Totals
AIRPORT					
Vehicle Charging Stations	Enterprise		2	\$20,000	
Server	Enterprise	1		\$23,000	
Network Switch	Enterprise	2		\$30,000	
Fuel Farm Generator	Enterprise		1	\$35,000	
Liquid De-Icing Unit	Enterprise	1		\$50,000	
Terminal Generator	Enterprise	1		\$90,000	
Security Projects	Enterprise	2		\$200,000	\$448,000
INFORMATION TECHNOLOGY					
Adaptive Security Appliances	Internal Services	2		\$12,500	
Server Hardware-Virtual	Internal Services	8		\$106,000	\$118,500
ROADS AND PARKS					
Engineering					
Large-Format Plotter/Scanner	Special Revenue	1		\$10,000	\$10,000
Fleet Services					
Tire Changing Machine	Special Revenue	1		\$8,500	
Mobile Power Unit	Special Revenue	1		\$20,000	\$28,500
Motor Pool					
Pickup – Mid-Size 4x4	Internal Services	1		\$40,000	
Passenger Van	Internal Services	1		\$60,000	
Prison Transport Chassis w/Radio	Internal Services	1		\$74,000	
SUV – Mid-Size 4x4	Internal Services	2		\$80,000	
To Be Determined – Airport Units	Internal Services		2	\$120,000	



Item	Fund	Replace	Add'l	Cost	Dept/Program Totals
Pickup – Full-Size Equipped w/Radio	Internal Services	3		\$312,000	
Pickup – Full-Size 4x4	Internal Services	6		\$360,000	
SUV – Full-Size Equipped w/Radio	Internal Services	6		\$624,000	\$1,670,000
Parks and Recreation					
Tilt Trailer	Special Revenue		1	\$15,000	\$15,000
Road Maintenance					
Utility Bed	Special Revenue	2		\$40,000	
Crack Sealing Machine	Special Revenue	1		\$100,000	
Water Truck – 1,500 Gallon	Special Revenue	1		\$150,000	
Pickup – 4x4 HD w/Boom Lift	Special Revenue	1		\$150,000	
Truck w/Flail Mower	Special Revenue	1		\$230,000	
Dump Truck – 3 or 4 Axle	Special Revenue	1		\$400,000	
Motor Grader	Special Revenue	1		\$425,000	\$1,495,000
SURVEYOR					
CORS GPS Receiver and Robotic Total Station	Special Revenue	1		\$20,000	
RTK GPS Receiver and Robotic Total Station	Special Revenue	1		\$50,000	\$70,000

NON-RECURRING CAPITAL PROJECTS AND CAPITAL OUTLAY

The projects listed below, adopted for fiscal year 2024-2025, 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 261 of this budget document.

✱ AIRPORT

- Purchase Item** *Lactation Pod*
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$50,000
Total Project Cost \$50,000
Purpose A larger space is needed on the secure side of the terminal to comply with Federal Title VI Rules and ADA requirements.
Operating Impact None after initial purchase.
Estimated Completion 2024
- Purchase Item** *Explosive Detection Unit*
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$75,000
Total Project Cost \$75,000
Purpose To comply with the FAA airport and worker screening requirements, an explosive detection unit must be purchased to screen Airport workers.
Operating Impact Ongoing operating costs estimated at \$2,000 annually.
Estimated Completion 2024



Purchase Item ***Weather Observation Equipment***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$100,000
Total Project Cost \$100,000
Purpose To aid aircraft in landing at the Airport when the tower is not staffed by the FAA.
Operating Impact Ongoing operating costs estimated at \$1,000 annually.
Estimated Completion 2025

Purchase Item ***Passenger Boarding Bridge #4 Cab Replacement***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$130,000
Total Project Cost \$130,000
Purpose To replace the cab and operational controls of the passenger boarding bridge.
Operating Impact Slight savings on repair costs to keep the boarding bridge operational.
Estimated Completion 2025

Purchase Item ***Baggage Handling System***
Source of Funding Airport Enterprise Fund
FY 2024-2025 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 None after initial installation.
Estimated Completion 2025

Purchase Item ***East Apron Environmental for Phase 2***
Source of Funding Airport Enterprise Fund/Future Federal AIP Grant/Passenger Facility Charges
FY 2024-2025 Budget \$168,926
Total Project Cost \$9,100,000
Purpose To begin Phase 2 of the East Apron Expansion project listed on the Airport's Capital Improvement Plan programmed with the FAA.
Operating Impact Minimal expense, but increased revenue potential in the future.
Estimated Completion 2025

Purchase Item ***Pavement Management Plan***
Source of Funding Airport Enterprise Fund/Future Federal AIP Grant/Passenger Facility Charges
FY 2024-2025 Budget \$179,562
Total Project Cost \$179,562
Purpose Evaluate the current condition of the pavement on the Airport runway and aprons to determine the need for future repairs.
Operating Impact None after the study has been completed.
Estimated Completion 2025

Purchase Item ***Perimeter Road Improvements***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$350,000
Total Project Cost \$350,000
Purpose To improve access around the perimeter of the airfield.
Operating Impact Repair costs are expected to be \$1,000 annually.
Estimated Completion 2025



Purchase Item ***Parking Lot Equipment***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$500,000
Total Project Cost \$500,000
Purpose To upgrade the aging parking lot equipment at the Airport.
Operating Impact Decrease in repair costs due to equipment breakdown will be approximately \$1,000 annually.
Estimated Completion 2025

Purchase Item ***Upgrade in Access Control Devices***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$780,000
Total Project Cost \$1,200,000
Purpose To upgrade the Airport Access Control System, including software and devices.
Operating Impact None after initial installation and training.
Estimated Completion 2025

Purchase Item ***Fuel Farm Relocation***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$1,000,000
Total Project Cost \$1,500,000
Purpose To remove the aging underground fuel storage tanks and install above-ground tanks.
Operating Impact None after initial installation and training.
Estimated Completion 2025

Purchase Item ***Taxiway B, C, and Cargo Apron Seal Coat***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$1,200,000
Total Project Cost \$1,200,000
Purpose To maintain the taxiways and apron by protecting the asphalt.
Operating Impact None after installation.
Estimated Completion 2025

Purchase Item ***Snow Removal Equipment***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$1,400,000
Total Project Cost \$1,400,000
Purpose To replace the snow removal equipment that has met its useful life.
Operating Impact Ongoing operating costs are expected to be approximately \$2,000 annually.
Estimated Completion 2025

Purchase Item ***Nebula Way Utilities (General Aviation Apron)***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$1,500,000
Total Project Cost \$1,500,000
Purpose To upgrade the utilities located along Nebula Way as part of the General Aviation Apron expansion.
Operating Impact None after completion. Hangar tenants will pay for ongoing utility costs once completed.
Estimated Completion 2025



Purchase Item ***Airport Rescue and Firefighting (ARFF) Truck***
Source of Funding Passenger Facility Charges
FY 2024-2025 Budget \$1,500,000
Total Project Cost \$1,500,000
Purpose To replace the Airport's oldest fire truck which is nearing the end of its useful life.
Operating Impact Maintenance costs will decrease by approximately \$3,000 annually.
Estimated Completion 2024

Purchase Item ***East Apron Expansion (Taxiway, Blast Fence)***
Source of Funding Airport Enterprise Fund/Future Federal AIP Grant/Passenger Facility Charges/Connect Oregon Grant
FY 2024-2025 Budget \$1,688,653
Total Project Cost \$8,700,000
Purpose To complete the East Apron expansion listed on the Airport's Capital Improvement Plan programmed with the FAA.
Operating Impact Minimal expense once completed, but increased revenue potential in the future.
Estimated Completion 2025

Purchase Item ***Northwest Development (Utilities and Site Development)***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$1,750,000
Total Project Cost \$1,750,000
Purpose To extend the site and install utilities.
Operating Impact None after completion. Hangar tenants will pay for ongoing utility costs once completed.
Estimated Completion 2025

Purchase Item ***Northwest Development (Extend Taxiway C, Construct Taxilanes and Northwest Apron)***
Source of Funding Airport Enterprise Fund/Future Federal AIP Grant/Passenger Facility Charges
FY 2024-2025 Budget \$3,950,000
Total Project Cost \$3,950,000
Purpose To extend existing, and create new, infrastructure to the northwest section of the airfield for future general aviation and corporate development.
Operating Impact Minimal expense, but increased revenue potential in the future.
Estimated Completion 2025

Purchase Item ***Real Estate Acquisition***
Source of Funding Airport Enterprise Fund
FY 2024-2025 Budget \$5,000,000
Total Project Cost \$5,000,000
Purpose To identify and purchase real estate adjacent to the Airport property for future expansion that would include additional parking for passengers and to increase the number of Airport taxiways.
Operating Impact Minimal after purchase until future projects are identified.
Estimated Completion 2024



Purchase Item **General Aviation Apron Expansion Phase 2**
Source of Funding Airport Enterprise Fund/Future Federal AIP Grant/Passenger Facility Charges
FY 2024-2025 Budget \$7,522,260
Total Project Cost \$10,334,023
Purpose To complete the expansion of the General Aviation Apron Expansion projected listed on the Airport's Capital Improvement Plan programmed with the FAA.
Operating Impact Minimal impact to expenses, but expected additional revenue from future hangar development in the area.
Estimated Completion 2025

*** FIDUCIARY AND SPECIAL FUNDS**

AMERICAN RESCUE PLAN ACT

Purchase Item **Emergency Multi-Purpose Center**
Source of Funding American Rescue Plan Revenue/General Fund
FY 2024-2025 Budget \$29,770,622
Total Project Cost \$43,823,147
Purpose To build an emergency multi-purpose center that will enable the County and local cities to better respond to emergencies.
Operating Impact The center will be a self-supporting rental facility during non-emergency times.
Estimated Completion 2026

CAPITAL PROJECTS

Purchase Item **Courthouse Roof Replacement (Phase 2)**
Source of Funding Operating Revenue/General Fund
FY 2024-2025 Budget \$200,000
Total Project Cost \$200,000
Purpose Replace the roof on the Courthouse.
Operating Impact None.
Estimated Completion 2025

Purchase Item **Jail/Justice Building Parking Pavement Replacement**
Source of Funding Operating Revenue/General Fund
FY 2024-2025 Budget \$300,000
Total Project Cost \$300,000
Purpose Replace the parking lot at the Justice Building.
Operating Impact None.
Estimated Completion 2025



ECSO CAPITAL PROJECT

Purchase Item	<i>ECSO Communications Infrastructure Upgrade</i>
Source of Funding	Fund Balance/ECSO Capital Project Fund
FY 2024-2025 Budget	\$23,522,993
Total Project Cost	\$28,000,000
Purpose	Emergency Communications of Southern Oregon (ECSO) is a combined emergency dispatch facility and Public Safety Answering Point (PSAP) for 9-1-1 lines that serve the citizens of Jackson County. In November 2019, voters passed a bond measure to upgrade the outdated public safety emergency communication system. Capital expenditures are expected to include: modernized P25 digital radios with improved voice communications for public safety users (Fire, EMS, Police), new IP Dispatch Radio consoles for communication on the radio system, paging, fire station alerting, emergency calls, and alarms; updated microwave radios on tower sites throughout Jackson County for public safety users; mobile radios in emergency vehicles as well as hand-held radios for Fire, Emergency Medical Services (EMS), and Police; and tower acquisition, construction, and related land acquisition/site improvements providing improved radio coverage.
Operating Impact	Ongoing operating costs and repairs will be the responsibility of ECSO, a standalone public entity.
Estimated Completion	2025

WHITE CITY CAPITAL PROJECTS

Purchase Item	<i>Land Improvements</i>
Source of Funding	Fund Balance/General Fund
FY 2024-2025 Budget	\$1,495,000
Total Project Cost	\$1,495,000
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	2025

✱ ROADS AND PARKS

ENGINEERING

Purchase Item	<i>Land for Right-of-Way</i>
Source of Funding	General Road Fund
FY 2024-2025 Budget	\$560,000
Total Project Cost	\$560,000
Purpose	Hazard eliminations and modernizations on the County road system.
Operating Impact	Land acquisitions (\$200,000 Wilson Road/\$360,000 Foothill Road) are necessary for the completion of some capital projects.
Estimated Completion	2025



Purchase Item **Road Improvement Projects**
Source of Funding Grant Funds/General Road Fund
FY 2024-2025 Budget \$6,324,590
Total Project Cost \$17,839,251
Purpose To make road improvements and necessary repairs to maintain a safe road system. The maps and photos **on the following pages** identify projects for: Antelope Road asphalt overlay (\$2,300,000); Crater Lake Highway asphalt overlay (\$1,100,000); Foothill Road culvert work from East Vilas Road to Corey Road (\$1,600,000); Foothill Road improvements (Delta Waters Road to Dry Creek Road-\$500,000, and Dry Creek Road to Corey Road [maps show East Vilas Road to Corey Road and Dry Creek Road to East Vilas Road]-\$300,000); Lampman Road Bridge #807 replacement (\$102,700); and Swingle Road Bridge #545 replacement (\$71,890). Additionally, the Wilson Road reconstruction from Table Rock Road to Upton Road (\$300,000) is in the design phase and is not pictured on the following pages; and a Safety Improvement Project (\$50,000) is also included with the location to be determined.
Operating Impact Capital investment in these projects will provide a combination of reduced annual maintenance costs and increased safety.
Estimated Completion 2024-2028

PARKS

Purchase Item **Emigrant Lake Oak Slope Campground Paving**
Source of Funding Recreation Enterprise Fund
FY 2024-2025 Budget \$288,773
Total Project Cost \$288,773
Purpose Repave existing roadways and miscellaneous areas.
Operating Impact Ongoing maintenance costs will be similar to existing costs.
Estimated Completion 2024

Purchase Item **Howard Prairie Resort Roadway Paving**
Source of Funding Recreation Enterprise Fund
FY 2024-2025 Budget \$723,000
Total Project Cost \$723,000
Purpose Repave existing roadways and miscellaneous areas.
Operating Impact Ongoing maintenance costs are similar to existing costs.
Estimated Completion 2025



Project Title
Antelope Road Overlay

Project Location
Pacific Avenue
To West of Highway 62

Project Purpose
Replace Failing Pavement

Expected Completion Date
2025



Existing Condition
Looking West Near 7th Street

Existing Condition
Surface Deterioration



Project Title

Crater Lake Highway Overlay

Project Location

Medford City Limits To
Near Fowler Lane

Project Purpose

Replace Failing Pavement

Expected Completion Date

2025



Existing Condition

Surface Cracking and Deterioration

Existing Condition

Looking North

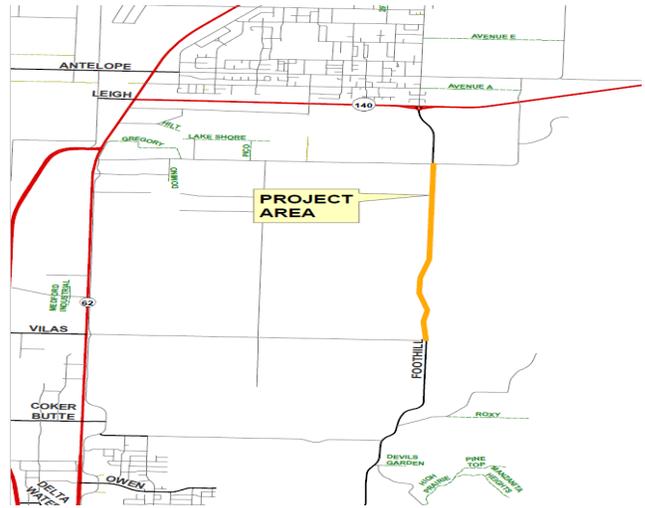


Project Title
Foothill Road Culverts

Project Location
Three Locations - East
Vilas Road to Corey Road

Project Purpose
Widen/Construct Drainage Features

Expected Completion Date
2024



Existing Condition
Looking South at Facility Crossing

Existing Condition
Looking North



Project Title

Foothill Road Improvement

Project Location

Delta Waters Road to Dry Creek Road

Project Purpose

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

Expected Completion Date

2024

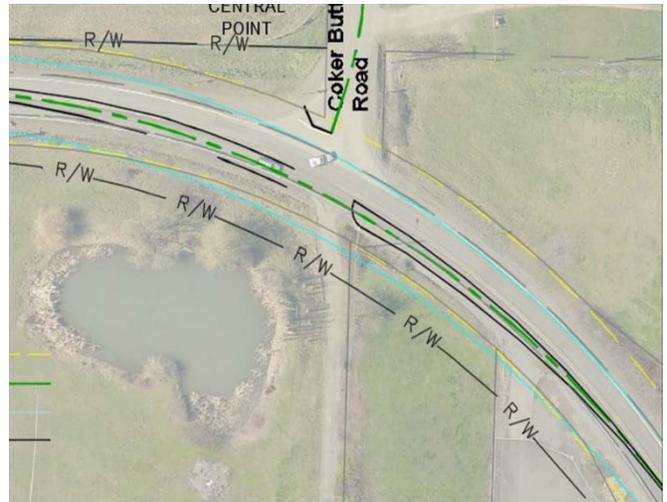


Existing Condition

Foothill Road at Coker Butte Road

Proposed Condition

Realignment Showing Dedicated
Turn Lane Design



Project Title

Foothill Road Improvement

Project Location

East Vilas Road to Corey Road

Project Purpose

Reconstruction, Widening,
Add Paved Shoulders

Expected Completion Date

2027



Existing Condition
Looking North

Existing Condition
Looking South



Project Title

Foothill Road Reconstruction

Project Location

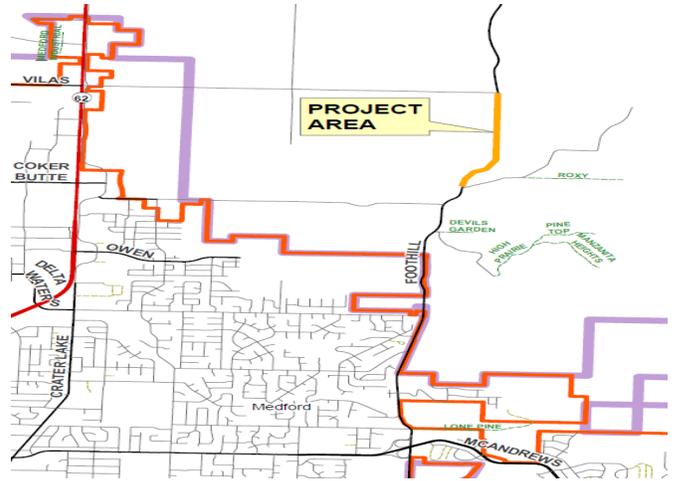
Dry Creek Road to East Vilas Road

Project Purpose

Realignment, Widening,
Reconstruction

Expected Completion Date

2028



Existing Condition

Looking North

Existing Condition

Looking South



Project Title

Lampman Road Bridge #807

Project Location

Lampman Road Over Galls Creek

Project Purpose

Replace Bridge

Expected Completion Date

2026



Existing Condition

Narrow Bridge Width and Load Limits

Existing Condition

Side View of Existing Condition



Project Title

Swingle Road Bridge #545

Project Location

Swingle Road Over Trail Creek

Project Purpose

Replace Bridge

Expected Completion Date

2026



Existing Condition

Narrow Bridge Width and Load Limits

Existing Condition

Side View of Existing Design



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 \$776,883,859. The County’s bonded debt, including unamortized bond premiums of \$4,266,766, for the ECSO Bonds is only 3.39 percent of this \$776,883,859 limitation. There are no limits on revenue anticipation bonds, bonding for urban renewal agencies, or industrial revenue bonds; therefore, the Airport terminal project does not impact this debt limitation.

The County’s most recent bond rating from Moody’s Investors Service was Aa1. Following are maturity schedules for the bond issues affecting Jackson County’s budget.

Jackson County, Oregon

\$23,870,000 General Obligation Bonds

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

During fiscal year 2019-2020, the County issued \$23,870,000 in bonds to finance this project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Total bond proceeds were \$28,210,287. Net interest cost to the County is 2.48 percent. Interest is payable on December 1 and June 1 of each year. Principal payments are payable on June 1 of each year. The bonds are on a level debt structure. The Moody/S & P Global Bond ratings are Aa2/AA respectively. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2020

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2025	\$925,000	4.00%	1.09%
2026	\$960,000	4.00%	1.12%
2027	\$1,000,000	4.00%	1.14%
2028	\$1,040,000	4.00%	1.20%
2029	\$1,080,000	4.00%	1.25%
2030	\$1,120,000	4.00%	1.32%
2031	\$1,165,000	5.00%	1.41%
2032	\$1,225,000	5.00%	1.53%
2033	\$1,285,000	5.00%	1.63%
2034	\$1,350,000	5.00%	1.67%
2035	\$1,420,000	5.00%	1.72%
2036	\$1,490,000	4.00%	2.03%
2037	\$1,550,000	4.00%	2.09%
2038	\$1,610,000	3.00%	2.35%



Maturity Schedule – Series 2020

2039	\$1,660,000	3.00%	2.39%
2040	\$1,710,000	3.00%	2.42%

Payment Schedule for Fiscal Year 2024-2025

Total Payment	Principal	Interest	Remaining Principal
\$1,763,250	\$925,000	\$838,000	\$19,665,000

Debt Margin for General Obligation Bonds

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

Jackson County’s Legal Debt Limit [ORS 287A.100(2)]	\$926,760,411
Less General Obligation Bonds Outstanding Principal Beginning of FY	- 21,475,000
Jackson County’s Total Debt Margin – General Obligation Bonds	\$905,285,411

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 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 5.25 percent. The refunding reduced future debt service payments by \$4,825,168 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$2,457,284. The Moody/S & P Global Bond ratings are A/A- respectively. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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%



Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2024-2025

Total Payment	Principal	Interest	Remaining Principal
\$1,114,044	\$635,000	\$479,044	\$11,315,000

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	\$463,380,205
Less Airport Revenue Bonds Outstanding Principal	– 11,950,000
Jackson County’s Total Debt Margin – Revenue Bonds	\$451,430,205

The existing debt is isolated to pass-through levy debt (ECSO bonds) and Airport revenue debt paid by Passenger Facility Charges. Therefore, the County’s current debt holdings have a nominal effect on its overall operations.



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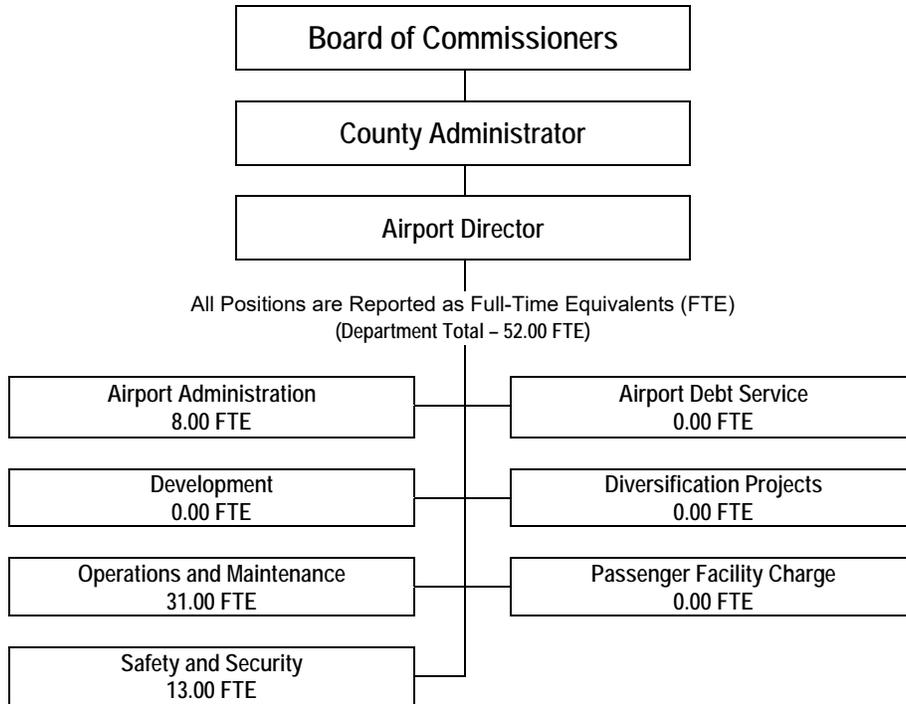


Amber Judd, Director

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1000 Terminal Loop Parkway
Medford OR 97504
541-776-7222

Organization Chart



Department Overview: The Airport provides exemplary facilities for the purpose of air transportation and economic development for the benefit of the community and the users of the Rogue Valley International-Medford Airport (Airport). The Department is comprised of seven Programs:

- ◆ **Airport Administration** is responsible for providing administration of Airport properties and recommends capital improvements on the Airport’s 938 acres. The Program is also responsible for writing Airport contracts, processing them through the County, and overseeing contractual compliance in addition to handling all of the Airport revenues.
- ◆ **Airport Debt Service Fund** provides repayment of bonds that have been issued for the design and building of the Airport terminal as well as associated land improvements. *The projected Maturity and Payment Schedule can be found on Page 74.*
- ◆ **Development** 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.
- ◆ **Diversification Projects** is responsible for promoting special programs to allow for diversification of Airport-owned property.

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- ◆ **Operations and Maintenance** proactively ensures a safe and efficient commercial air transportation service by maintaining: runway and taxiway systems and apron areas that accommodate the landing, takeoff, and parking of aircraft; terminal, curbside, and parking facilities that accommodate the movement of vehicles and people; and roadways that provide access to and egress from active areas.
- ◆ **Passenger Facility Charge** provides management of the Passenger Facility Charge (PFC) that was established by Federal legislation 49 USC SS 40117 which allows airports to collect and disperse money match requirements of Federal grants for aviation-related capital improvement.
- ◆ **Safety and Security** is responsible for providing and maintaining the security and safety of the Airport by meeting all Federal, State, and County requirements.

Department Objectives for Fiscal Year 2024-2025

- Market the Airport and surrounding area to both grow existing, and develop new, business opportunities.
- Increase the percentage of available land that is leased from the Airport.
- Find new ways to obtain revenues that allow the Airport to remain competitive in the market for the airlines and other tenants while remaining a self-supporting Enterprise Fund.
- Maintain a consistent cash flow by diversifying uses of Airport property.
- Maintain high standards of service to the traveling public and ensure that all customers and tenants are treated equally and fairly.
- Coordinate development of the Rogue Valley International-Medford Airport to enhance air carrier service, corporate aviation, and general aviation.
- Ensure safe and efficient air transportation service by maintaining: runway and taxiway systems and apron areas that accommodate the landing and takeoff of aircraft; terminal, curbside, and parking facilities that accommodate the movement of vehicles and traffic; and roadways that provide access to, and egress from, active areas.
- Update the Capital Improvement Program that is on file with the Federal Aviation Administration (FAA), and ensure compliance with FAA regulations.
- Increase frequencies of daily air service flights and attract new airlines and new routes to destinations not currently served.
- Secure and maximize Federal, State, and local grants.
- Utilize grants and local funds to successfully complete projects for the betterment of the Airport and local citizens.

Department Accomplishments for Prior Year

- Maintained compliance with all Federal Security and Safety requirements.
- Completed the runway lighting and electrical vault project.
- Completed Phase 1 of the east apron expansion project.
- Completed Phase 1 of the general aviation apron expansion project.

Significant Issues in the Year Ahead

The Airport's capital projects will continue to be the most significant issue in the upcoming year. These will include the design and construction of Phase 2 of the general aviation expansion project and the northwest development project. The Airport has also begun the process of terminal expansion planning; this year, the design and cost estimate portion of the project will begin.

The Operations and Maintenance Program will allocate and/or re-allocate resources to effectively manage the completion of Phase 2 of the general aviation apron expansion and the east apron expansion projects, as well as the northwest development project; and coordinating ramp expansion activities and construction.



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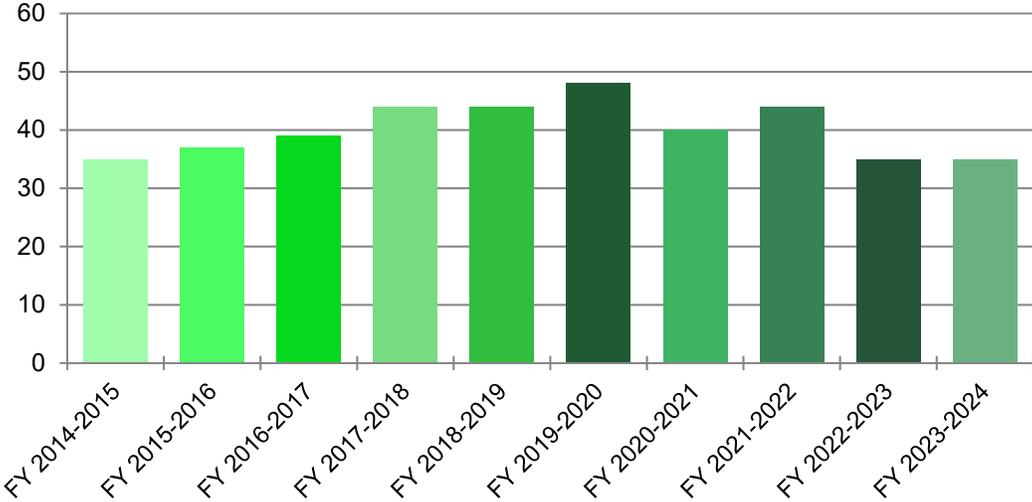
The need for a larger terminal has become increasingly necessary as the airlines continue to up-gauge aircraft. With the increased seating capacity on some flights, the terminal area is often at, or exceeding, capacity during the peak early morning and mid-day flight blocks.

The Airport’s Security/Enforcement Team will continue to improve the Airport’s current access control system with upgrades, installing additional surveillance cameras as needed, and emphasizing recurrent training. The Transportation Security Administration (TSA) issued a national amendment that will require the Airport to screen aviation workers beginning later in 2024. Metal and explosive detection equipment will need to be purchased, and there will be other costs directly related to this amendment as well.

Department Benchmark

Average daily flights were 35 this year. All of the Airport’s air service routes were maintained, although some frequency was lost as the airlines moved to larger aircraft with increased seating capacity. In the coming year, that trend is expected to continue, and most of the Airport’s capacity will be retained with less frequent flights on larger aircraft, with an average 84 percent load factor. Recreational travel continues to be strong, and business travel is slowly returning.

Flights Per Day

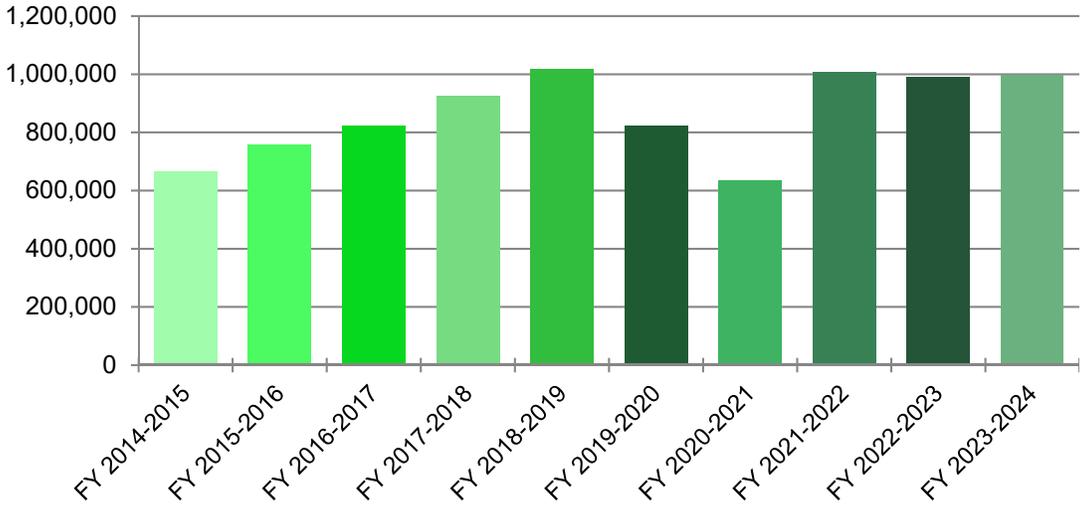


Current service includes direct flights to Burbank, Denver, Las Vegas, Los Angeles, Mesa, Orange County, Phoenix, Portland, Salt Lake City, San Francisco, San Diego, and Seattle.



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Total Passengers



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 2: Promote economic development at the Airport and surrounding area.

Performance Measure 1: Track usage and response to marketing efforts in destination markets.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Marketing impressions	n/a*	n/a*	0	2%	3%

*New measurement; no data available.

With a new economic development manager onboard, the Airport has been increasing its social media presence. Increased marketing impressions (users who see an ad from a paid marketing campaign) and increased Click-Through Rates (those who saw an ad on social media and clicked on the link to the Airport’s website) lead to an increase in booked flights (users who booked a flight from the destination market to Rogue Valley International-Medford Airport/MFR due to a marketing campaign). Measured with flight schedules and airline data.

Performance Measure 2: Monitor the percentage of available land that is leased at the Airport.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Land available for aviation purposes that is actually leased at the Airport	28%	9%	12%	13%	14%



AIRPORT

The table, above, shows how much of the leasable airfield property is actually leased. The purchase of additional property in 2021 has lowered the percentage leased, while interest in airfield property is increasing. In March 2023, the Airport hired a new economic development manager to actively pursue new tenants. With Phase 1 of the general aviation apron expansion complete, and Phase 2 soon underway, the Airport has seen an increase in interest for new hangars in the project area. The size of the east apron has also been increased, and it is hoped that the additional space will be leased for part of the year. As the northwest development project progresses, more land will become available for leasing opportunities in that area as well.

Performance Measure 3: Remain competitive in the market through annual cost of living adjustments in rental rates to ensure all tenants are treated fairly.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual CPI-U increase	1.80%	1.20%	4.70%	8.00%	4.00%

The Airport increases its land lease rental rates each March 1 by using the current Consumer Price Index for All Urban Consumers (CPI-U) from the US Bureau of Labor Statistics. This allows the rates to stay current with property values. Utilizing this schedule prevents disagreement about the increased rates.

Supporting the achievement of County Strategic Plan Goal 5: Provide exemplary facilities for the purpose of air transportation.

Performance Measure 1: Monitor the Airport's competitiveness in the market for airlines and other tenants.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Cost per enplaned passenger	\$12.33	\$8.72	\$8.64	\$8.50	\$8.70

The cost per enplaned passenger (CPEP) is utilized as a means to measure whether the Airport is marketable to airlines and tenants. By the end 2019, the Airport set a new record of almost 1,100,000 passengers, and the trend continued to show an increase in passenger numbers through March 2020, until the COVID pandemic. The numbers plummeted by 90 percent, but have since recovered. Airline rates and charges were held steady during the years of the COVID pandemic, and rates increased in July 2023. Additionally, the implementation of annual airline rates and charges was moved from January to July of each year to follow the County's fiscal year which, along with increased Airport operating costs and lower than projected passenger numbers, has resulted in a slightly higher CPEP for fiscal year 2024-2025.

Performance Measure 2: Maintain the Airport Operating Certificate from the USDOT-FAA by ensuring any noted discrepancies on the FAA Inspection Report are addressed from year to year.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Noted airfield discrepancies	0	1	1	1	0



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The Airport completed its annual certification inspection, and the result was one discrepancy out of the over 120 elements evaluated. Taxiway A6 was missing an edge light, which was the discrepancy, and the light was installed within the week. 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 FAA mandates.

Department Goal: Maintain a consistent cash flow by diversifying uses of Airport property.

Performance Measure 1: Increase the percentage of non-aviation land that is leased. This is achieved by advertising properties and offering reasonable rates to its tenants.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Land available for non-aviation related purposes actually leased at the Airport	6.8%	6.8%	6.8%	6.8%	6.8%

After purchasing 38.11 acres in 2021, the Airport has approximately 267 acres of land located outside of the fence that is appropriate for non-aviation-related activities. The income produced from these properties provides revenue stream diversification. Current long-term land leases include: BM2W, LLC, 0.97 acres; Frito-Lay, 1.90 acres; Emergency Communications of Southern Oregon (ECSO), 2.90 acres; and the National Oceanic and Atmospheric Administration (NOAA), 1.45 acres.

Department Goal: Support legislative calls to increase the PFC amount from the current \$4.50 for each enplaned passenger, and maintain approval from the FAA for project expenditures.

Performance Measure 1: To maintain an appropriate number of years of approval to collect passenger facility charges to complete Federally-approved projects and to use as a local match to Federal grants.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Collection year approvals	17	16	15	14	13

The FAA previously approved collections of PFCs for the proposed revenue match required for the new terminal building, an Airport firefighting truck, an Airport 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, the relocation of a portion of perimeter fence, construction of the snow removal equipment building, Taxiway A rehabilitation, and reconstruction of the commercial aprons. As match requirements are funded, the number of approval years will decrease. In 2023, the FAA approved PFC Application #13 for the proposed revenue match required for the rehabilitation of the hangar taxilanes, the snow broom, the second passenger boarding bridge, an environmental assessment, the 2021 update of the Airport Master Plan, a Wildlife Hazard Management Plan, expansion of the general aviation apron, reconstruction of Runway 14/32 lighting and signage, a pavement condition survey, expansion of the east apron, extension of Taxiway C, and the construction of a new northwest apron. PFC #13 also will cover a portion of the cost of a new snow plow, Airport firefighting truck, and a Terminal Area Plan that is needed as the first step in terminal expansion. As eligible projects are further identified, additional years of approved collection may increase. PFC Application #9 was amended in 2019 and provides PFC collection authority on the terminal debt service to 2037.



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Staffing Changes

During fiscal year 2023-2024, three positions were reclassified as part of the Airport's reorganization that was done, in part, to meet new FAA and TSA requirements. Overall, there are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Airport Department is funded through a combination of Airport rental rates and charges, Federal coronavirus relief grants, PFC, State and FAA grants, and Customer Facility Charges (CFCs). The Department receives no financial support from the County's General Fund.

Financial by Program

<i>Airport Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$8,643,159	\$10,636,290	\$12,552,462	\$9,414,164	\$11,784,686
Fees & Other Service Charges	\$6,496,206	\$9,354,423	\$10,772,687	\$8,893,276	\$9,470,888
All Other Resources	\$199,049	-\$354,102	\$1,126,126	\$300,350	\$300,350
Interfund Transfers	\$0	\$0	\$1,156,471	\$310,093	\$347,128
Total	\$15,338,414	\$19,636,611	\$25,607,746	\$18,917,883	\$21,903,052
EXPENDITURES					
Personnel Services	\$830,877	\$711,317	\$710,501	\$1,220,861	\$1,321,964
Materials & Services	\$1,575,407	\$1,429,328	\$1,676,668	\$2,790,933	\$2,907,757
Total	\$2,406,284	\$2,140,645	\$2,387,169	\$4,011,794	\$4,229,721
Full-Time Equivalent	7.00	8.00	8.00	8.00	8.00
Airport Debt Service Fund					
	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Interfund Transfers	\$890,673	\$890,307	\$890,728	\$959,552	\$1,114,045
Fund Balance	\$0	\$0	\$0	\$447,161	\$447,161
Total	\$890,673	\$890,307	\$890,728	\$1,406,713	\$1,561,206
EXPENDITURES					
Debt Service	\$893,630	\$890,306	\$890,727	\$959,552	\$1,114,046
Ending Balance and Reserves	\$0	\$0	\$0	\$447,161	\$447,160
Total	\$893,630	\$890,306	\$890,727	\$1,406,713	\$1,561,206
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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Airport Revenue Bonds

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2024-2025

Total Payment	Principal	Interest	Remaining Principal
\$1,114,045	\$635,000	\$479,045	\$11,315,000

<i>Development</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,513,330	\$3,660,959	\$4,645,586	\$19,808,572	\$14,031,100
Fees & Other Service Charges	\$585,573	\$742,273	\$722,031	\$500,000	\$500,000
Fund Balance	\$0	\$0	\$0	\$54,485,750	\$70,166,373
Total	\$3,098,903	\$4,403,232	\$5,367,617	\$74,794,322	\$84,697,473
EXPENDITURES					
Materials & Services	\$0	\$16,509	\$0	\$175,000	\$200,000
Capital Outlay	\$1,920,903	\$4,641,436	\$4,125,699	\$25,147,815	\$23,994,401
Interfund Transfers	\$282,921	\$281,869	\$282,003	\$303,792	\$352,704
Contingency	\$0	\$0	\$0	\$2,292,640	\$2,660,900
Ending Balance and Reserves	\$0	\$0	\$0	\$50,686,531	\$61,848,897
Total	\$2,203,824	\$4,939,814	\$4,407,702	\$78,605,778	\$89,056,902
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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<i>Diversification Projects</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$156,490	\$157,360	\$278,125	\$177,842	\$219,659
Total	\$156,490	\$157,360	\$278,125	\$177,842	\$219,659
EXPENDITURES					
Materials & Services	\$33,105	\$52,965	\$3,214	\$23,400	\$23,500
Total	\$33,105	\$52,965	\$3,214	\$23,400	\$23,500
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Operations and Maintenance</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$20,925	\$2,950	\$0	\$0	\$0
Total	\$20,925	\$2,950	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$1,793,441	\$1,691,145	\$2,167,237	\$3,219,293	\$3,494,112
Materials & Services	\$3,053,106	\$2,278,309	\$5,390,815	\$3,932,900	\$4,858,812
Capital Outlay	\$81,225	\$224,608	\$460,810	\$1,157,000	\$2,032,490
Interfund Transfers	\$0	\$29,948	\$45,000	\$0	\$0
Total	\$4,927,772	\$4,224,010	\$8,063,862	\$8,309,193	\$10,385,414
Full-Time Equivalent	25.00	26.00	31.00	31.00	31.00



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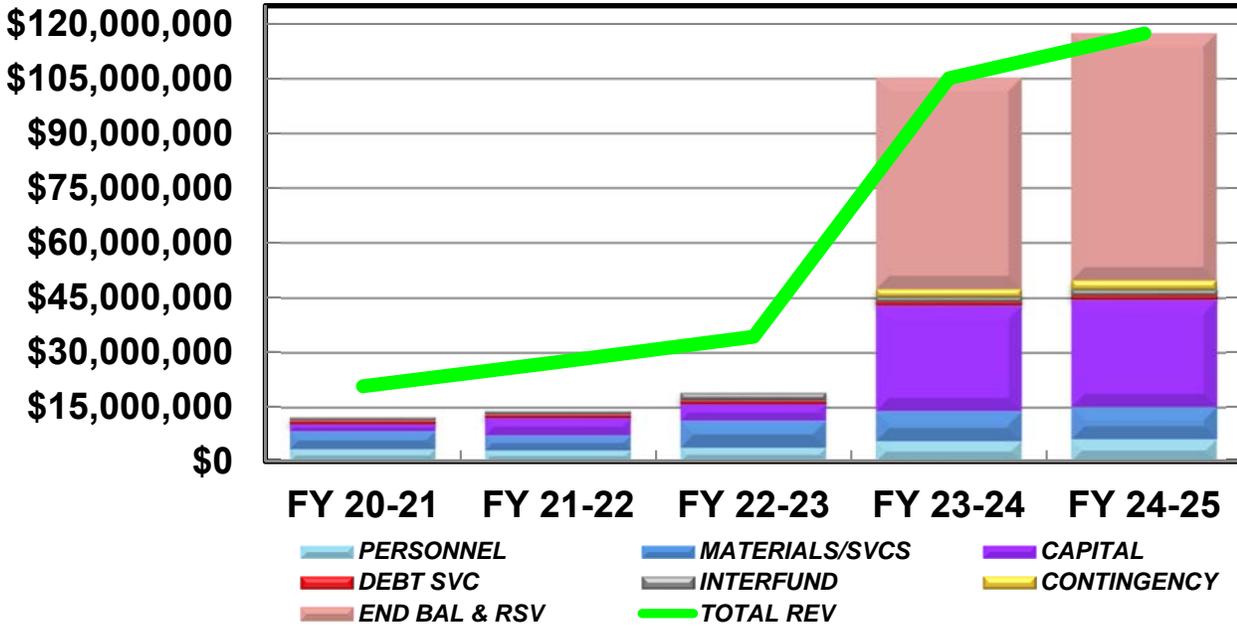
<i>Passenger Facility Charge</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$1,106,986	\$2,246,076	\$1,919,441	\$1,975,500	\$1,997,450
All Other Resources	\$31,478	-\$54,911	\$141,768	\$50,000	\$50,000
Fund Balance	\$0	\$0	\$0	\$7,821,427	\$6,967,705
Total	\$1,138,464	\$2,191,165	\$2,061,209	\$9,846,927	\$9,015,155
EXPENDITURES					
Materials & Services	\$0	\$0	\$7,833	\$750,000	\$250,000
Capital Outlay	\$0	\$0	\$0	\$1,500,000	\$2,340,510
Interfund Transfers	\$607,752	\$608,438	\$1,765,196	\$965,853	\$1,108,469
Ending Balance and Reserves	\$0	\$0	\$0	\$6,631,074	\$5,316,176
Total	\$607,752	\$608,438	\$1,773,029	\$9,846,927	\$9,015,155
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Safety and Security</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$805,479	\$704,752	\$935,819	\$1,195,065	\$1,346,929
Materials & Services	\$285,870	\$308,080	\$375,810	\$544,817	\$582,718
Capital Outlay	\$19,541	\$19,320	\$39,583	\$1,200,000	\$1,075,000
Interfund Transfers	\$0	\$0	\$0	\$0	\$120,000
Total	\$1,110,890	\$1,032,152	\$1,351,212	\$2,939,882	\$3,124,647
Full-Time Equivalent	17.00	18.00	13.00	13.00	13.00



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REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$11,177,413	\$14,300,199	\$17,198,048	\$29,222,736	\$25,815,786
FEES/SVC CHGS	\$8,345,255	\$12,500,132	\$13,692,284	\$11,546,618	\$12,187,997
ALL OTHER	\$230,527	-\$409,013	\$1,267,894	\$350,350	\$350,350
INTERFUND	\$890,673	\$890,307	\$2,047,199	\$1,269,645	\$1,461,173
FUND BALANCE	\$0	\$0	\$0	\$62,754,338	\$77,581,239
TOTAL REV	\$20,643,868	\$27,281,625	\$34,205,425	\$105,143,687	\$117,396,545
PERSONNEL	\$3,429,797	\$3,107,214	\$3,813,556	\$5,635,219	\$6,163,005
MATERIALS/SVCS	\$4,947,488	\$4,085,191	\$7,454,341	\$8,217,050	\$8,822,787
CAPITAL	\$2,021,669	\$4,885,364	\$4,626,093	\$29,004,815	\$29,442,401
DEBT SVC	\$893,630	\$890,306	\$890,727	\$959,552	\$1,114,046
INTERFUND	\$890,673	\$920,255	\$2,092,199	\$1,269,645	\$1,581,173
CONTINGENCY	\$0	\$0	\$0	\$2,292,640	\$2,660,900
END BAL & RSV	\$0	\$0	\$0	\$57,764,766	\$67,612,233
TOTAL EXP	\$12,183,257	\$13,888,330	\$18,876,916	\$105,143,687	\$117,396,545
FTEs	49.00	52.00	52.00	52.00	52.00



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ASSESSOR

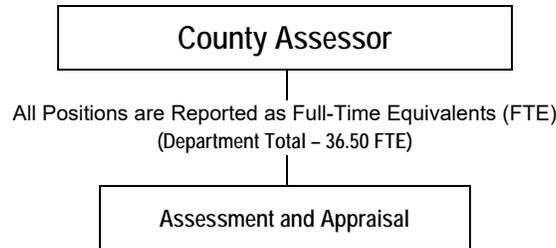


Dave Arrasmith, County Assessor

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Organization Chart



Department Overview: 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. Under the Home Rule Charter of Jackson County, the Assessor is an elective administrative officer. The Department is comprised of one Program:

- ◆ **Assessment and Appraisal** administers all laws governing the assessment and appraisal of all properties in Jackson County; maintains records and maps; documents ownership changes recorded in the Clerk's Office; verifies all property sales that occur in Jackson County; determines real estate market trends, property tax exemptions, and farm and forest special assessments; and prepares and levies taxes.

Department Objectives for Fiscal Year 2024-2025

- The Assessor's Office will continue to implement the 2022 Department of Revenue's (DOR) recommendation to eliminate accumulated trending, and to put into effect setup studies that identify actual year over-year construction cost increases. This changeover is already well into implementation and will be a multi-year project. Another two years is the estimated timeframe to convert approximately 85,000 residential accounts. Accumulated trending has been designed into the appraisal software since 2002. The changeover will involve working with the software vendor to rewrite changes of the appraisal calculations. As a result of the DOR's review, the recommended setup studies have increased the appraisal workload. The fiscal year 2023-2024 budget approved an additional 3.00 full-time equivalent (FTE) positions. The Office continues to keep the DOR apprised of the process of implementing these changes.
- Fairly document and apply equitable assessments on taxable property.
- Fair and accurate appraisal of all new construction, zone changes, subdivisions, segregations, consolidations, omitted property, special assessment qualifications and disqualifications, and exemption accounts.
- Fair and accurate tax roll records upon which to base tax assessments for all taxing districts in the County.
- The staff will mail out and process approximately 3,000 annual business personal property returns.
- The cartography staff will process approximately 11,000 documents including: processing and recording deeds, transferring titles, court documents, marriage certificates, death certificates, maintain and add to suppression property account list, document imaging and indexing, sales letters, and plat processing.
- Staff will continue to reappraise/recalculate residential, commercial, and industrial properties, and process exemptions and special assessment programs on approximately 87,000 accounts.
- The Assessor's Office will continue to update real market trending percentages through the ratio study and recalculation procedures to maintain accurate Real Market Value estimates on all properties in Jackson County.



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- 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.

Department Accomplishments for Prior Year

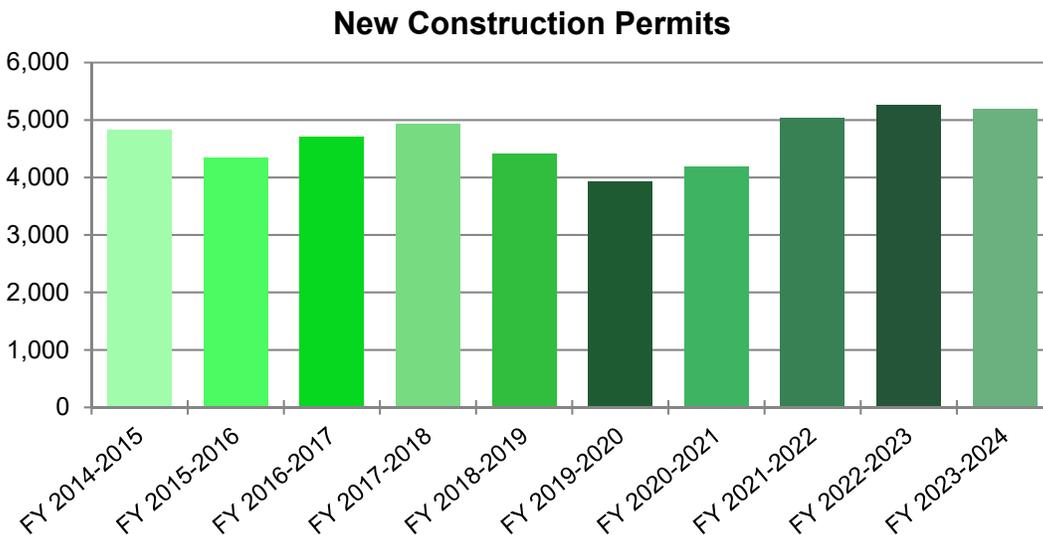
- DOR mandates that the Assessor's Office submit an annual ratio study report, and also for the Assessor to certify the tax roll and turn it over to the Tax Collector. Both requirements were successfully completed.
- Year after year, steady growth has been experienced in most aspects of this Office.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

Significant Issues in the Year Ahead

The Assessor's Office will work on the following issues in fiscal year 2024-2025: 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 the appraisal software vendor to solve the DOR identified issues and enhance the software's capabilities.

Department 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



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a steady volume of work in the of number accounts that the cartographers and supporting staff must update each year.

Goals and Measures

Supporting the achievement of County Strategic Plan Goal 6: Administer all laws governing the assessment and appraisal of all properties in Jackson County; maintain records and maps; document ownership changes recorded in the County Clerk’s Office; verify all property sales that occur in Jackson County; determine real estate market trends, property tax exemptions, and farm and forest special assessments; and prepare and levy taxes.

Performance Measure 1: To appraise fairly and accurately all tax lots, structures, movable business equipment, special assessed properties, and exemptions.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
New construction reviewed per appraiser	419	504	476	436	241
Inventory reviewed accounts per appraiser	210	100	0*	0*	269
Number of appraisers	10	10	11	12	14

*Due to new DOR requirements, reviews were put on hold until new processes were developed.

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. 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.

Performance Measure 2: Maintain fair and accurate tax roll records upon which to base tax assessments for all taxing districts in Jackson County, and reduce the number of appeals requiring tax roll correction.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Tax appeals per appraiser	5.0	3.7	3.4	4.7	5.0
Number of appraisers	10	10	11	12	14

The number of taxpayers appealing their tax bill real market valuations fluctuates slightly year over year. The projected number of appeals for fiscal year 2024-2025 is expected to fall within a range of three to five appeals per appraiser.



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Staffing Changes

There are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Assessor's Office receives approximately 12 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 Office also collects late property tax filing fees, and other fees, that represent almost 9 percent its funding. Approximately 79 percent of the Assessor's Office budget is funded by the County's General Fund.

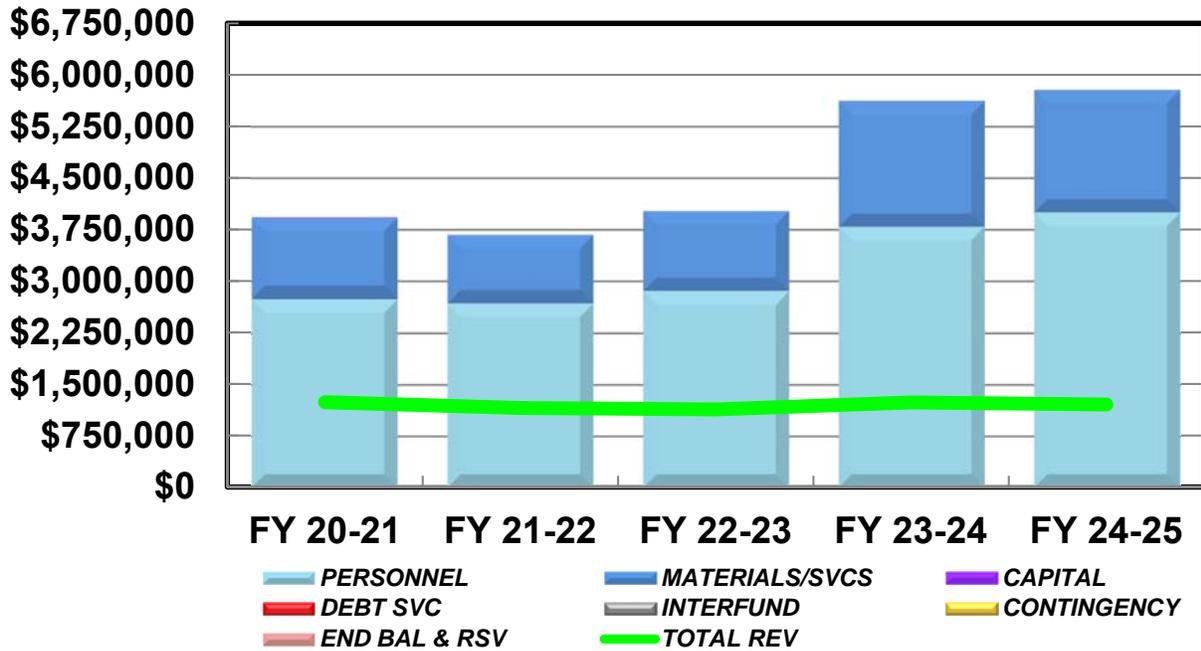
Financial by Program

<i>Assessment and Appraisal</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$776,597	\$715,361	\$531,474	\$758,727	\$694,490
Fees & Other Service Charges	\$458,145	\$435,449	\$598,117	\$473,044	\$506,613
All Other Resources	\$362	\$138	\$65	\$200	\$200
Total	\$1,235,104	\$1,150,948	\$1,129,656	\$1,231,971	\$1,201,303
EXPENDITURES					
Personnel Services	\$2,735,021	\$2,674,283	\$2,849,574	\$3,781,066	\$3,992,881
Materials & Services	\$1,184,086	\$992,851	\$1,163,544	\$1,839,134	\$1,790,172
Capital Outlay	\$5,576	\$0	\$0	\$0	\$0
Total	\$3,924,683	\$3,667,134	\$4,013,118	\$5,620,200	\$5,783,053
Full-Time Equivalent	33.50	33.50	33.50	36.50	36.50



ASSESSOR

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$776,598	\$715,361	\$531,474	\$758,727	\$694,490
FEES/SVC CHGS	\$458,145	\$435,449	\$598,117	\$473,044	\$506,613
ALL OTHER	\$362	\$138	\$65	\$200	\$200
INTERFUND	\$0	\$0	\$0	\$0	\$0
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$1,235,105	\$1,150,948	\$1,129,656	\$1,231,971	\$1,201,303
PERSONNEL	\$2,735,021	\$2,674,283	\$2,849,574	\$3,781,066	\$3,992,881
MATERIALS/SVCS	\$1,184,086	\$992,851	\$1,163,544	\$1,839,134	\$1,790,172
CAPITAL	\$5,576	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$3,924,683	\$3,667,134	\$4,013,118	\$5,620,200	\$5,783,053
FTEs	33.50	33.50	33.50	36.50	36.50



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BOARD OF COMMISSIONERS



Commissioner Rick Dyer
Commissioner Dave Dotterer
Commissioner Colleen Roberts
 BoC-CAO_Admin@jacksoncountyor.gov
 www.jacksoncountyor.gov/departments/

10 South Oakdale Avenue
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Organization Chart



All Positions are Reported as Full-Time Equivalents (FTE)
 (Department Total – 5.50 FTE)

Department Overview: 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 of Jackson County, Oregon, sets the structure of the BoC and also outlines its duties. Those duties include executive, judicial (quasi-judicial), and legislative authority. All duties are derived from the Home Rule Charter. The executive duties include establishment of the budget, which is done with the aid of three lay members. This is required by local government and budget laws. This duty includes acquiring local, State, and Federal funds, and monitoring expenditures of those funds. The Board of Commissioners is the policy body for the entire County. To implement their policy, the Board employs a County Administrator. The Board of Commissioners is also the governing body for other districts such as the Jackson County 4-H, Master Gardener and Agricultural Extension Service District; the White City Enhanced Law Enforcement District; and the White City Lighting District. In addition, the Jackson County Board of Commissioners, along with the Josephine County Board of Commissioners, serves as the Rogue Valley Workforce Consortium.

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

- ◆ **Board of Commissioners** support and ensure, through the interpretation and persistent examination of County policy, and rules and regulations, that the best interest of Jackson County and its citizens is always in the forefront.

Department Objectives for Fiscal Year 2024-2025

- Continue to lobby and advocate for full wildfire suppression policies and resources.
- Continue with the wildfire and smoke campaign providing public awareness, support, and engagement for Jackson County’s citizens.
- Continue exploring solutions to public safety and jail capacity issues.
- Continue to address the illegal cannabis-related activities occurring in Jackson County.
- Continue to identify and address areas to help restore our regional economic vitality, and assist business and industry efforts to rebound, from the detrimental effects experienced as a result of the COVID pandemic.
- 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.



BOARD OF COMMISSIONERS

- Continue to work with local State and Federal partners to find solutions for homeless issues and mitigate the adverse impacts on County communities.
- 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.
- Continue work toward approval of the Urban Growth Boundary expansion requests following acknowledgement of Regional Problem Solving (RPS).
- Maintain general opposition to actions that impede access to public lands by citizens including, but not limited to, the closure of roads and trails on these lands.
- Continue to work on implementation and review of the Land Development Ordinance.

Department Accomplishments for Prior Year

- Supported the continued operation of the Wildfire Resiliency Permit Center to facilitate expedited plan review and permit issuance for fire-affected properties in the unincorporated area of the County to assist in the rebuilding stage of the recovery from the Almeda and South Obenchain Fires.
- Under a previously declared local state of emergency relating to the unlawful cannabis activities and other matters in Jackson County, requests were made to both the Oregon Governor and Oregon Legislature to provide support to the Oregon Water Resources Department, local law enforcement, and local code enforcement to address the illegal cannabis-related activities in Jackson County.
- Appointments to County, State, and Federal committees.
- Continued work on maintaining Oregon and California Railroad Lands (O&C) funding for Jackson County and ongoing forest management.
- Established priorities for future County expenditures.

Significant Issues in the Year Ahead

The Board of Commissioners will work on the following issues in 2024-2025: continue to work diligently to influence and coordinate with State and Federal agencies any legislation, measures, or policies that may impact Jackson County; continue to appropriately manage lands under their respective control for the prevention of, and lessening the intensity of, wildfires and related smoke, and to fully suppress wildfires on those lands which occur during the official State-declared wildfire season; enhancement and protection of agricultural interests and lifestyles in Jackson County; seek solutions to water problems; meet economic needs in managing forests in Jackson County; ensure continued growth for Jackson County to include smooth transportation, jobs, and assist to facilitate development; encourage the growth of jobs and, in particular, more small companies that offer family wage jobs in Jackson County; continue to work on the implementation and review of the Land Development Ordinance; 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.



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Goals and Measures

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

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

Ensure financial stability by approving a balanced budget and work toward stabilizing County funding for all County operating funds while recognizing current financial constraints. Through the use of financial policies and public budget meetings, the BoC works closely with the County Administrator to ensure the financial success of the County.

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

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

Meet as a quasi-judicial or legislative board to determine land use issues. Under the Jackson County Land Development Ordinance (LDO), the BoC will conduct a quasi-judicial or legislative 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 or legislative 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 or legislative 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 or legislative hearing will be the final decision of the County.

Staffing Changes

During fiscal year 2023-2024, 2.25 FTE support staff positions were reclassified. Overall, there are no FTE changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.



BOARD OF COMMISSIONERS

Financial Condition

The Board of Commissioners' budget is supported by the chargeback system of interfund transfers from non-Central Services Fund departments, as well as travel and training support provided by the Video Lottery Fund. Approximately 39.12 percent of the charges are to the County's General Fund.

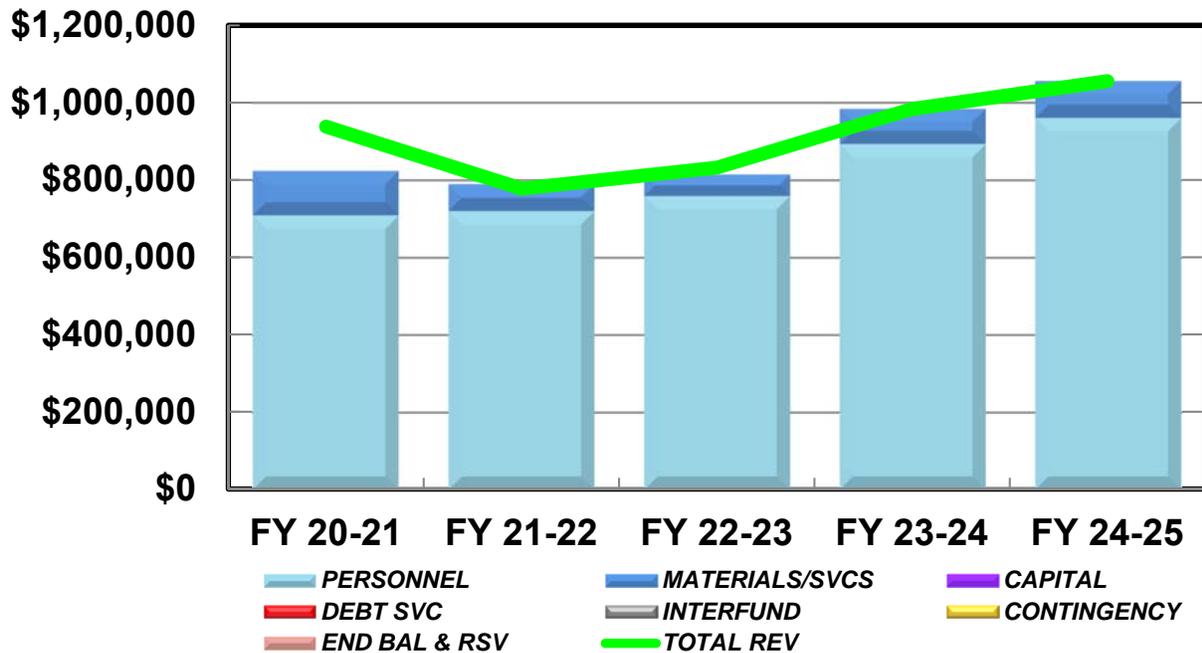
Financial by Program

<i>Board of Commissioners</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$16,352	\$6,209	\$0	\$0	\$0
Fees & Other Service Charges	\$4	\$9	\$560	\$100	\$100
Interfund Transfers	\$921,565	\$771,284	\$831,078	\$983,430	\$1,055,483
Total	\$937,921	\$777,502	\$831,638	\$983,530	\$1,055,583
EXPENDITURES					
Personnel Services	\$707,662	\$718,767	\$757,986	\$892,179	\$959,679
Materials & Services	\$115,464	\$70,191	\$55,801	\$91,351	\$95,904
Total	\$823,126	\$788,958	\$813,787	\$983,530	\$1,055,583
Full-Time Equivalent	5.50	5.50	5.50	5.50	5.50



BOARD OF COMMISSIONERS

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$16,352	\$6,210	\$0	\$0	\$0
FEES/SVC CHGS	\$4	\$9	\$560	\$100	\$100
ALL OTHER	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$921,565	\$771,284	\$831,078	\$983,430	\$1,055,483
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$937,921	\$777,503	\$831,638	\$983,530	\$1,055,583
PERSONNEL	\$707,662	\$718,767	\$757,986	\$892,179	\$959,679
MATERIALS/SVCS	\$115,464	\$70,191	\$55,800	\$91,351	\$95,904
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	\$823,126	\$788,958	\$813,786	\$983,530	\$1,055,583
FTEs	5.50	5.50	5.50	5.50	5.50



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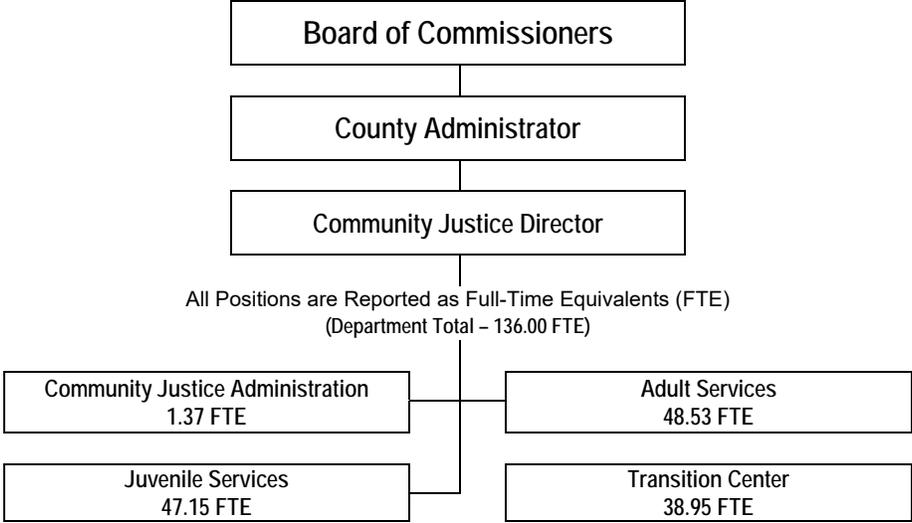
COMMUNITY JUSTICE



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Organization Chart



Department Overview: In collaboration with community partners, Community Justice will enhance public safety, support victims, and work toward the rehabilitation of juveniles and adult justice-involved individuals. The Department is comprised of four Programs:

- ◆ **Community Justice Administration** serves to ensure partnerships with local providers in the Criminal Justice System; and invests in leadership development, team building, and transparency. This Program focuses on public safety and reducing criminal behavior. Community Justice Administration provides direction, administrative and personnel support, budgeting, and grant and contract management. This Program also manages available resources and prioritizes recruitment, onboarding, and training as well as retention of the current workforce. Community Justice Administration includes employee voices, collaboration, and transparency through peer-led operations teams, and departmentwide committees on staff wellness, and equity, diversity, and inclusion (EDI). *In fiscal year 2023-2024, responsibilities of this Program were reallocated to other Programs within the Department and the Program was not used for budgeting purposes. For fiscal year 2024-2025, the Program is being used to budget revenues, expenditures, and full-time equivalent (FTE) positions.*
- ◆ **Adult Services** applies a risk, need, and responsivity model to monitor and engage with Adults on Supervision (AOS). Risk of continued criminal behavior, and the factors leading to it, are identified and individual treatment needs and case plans are then developed. A range of interventions are used to respond to criminal behavior to improve community safety and create lasting behavior change. This Program also monitors individuals who are court ordered to complete community service, home detention, or driving under the influence requirements. Adult Services seeks to reduce future criminal conduct through the use of evidence-based practices and programming in cooperation with public agencies that provide services to this population.



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- ◆ **Juvenile Services** strives to protect the community and rehabilitate through the use of restorative justice practices for supervision, detention, and residential services to youth with the goal of reducing recidivism/risk and increasing prosocial outcomes. Collaboration between community partners is vital to the delivery of services and the success of youth.
- ◆ **Transition Center** serves to provide AOS the opportunity to make positive changes through treatment, employment services, and connection to a variety of community partners to help individuals access vital resources while taking advantage of a structured and supportive living environment. The Transition Center's sanction program protects the community by holding individuals accountable for their behavior while providing an opportunity to restore value to the community through supervised work service. The Transition Center also offers a transitional housing program for AOS who lack a housing resource. This transitional housing program provides individuals with case management services, helping them engage in resources that will improve individual outcomes.

Department Objectives for Fiscal Year 2024-2025

- Increase the completion of assessments, development of case plans, and application of structured skill building to raise positive case closures with AOS.
- Adult Services will focus on increasing measurable and effective contacts and outcomes with AOS to monitor and create behavior change.
- The Transition Center will partner with Southern Oregon Goodwill to provide employment services and job skills training for AOS residing at the Center. This will increase employment opportunities and facilitate work on skills that will help an individual not only gain employment but to maintain it. This program will help to build self-efficacy and confidence in individuals while creating a pipeline to pursue higher level programs that Goodwill has to offer, for example their paid internship program.
- Continue to provide transitional housing at the Transition Center for unhoused AOS who are receiving services through the Department.
- Juvenile Services will continue to partner with the Medford School District and Talent Maker City, a local nonprofit, to provide a new Career Technical Education (CTE) and science, technology, engineering, the arts, and math (STEAM) classroom and instructional programs for youth held in the detention and residential programs in an effort to engage, motivate, and provide hands on practical skills for trade-based careers.
- Juvenile Services will broaden the use of restorative justice approaches to the probation program and leadership for an expanded and shared understanding.

Department Accomplishments for Prior Year

- Community Justice invested in leadership development for its staff. Each member of the leadership team was assigned a mentor and participated in several leadership development work sessions that included team building, leadership style development, and homework.
- Operations teams at Adult Services and the Transition Center were developed in 2023, and Juvenile Services started an operations team in March 2024. These teams allow for employee voices, collaboration, and transparency about the work that the Department does. Members of these teams provide peer-delivered feedback, which assists with the overall communication within Community Justice.
- Community Justice has developed two departmentwide, staff led committees to inform on best practices in the profession: A Wellness Committee and an EDI Committee. The entire leadership team, as well as the EDI team members, completed a full day of cultural agility planning and training.
- Community Justice has successfully integrated the Pathfinder Network throughout the Department with peers located at Adult Services, the Collaborative, Juvenile Services, and the Transition Center. Pathfinder peer specialists provide classes, groups, and individual navigation support, along with resources and referrals to support successful engagement. The program operates from an evidence-based, trauma-informed, and recovery-oriented foundation. The Pathfinder Network provided peer assistance to 941 AOS.

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- In the first half of 2023, Adult Services had 72.9 percent positive case closures for adults on probation, compared to a statewide average of 68.1 percent. For adults on post-prison supervision, Jackson County had a positive case closure of 73.7 percent, compared to a statewide average of 60.2 percent.
- Adult Services has partnered with Community Works for placement of a part time on-site advocate to provide services to victims, including safety planning, advocacy, and resources.
- Adult Services identified treatment resources needed, and added a new Sexual Offenses Treatment Provider and two Domestic Violence Treatment Providers to ensure that AOS have access to evaluations and treatment as indicated.
- Community Justice was recognized for their expertise in Gender Responsive Services, and was selected to host the first annual Gender Responsive Academy which provides training to probation officers and community partners from around the State.
- Community Justice is combatting homelessness in the community by providing transitional housing for AOS. Individuals in transitional housing receive case management and employment services as they look to become self-sufficient. Over the past year, the Transition Center provided 16,925 transitional housing service days for AOS who would otherwise be unhoused.
- The Transition Center successfully implemented the medication-assisted treatment (MAT) program in partnership with Boulder Care. Over the past year, 137 individuals were enrolled in this program which was an increase compared to 2022 at 101 individuals.
- The Transition Center underwent several upgrades and a remodel in 2023. New offices and a conference room were added. The Transition Center was painted, new flooring installed, and the lighting was updated.
- In 2023, the transitional care program had 26 participants complete the five-month, residential program.
- Juvenile Services successfully implemented peer mentoring through The Pathfinders Network into the probation, detention, and residential programs to provide skill development, recovery groups, and transitional care back into the community.
- Juvenile Services was successful in obtaining additional Federal Title IVE funding through accreditation and a higher reimbursement rate for youth placed in residential care.
- Juvenile Services engaged community partners, parents, youth, and staff in a best practice and restorative justice review of probation practices and programing to ensure equitable and effective approaches.

Significant Issues in the Year Ahead

Community Justice's overall operations costs have risen due to inflation and the increase in wages and internal services costs. This, coupled with a reduction in the State Grant in Aid allocation, has forced several reductions in the Department's budget.

In the coming year, Community Justice will focus on staff recruitment and retention, and also on updating the onboarding policy and training program at Adult Services.

Community Justice will seek to improve referrals and engagement in substance use disorder and MAT. Additional staff have been trained to sign individuals up for the Oregon Health Plan to increase access to needed services.

After 17 years under the same leadership, Juvenile Services will go through the transition to a new Department Deputy Director.

The Department will continue strong local and statewide partnerships in juvenile justice and will build upon a data, risk, and evidence-based system.

Restorative justice will be integrated throughout Juvenile Services (detention, residential, and probation).

The Transition Center will continue to work with its community partners to enhance services and increase successful pathways back into the community for AOS. The Center will also work to create a new coordinated care and housing program that is funded through the Justice Reinvestment Program. This will assist adults-in-custody with their transition into the community, either directly to the Transition Center or to another community program.

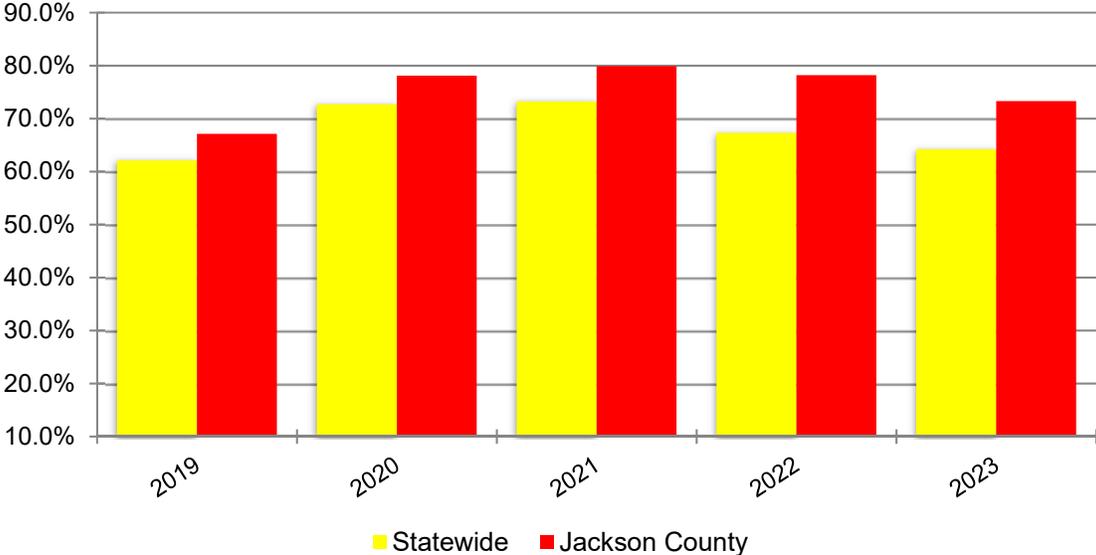


COMMUNITY JUSTICE

Department Benchmark

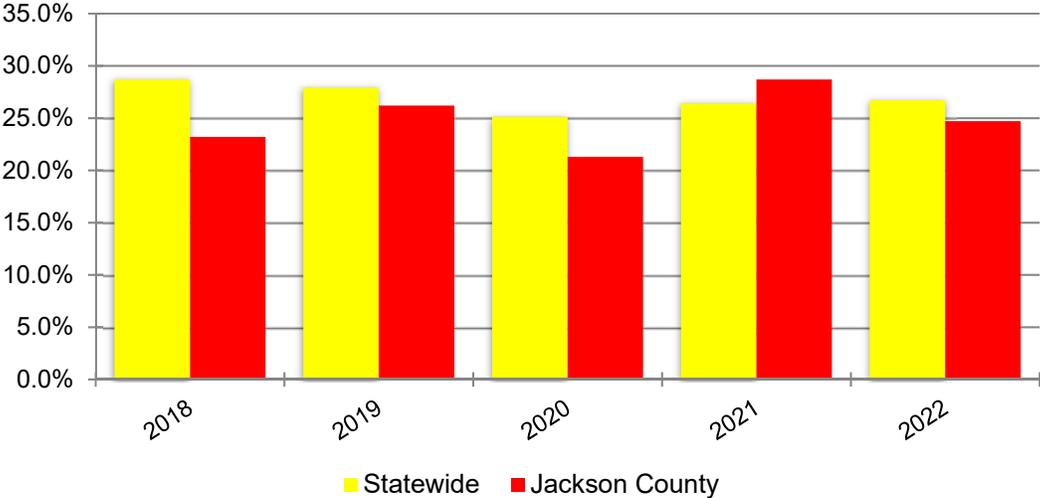
Community Justice has benchmarked Jackson County's outcomes of successful completion of supervision against other counties in Oregon. When looked at over time, positive adult case closures have shown steady successes over the past five years and have continued to outperform other counties on these benchmarks.

**Positive Adult Case Closures*
(Probation and Post-Prison)**



Community Justice has also benchmarked Jackson County's outcomes of juvenile recidivism against other counties in Oregon. Recidivism is based on a new criminal referral and not an adjudication. Counties with a strong proactive law enforcement may see an increase in recidivism based upon this. Jackson County's juvenile recidivism has shown an average of 25.3 percent recidivism over the last five years, while the statewide average was 27.4 percent.

Juvenile Recidivism*



*Using latest available statewide data.



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Goals and Measures

Supporting the achievement of County Strategic Goal 1: In collaboration with community partners, enhance public safety, support victims, and work toward the rehabilitation of juvenile and adult justice-involved individuals.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Positive case closures per year*	78.1%	79.9%	70.7%	73.0%	75.0%

*Average of both probation and post-prison supervision.

The Department of Corrections tracks the number of cases that complete probation and are not revoked or sent to prison. The use of evidence-based practices, cognitive behavioral interventions, focused case planning, and engagement with peer services are used to reach successful positive case closures. In the first half of 2023, Jackson County outperformed statewide averages with 73.7 percent post-prison case closures, 72.9 percent probation case closures, and a projected average of 73 percent at close of year.

Performance Measure 2: Decrease juvenile risk levels at case closure.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Youth that had a reduced risk level at time of probation case closure	78%	94%	94%	92%	92%

Youth receive an initial risk assessment to determine the likelihood of being referred for a new criminal act within 12 months. As a measurement of effective service delivery and accountability, youth should have a lower risk level at the time of probation case closure.

Performance Measure 3: Offer housing for justice-involved individuals transitioning to the community from prison, and for homeless individuals on supervision.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Justice-involved individuals successfully completing Transition Center programs	89%	90%	93%	94%	90%

Some of the most challenging aspects of transition are also risk factors for recidivism: employment, housing, and the availability of programs which all contribute to an individual's chances for success. The Transition Center offers beds for individuals experiencing homelessness on supervision in Jackson County as they work toward obtaining sustainable housing in the community. Programs offered to transitional housing clients include assistance with housing applications, treatment, and other case management services such as financial planning to help individuals pay child support, Court fines, and Department of Motor Vehicle fines, as well as assistance with obtaining Oregon



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Health Plan coverage, a birth certificate, identification card, and transportation. Transitional housing directly increases the safety of Jackson County as individuals are provided with structure, stability, and accountability where, in other counties, they would be homeless.

Staffing Changes

During fiscal year 2023-2024, 2.00 FTE Transition Center Coordinator positions were added by Board Order No. 18-24 and 1.00 FTE Supervisor II position was added by Board Order No. 21-24; both positions are funded by Justice Reinvestment Program funds from the Criminal Justice Commission. For fiscal year 2024-2025, 1.00 FTE Office Specialist position has been added that is funded by reimbursements received from the Oregon Youth Authority, and 1.00 FTE Work Crew Coordinator position and 1.00 FTE Community Justice Officer position have been removed. Overall, there is an increase of 2.00 FTE positions between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Community Justice Department receives 34 percent of its funding from the State Grant-in-Aid. Other State grants and client fees make up 28 percent of the Department's funding; the Justice Reinvestment Program (JRP) Grant is the largest portion at 9 percent of the 28 percent. The remaining 38 percent is from the County's General Fund.

Financial by Program

<i>Community Justice Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,485,657	\$605,397	\$156,801	\$0	\$271,573
Fees & Other Service Charges	\$41,789	\$34,308	\$19,397	\$0	\$22,750
All Other Resources	\$634	\$0	\$0	\$0	\$250
Interfund Transfers	\$19,800	\$19,800	\$19,800	\$0	\$19,800
Total	\$2,547,880	\$659,505	\$195,998	\$0	\$314,373
EXPENDITURES					
Personnel Services	\$1,203,598	\$154,700	\$120,238	\$0	\$191,895
Materials & Services	\$1,294,218	-\$3,093	\$32,533	\$0	\$162,079
Total	\$2,497,816	\$151,607	\$152,771	\$0	\$353,974
Full-Time Equivalent	10.90	1.22	1.34	0.00	1.37

In fiscal year 2023-2024, responsibilities of this Program were reallocated to other Programs within the Department and the Program was not used for budgeting purposes. For fiscal year 2024-2025, the Program is being used to budget revenues, expenditures, and FTE positions.



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<i>Adult Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$5,478,021	\$7,369,357	\$8,110,810	\$8,798,746	\$8,311,507
Fees & Other Service Charges	\$965,934	\$598,020	\$408,353	\$488,450	\$409,700
All Other Resources	\$0	\$50	\$177	\$500	\$100
Interfund Transfers	\$0	\$0	\$0	\$19,800	\$0
Total	\$6,443,955	\$7,967,427	\$8,519,340	\$9,307,496	\$8,721,307
EXPENDITURES					
Personnel Services	\$4,936,736	\$5,111,061	\$5,128,245	\$6,561,852	\$6,731,820
Materials & Services	\$1,341,433	\$2,880,372	\$3,486,586	\$3,202,373	\$2,951,887
Total	\$6,278,169	\$7,991,433	\$8,614,831	\$9,764,225	\$9,683,707
Full-Time Equivalent	44.43	52.40	54.30	51.65	48.53
Juvenile Services					
	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,217,331	\$1,240,359	\$1,296,577	\$1,744,421	\$2,089,657
Fees & Other Service Charges	\$53,242	\$51,805	\$50,268	\$51,700	\$51,700
All Other Resources	\$1,259	\$0	\$0	\$500	\$500
Total	\$1,271,832	\$1,292,164	\$1,346,845	\$1,796,621	\$2,141,857
EXPENDITURES					
Personnel Services	\$4,346,495	\$4,320,346	\$4,729,497	\$5,526,319	\$5,807,761
Materials & Services	\$1,814,183	\$1,770,781	\$2,032,589	\$2,240,314	\$2,528,819
Capital Outlay	\$139,000	\$0	\$350,608	\$0	\$0
Total	\$6,299,678	\$6,091,127	\$7,112,694	\$7,766,633	\$8,336,580
Full-Time Equivalent	46.18	45.94	47.18	46.17	47.15



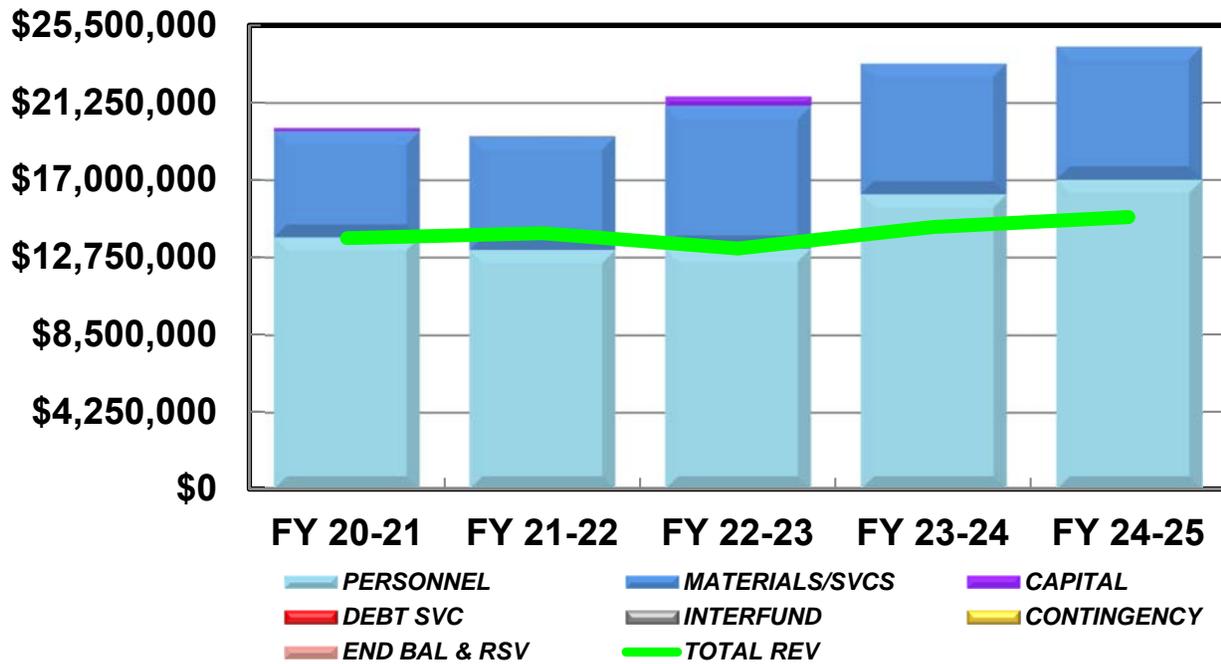
COMMUNITY JUSTICE

<i>Transition Center</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,842,556	\$3,582,607	\$2,816,123	\$2,850,924	\$3,478,053
Fees & Other Service Charges	\$400,815	\$184,930	\$119,353	\$151,750	\$74,250
All Other Resources	\$0	\$400	\$354	\$500	\$750
Interfund Transfers	\$290,216	\$377,433	\$228,388	\$300,000	\$225,000
Total	\$3,533,587	\$4,145,370	\$3,164,218	\$3,303,174	\$3,778,053
EXPENDITURES					
Personnel Services	\$3,351,384	\$3,567,593	\$3,252,281	\$4,122,065	\$4,286,751
Materials & Services	\$1,391,008	\$1,571,684	\$2,279,231	\$1,746,691	\$1,683,461
Capital Outlay	\$29,250	\$0	\$176,998	\$0	\$0
Interfund Transfers	\$29,772	\$40,794	\$0	\$0	\$0
Total	\$4,801,414	\$5,180,071	\$5,708,510	\$5,868,756	\$5,970,212
Full-Time Equivalent	42.99	41.94	42.18	36.18	38.95



COMMUNITY JUSTICE

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$12,023,566	\$12,797,719	\$12,380,311	\$13,394,091	\$14,150,790
FEES/SVC CHGS	\$1,461,779	\$869,063	\$597,370	\$691,900	\$558,400
ALL OTHER	\$1,893	\$450	\$530	\$1,500	\$1,600
INTERFUND	\$310,016	\$397,233	\$248,188	\$319,800	\$244,800
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$13,797,254	\$14,064,465	\$13,226,399	\$14,407,291	\$14,955,590
PERSONNEL	\$13,838,213	\$13,153,699	\$13,230,261	\$16,210,236	\$17,018,227
MATERIALS/SVCS	\$5,840,842	\$6,219,744	\$7,830,939	\$7,189,378	\$7,326,246
CAPITAL	\$168,250	\$0	\$527,606	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$29,772	\$40,794	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$19,877,077	\$19,414,237	\$21,588,806	\$23,399,614	\$24,344,473
FTEs	144.50	141.50	145.00	134.00	136.00



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COUNTY ADMINISTRATION



Danny Jordan, County Administrator

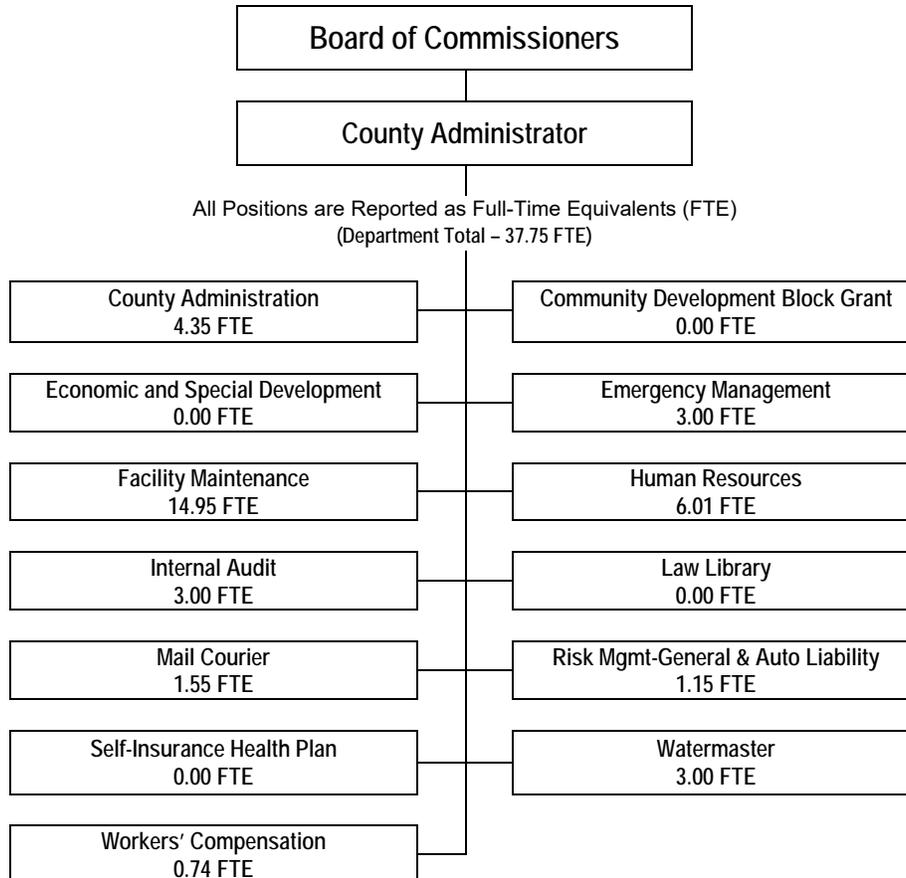
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Organization Chart



Department Overview: The County Administration Department, through 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 (Board) 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. The Department is comprised of 13 Programs:

- ◆ **County Administration** carries out the policy direction of the Board 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



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cultural needs of Jackson County citizens. County Administration also establishes the internal policies by which the County does business, presents a balanced recommended budget to the Budget Committee each spring, and is ultimately responsible for “setting the tone” for the entire organization and its employees.

- ◆ **Community Development Block Grant** houses State pass-through dollars for economic opportunities, and for housing and suitable living environments for persons of low and moderate incomes. Projects are undertaken with non-entitlement areas of the County and local cities that do not receive direct funding from the US Department of Housing and Urban Development.
- ◆ **Economic and Special Development** is threefold: (a) to attract, retain, and expand industries that provide a broad range of employment opportunities; (b) to sponsor contributions to programs not operated by the County which provide economic development, cultural awareness, education, and agricultural development; and (c) to provide staff support with the Jackson County organization on economic development issues. The Economic and Special Development Program supports regional partnerships, provides administration for the Taylor Grazing Fees, and provides staff support for the Community Development Block Grant Program.
- ◆ **Emergency Management** is responsible for supporting collaborative emergency planning, alert and warning, evacuations, promoting a coordinated disaster response, obtaining disaster assistance, instituting measures that may reduce the potential impact of disasters, and maintaining an effective Emergency Operations Center (EOC).
- ◆ **Facility Maintenance** maintains 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 providing property management services for County-owned properties that are leased by third parties. Custodial services, contract procurement, remodels, and new construction are managed within this Program.
- ◆ **Human Resources** includes a team of professionals that support all County departments in recruitment and selection, new hire onboarding, personnel action administration, classification and compensation, employee benefit enrollment and change administration, employee relations, labor relations and negotiations, performance management, investigations, and countywide safety and training.
- ◆ **Internal Audit** facilitates continual improvements in County operations and outcomes by conducting audits and performing other analytical work that prevents and detects fraud, waste, and abuse; verifies compliance with statutory, grant-imposed, policy, and other requirements; and helps to improve the efficiency and effectiveness of County operations.
- ◆ **Law Library** provides various research options for individuals who need to research Federal, State, and local laws within the funding amounts allocated by the State of Oregon Judicial Department.
- ◆ **Mail Courier** provides services to County departments in order to meet their distribution, delivery, and communication needs.
- ◆ **Risk Management – General and Auto Liability** 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.
- ◆ **Self-Insurance Health Plan** covers the Jackson County Service Employees International Union (SEIU) and the non-represented employee groups. This Program pays medical, prescription, dental, and vision claims through self-insurance, in addition to the employer-sponsored medical Wellness Center. Risk Management administers the County’s program for the in-house Jackson County Health Plan.

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- ◆ **Watermaster** manages and protects the use of Jackson County's surface and ground water resources under Oregon Water Law, and assures 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; 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; and to provide education and outreach to local educators, agency partners, and stakeholders to promote sustainability and water supplies for the future.
- ◆ **Workers' Compensation** is administered by Human Resources and provides claims management and return-to-work assistance to departments and employees. In partnership with a contracted Third-Party Administrator and Agent-of-Record, the Program provides loss control functions through self-insurance and loss financing to all County operations. The Program ensures that all employees and Elected Officials who are injured on the job are treated promptly and properly, and within the regulations and guidelines contained in Oregon law.

Department Objectives for Fiscal Year 2024-2025

- Emergency Management will continue to coordinate with the local, State, and Federal government agencies, community-based organizations, and community members around a collaborative planning method to maintain coordinated disaster operations and emergency operations, hazard mitigation, and public information plans.
- Promote coordinated disaster response through collaborative planning, maintaining an effective EOC, and conducting multi-agency training and exercises.
- Conduct public outreach and education 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.
- Continue improvement in emergency communications with the public and response agencies. Further developing the emergency notification system, Citizen Alert, and integrating new features and templates provided by the State's OR-Alert program. Encourage resident account opt-in to increase access to notify the public of critical incidents. Finalize and test a countywide crisis communication plan to outline the operational communication process during a disaster.
- Facility Maintenance will strive to provide a safe and accommodating environment for staff and citizens.
- Recruit, develop, and retain maintenance staff to help mitigate the rising costs of outside contracted labor.
- Manage the construction of the new Multi-Use Pandemic Response Center, and focus on maintaining quality, budget, and meeting the scheduled timeline.
- Facility Maintenance manages County-owned and leased properties, and will continue to develop a plan and write contracts to ensure the best return on the County's leased properties.
- Human Resources will secure a new collective bargaining agreement between the County and Jackson County Employees' Association SEIU (Service Employees International Union) Local 503, OPEU (Oregon Public Employees' Union).
- Complete implementation of automated onboarding of new hires through the County's human resources software, which streamlines the current cumbersome and paper heavy process. Train department hiring managers and administrative liaisons on the new simplified processes for end users.
- Expand outreach on County job openings, particularly on hard to fill, high volume, and high turnover positions.
- Complete broadening and rollout of the New Manager Program beyond compliance to integrate leadership and management content to further support new supervisor development.
- Partner with Information Technology (IT) and a third-party benefits broker to improve communication and marketing of employee benefits.
- Improve employee access to information, forms, and services related to their employment and benefits.



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- Implement a New Hire Survey to better understand the experience and needs of employees in their first year of tenure at Jackson County in order to prioritize improvements at countywide and department levels, as appropriate.
- Internal Audit will provide independent and objective analysis, assurance, and information that enhances transparency and aids decision-makers in the management of County resources and operations.
- The Watermaster's Office will continue to be proactive in interpreting water supply and forecast information so that Jackson County water managers have the necessary information to make decisions in times of water shortages.
- Continue to work with local enforcement agencies on water use issues associated with authorized and unauthorized cannabis farms.
- Continue upgrading streamgages within the County, which are a tool for the optimization of water management associated with both instream and out of stream uses.
- The Watermaster's Office will participate in collaborative basin and small user planning efforts with other natural resource agencies and stakeholders to facilitate solutions to water supply challenges.
- Scientific data collection will be expanded to better equip the Rogue Basin in meeting its current and future water security needs.
- Through the Workers' Compensation Program, continue to monitor safety and injury trends using a range of reports from the County's Incident Report system.
- Continue efforts to lower average lost days per workers' compensation claims.

Department Accomplishments for Prior Year

- Emergency Management further developed the countywide emergency notification software, Citizen Alert. Two countywide tests were conducted: 1) on October 19, 2023, an alert was sent to 77,295 individual contact methods (email, text, phone call) and had a 28.5 percent confirmation rate; and 2) on May 23, 2023, an alert was sent to 77,479 individual contact methods (email, text, phone call) and had a 31.9 percent confirmation rate. The year-long community outreach campaign resulted in 7,919 new opt-in accounts being created. The evacuation notification keyword "JACKSONEVACS," that allows individuals to receive the text message version of all Level 1, 2, and 3 evacuation alerts issued in Jackson County, increased from 11,760 to 12,456 unique opt-ins.
- Awarded a State Homeland Security Grant of \$79,000 for an evacuation zoning platform for the next three years. The platform will improve emergency evacuation information from the first responders in the field to alert senders, as well as expedite the publicly available evacuation areas maps.
- Successfully recruited and hired an Emergency Management Coordinator to support the coordination of disaster mitigation, response, and recovery efforts.
- Successful adoption of the Jackson County Multi-Agency Natural Hazard Mitigation Plan (NHMP), which included all 11 incorporated cities and three special districts. The adoptions and approval of the NHMP ensures the County and all participating jurisdictions are eligible for pre- and post-disaster mitigation grant programs.
- The Facility Maintenance Program completed over 4,700 work tickets throughout the County, over 50 mid-year department-requested projects, and capital improvement projects totaling over \$6,700,000 during fiscal year 2023-2024.
- Effectively maintained 1,440,625 square feet of buildings at 180,078 square feet per maintenance worker. Other Oregon counties of similar size, or larger, maintain 80,000 square feet or less per maintenance worker.
- Completed multimillion-dollar projects utilizing American Rescue Plan Act (ARPA) funds, including a new domestic water supply loop project at the Roads and Parks Department complex and heating, ventilation, and air conditioning (HVAC) upgrades on multiple buildings.
- Completed the design and, through the Request for Proposals process, negotiated for a contractor to begin construction of the new Multi-Use Pandemic Response Center at the Expo.
- Human Resources secured a new three-year collective bargaining agreement between Jackson County and the Jackson County Sheriff's Employees' Association (JCSEA).
- Facilitated implementation of the Paid Leave Oregon (PLO) law in concurrence with the Oregon Family Leave Act (OFLA) and other applicable leaves. Coordinated countywide department training and guidance on new leave benefit requirements and procedures.



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- Updated various County policies, including those having to do with a drugfree workplace, County driving, military leave, separation dates, and discipline.
- Expanded usage of the County's human resources software's recruitment capabilities to streamline how applications are reviewed for minimum qualifications and for more expedited distribution to the hiring manager.
- Finalized the employee exit interview process, including the department communication plan.
- Finalized implementation of the staff development training program.
- Internal Audit completed several audits and non-audit services, continued to manage Federal Emergency Management Agency (FEMA) reimbursements, and provided assistance to departments that had significant leadership changes.
- The Watermaster's Office worked with local irrigators to help identify County and State resources that were made available due to the 2023 drought declaration.
- A relationship was established with the new position of Community Engagement Coordinator within the Oregon Water Resources Department (OWRD) to work collaboratively with irrigation districts, farmers, communities, and other water users to establish relationships and identify solutions for stakeholders in meeting their water security needs.
- Watermaster staff attended community events to foster and establish relationships with existing and potential water users and partners.
- A three-year basin recharge study began in collaboration with ORWD and US Geological Survey.
- Managed the Workers' Compensation Program by processing all claims efficiently and within the regulations and guidelines contained in Oregon law.
- Jackson County was awarded the Government Finance Officers Association's distinguished budget presentation award for fiscal year 2023-2024. In addition, the County was awarded the prestigious "triple crown award" by earning the distinguished budget presentation award for fiscal year 2022-2023, the distinguished financial reporting award for fiscal year 2021-2022, and the distinguished award for the Popular Annual Financial Report (PAFR) for fiscal year 2021-2022.

Significant Issues in the Year Ahead

Oregon's focus on preparation for a Cascadia Subduction Zone earthquake and recent catastrophic wildfires have influenced Emergency Management to direct most of its attention on updating County plans and promoting individual and family preparedness. This focus initiated new emergency planning requirements for debris management, hazard response annexes, and an updated Emergency Operations Plan (EOP). The Emergency Management Program continues to spend significant time on plans, alert and warning systems, grant management and administration, collaboration and partnerships, and public awareness for preparedness.)

Demand for labor and materials is still outpacing supply; this has resulted in increased costs and continues to put a strain on the Facility Maintenance budget. Finding qualified contractors to bid, stay on budget, and finish projects on time has been challenging. Constructing the new Multi-Use Pandemic Response Center will add an additional challenge to the Program's available resources.

Human Resources will work toward securing qualified candidates, particularly for hard-to-fill positions across County departments; retaining employees in an evolving competitive job market and economy; and monitoring workers' compensation cost growth. In addition, Human Resources' staff will sustain efforts to respond in a timely and effective manner to the diverse, expanding, and evolving needs and demands of departments and their respective workforce; manage timely updates to County employment-related policies due to regulatory changes and/or County operational needs and requests; automate Human Resources' processes for more accurate and timely administration, monitoring, and guidance to employees and supervisors; maintain progress on addressing Human Resources' administrative backlog on archiving and assigning retention schedule to documents; and collect consistent, timely, and useful data on Human Resources actions and on the County's workforce to better support management decision making.

Internal Audit continues to provide assistance and additional audit focus for departments that had significant leadership changes in 2022 and 2023 to help ensure that a smooth transition occurs.



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Monitoring and regulation of water use throughout Jackson County will continue to be a focus for the Watermaster’s Office in the coming year. Although the January 2024 edition of the Oregon Water Conditions Report states the region’s snow water equivalent is at 101 percent of median and precipitation is at 93 percent of median, reservoirs are still being impacted by a series of previous drought years while snowpack remains well below normal. Irrigation reservoirs remain behind for storage compared to average years, while the three-month seasonal outlook reflects continued above normal temperatures and near to below precipitation.

It is anticipated that cannabis production will continue to impact the number of calls and complaints in Jackson County. The Jackson County Watermaster’s Office will work closely with OWRD and other partnering agencies to address water-related cannabis issues.

Goals and Measures

Department Goal: The Economic and Development Program will provide economic opportunities for citizens through the support of regional partnerships in Jackson County.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Estimated	Fiscal Year 2024-2025 Projected
Total contributions made according to revised budget	100%	67%	102%	100%	99%

The County continues to partner with Rogue Valley Council of Governments (RVCOG) and Southern Oregon Regional Economic Development, Inc. (SOREDI) on several programs. RVCOG provides overall coordinated services that benefit all local governments in Jackson and Josephine Counties, and supports local and regional problem solving to provide a network of services to help seniors and adults with disabilities. The Bear Creek Watershed Non-Point Source Pollution (Total Maximum Daily Loads/TMDL) sampling project is an interagency cooperative funding project between RVCOG, Jackson County, and several local municipalities. It implements a water quality testing program which targets identification of non-point pollution sources along Bear Creek. The Metropolitan Planning Organization, a Federally-mandated transportation policy-making organization made up of representatives from local governments and governmental transportation authorities. SOREDI provides education and guidance for businesses that will assist in the creation of sustainable jobs and a diverse economy in Southern Oregon. Lastly, as provided in State law, the County will manage Taylor Grazing Fees which are received from the Bureau of Land Management from rancher-paid grazing fees. The County is then required to approve expenditures for range land improvements such as fences and gates.

Department Goal: Provide an Emergency Management program to protect the safety of Jackson County citizens through community preparedness, education, and a coordinated EOC.

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



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Estimated	Fiscal Year 2024-2025 Projected
Multi-agency disaster trainings held	2	2	3	3	4
Emergency declarations/actual occurrences	3	3	1	2	2

The number of multi-agency exercises is expected to remain constant. The Emergency Management Program schedules three exercises per year. Other agencies in the County may also schedule exercises that require participation from the County's Emergency Management Program. Additionally, actual occurrences may interfere with scheduled exercises. Ongoing training for County department directors and other County EOC staff will continue throughout the year.

Performance Measure 2: Conduct public outreach programs for residents of all ages and abilities to educate them on individual roles and responsibilities in the event of an emergency.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Community, organization, and conference preparedness presentations and campaigns	12	10	11	15	15

Involve interested stakeholders, community leaders, and volunteers to foster collaboration within communities to reach goals for greater preparedness. Develop and maintain relationships with residents, non-profits, and faith-based groups within vulnerable populations to be able to provide outreach, education, and coordination of emergency preparedness services to assist in the event of an emergency.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Opt-in accounts in Citizen Alert system*	80,429	86,270	95,851	105,436	115,980
Increase in opt-in accounts from previous year	158%	7%	11%	10%	10%

*Jackson and Josephine Counties.

Improve emergency communications with the public by utilizing the emergency notification (Citizen Alert) system. Run an annual media campaign to encourage opt-in enrollment. Continue communicating with the public about individual disaster preparedness for individuals and families by public speaking and radio and television interviews. The Emergency Management Program partners with the cities, the Rogue Valley Fire Chiefs Association, the Rogue Valley Fire Prevention Co-Op, the Jackson County Long-Term Recovery Group, and other agencies for education and outreach efforts.



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Department Goal: The Facility Maintenance Program will maintain County-owned and leased facilities (approximately 1,440,625 square feet of buildings) to preserve the integrity of the buildings and maintain a safe, comfortable environment for customers and staff; provide construction management/contract procurement to ensure projects adhere to construction specifications/building codes, are completed on schedule, and stay within budget; manage and administer the custodial contract to ensure that County buildings are cleaned on schedule, as per cleaning specifications, to ensure a clean and safe environment for customers and employees; and manage real property owned or leased by the County.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual maintenance costs per square foot	\$2.65	\$2.68	\$2.78	\$2.91	\$2.94

Department Goal: Human Resources will assist departments with expedited hiring and onboarding processes.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Applications that passed minimum qualifications and forwarded to hiring managers	53%	32%	35%	64%	57%
Of disqualified applications, percentage that were not completed correctly	10%	13%	13%	1.3%	1%
Total applications received	6,100	7,675	5,100	5,200	5,600

Applicant data is for regular employee job openings and does not include applicants for extra help jobs. The expected percentage for fiscal year 2023-2024 and projected for fiscal year 2024-2025 were based on multiyear trends and results in the first two quarters of fiscal year 2023-2024. A change in the screening methodology has led to a substantive difference in numbers of applicants referred to hiring managers. For fiscal year 2024-2025, Human Resources will focus on expanding tailored outreach for job postings and County job opportunities, and adding social media outreach to potential applicants when applicable.

Department Goal: Human Resources will work to improve employee retention.

Performance Measure 1: To better understand employee reasons for voluntarily terminating from their County job.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Regular employees who terminated*	13%	22%	18%	17%	17%
Terminated* employees with five years or less tenure	64%	65%	63%	68%	67%
Employees who terminated for better opportunity or were dissatisfied	39%	42%	39%	39%	40%

*Voluntarily or involuntarily.

Fiscal year 2021-2022 indicated a jump in the number of terminations of regular employees. The expected numbers for fiscal year 2023-2024 and projected fiscal year 2024-2025 numbers are expected to be similar to fiscal year 2022-2023 given that the workforce challenges of the post-pandemic job market and the economy are expected to continue. This is in line with regional and national employment trends as staffing continues to be challenging. Human Resources will use the automated New Employee Survey to collect data on the experience and needs of employees during their first year of employment at Jackson County and will analyze that data to better understand and prioritize improvements at countywide and department levels, where possible. Human Resources will also continue to educate applicants, new hires, and managers on the total compensation value of a County job and train hiring managers and supervisors so they can discuss with employees as appropriate.

Department Goal: Internal Audit interacts with departments in a positive and constructive manner to achieve a cooperative approach to continual process improvement efforts.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Departments audited and/or collaborated with on medium to large projects	44%	44%	50%	50%	50%

Internal Audit's role in the FEMA reimbursement process during fiscal years 2020-2021 and 2021-2022 reduced the number of hours that staff were available for traditional audit work. Starting in fiscal year 2022-2023, staff hours available for traditional audit work normalized as the FEMA reimbursement process neared completion.

Department Goal: The Law Library Program will encourage citizen access to the legal system in Jackson County by providing legal research materials for litigants, attorneys, judges, and the general public.

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



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Expenditures for collection	\$95,941	\$36,456	\$37,243	\$45,000	\$46,350
Collection purchases made according to the adopted budget	75.96%	31.92%	62.07%	68.18%	68.26%

The Law Library continues to provide a vital service to the public, litigants, attorneys, and judges by purchasing and maintaining legal materials that cannot be found for free online. The research collection includes technical legal documents for attorneys, and self-help guides and materials for pro se litigants through web-based access and printed publications. During the spring of 2021, staff negotiated two new online legal research subscription contracts and ended the large printed research contract. This accounts for the large decrease in collection percentages made according to the adopted budget during fiscal year 2021-2022. Online research materials are updated more frequently, and are available sooner than the printed versions. The Law Library has increased online legal research capabilities and now offers four computer workstations with a variety of research options. Computer workstations also provide basic word processing and spreadsheet software programs for patrons to utilize. The Law Library will continue to purchase high use printed research materials, such as the Oregon Revised Statutes, and other research materials that are not available online.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average cost for facilitation services per individual served	\$27.30	\$27.54	\$13.82	\$14.23	\$14.44

House Bill (HB) 4097, passed in 2018, permits counties to use up to one-half of the State Law Library distribution on Family Law Facilitation Services. As a result of HB 4097, Jackson County and the Jackson County Circuit Court (Court) entered into an Intergovernmental Agreement for a Court Facilitation Program. The Court pays for one facilitator and the County provides funding for the second Court Facilitator. In January 2020, the Court moved the facilitators to the Law Library location within the Justice Building (where the State Courts are located), thereby allowing self-represented individuals direct access to legal research materials while utilizing facilitation services. Facilitation contact includes phone calls, emails, and in-person assistance. Increases in the number of facilitation contacts is lowering the average cost per individual served.

Department Goal: The Mail Courier Program will provide efficient services to County departments and programs.

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



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average cost of service per delivery day	\$216.13	\$235.90	\$283.82	\$307.08	\$317.82
Average cost of processing letters and packages per work day	\$233.45	\$257.62	\$350.09	\$337.83	\$350.21

The Mail Courier Program operates with 1.50 FTE positions. Costs associated with picking up and delivering mail and interoffice envelopes between County locations include staff time, vehicle expenses, and supplies. Costs associated with processing outgoing mail and packages includes postage meter maintenance and supplies, and monthly service charges for non-United States Postal Service pick-up and delivery services. The average cost of processing letters and packages per work day increase starting in fiscal year 2022-2023 is due to the purchase of a new postage meter, salary increases, and a 15.5 percent reduction in the number of packages processed.

Department Goal: The Watermaster Program will provide efficient customer services, promote responsible water management, monitor and record water supply, and assure sufficient and sustainable water supplies are available to meet current and future needs.

Performance Measure 1: Perform stream flow measurements and record flow measurement data to fulfill gaging station network contractual agreements, and to ensure that residents and irrigation districts are adhering to the specific parameters of their water rights under Oregon Water Law and for in-stream water rights that protect habitat for fish in streams that have been identified as critical habitat for endangered fish species.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Stream flow measurements made	296	375	340	362	375
Stream flow measurements made per full-time equivalent (FTE) position	135	134	136	181	134
Flow measurement data processed on average five days or less	26%	34%	73%	75%	73%

Data collected from making flow measurements is used to calibrate the gaging station network and to create a hydrographic record for forecasting water availability, predicting trends, and water distribution. The data that is collected is made available to the public for education, safety, and recreation such as boating, fishing, and swimming. During fiscal year 2022-2023, more OWRD staff were dedicated to complaints, which allowed County staff time to process streamflow measurements, thereby increasing the data processing times and experience.

Performance Measure 2: Promote the economic development land, maintain public records, and process water right research requests within 10 business days.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Water right research completed within 10 business days	65%	71%	83%	85%	90%

Research is conducted to provide proof of a legal source of water for domestic, irrigation, and/or commercial uses. Property sales, obtaining development permits, or a license for growing cannabis play a role in the number of requests. This research can be complicated and may require records from the OWRD and/or access to archived files. The Watermaster Program maintains set office hours Monday through Friday providing customer service, research on water rights, and well log information for properties.

Performance Measure 3: Respond to complaints of alleged water use violations to determine what action is needed.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Percentage of complaints with an action taken	52%	67%	77%	88%	89%

The Watermaster Program serves all citizens fairly by responding to complaints relating to water use. Drought conditions, fires, and the need for proof of a legal water source for growing commercially has increased awareness among the public causing complaints to increase significantly. Experienced County staff and the addition of OWRD staff have helped keep up with the demand.

Department Goal: The Workers' Compensation Program will enhance communication and awareness on safety tips for the workplace.

Performance Measure 1: Lower the annual number of injuries that prompt workers' compensation claims to under 5 percent of the employee population.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Percentage of employees who filed workers' compensation claims	5.5%	5.9%	5.9%	5.2%	5.2%
Percentage of employees who filed incident reports	34.2%	45.8%	62.2%	36.5%	37.0%
Total workforce (regular employees and extra help)	955	909	843	881	885

Fiscal year 2021-2022 indicated an 11.6 percent increase in the percentage of employees who filed incident reports. Fiscal year 2022-2023 then saw another increase of 16.4 percent. The predominance of these increases was due to Oregon OSHA's requirement during the pandemic to track employee COVID infections. The County's automated Incident Safety System was used to record these infections. Of the total number of employees with COVID infections, only a small percentage were thought to have occurred while in the workplace and only a small percentage of those infected employees chose to file a workers' compensation claim. With the end of the pandemic



COUNTY ADMINISTRATION

fiscal year 2023-2024 expected and fiscal year 2024-2025 projected are closer to pre-pandemic levels. As part of the broader countywide safety program, the Workers' Compensation Program will continue to identify ways to enhance awareness of safety tips for the workplace with a continued focus on areas with the highest volume and costs in incidents and injuries, including ways to work safely.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Lost days per claim	14.6	11.4	81.5	26.4	14.0
Modified duty days per claim	25.1	26.4	56.6	16.5	26.5

Fiscal year 2022-2023 saw a massive increase in lost days per claim and modified duty days per claim. This is due, primarily, to four lengthy claims. Two of those claims actually occurred in fiscal year 2021-2022; they were initially coded as personal claims, then retroactively moved to accepted workers' compensation cases. The Human Resources' Program Coordinator will continue to work closely with the countywide Safety Committee to increase awareness and communication on tips for working safely. In addition, the Coordinator will continue to enhance training and information content on options for determining modified duty and early return-to-work. Enhanced content will be updated and integrated in the countywide New Hire Orientation, the New Manager Program, and the Supervisor Toolkit. Monthly tips on how to minimize the higher number of types of injuries will continue to be posted on the County's internal website, and will be discussed in countywide and department safety committee meetings.

Staffing Changes

For fiscal year 2024-2025, the Risk Management-General and Auto Liability Program has been reorganized with 0.40 FTE positions being added from County Counsel and 0.10 FTE position being added from Finance; in addition, the Budget Analyst position in the Program was decreased by 0.20 FTE and it was moved to the County Administration Program. Overall, between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets, there is an increase of 0.50 FTE positions in the County Administration Department.

Financial Condition

The County Administration Department receives 54 percent funding from interfund charges to, and interfund transfers from, County departments, including those that receive General Fund support; 40 percent from Fund Balance; 3 percent from Federal, State, and local grants and contracts; 1 percent from fees and service charges; 2 percent from interest; and no direct support from the County's General Fund.



COUNTY ADMINISTRATION

Financial by Program

<i>County Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$12,878	\$438	\$0	\$0	\$0
Fees & Other Service Charges	\$1,783	\$1,506	\$528	\$1,650	\$1,400
Interfund Transfers	\$1,055,973	\$1,026,611	\$1,076,080	\$1,220,244	\$1,343,177
Total	\$1,070,634	\$1,028,555	\$1,076,608	\$1,221,894	\$1,344,577
EXPENDITURES					
Personnel Services	\$1,001,963	\$991,706	\$996,014	\$1,137,096	\$1,203,062
Materials & Services	\$31,861	\$39,157	\$52,735	\$84,798	\$141,515
Total	\$1,033,824	\$1,030,863	\$1,048,749	\$1,221,894	\$1,344,577
Full-Time Equivalent	4.15	4.15	4.15	4.15	4.35
Community Development Block Grant					
<i>Community Development Block Grant</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$17,927	\$310,000	\$310,000
Total	\$0	\$0	\$17,927	\$310,000	\$310,000
EXPENDITURES					
Special Payments	\$0	\$0	\$17,927	\$310,000	\$310,000
Total	\$0	\$0	\$17,927	\$310,000	\$310,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00
Economic and Special Development					
<i>Economic and Special Development</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$4,109,524	\$399	\$399	\$500	\$500
Total	\$4,109,524	\$ 399	\$ 399	\$ 500	\$ 500
EXPENDITURES					
Materials & Services	\$4,356,852	\$127,828	\$87,502	\$125,270	\$126,337
Total	\$4,356,852	\$127,828	\$87,502	\$125,270	\$126,337
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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<i>Emergency Management</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$189,370	\$274,443	\$209,463	\$354,464	\$385,345
Fees & Other Service Charges	\$0	\$29,490	\$46,245	\$80,000	\$80,000
Total	\$189,370	\$303,933	\$255,708	\$434,464	\$465,345
EXPENDITURES					
Personnel Services	\$420,762	\$277,343	\$314,393	\$458,789	\$474,252
Materials & Services	\$188,144	\$421,889	\$133,469	\$539,813	\$580,109
Capital Outlay	\$0	\$4,836	\$0	\$0	\$0
Total	\$608,906	\$704,068	\$447,862	\$998,602	\$1,054,361
Full-Time Equivalent	2.00	3.00	3.00	3.00	3.00
Facility Maintenance					
<i>Facility Maintenance</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$939,731	\$1,078,759	\$614,724	\$680,562	\$704,950
Fees & Other Service Charges	\$1,088	\$0	\$662	\$307,647	\$307,647
All Other Resources	\$0	\$203	\$0	\$0	\$0
Interfund Transfers	\$3,165,058	\$3,081,088	\$3,919,804	\$3,713,098	\$3,977,545
Total	\$4,105,877	\$4,160,050	\$4,535,190	\$4,701,307	\$4,990,142
EXPENDITURES					
Personnel Services	\$1,386,228	\$1,383,906	\$1,451,638	\$1,750,230	\$1,897,292
Materials & Services	\$2,548,153	\$2,938,651	\$3,726,068	\$2,951,077	\$3,092,850
Capital Outlay	\$0	\$0	\$17,096	\$0	\$0
Total	\$3,934,381	\$4,322,557	\$5,194,802	\$4,701,307	\$4,990,142
Full-Time Equivalent	14.95	14.95	14.95	14.95	14.95



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<i>Human Resources</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$57,241	\$181	\$0	\$0	\$0
Fees & Other Service Charges	\$436	\$28,357	\$2,902	\$0	\$0
All Other Resources	\$0	\$465	\$0	\$0	\$0
Interfund Transfers	\$865,604	\$936,713	\$920,398	\$1,115,494	\$1,168,209
Total	\$923,281	\$965,716	\$923,300	\$1,115,494	\$1,168,209
EXPENDITURES					
Personnel Services	\$822,282	\$805,131	\$826,205	\$935,478	\$965,251
Materials & Services	\$149,156	\$120,538	\$151,908	\$180,016	\$202,958
Total	\$971,438	\$925,669	\$978,113	\$1,115,494	\$1,168,209
Full-Time Equivalent	6.04	6.06	6.01	6.01	6.01

<i>Internal Audit</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$41,204	\$30,843	\$0	\$0	\$0
Interfund Transfers	\$572,198	\$585,369	\$605,747	\$694,789	\$656,901
Total	\$613,402	\$616,212	\$605,747	\$694,789	\$656,901
EXPENDITURES					
Personnel Services	\$494,330	\$499,295	\$513,052	\$557,025	\$516,554
Materials & Services	\$118,999	\$109,510	\$116,748	\$137,764	\$140,347
Total	\$613,329	\$608,805	\$629,800	\$694,789	\$656,901
Full-Time Equivalent	3.00	3.00	3.00	3.00	3.00



COUNTY ADMINISTRATION

<i>Law Library</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$10,000	\$0	\$0
Fees & Other Service Charges	\$151,529	\$222,780	\$222,780	\$222,780	\$239,102
All Other Resources	\$775	-\$2,049	\$4,644	\$1,000	\$4,000
Fund Balance	\$0	\$0	\$0	\$165,000	\$200,000
Total	\$152,304	\$220,731	\$237,424	\$388,780	\$443,102
EXPENDITURES					
Materials & Services	\$176,201	\$140,122	\$154,979	\$203,600	\$219,500
Ending Balance and Reserves	\$0	\$0	\$0	\$185,180	\$223,602
Total	\$176,201	\$140,122	\$154,979	\$388,780	\$443,102
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Mail Courier</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Interfund Transfers	\$131,753	\$113,916	\$142,200	\$160,583	\$167,008
Total	\$131,753	\$113,916	\$142,200	\$160,583	\$167,008
EXPENDITURES					
Personnel Services	\$92,733	\$98,127	\$105,588	\$123,165	\$126,556
Materials & Services	\$20,561	\$26,240	\$25,205	\$37,418	\$40,452
Capital Outlay	\$0	\$0	\$15,238	\$0	\$0
Total	\$113,294	\$124,367	\$146,031	\$160,583	\$167,008
Full-Time Equivalent	1.55	1.55	1.55	1.55	1.55



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<i>Risk Mgmt-General/Auto Liability</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$70,028	-\$4,299	\$675	\$0	\$0
All Other Resources	\$58,455	-\$84,475	\$273,227	\$221,303	\$395,263
Interfund Transfers	\$1,663,792	\$1,919,219	\$2,133,312	\$2,721,404	\$2,922,386
Fund Balance	\$0	\$0	\$0	\$7,376,767	\$7,905,256
Total	\$1,792,275	\$1,830,445	\$2,407,214	\$10,319,474	\$11,222,905
EXPENDITURES					
Personnel Services	\$119,211	\$123,083	\$124,212	\$141,646	\$179,868
Materials & Services	\$957,451	\$2,031,142	\$2,939,509	\$3,672,061	\$4,073,883
Ending Balance and Reserves	\$0	\$0	\$0	\$6,505,767	\$6,969,154
Total	\$1,076,662	\$2,154,225	\$3,063,721	\$10,319,474	\$11,222,905
Full-Time Equivalent	0.85	0.85	0.85	0.85	1.15

<i>Self-Insurance Health Plan</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$0	\$4,014	\$0	\$4,004	\$3,707
All Other Resources	\$24,653	-\$53,830	\$177,976	\$100,000	\$393,535
Interfund Transfers	\$14,543,236	\$14,261,050	\$14,768,668	\$14,899,358	\$14,962,072
Fund Balance	\$0	\$0	\$0	\$6,891,500	\$7,870,700
Total	\$14,567,889	\$14,211,234	\$14,946,644	\$21,894,862	\$23,230,014
EXPENDITURES					
Materials & Services	\$12,903,039	\$12,357,288	\$13,492,189	\$21,894,862	\$23,230,014
Total	\$12,903,039	\$12,357,288	\$13,492,189	\$21,894,862	\$23,230,014
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



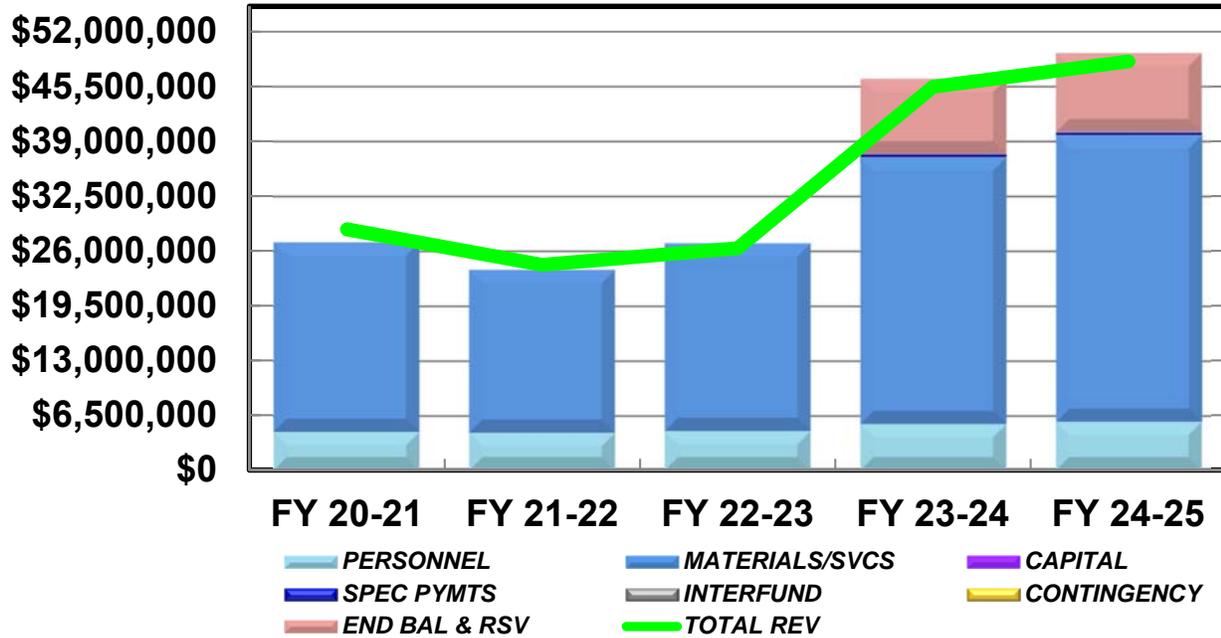
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<i>Watermaster</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$182,442	\$196,307	\$204,025	\$222,027	\$229,682
Fees & Other Service Charges	\$2,116	\$1,760	\$1,468	\$1,882	\$2,122
Total	\$184,558	\$198,067	\$205,493	\$223,909	\$231,804
EXPENDITURES					
Personnel Services	\$159,711	\$196,856	\$239,534	\$282,370	\$287,820
Materials & Services	\$147,506	\$116,262	\$159,707	\$181,628	\$194,661
Total	\$307,217	\$313,118	\$399,241	\$463,998	\$482,481
Full-Time Equivalent	2.00	3.00	3.00	3.00	3.00
Workers' Compensation					
	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$36,273	\$27,773	\$90,604	\$0	\$0
All Other Resources	\$26,814	-\$43,060	\$88,531	\$94,382	\$94,382
Interfund Transfers	\$647,263	\$705,036	\$777,575	\$746,790	\$999,696
Fund Balance	\$0	\$0	\$0	\$3,146,070	\$3,146,070
Total	\$710,350	\$689,749	\$956,710	\$3,987,242	\$4,240,148
EXPENDITURES					
Personnel Services	\$83,641	\$101,715	\$109,246	\$119,358	\$117,264
Materials & Services	\$845,044	\$875,962	\$1,182,778	\$1,609,814	\$1,917,814
Ending Balance and Reserves	\$0	\$0	\$0	\$2,258,070	\$2,205,070
Total	\$928,685	\$977,677	\$1,292,024	\$3,987,242	\$4,240,148
Full-Time Equivalent	0.71	0.69	0.74	0.74	0.74



COUNTY ADMINISTRATION

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$5,638,694	\$1,604,843	\$1,147,816	\$1,567,553	\$1,630,477
FEES/SVC CHGS	\$156,953	\$287,907	\$274,585	\$617,963	\$633,978
ALL OTHER	\$110,697	-\$182,747	\$544,378	\$416,685	\$887,180
INTERFUND	\$22,644,877	\$22,629,002	\$24,343,784	\$25,271,760	\$26,196,994
FUND BALANCE	\$0	\$0	\$0	\$17,579,337	\$19,122,026
TOTAL REV	\$28,551,221	\$24,339,005	\$26,310,563	\$45,453,298	\$48,470,655
PERSONNEL	\$4,580,861	\$4,477,162	\$4,679,881	\$5,505,157	\$5,767,919
MATERIALS/SVCS	\$22,442,967	\$19,304,591	\$22,222,798	\$31,618,121	\$33,960,440
CAPITAL	\$0	\$4,836	\$32,334	\$0	\$0
SPEC PYMTS	\$0	\$0	\$17,927	\$310,000	\$310,000
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$8,949,017	\$9,397,826
TOTAL EXP	\$27,023,828	\$23,786,589	\$26,952,940	\$46,382,295	\$49,436,185
FTEs	35.75	37.25	37.25	37.25	37.75



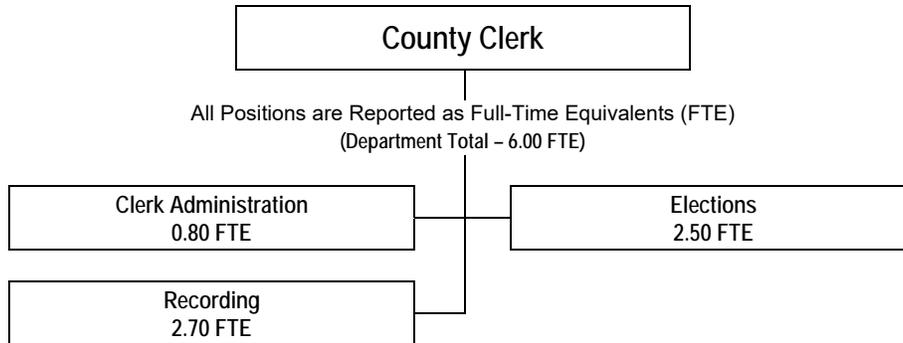
COUNTY CLERK



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Organization Chart



Department Overview: 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.

Under the Home Rule Charter of Jackson County, the Clerk is an elective administrative officer. The Department is comprised of three Programs.

- ◆ **Clerk Administration** ensures 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.
- ◆ **Elections** conducts elections by registering voters, producing the County’s voters’ pamphlets, tallying the results, and making results available to the public on a timely basis. The Elections Program searches and makes available documents for public inspection.
- ◆ **Recording** 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.

Department Objectives for Fiscal Year 2024-2025

- Provide voter registration service, conduct elections, and assist the public in a timely and efficient manner.
- Provide options for the public to research, request, and record or file an array of documents required by law.
- Conduct all elections to include initial voter registration to final election certification according to State law.
- Conduct up to four regularly scheduled elections which will include a Presidential General Election in November 2024 with filings that will include State and local measures, candidates for President Congress, State Representatives and Senators, County Commissioners and other County-elected positions, as well as



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municipal elected offices; and subsequent administrative or mandatory recounts to follow as required by State law. The Office will also conduct a May 2025 Special Districts Election as required by Oregon law.

- Process approximately 50 petitions, schedule and conduct hearings, and issue orders for the Board of Property Tax Appeals (BoPTA) program requesting a reduction of property values.
- Continue yearly upgrades to the Oregon Counties Assessment and Taxation System (ORCATS), which directly links to the Clerk's BoPTA program; this will be a multi-year project.
- The State will implement the new Centralized Voter Registration (OCVR) system with ongoing training, monitoring, and continual upgrades in early to mid-2025.
- Implement an upgraded version platform along with upgrades to server, operating system, and computers on the ballot sorter, including installation and continued training of support staff.
- Continue to encourage the State of Oregon Employment Division and Department of Revenue to deploy eRecording of State-issued tax liens as they develop and implement new computer systems (ongoing).
- Continued use of the new Oregon Motor Voter law which makes voter registration automatic when applying for, or updating, an Oregon Driver's License or Identification Card at the Oregon Department of Motor Vehicles. The Elections Program will experience ongoing and continued increases each year related to increasing voter registration in Jackson County and the State of Oregon. As the County's registered voter numbers move upward, there will be additional funds needed for election costs related to temporary staff, workload, ballots, envelopes, voter notification cards, postage, etc.
- Continue a project concerning digitizing, preserving, and restoring historical indexes (books) within the Clerk's records including both the Recording and Elections Programs.
- Continue, and complete, a historic records back-indexing project designed to add indexes back to the 1800s to scanned images already loaded in the land records management system.
- Legislative changes during the 2023-2024 full and short legislative sessions will have effects on the Elections and Recording Programs, and on BoPTA due to implementation requirements.

Department Accomplishments for Prior Year

- Successfully conducted countywide elections, including the November 2023 Special Election and the May 2024 Presidential Primary Election.
- Continued successful use of a high-speed ballot sorter for all elections.
- The Secretary of State fully funded the purchase of the ballot sorter for Jackson County allowing for greater efficiencies and reduced staffing during election cycles. Approximately \$238,000 was paid through Help American Vote Act (HAVA) funds. The ongoing licensing and maintenance costs are the responsibility of Jackson County.
- Continued training, updates, and testing of the OCVR election management system including the fully functioning new Oregon Motor Voter law, as well as testing in the new Oregon Registered Voter Information System (ORVIS) scheduled to be deployed in 2025.
- Processed 45 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 training and updates of the BoPTA management program, including scanning capabilities and digital recording functions along with the BoPTA members utilizing computers to conduct hearings.
- Successful recording of Jackson County's tax payment center warrants through the eRecording portal. Approximately 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.
- Yearly review of the Election/Recording Program audits focusing on workload versus staffing, and review of processes and procedures. Audit recommendations implemented and continued monitoring of workload and performance standards.
- Secured the public facing front office counters in the Elections Office to provide improved security for staff members.
- Continued to serve as a Government Coordinating Council (GCC) member by the Department of Homeland Security to represent the elections-specific sub-sector on security issues. There are few election professionals on the Council, and it is an honor and privilege for the County Clerk to represent Oregon and Jackson County in this capacity.



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Significant Issues in the Year Ahead

The Clerk's Office continually trains staff as 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 State has awarded a contract and is in the process of developing functionality and requirements for a new OCVR system that includes State, local, and business partners.

The HAVA requirements regarding alternate format ballots, HyperText Markup Language (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 2024-2025, including a November 2024 Presidential General Election and a May 2025 Special Districts Election. Other Special Election dates are in August 2024 and March 2025, if warranted.

The Jackson County Elections Office utilizes a ballot sorter paid for with HAVA funds as approved by the Secretary of State. Benefits of this important technology have resulted in faster and more accurate election results as processing ballots has become more efficient. With ongoing anticipated increases in voter registration based on the population of Jackson County and new Oregon Motor Voter laws, staff is looking for ways to use technology to further aide in the challenges of voting processes. There will be continued upgrades and additional training for full-time staff members as well as the temporary election workers on this technology. Licensing and maintenance costs have been budgeted in fiscal year 2024-2025.

Postmarks on ballot return envelopes have been accepted since January 2022, and the County Clerk has submitted and received approvals for envelope designs from the Secretary of State and the United States Postal Service for upcoming and future elections. A move forward plan has been developed for processing and continuing to assess processes and procedures to ensure confidence in this new law.

Legislative changes during the 2023 and 2024 legislative sessions will have direct effects on the Elections and Recording Programs, including BoPTA.

Continue with responses to mis/disinformation pertaining to election processes and procedures. Education is important, and an active educational campaign is being designed by industry stakeholders, including the Secretary of State, with input from County Clerks.

Allow those citizens covered by the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) to participate in the pilot program for a digital/mobile voting platform for the Presidential General Election in November 2024 and the Special Election in May 2025.

Continue, and finish, an archival indexing project in the Recording Program to provide remote access to property records. Documents are provided for a fee to the public, and a monthly subscription that is billed quarterly is also available to interested stakeholders.

Economic conditions make the Clerk's Office volatile to financial market conditions. Interest rates for housing loans have steadily increased over the last year, resulting in a reduction of mortgage originations in the refinancing and line of credit market, as well as home purchases. The need for affordable housing in Jackson County, and around the State, has become a top priority, especially due to the September 2020 fires that ravaged local communities. The Clerk's Office will continue to monitor its revenues and expenditures, and make necessary changes when warranted.

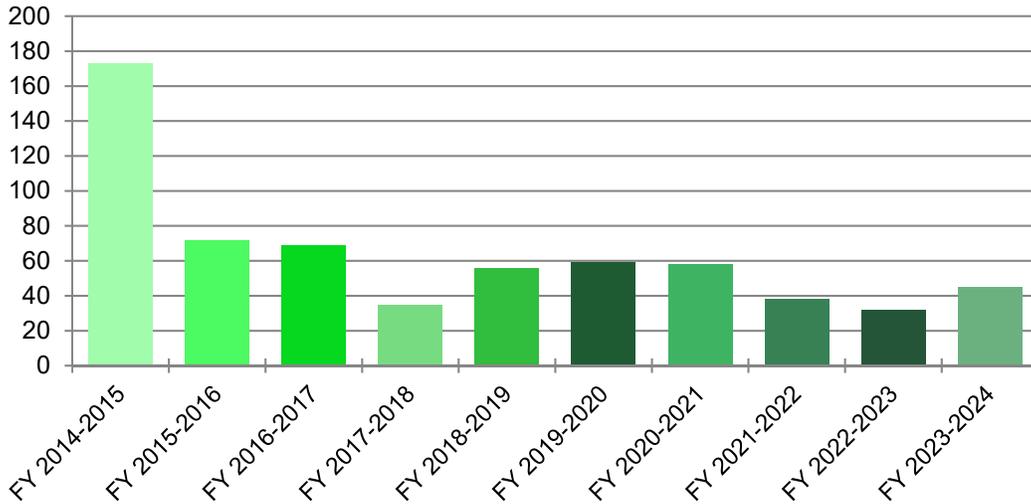


COUNTY CLERK

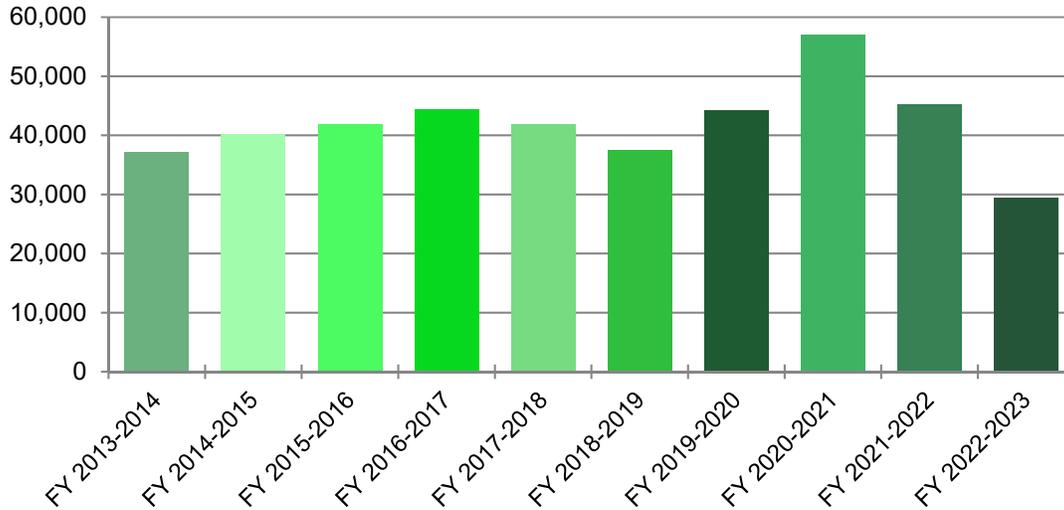
Department Benchmark

Measurements include a year-to-year look at the volume of documents received and processed in the County Clerk's Office.

BoPTA Petitions Filed

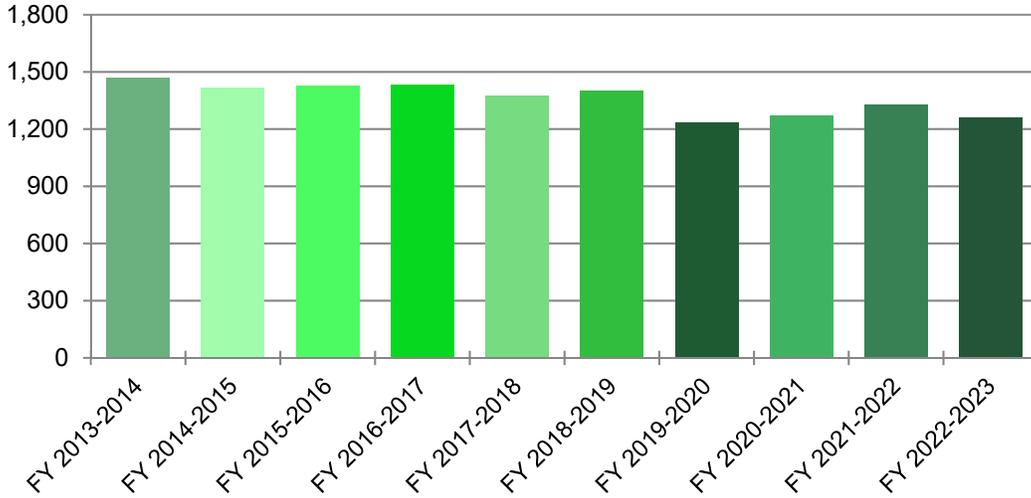


Documents Recorded



COUNTY CLERK

Marriage Licenses/ Domestic Partnerships Issued



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 6: Conduct all elections to include initial voter registration to final election certification according to State law.

Performance Measure 1: Elections certified by the State of Oregon reporting deadlines.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Elections certified by State of Oregon reporting deadlines	100%	100%	100%	100%	100%

Prepare ballots; mail voter pamphlets and ballots to registered voters; process ballots; perform mandatory, statutory, and administrative recounts; certify election results and provide reports to the State of Oregon; and retain all records in accordance with Federal and State records retention laws.

Performance Measure 2: Maintain and update voter registration records through the Oregon Centralized Voter Registration.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Registered voters	159,000	159,000	160,000	162,400	165,000
Fluctuation of voters from prior year	3.300%	0.000%	0.062%	1.488%	1.520%



COUNTY CLERK

Since the implementation of OCVR, Elections staff are able to track and maintain active/inactive and cancelled voters more efficiently, and in a 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 2024, there are currently 24 states and the District of Columbia (DC) participating in the ERIC program.

Registered voters in fiscal year 2024-2025, and future years, are projected to continually increase, but at a slower pace, due to the Real ID Act being fully implement in Oregon. The increase is also a result of HB 2177 (2015) (the Oregon motor voter law); this law automatically registers eligible citizens applying for, or updating, their driver's license or identification card either online or at an Oregon Department of Motor Vehicles office, as long as the individual secures a Real ID Act-compliant license.

Performance Measure 3: Promote voter participation in elections.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Participation in May election	22.25%	37.70%	30.00%	50.00%	23.00%
Participation in November election	79.51%	24.69%	65.98%	29.57%	80.00%

Participation in May and November elections can vary greatly depending on election cycle (Presidential Primary/General versus Mid-Term Primary and General Elections). In a Special Election cycle, participation drops further due to the mostly non-partisan nature of Special Elections.

Performance Measure 4: Provide online eRecording services to title companies, attorneys, mortgage companies, and to the general public to increase eRecording of documents.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Documents recorded	57,066	45,287	29,352	28,000	40,000
Documents recorded per staff hour worked	12.00	9.30	7.00	8.00	8.00
Documents recorded by eRecording	78.49%	76.19%	73.24%	75.00%	75.00%

Success in the eRecording program with increasing percentages of eRecordings, as shown above, are due to the COVID pandemic. Government partners, attorneys, and new submitters from around the country will continue to be added to the eRecording program.



COUNTY CLERK

Property sales, along with new construction, have been steady although mortgage originations have slowed due to interest rate increases due to inflation. Interest rates are slowly trending upward and will have a direct and continuing effect on mortgage loans.

Performance Measure 5: Issue marriage and domestic partnership forms, file marriage licenses upon receipt, certify copies, and maintain records in accordance with Oregon laws.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Marriage/partnership licenses issued	1,269	1,325	1,259	1,300	1,300
Marriage licenses processed per full-time equivalent position	309	331	504	520	520

The Clerk’s Office is the only County office authorized to issue marriage licenses at a cost determined by the Oregon State Legislature. Beginning in February 2008, the Clerk’s Office began accepting the declarations pursuant to HB 2007 (2007). In 2014, marriage law changes decreased domestic partnership applications, but increased marriage applications. Potential changes in the domestic partnership laws, if approved by the legislature, could increase the amount of domestic partnership licenses sold due to equalizing legislation. Certified copies of licenses were streamlined within the marriage/domestic partner software applications by allowing staff to print certified documents out of the existing computer system. This has proven to save time and provide further efficiencies in the Office.

Staffing Changes

There are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The County Clerk’s Office is primarily funded by revenues generated through fees collected in the Recording Program and through Special District Election reimbursements, document sales, fees collected when issuing marriage licenses, and County Assessment Function Funding Assistance (CAFFA) and HAVA grants. Revenues in the County Clerk’ Recording Program are dependent upon mortgage interest rates and the general state of the economy, especially concerning the housing market and a low vacancy rate in Jackson County resulting in an extreme need for housing. The primary users are title insurance companies; the banking and mortgage industry; Federal, State, and local governments; and the general public. The County Clerk’s Office receives 33 percent of its funding from the County’s General Fund.



COUNTY CLERK

Financial by Program

<i>Clerk Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$16,764	\$0	\$0	\$0	\$0
All Other Resources	\$0	\$0	\$1,500	\$0	\$0
Total	\$16,764	\$0	\$1,500	\$0	\$0
EXPENDITURES					
Personnel Services	\$149,449	\$131,746	\$137,782	\$143,047	\$148,682
Materials & Services	\$27,942	\$28,107	\$339,017	\$26,978	\$29,391
Total	\$177,391	\$159,853	\$476,799	\$170,025	\$178,073
Full-Time Equivalent	0.75	0.80	0.80	0.80	0.80
Elections					
<i>Elections</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$335,151	\$187,094	\$300,273	\$260,000	\$260,000
Fees & Other Service Charges	\$12,096	\$2,984	\$19,995	\$13,830	\$20,000
All Other Resources	\$30,000	\$0	\$0	\$0	\$0
Interfund Transfers	\$540	\$685	\$685	\$1,200	\$685
Total	\$377,787	\$190,763	\$320,953	\$275,030	\$280,685
EXPENDITURES					
Personnel Services	\$237,709	\$266,802	\$298,240	\$300,559	\$288,858
Materials & Services	\$741,593	\$580,207	\$596,943	\$739,658	\$774,258
Capital Outlay	\$0	\$0	\$60,130	\$0	\$0
Total	\$979,302	\$847,009	\$955,313	\$1,040,217	\$1,063,116
Full-Time Equivalent	2.40	2.30	2.50	2.50	2.50



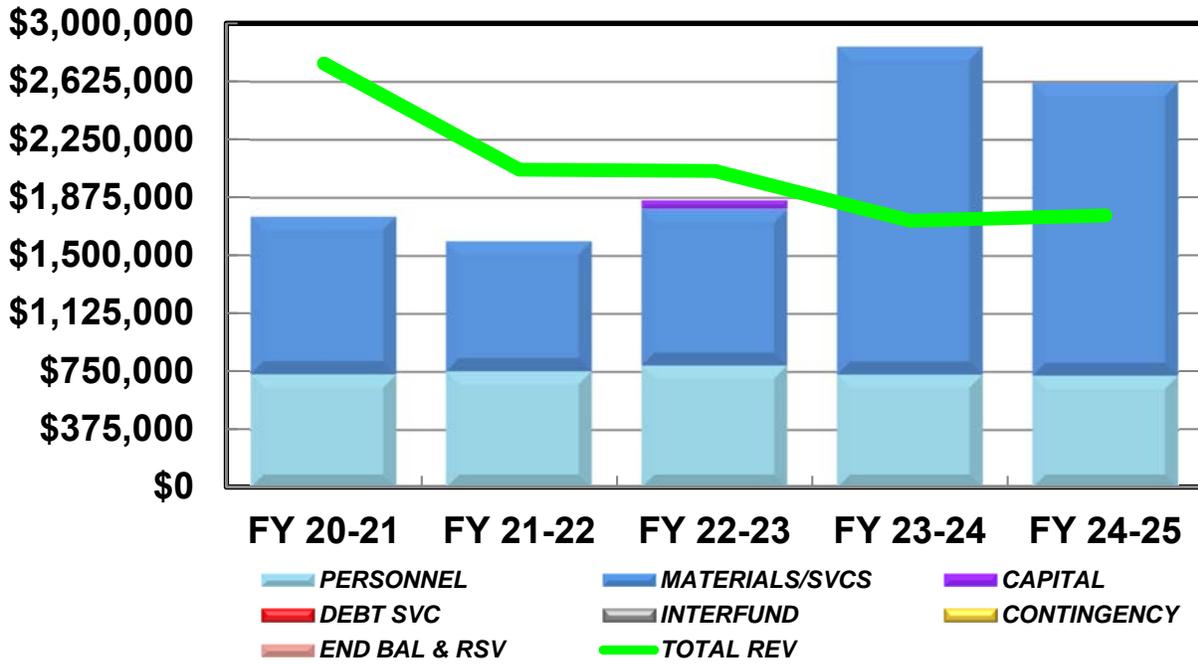
COUNTY CLERK

<i>Recording</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$15,402	\$9,745	\$677,152	\$10,000	\$10,000
Fees & Other Service Charges	\$2,330,310	\$1,848,223	\$1,025,855	\$1,438,123	\$1,466,550
All Other Resources	\$0	\$5,056	\$0	\$0	\$0
Total	\$2,345,712	\$1,863,024	\$1,703,007	\$1,448,123	\$1,476,550
EXPENDITURES					
Personnel Services	\$345,698	\$354,556	\$353,791	\$287,471	\$286,162
Materials & Services	\$248,884	\$230,921	\$73,363	\$1,353,975	\$1,087,955
Total	\$594,582	\$585,477	\$427,154	\$1,641,446	\$1,374,117
Full-Time Equivalent	4.85	4.90	2.70	2.70	2.70



COUNTY CLERK

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$367,317	\$196,839	\$997,425	\$270,000	\$270,000
FEES/SVC CHGS	\$2,342,406	\$1,851,207	\$1,045,850	\$1,451,953	\$1,486,550
ALL OTHER	\$30,000	\$5,057	\$1,500	\$0	\$0
INTERFUND	\$540	\$686	\$685	\$1,200	\$685
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$2,740,263	\$2,053,789	\$2,045,460	\$1,723,153	\$1,757,235
PERSONNEL	\$732,856	\$753,104	\$789,814	\$731,077	\$723,702
MATERIALS/SVCS	\$1,018,419	\$839,235	\$1,009,323	\$2,120,611	\$1,891,604
CAPITAL	\$0	\$0	\$60,130	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$1,751,275	\$1,592,339	\$1,859,267	\$2,851,688	\$2,615,306
FTEs	8.00	8.00	6.00	6.00	6.00



COUNTY COUNSEL

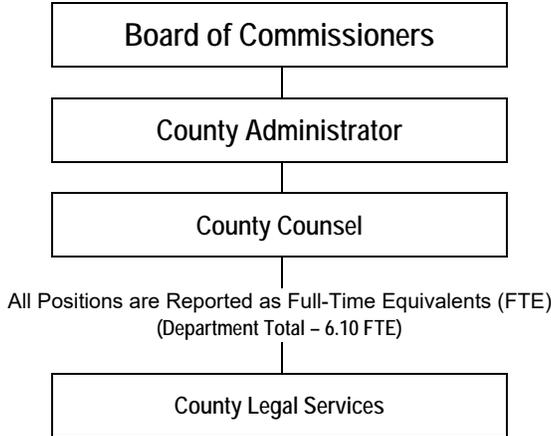


Joel Benton, County Counsel

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www.jacksoncountyor.gov/departments/

Organization Chart



Department Overview: The County Counsel Office staff are dedicated advocates and trusted advisors to Jackson County’s elected and appointed officials, and department personnel in achieving their goals and resolving their legal issues through professional, competent, and responsive service. The Department is comprised of one Program:

- ◆ **County Legal Services** provides comprehensive legal services to County departments. The Office also proactively works with County departments to minimize risk and assist in policy development and implementation.

Department Objectives for Fiscal Year 2024-2025

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



COUNTY COUNSEL

Department Accomplishments for Prior Year

- Provided high quality and cost-effective legal representation regarding a wide range of legal matters including legal issues related to the states of emergency.
- Continued to improve and streamline the efficient and effective delivery of legal services to the County.
- Managed a significant amount of litigation, ensuring that litigation handled by in-house and outside counsel was conducted in an effective and cost-efficient manner.
- Represented the County in various matters before the Courts, the Oregon Bureau of Labor and Industries, the Oregon Employment Relations Board, and the Oregon Land Use Board of Appeals.
- Presented a variety of pertinent trainings and briefings to the Board of Commissioners, advisory committees, and departments.

Significant Issues in the Year Ahead

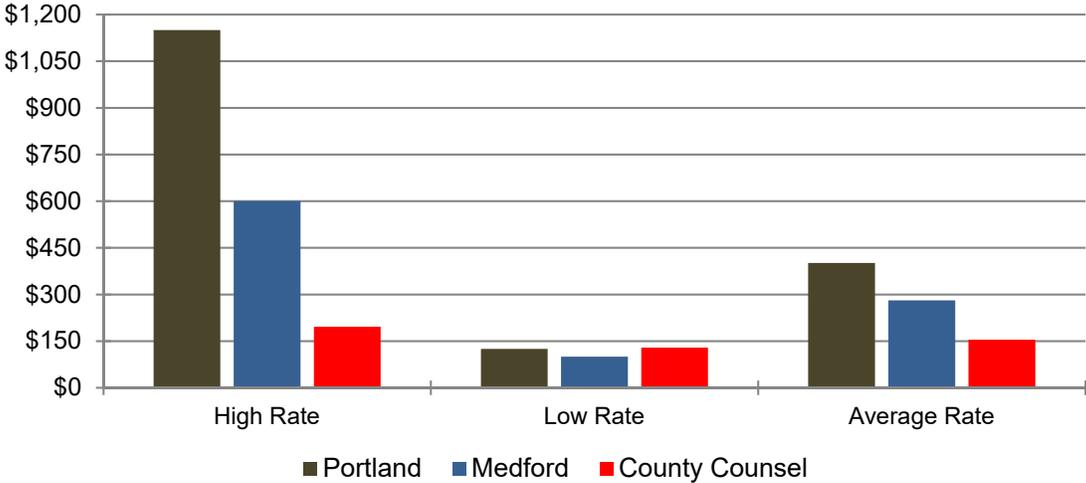
County Counsel anticipates continuing high demand for legal services relating to a broad range of County operations, strategic planning, and policies. Examples of the need for these services include: increased land development; County capital improvements; various County operational issues; implementation 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 an increased 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.

Department Benchmark

The following chart shows the variance of billing rates for Portland law firms, Medford law firms, and the County Counsel’s Office. The Portland and Medford average rates are detailed in Table 35 of the Oregon State Bar 2022 Economic Survey. County Counsel rates are based on fiscal year 2023-2024 budget numbers. *(Note: Based upon experience, one in-house attorney would be billed at the High Rate and the remaining four in-house attorneys would be billed at the Average Rate.)*

Billing Rate Comparison



COUNTY COUNSEL

Goals and Measures

Department Goal: Provide comprehensive reviews of legal contracts and agreements.

Performance Measure 1: Achieve 90 percent client satisfaction with the quality of the legal advice and services provided to the County's elected and appointed officials and department personnel.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Client satisfaction with quality of legal advice and services provided by Counsel	90%	90%	90%	90%	92%

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

Performance Measure 2: Review, negotiate, and provide counsel for all County contracts as well as a broad range of other transactions concerning County business.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Contracts reviewed within three working days	92%	90%	88%	90%	90%

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

Performance Measure 3: Directly represent the County in at least 85 percent of litigation involving the County in State and Federal Courts and other tribunals.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
County-related litigation handled by attorneys in Counsel's Office	97%	97%	95%	97%	97%

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.



COUNTY COUNSEL

Staffing Changes

During fiscal year 2023-2024, County Counsel reorganized administrative staff to provide support to the Risk Management Program in the County Administration Department. The result of this reorganization is a decrease of 0.40 FTE between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The strategy of the County Counsel Office is to continue to efficiently manage operating costs while providing effective and high-quality legal services. County Counsel is a Central Services program that is funded by interfund transfers based on the department's percentage of use of Counsel's legal services as well as chargebacks to Risk Management on particular litigation matters. Approximately 50 percent of the charges are to the County's General Fund.

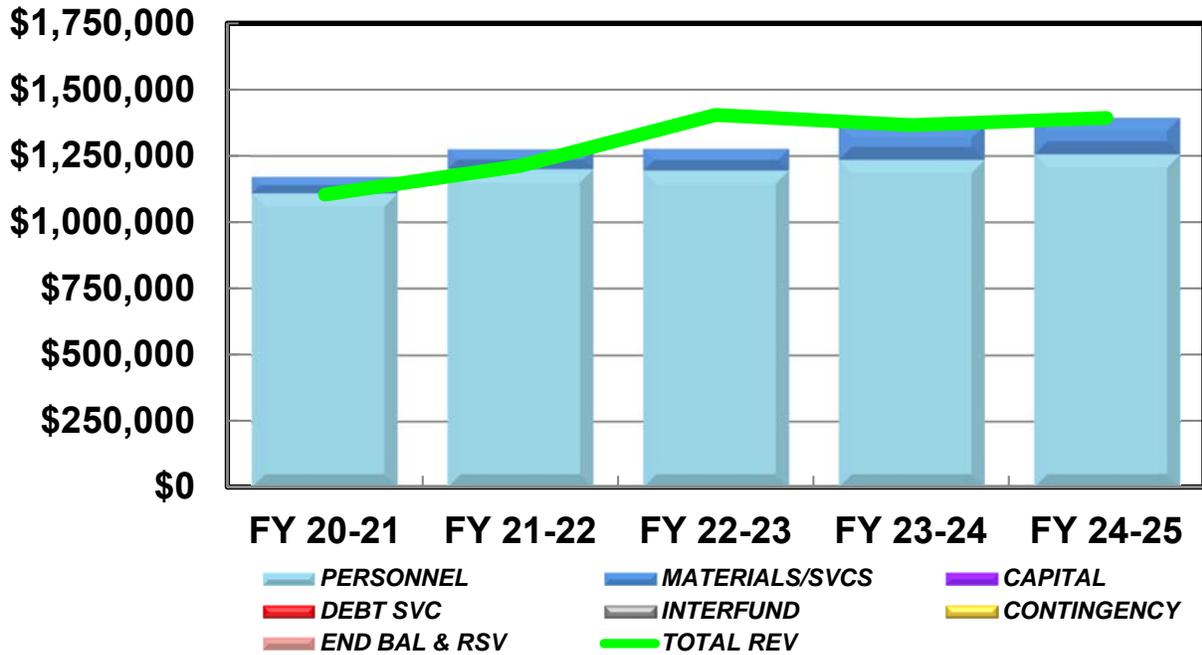
Financial by Program

<i>County Legal Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$26,810	\$12,802	\$0	\$0	\$0
Fees & Other Service Charges	\$1,528	\$1,242	\$457	\$200	\$200
All Other Resources	\$0	\$26	\$0	\$0	\$0
Interfund Transfers	\$1,075,483	\$1,198,352	\$1,403,917	\$1,365,986	\$1,392,679
Total	\$1,103,821	\$1,212,422	\$1,404,374	\$1,366,186	\$1,392,879
EXPENDITURES					
Personnel Services	\$1,107,836	\$1,198,773	\$1,193,035	\$1,233,797	\$1,254,396
Materials & Services	\$62,695	\$75,265	\$83,089	\$132,389	\$138,483
Total	\$1,170,531	\$1,274,038	\$1,276,124	\$1,366,186	\$1,392,879
Full-Time Equivalent	7.00	7.00	6.50	6.50	6.10



COUNTY COUNSEL

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$26,810	\$12,802	\$0	\$0	\$0
FEES/SVC CHGS	\$1,528	\$1,243	\$0	\$200	\$200
ALL OTHER	\$0	\$26	\$457	\$0	\$0
INTERFUND	\$1,075,483	\$1,198,352	\$1,403,917	\$1,365,986	\$1,392,679
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$1,103,821	\$1,212,423	\$1,404,374	\$1,366,186	\$1,392,879
PERSONNEL	\$1,107,836	\$1,198,773	\$1,193,034	\$1,233,797	\$1,254,396
MATERIALS/SVCS	\$62,695	\$75,265	\$83,089	\$132,389	\$138,483
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$1,170,531	\$1,274,038	\$1,276,123	\$1,366,186	\$1,392,879
FTEs	7.00	7.00	6.50	6.50	6.10



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DEVELOPMENT SERVICES

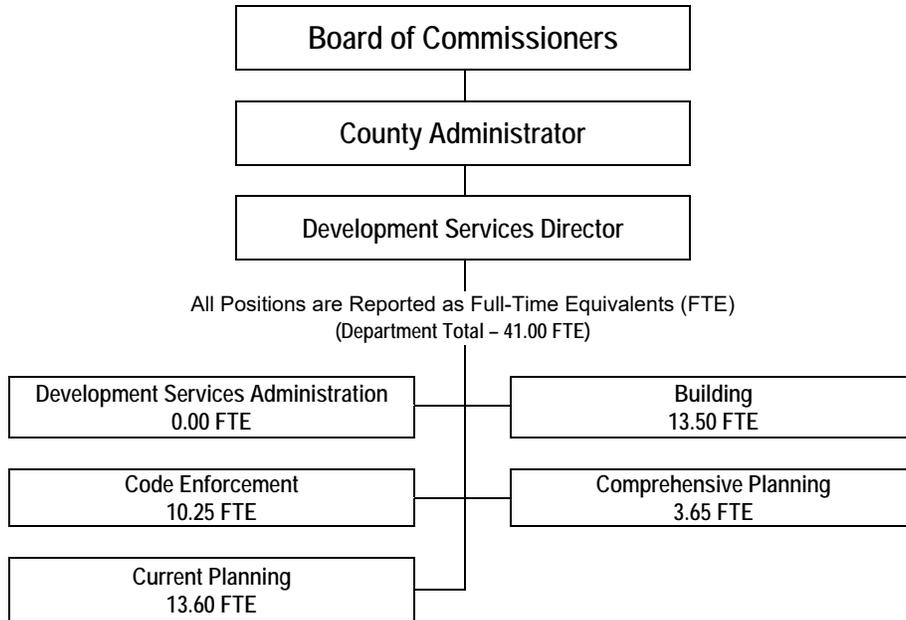


Ted Zuk, Director

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Organization Chart



Department Overview: The Development Services Department provide citizens accurate, useful, and timely information regarding the development and construction of properties in Jackson County. The Department meets private and public facility needs through the sound application and leadership in land use planning, permitting, code compliance, and construction for the built environment. The Department is comprised of five Programs:

- ◆ **Development Services Administration** is used to process internal County charges. All chargebacks from other Departments expensed to this Program are redistributed by Development Services’ staff to the appropriate Building, Code Enforcement, Comprehensive Planning, and Current Planning Programs. *This Program has been in use for a number of prior years, and has no revenues or expenditures, actual or budgeted, in fiscal years 2022-2023, 2023-2024, and 2024-2025.*
- ◆ **Building** is responsible for administering the State of Oregon’s structural, mechanical, plumbing, electrical, and manufactured dwelling specialty codes. The Program is also responsible for ensuring code minimums are met to safeguard the public safety, health, and general welfare through affordability, structural strength, emergency means of egress, sanitation, light and ventilation, energy conservation, accessibility for disabled persons, and safety to life and property from fire and other hazards attributed to constructed environments.
- ◆ **Code Enforcement** improves community livability by protecting the health and safety of County residents, along with the environment, by ensuring compliance with the County’s land use, solid waste, riparian, floodplain, and building codes. The Code Enforcement Program is mainly complaint driven and provides thorough investigations of violations.



DEVELOPMENT SERVICES

- ◆ **Comprehensive Planning** engages with the community to develop and implement plans and programs to guide development in Jackson County. The Program differs significantly from Current Planning in that Comprehensive Planning is designed to implement the community's long-range vision. The goal is to balance the long-term economic, environmental, and social health of the community consistent with State and Federal law. Comprehensive Planning also takes the lead role in research, data collection, and policy development as they relate to transportation, land use, and environmental planning. Outreach, coordination, and collaboration with neighboring stakeholders is a critical element of the Comprehensive Planning Program.
- ◆ **Current Planning** facilitates development on residential, commercial, industrial, and resource lands via implementation of the County's land development regulations in concert with State and Federally mandated policies and procedures. The Current Planning Program is driven by development requests, and is also responsible for providing accurate, timely information to the public on a daily basis.

Department Objectives for Fiscal Year 2024-2025

- Provide a compliance program that ensures the public has access to licensed and registered contractors and highly qualified inspectors.
- Provide access to land use development permits consistent with State law.
- Provide building plan review and inspection services meeting or exceeding statutory requirements.
- Provide a fair, courteous, and balanced Code Enforcement Program to the citizens of Jackson County.
- Balance the long-term economic, environmental, and social health of the community consistent with State and Federal law.
- Facilitate development on residential, commercial, industrial, and resource lands via implementation of the County's land development regulations in concert with State and Federally mandated policies and procedures.
- Development Services has applied for funding from the Building Resilient Infrastructure Communities (BRIC) Grant provided by the Federal Emergency Management Agency (FEMA). These grant applications span two years and are comprised of four separate applications. While the timeframe is a slow and cumbersome process, the Department anticipates funding from the first round of applications submitted over a year ago; the second round of applications, submitted last year, are in the process of further review. The first round of funding, if provided, will be for work that includes the rewrite of Building Codes Chapter 1, Administrative Code, to allow more local control; addressing Chapter 8, Dimensional Standards, Measurements and Adjustments, and Chapter 9, General Development Regulations, of the Land Development Ordinance to allow xeriscaping as a Type 1 Review; implementing suggested recommended changes by a third party consultant for more timely and efficient application processes with approval from the Board of Commissioners; and providing for a nationally accepted code council agency accreditation to examine best practices, competency, and verification to nationally recognized standards for the Building Program.
- The Comprehensive Planning Program will continue to update the Land Development Ordinance (LDO) consistent with changes by the State legislature and as recommended by the Internal Audit Program. Thus far, amendments will include Chapter 4, Resource Districts; Chapter 6, Use Regulations; Chapter 7, Overlays, and Chapter 13, Definitions.
- Current Planning staff, in conjunction with Comprehensive Planning staff, will continue to work on special projects as time allows, including: creating an Accessory Dwelling Unit (ADU) Application and standards update that will allow for more user-friendly intake and process
- In a joint application with the Oregon Department of Geology and Mineral Industries (DOGAMI), Development Services applied for and received funding for geo-hazard mapping for areas of potential soils liquefaction, levee inventories, landslide inventories, and floodplain channel migration. This mapping will assist in the Jackson County Multi-Jurisdictional Natural Hazard Mitigation Plan being coordinated by the Emergency Management Program and Development Services, and map layers will also be available for public use through the County's Property Data Only as overlays; completion of this update will also assist Development Services in an effort to obtain additional Community Rating System credits.
- The Comprehensive Planning Program is expecting an Urban Growth Boundary Amendment (UGBA) application from the City of Jacksonville; and an application for a possible zone change request from Exclusive

DEVELOPMENT SERVICES

Farm Use (EFU) to Woodland Resource (WR) and a Statewide Goal 11, Public Facilities and Services, exception application.

- The Wildfire Resiliency Permit Center (WRPC) continues to be funded by Municipal Wildfire Assistance Program (MWAP) grant funds, and will continue to act as both an expedited permit center and resource center for wildfire survivor rebuilding efforts. Separately, the Oregon legislature carried over funding into this biennium for the Fire Hardening Grant Program. The WRPC, on behalf of the Jackson County, will also continue in its current capacity to directly take in applications and process grant funding for fire hardening of rebuilt structures. The program has served 453 customers and provided \$1,805,300 in funding so far.
- The most significant issue for the Code Enforcement Program continues to be cannabis-related code enforcement cases. What began as somewhat of an acute issue, now continues as a need for year-round enforcement resources related to unpermitted and illegal marijuana grow sites. It is expected that this trend will continue into the summer of fiscal year 2024-2025. The local hemp industry continues to see significant losses. The number of acres of hemp grown in the Rogue Valley continues to decline due to market forces as well as a countywide moratorium enacted by the State. It is expected that Code Enforcement will continue to see some cases related to the hemp industry; however, the need for enforcement has significantly decreased.

Department Accomplishments for Prior Year

- For the first time in many years, the Comprehensive Planning and Current Planning Programs are fully staffed. Attracting and retaining qualified employees has always been a struggle. While training is occurring over the slower winter months, it is anticipated that this coming fiscal year will see the Department with staffing levels to better serve customers in an efficient and timely manner.
- Manufactured home parks destroyed in the September 2020 wildfires were slow to begin rebuilding but, once started, it has resulted in an increased workload in the previous year. This work will continue into fiscal year 2024-2025 as the manufactured home parks come back as infrastructure is mostly now completed.
- Work continued on an ongoing basis improving the reporting capabilities and functionality of the permit tracking software. This included post disaster reporting capabilities, which were successfully created and implemented in the current permitting software through a combined effort between Department staff and outside contractors.
- The Building Program continued to refine a virtual inspection program where certain, less complicated, inspections can now be done by video and directly inputted into the permit tracking software system. This allows contractors the ability to keep projects moving without waiting for an inspector to arrive on site. Separately, the current software was updated to allow contractors and design teams to electronically submit plans and revisions. As these programs are currently underutilized, an outreach initiative is being implemented to get more active use of these efficiency tools.
- WRPC continued to be a one-stop-shop to expedite planning and building reviews for survivors of the Almeda and South Obenchain Fires that destroyed homes and businesses in September 2020. The contracted staffing at the WRPC has been reduced as the workload has lessened. All fire-related applications are processed in and out of the WRPC, as well as the Fire Hardening Grant Program awards to local fire survivors for rebuilding.
- The Building Program once again exceeded statutory requirements for building inspections completed.
- Comprehensive Planning successfully completed the UGBAs for the Cities of Phoenix and Talent. Comprehensive Planners also successfully completed two Comprehensive Plan Amendments and one zone change.
- Code Enforcement saw steady numbers of complaints related to illegal marijuana during fiscal year 2023-2024. Overall the number of production sites remained consistent; however, the sites were smaller in size with smaller production areas than in years past. Notably, psilocybin production and processing became a violation seen at multiple marijuana production sites. The Program has continued to develop and maintain positive and effective working relationships with other State and local enforcement agencies. Local fire districts, the Jackson County Sheriff's Office, the Interagency Marijuana Eradication Team (IMET), Oregon State Police, Medford Area Drug and Gang Enforcement (MADGE), Oregon Water Resources Department (OWRD), Jackson County Animal Services, Oregon Occupational Safety and Health Administration (OSHA), Oregon Department of Fish and Wildlife, Department of State Lands, Oregon Department of Environmental Quality (DEQ), and many more agencies have been involved with increased coordination on Code Enforcement-related violations.



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Significant Issues in the Year Ahead

Although replacement construction from the wildfires has rebuilt many of the buildings, the manufactured home parks were slow to rebuild from challenges related to supply chain issues, labor shortages, and infrastructure that needed to be rebuilt. Manufactured home parks were 80 percent of the damage from the wildfires, and the rebuild process will continue into fiscal year 2024-2025.

Keeping pace with legislative changes will be a priority this year. Although 2024 is a short session year, the focus this year and in the upcoming legislative session is on removing barriers to affordable housing and the increased construction of residences. The legislation is a moving target at times, and diligence in keeping the County's Land Development Ordinance and Comprehensive Plan up to date will be required.

With the anticipated Building Resilient Infrastructure Communities (BRIC) funding, one item that will likely occur this year is a voluntarily asked for internal audit of Development Services' Building Program. The purpose of the audit is to compare the Building Program nationally to other building departments on expertise, efficiency, and best practices. It would also give the Department a national accreditation for the above. Currently there is only one jurisdiction in Oregon to gain this awarded certification.

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 continues in 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. However, with all of these benefits, the online option is not being utilized as vigorously as hoped for. Because old ways take time to give way to more modern and efficient ways of doing things, the Department will be conducting a vigorous outreach to demonstrate the benefits of the remote inspection and electronic plan review options available to the design community.

With the Comprehensive and Current Planning Programs fully staffed, it is anticipated that this coming fiscal year will see the Department with the staffing levels to better serve customers in an efficient and timely manner. Historically, the Comprehensive and Current Planning Programs have worked short-staffed and the workload led to lower morale and increased staff stress to meet statutory deadlines. The goal is to properly training and retain the current full staffing level.

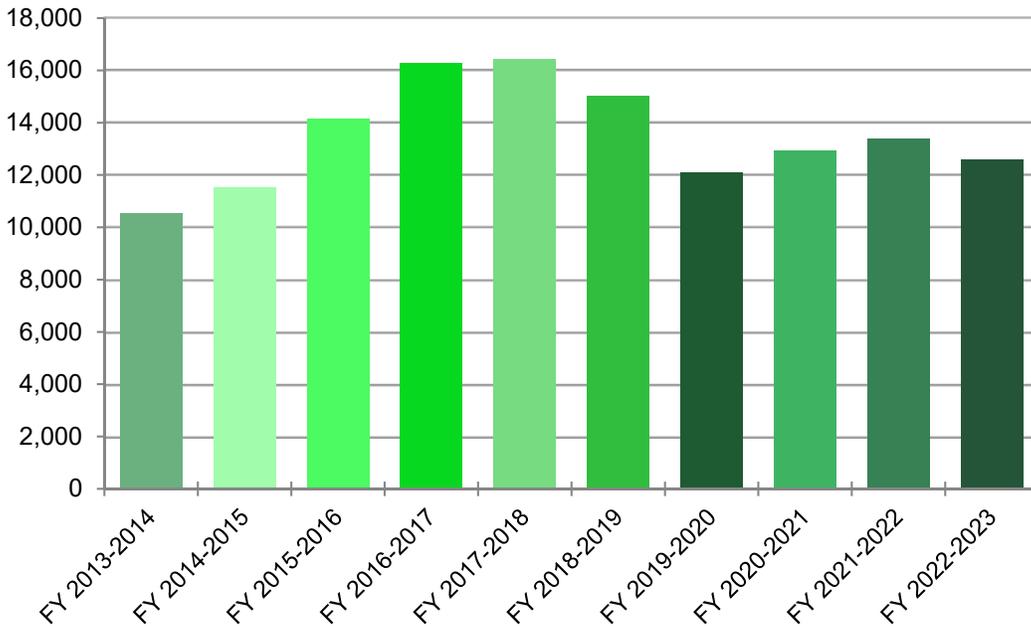
Department Benchmark

During fiscal year 2022-2023, there was a decrease of 10 percent in the total number of customers served stemming from a decline in phone calls. However, in-person and email numbers were consistent with the prior year. Not included in the graph is the number of customers served through approximately 15,581 phone calls and over 13,626 emails, which brings the overall total to roughly 41,791 customers being served by Development Services in fiscal year 2022-2023.



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Number of Customers Served at Counter



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 1: Improve community livability by protecting the health and safety of County residents by ensuring compliance with the County’s Codified Ordinances, Land Development Ordinance, and adopted building codes.

Performance Measure 1: Verify contractor and specialty licensing prior to permit issuance.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
All contractor licensing verified prior to permit issuance	100%	100%	100%	100%	100%

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

Performance Measure 2: Review and issue planning and building permits consistent with State law.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
All Planning and Building permits issued within statutory timelines	100.00%	100.00%	99.99%*	100.00%	100.00%

*One case on appeal went over the statutory timeline by one day. Ultimately, the Circuit Court upheld the County's position.

It is imperative to the success of the Department that all statutory timelines are met. Exceeding the statutory timelines for any project could result in liability for the County.

Performance Measure 3: Increase community livability by holding violators accountable for violations of the Land Development Ordinance through voluntary means, civil fines, and penalties.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
New code cases opened per FTE	392	259*	270	270	273

*In late 2021, the FTE positions in the Code Enforcement Program were increased by 3.00 FTE Code Enforcement Officers, which resulted in a decreased per FTE case count.

This past year, the Code Enforcement Program saw remarkably consistent numbers in cases over the prior year. Marijuana-related cases continue to be a large portion of the Program's overall caseload, although there has been a decrease related to those cases. Projections for fiscal year 2024-2025 are nearly impossible to accurately predict due to the nature of cannabis enforcement. Even with those challenges, Code Enforcement opens a case on every complaint received and strives for a compliance-based outcome for the citizens of Jackson County.

Supporting the achievement of County Strategic Plan Goal 3: Provide customers with friendly, accurate, useful, and timely information regarding the development, utilization, and preservation of Jackson County's natural resources.

Performance Measure 1: Implement the policies of the Comprehensive Plan through the timely processing of long-range planning projects.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Pre-application summaries finalized within 45 days of request	100%	100%	100%	100%	100%
Staff decision on UGBA applications within 12 months of acceptance	0%	100%	100%	100%	100%
Zone change decision within 12 months of acceptance	n/a*	100%	100%	100%	100%
LDO text amendments processed within 12 months of initiation	100%	100%	100%	100%	100%

*None accepted.



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Pre-application meetings are essential to the processing of long-range planning projects. The purpose is to familiarize the applicant with the provisions of the LDO and other land use laws and regulations applicable to the proposed development. These meetings also allow the Planner to provide the applicant with detailed information and agency comments that will assist in the submittal of a complete application. Complete applications lend themselves to shortened processing times.

Zone change requests are one of the most complex planning applications that the Comprehensive Planning Program processes. Decisions on these requests may often be delayed due to public concerns and appeals to the Land Use Board of Appeals (LUBA).

Processing LDO text amendments within 12 months of initiation ensures consistency with legislative changes to statewide planning policies. Amendments are often identified by staff and brought forward to the Board of Commissioners for formal project initiation.

Due to the passage of Oregon Ballot Measure 109 in November 2020, and County Ballot Measure 15-203 in November 2022, staff was tasked with creating the time, place, and manner of regulations for the manufacturing and delivery of psilocybin products and services. The project began in August 2022, and on December 28, 2022, the Board of Commissioners adopted Ordinance No. 2022-5 and Emergency Ordinance No. 2022-6 approving text amendments to the LDO to include the psilocybin regulations in the applicable LDO Chapters.

Overall, these projects are legislative in nature and do not have a statutory deadline from which to gauge success. The Comprehensive Planning Program may have certain projects that, due to their complexity and political intricacies, carry over for several reporting years; this is no reflection on the staff processing those projects.

Long-range Planners also participate on a variety of committees. These committees include the Brownfields Committee, Rogue Valley Council of Governments Technical Advisory Committee, and Jackson County Active Transportation Committee. These committees often involve quarterly meetings and annual reporting. Long-range Planning staff are also responsible for submitting yearly Total Maximum Daily Load (TMDL) reports to the DEQ on behalf of Jackson County; ensuring the timely submittal of such reports is critical to the County's continued participation in the clear water plan program.

Department Goal: Provide a compliance program that ensures the public has access to licensed and registered contractors and highly qualified inspectors while ensuring plan review and inspections are completed within a timely and accurate manner.

Performance Measure 1: Provide an incentive to inspectors who exceed continuing education requirements that are mandated for their certification levels, and verify that the cross-training program is working by the number of inspectors who are cross-certified in multiple disciplines.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Inspectors with certifications beyond basic requirement	100%	100%	100%	100%	100%
Average number of certifications held by each inspector	7.5	8.0	4.0	5.0	6.0

Building inspectors routinely attend continuing educational trainings in order to keep their certifications up to date. Most inspectors are cross-trained and hold multiple certifications including plan review and electrical, plumbing, mechanical, and structural inspection. The Building Program's inspectors hold both International Code Council



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(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. There was a recent turnover of inspection staff due to retirements in fiscal year 2022-2023. This resulted in new inspectors working to obtain and enhance their specialty discipline certifications; the Outcome data reflects those efforts.

Performance Measure 2: Complete plan reviews in a timely, professional, and accurate manner.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Time residential plan review is completed within a 10-day period	70%	80%	83%	75%	75%

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

Performance Measure 3. 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 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Building inspections completed in less than 24 hours	99.7%	99.6%	99.2%	99.6%	100.0%
Mechanical inspections completed in less than 24 hours	99.8%	99.8%	99.3%	99.8%	100.0%
Electrical inspections completed in less than 24 hours	99.1%	99.9%	99.6%	99.7%	100.0%
Plumbing inspections completed in less than 24 hours	99.9%	100.0%	99.6%	99.6%	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 Outcomes, above, shows that, with minor exceptions, inspections continue to be done within 24 hours, well above the timelines mandated by the State. While the goal of staff is to always have 100 percent of the inspections done within 24 hours, the 0.1 percent to 0.5 percent deviations from that goal are the result of unforeseen occurrences such as unsafe weather or road conditions and/or employee illnesses.

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

Performance Measure 1: Evaluate and track statistics in a variety of categories to monitor trends and assess the effectiveness of enforcement efforts.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2022-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Code cases closed due to compliance	31%	35%	27%	30%	30%
Code cases closed - unfounded	17%	16%	11%	12%	12%
New code cases opened	1,878	1,557	1,550	1,555	1,600
Code enforcement hearings held	184	223	193	200	205

The cannabis-related activity that Code Enforcement has seen over the past two years is consistent, which is reflected in the fiscal year 2023-2024 Outcomes. As in 2022, the Board of Commissioners declared a local State of Emergency for 2023, by Board Order No. 215-22, which affected the spring and summer growing season of 2023. The declaration allowed the Oregon Department of Agriculture to enact a moratorium on new hemp licenses for the growing year.

Because of the illegal nature of cannabis, it is nearly impossible to predict what the next fiscal year numbers may look like. Code Enforcement is well staffed and has a seasoned enforcement model that is equipped to handle a rapid influx should the need arise.

The Code Enforcement Program actively monitors all case types. This active monitoring has shown that more traditional code enforcement cases, like occupied recreational vehicles and solid waste complaints, numbers continue to rise in addition to cannabis-related cases. The Program will continue to monitor this trend and ensure each complaint is investigated, and appropriate enforcement action is taken for all case types.

Department Goal: Render staff decisions in a timely manner by meeting statutory timelines for final decisions, and manage the floodplain development program within Jackson County.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Type 1 administrative land use permits completed in 20 days*	77%	67%	54%	75%	80%
Average number of processing days*	14	20	20	15	10

*From the date of completeness.

Although not required by State law, and in an effort to decrease processing times, the Department utilizes the 30-day completeness review for Type 1 administrative land use permits consistent with the process for Type 2, 3, and 4 applications. The Type 1 land use permits are standards driven. They differ from the remaining land use permit types because they do not require discretion on the part of Planning staff. Instead, the applications are reviewed for consistency with the applicable standards and are either approved or denied. If a Type 1 land use



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permit is denied, the only remedy is to appeal the decision to LUBA. The Program also utilizes a third-party consultant to assist and complement staff in the processing of Type 1 land use permits.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Type 2 discretionary land use permits completed in 60 days*	17%	14%	19%	32%	35%
Average number of processing days*	97	109	106	72	70

*From the date of completeness.

The statutory timeline for a final decision on a Type 2 application is 120 days from the date of completeness if the property is located within the UGB, and 150 days from the date of completeness if the property is located outside of the UGB. With full staffing this year, the anticipated Outcome numbers are conservative, but it is expected that customer service times will improve due to internal aggressive performance goals.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Type 3 discretionary land use permits completed in 90 days*	34%	0%	23%	35%	40%
Average number of processing days*	115	100	114	100	90

*From the date of completeness.

The statutory timeline for a final decision on a Type 3 application is 120 days from the date of completeness if the property is located within the UGB, and 150 days from the date of completeness if the property is located outside of the UGB.

Type 3 applications are the most complex applications that the Current Planning Program processes. They are typically assigned to the senior Planning staff. Currently, there are four senior staff members; however, only two process Type 3 projects. Due to the previous year vacancies in the Department, senior staff had been placed on the counter rotation. This re-directed their focus away from the processing of applications as they assist customers at the front counter, via email, and over the telephone. With full staffing this year, the anticipated Outcome numbers are conservative, but it is expected that customer service times will improve due to internal aggressive performance goals.

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



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property protection in relation to a known and defined hazard. The Current Planning Program manages floodplain development within Jackson County through the National Flood Insurance Program and the issuance of floodplain permits.

Performance Measure 4: Render a decision on Type 1 floodplain permits within 20 days from the date of completeness.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Type 1 floodplain permits issued within 20 days*	94%	100%	100%	100%	100%
Average number of processing days*	5	1	1	1	1

*From the date of completeness.

Although not required by State law, and in an effort to decrease processing times, the Department utilizes the 30-day completeness review for Type 1 floodplain land use permits consistent with the process for Type 2, 3, and 4 applications. The Type 1 land use permits are standards driven. They differ from the remaining land use permit types because they do not require discretion on the part of Planning staff. Instead, the applications are reviewed for consistency with the applicable standards and are either approved or denied. If a Type 1 land use permit is denied, the only remedy is to appeal the decision to LUBA. The Program also utilizes a third-party consultant to assist and complement staff in the processing of Type 1 land use permits.

Program staffing includes one full-time floodplain manager. The applications are minor and standards driven. The requirements are generated by FEMA and adopted into the LDO for implementation. The Program anticipates having an additional floodplain manager during this fiscal year. Training for the new backup floodplain manager is underway, which includes sitting for Oregon Certified Floodplain Manager (CFM) certification testing.

In an effort to return decisions in a timely manner, the Program has established internal critical dates for each permit type. These critical dates, as noted in each of the above Outcome tables, differ from statutory timelines as they are much shorter in length. The critical dates have not been adjusted due to the lack of staff.

Staffing Changes

There are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

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 2024-2025, 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 Development Services Department receives 44 percent of its funding from application fees, 27 percent from Community Development fees, and 8 percent from Solid Waste Franchise fees. The Department also receives a total of 9 percent of its funding from: the White City Enhanced Law Enforcement District to support Code Enforcement, the Roads and Parks Department for transportation planning services, and the Illegal Marijuana Market Enforcement Grant for Code Enforcement. In addition, 5 percent of the Department's funding comes from



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a combination of fines, copy sales, and system development fees. The Department will receive the remaining 7 percent of funding from the County's General Fund.

Financial by Program

<i>Development Services Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Materials & Services	-\$43,512	\$49,944	\$0	\$0	\$0
Total	-\$43,512	\$49,944	\$0	\$0	\$0
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

The Development Services Administration Program has been in use for a number of prior years, and has no revenues or expenditures, actual or budgeted, in fiscal years 2022-2023, 2023-2024, and 2024-2025.

<i>Building</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$30	\$785,074	\$2,112,205	\$0	\$0
Fees & Other Service Charges	\$2,622,057	\$2,655,134	\$2,583,511	\$2,194,833	\$2,325,272
Total	\$2,622,087	\$3,440,208	\$4,695,716	\$2,194,833	\$2,325,272
EXPENDITURES					
Personnel Services	\$1,359,440	\$1,412,616	\$1,421,482	\$1,652,390	\$1,732,238
Materials & Services	\$368,814	\$1,254,656	\$697,257	\$542,443	\$593,034
Capital Outlay	\$3,000	\$0	\$0	\$0	\$0
Special Payments	\$0	\$0	\$1,121,150	\$0	\$0
Total	\$1,731,254	\$2,667,272	\$3,239,889	\$2,194,833	\$2,325,272
Full-Time Equivalent	13.50	13.68	13.50	13.50	13.50



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<i>Code Enforcement</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$65	\$0	\$258,091	\$416,099	\$416,099
Fees & Other Service Charges	\$172,092	\$592,203	\$411,501	\$443,570	\$471,000
Interfund Transfers	\$117,452	\$93,562	\$138,113	\$126,000	\$134,190
Total	\$289,609	\$685,765	\$807,705	\$985,669	\$1,021,289
EXPENDITURES					
Personnel Services	\$511,492	\$689,782	\$778,731	\$1,056,802	\$1,096,572
Materials & Services	\$205,973	\$249,943	\$326,977	\$458,017	\$477,203
Interfund Transfers	\$32,232	\$66,139	\$33,070	\$0	\$0
Total	\$749,697	\$1,005,864	\$1,138,778	\$1,514,819	\$1,573,775
Full-Time Equivalent	6.25	9.65	10.25	10.25	10.25

<i>Comprehensive Planning</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$35,586	\$21,398	\$0	\$0	\$0
Fees & Other Service Charges	\$17,005	\$417,359	\$57,122	\$428,608	\$441,801
Interfund Transfers	\$60,450	\$65,375	\$67,134	\$72,698	\$73,856
Total	\$113,041	\$504,132	\$124,256	\$501,306	\$515,657
EXPENDITURES					
Personnel Services	\$543,597	\$407,462	\$431,447	\$488,412	\$496,808
Materials & Services	\$217,209	\$98,169	\$110,821	\$148,460	\$157,915
Total	\$760,806	\$505,631	\$542,268	\$636,872	\$654,723
Full-Time Equivalent	3.65	3.75	3.65	3.65	3.65



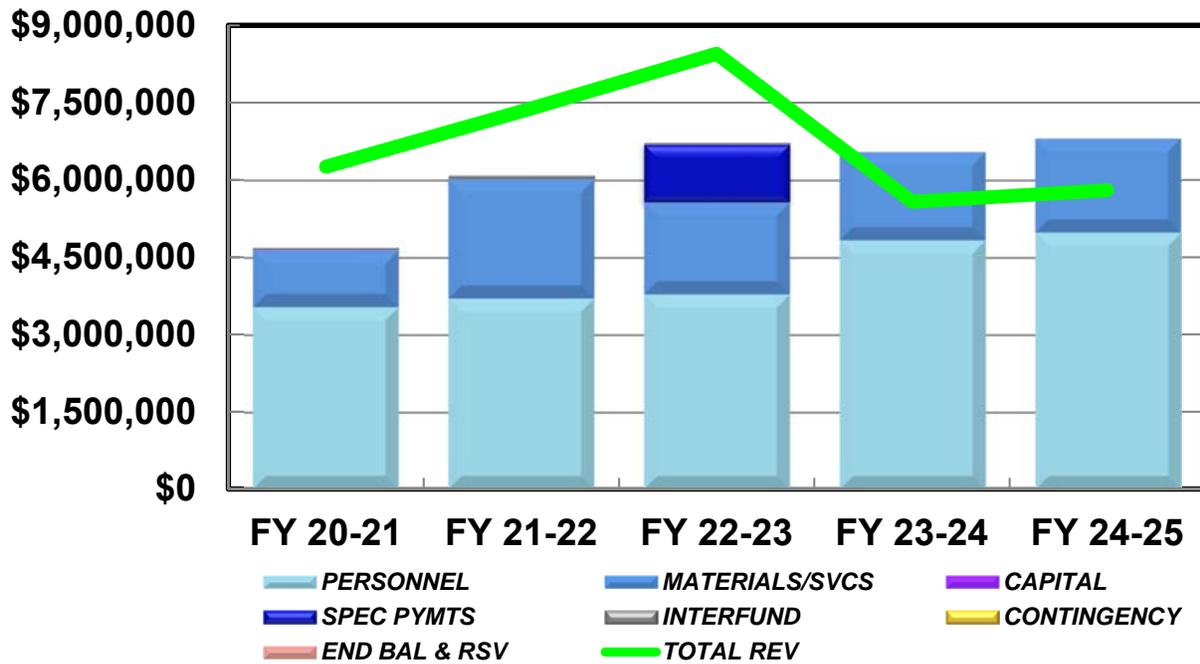
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<i>Current Planning</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$30	\$269,863	\$238,622	\$0	\$0
Fees & Other Service Charges	\$3,232,317	\$2,432,040	\$2,582,968	\$1,894,638	\$1,936,133
All Other Resources	\$0	\$72	\$0	\$0	\$0
Total	\$3,232,347	\$2,701,975	\$2,821,590	\$1,894,638	\$1,936,133
EXPENDITURES					
Personnel Services	\$1,116,470	\$1,190,217	\$1,148,086	\$1,630,520	\$1,654,514
Materials & Services	\$362,879	\$665,635	\$653,042	\$566,829	\$599,658
Capital Outlay	\$3,000	\$0	\$0	\$0	\$0
Total	\$1,482,349	\$1,855,852	\$1,801,128	\$2,197,349	\$2,254,172
Full-Time Equivalent	13.60	13.93	13.60	13.60	13.60



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REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$35,712	\$1,076,335	\$2,608,918	\$416,099	\$416,099
FEES/SVC CHGS	\$6,043,471	\$6,096,737	\$5,635,102	\$4,961,649	\$5,174,206
ALL OTHER	\$0	\$72	\$0	\$0	\$0
INTERFUND	\$177,902	\$158,937	\$205,247	\$198,698	\$208,046
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$6,257,085	\$7,332,081	\$8,449,267	\$5,576,446	\$5,798,351
PERSONNEL	\$3,531,000	\$3,700,076	\$3,779,746	\$4,828,124	\$4,980,132
MATERIALS/SVCS	\$1,111,362	\$2,318,348	\$1,788,098	\$1,715,749	\$1,827,810
CAPITAL	\$6,000	\$0	\$0	\$0	\$0
SPEC PYMTS	\$0	\$0	\$1,121,150	\$0	\$0
INTERFUND	\$32,232	\$66,139	\$33,069	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$4,680,594	\$6,084,563	\$6,722,063	\$6,543,873	\$6,807,942
FTEs	37.00	41.00	41.00	41.00	41.00



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DISTRICT ATTORNEY

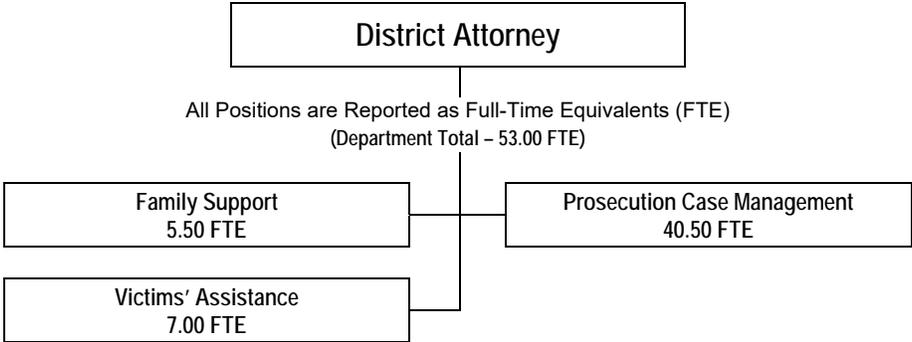


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Organization Chart



Department Overview: The District Attorney’s Office protects 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.

Under Oregon Revised Statute 8.610, the District Attorney is an elected officer. The Department is comprised of three Programs.

- ◆ **Family Support** enhances the well-being of children by providing child support services to families. The Family Support Program makes every effort to provide timely, quality customer service to the citizens of Jackson County.
- ◆ **Prosecution Case Management** is responsible for preparing and filing formal charges against adult and juvenile justice-involved individuals, and for conducting hearings and trials associated with those charges. This 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.
- ◆ **Victims’ Assistance** provides services to victims and witnesses of crimes committed in Jackson County. This Program provides advocacy, Court escort, information and referral to other programs, education about the criminal justice system, and determination of restitution.

Department Objectives for Fiscal Year 2024-2025

- Ensure that justice-involved individuals are held accountable in the Courts through the filing and prosecution of appropriate charges.
- Provide victims and witnesses of crimes committed in Jackson County advocacy, Court escort, information and referral to other programs, education about the criminal justice system, and determination of restitution.
- Assist in the establishment, maintenance, and enforcement of child support orders.



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- Provide current training to local law enforcement as soon as possible on changes in case law, and legislative updates to statutes pertaining to law enforcement actions and issues.

Department Accomplishments for Prior Year

- The Prosecution Case Management Program has been working collaboratively with the Court and public defenders to try and resolve some of the backlog of unrepresented defendants. Oregon has a shortage of public defenders and Jackson County has the highest numbers in the State. At any given time, Jackson County has had around 600 individuals waiting for an attorney, sometimes for many months. Through these efforts, the public defenders have been appointed on the most serious cases in a timely manner. The District Attorney's Office has scheduled three events to try and resolve cases waiting for an attorney; the first one resolved about 23 cases. The efforts will be continuing to try and resolve cases in a timely and appropriate manner.
- The Prosecution Case Management Program has continued to engage with community partners to work proactively to address criminal justice issues in Jackson County. Even though the Program has also faced a shortage of attorneys, the Program has continued to work actively on many different multi-disciplinary task forces. This includes, but is not limited to: Southern Oregon Financial Fraud and Security Team (SOFFAST), Southern Oregon Child Exploitation Team (SOCET), Major Assault/Death Investigation Unit (MADIU), Serious Traffic Accident Reconstruction (STAR) Team, Medford Area Drug and Gang Enforcement (MADGE), Interagency Marijuana Eradication Team (IMET), and the Domestic Violence Council.
- The Prosecution Case Management Program has tried a number of ideas to increase recruitment of prosecutors in the Office, and there has been a significant increase in applicants recently. The Program was able to restructure the Deputy District Attorney positions by adding a Deputy District Attorney III position. Deputy District Attorney I thru III classifications are a career series, differentiated by the depth of knowledge required to handle minor to the most serious of felony cases. The positions are similar to positions in other counties making the Office more competitive and able to retain talented attorneys.
- The Family Support Program was able to establish over 98 percent of all submitted paternity requests that were received. This allowed Oregon's vital records system to apply and name and certainty to birth records for many families.
- The Family Support Program was able to maintain an average of 70 percent collection rate for current billing cases as well as arrears only cases. The new court process, where a participant's involvement and accountability are being assessed and monitored, can account for this average.
- The Victims' Assistance Program provided services to 4,006 crime victims in fiscal year 2023-2024. That included 815 domestic violence victims, 33 victims of adult sexual abuse, 233 children who were sexually or physically assaulted by adults, and 39 family members of homicide victims.
- The Victims' Assistance Program ordered \$10,568,432 in restitution during fiscal year 2023-2024. The District Attorney's Office collected \$4,698 in restitution prior to sentencing for crime victims during this time period.

Significant Issues in the Year Ahead

The public defender shortage crisis will continue to have an impact on the Prosecution Case Management Program throughout the year ahead. When a case is filed, if no public defender can be appointed, then the case cannot proceed. A defendant may have to be released from jail waiting for a public defender. This causes issues for victims and witnesses when cases are delayed, as well as a backlog of cases in the Prosecution Program. Jackson County currently has over 600 individuals waiting for an attorney. Current projections show that it will take a minimum of one year to resolve the backlog once additional attorneys are hired.

Another consequence of having no public defender appointed to the case is that discovery revenue is down for the District Attorney's Office. The cases are filed, but Oregon Public Defender Services cannot be billed for the discovery until an attorney is appointed. Oregon Public Defender Services is setting up a team of attorneys who will handle cases in Southern Oregon. This team is expected to be operational in the spring. It is the expectation of this Office that the discovery revenue will return to previous levels during the year.



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The Family Support Program is still awaiting the next stages of the Court's new process on hearing contempts. Currently, the transition to a remote only process seems to be working and attendance by the obligor is higher than when in-person was required. The second stage in this new procedure will be utilizing State and County agencies as a method to assist defendants to get over hurdles in paying support. This involves case managers from a State, Court, and Office level to corollate and inform one another of defendant's actions and progress. This process is still under development.

The Family Support Program will be onboarding two new individuals by fiscal year end due to retirements. This may cause a backlog in tasks and actions as the training requires a six-month undertaking for each new hire. There are contingencies and tools in place for this and the hiring process has been spread out to share the workload amongst the current and new employees coming on. The Program may see a slight decrease in the "orders on cases" metrics, but projections show no more than a 2-3 percent decrease.

The Family Support Program has recognized a drop in the number of applicants across the State. The Office is planning on having discussions with other partners on the importance of clients utilizing its services by creating outreach meetings. These meetings will be new and developed for attorneys, judges, and other community partners who support Jackson County families. In an effort to not compromise the services that this Program currently provides, staff will need time through the year to develop the presentation. This will not cause an immediate solution to the drop-in applicant numbers, but a plan for the future numbers to be positively affected.

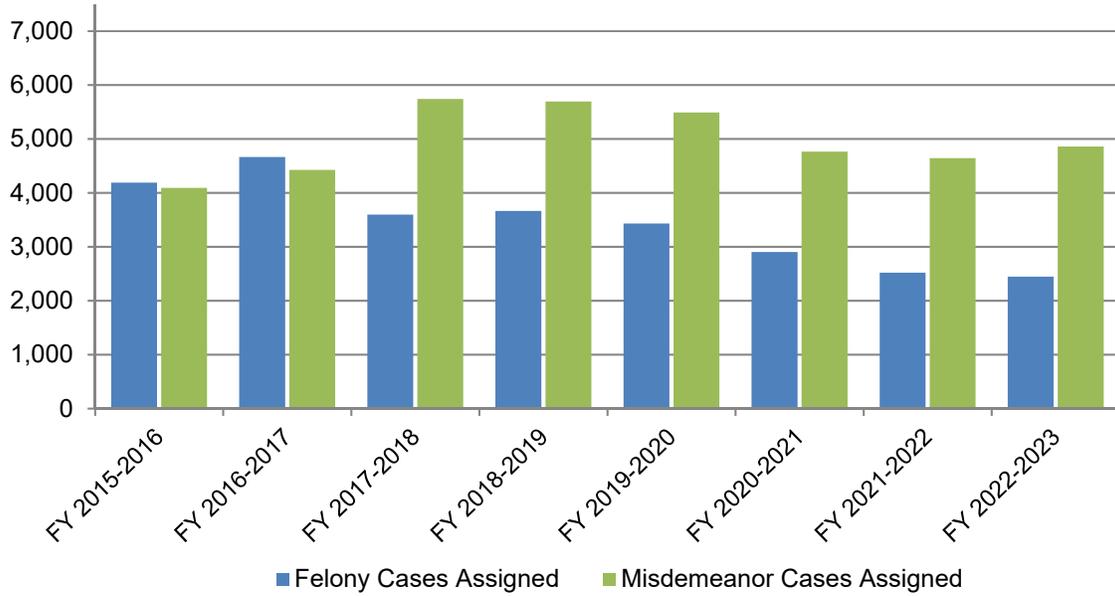
The Victims' Assistance Program is anticipating a reduction in Federal funding in the coming years. The Program's main funding source, The Victims' of Crime Act, has not seen an increase in several years and has closed some of their funding opportunities all together. The Program applied for a Violence Against Women Act grant last year and was not chosen for funding. As new funding opportunities arise, the Program will continue to compete for grants. Staff will continue to work closely with community partners to present creative, collaborative proposals to funders.

Department Benchmark

Caseloads in the Prosecution Case Management Program (criminal division) have been reduced. This is a benchmark of new case referrals within a year, and it does not take into account the number of cases that are being carried over from previous years.

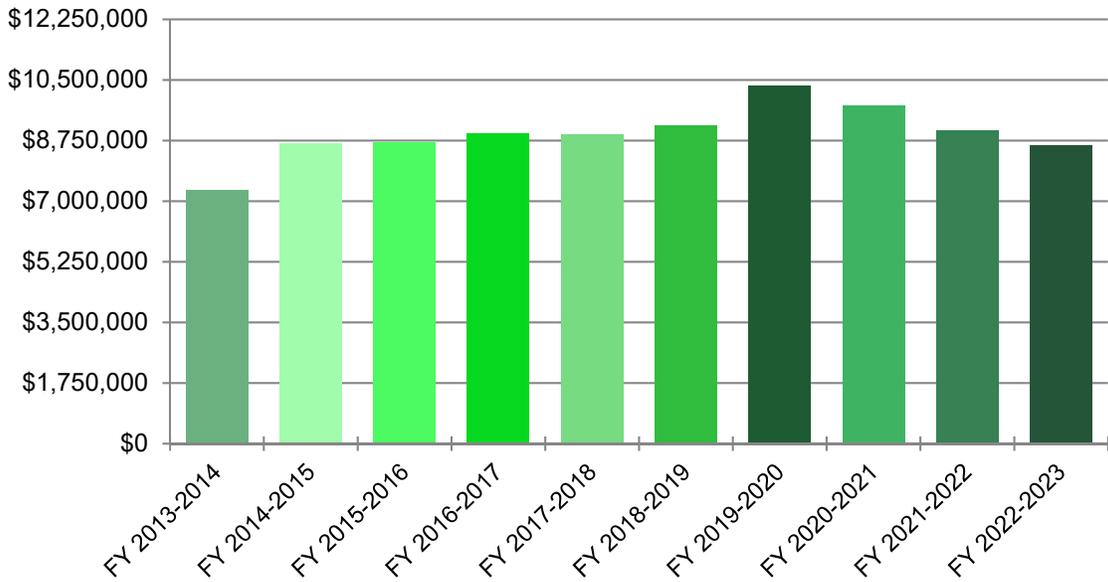
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Criminal Division Caseload



The total actual dollars collected by the Family Support Program are shown below.

Child Support Division Collections



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Goals and Measures

Supporting the achievement of County Strategic Plan Goal 1: To protect the safety and well-being of the citizens of Jackson County by prosecuting criminal and juvenile offenses, providing services to crime victims or witnesses, and assisting in the establishment and enforcement of child support orders for citizens not on public assistance.

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

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Total cases referred by law enforcement	7,664	7,164	7,580	7,086	7,000
DDAs assigned to referrals	19	19	19	19	19
Average cases assigned per DDA	403	377	399	373	368
Total cases filed with the Court	6,202	5,303	5,674	5,308	5,300
Change/fluctuation in total cases filed with the Court	-15.47%	-11.27%	-1.85%	-6.45%	-0.15%
Civil commitments/revocations	42	25	56	56	56
Juvenile delinquency opened for review	321	444	631	728	730

Jackson County law enforcement agencies submitted over 7,580 cases to the office in fiscal year 2022-2023. Of the cases submitted to the District Attorney's Office, 5,674 were filed with the Jackson County Circuit Court. The District Attorney's Office, in collaboration with Jackson County Mental Health, handles civil commitment hearings. The assigned attorney consults with Mental Health on approximately 120 cases annually. In 2023, the Office tried 30 jury trials, and the overall conviction rate was 67 percent.

Performance Measure 2: Notify victims of their rights in accordance with Oregon Revised Statutes and provide them with information about programs that may help them in the aftermath of a crime.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Clients who received services and better understand the criminal justice system*	66%	73%	93%	83%	95%

*A satisfaction survey is done of clients who report that the services they received helped them to better understand the criminal justice system.

Jackson County saw a reduction in this measure during COVID, but people are responding more favorably to this measure now that the Office is back to full service.



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Performance Measure 3: Submit restitution orders on convicted defendants in order to collect the fiscal losses sustained by the victim.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2025-2025 Projected
Restitution orders completed by the time of sentencing	85%	86%	80%	81%	85%

Restitution will continue to be ordered in an accurate and timely fashion to help victims recover in the aftermath of a crime. If the restitution order is not completed at the time of sentencing, the Court will typically grant the State 90 days to prepare the order.

Performance Measure 4: Collect ongoing child support and arrears on past due cases.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Child support collected (weighted*)	\$11,553,450	\$10,477,815	\$9,832,482	\$10,000,000	\$10,500,000
Unweighted/actual dollars	\$9,742,828	\$9,026,240	\$8,604,610	\$9,000,000	\$9,100,000
Cases with current/ongoing collections	69.75%	69.81%	70.12%	70.00%	71.00%
Cases with arrears receiving payment on the arrears	78.43%	73.08%	71.70%	73.00%	75.00%

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

Collecting child support is an ongoing effort of strategizing ways to facilitate regular payments. For parents with new child support orders, Family Support intervenes early in an attempt to build compliance and payment consistency so parents do not accumulate a high debt that will be challenging to pay. To meet this need, all case managers are trained and specialized in the establishment and enforcement of child support orders.

The State of Oregon, Division of Child Support, in conjunction with the Jackson County District Attorney’s Family Support Program, have assisted families in getting the services they need. Support enforcement continues to be effective and has generated further funds being collected for arrears that are based on cases rather than on years’ prior. Newly developed orders on arrears opened avenues for defendants to pay towards their support where no other options existed. It provided services to help defendants get their licenses back, gain employment, and effectively start paying towards their support orders. Collections on cases with current support orders increased by 0.31 percent over the prior year due to newly implemented collection processes. Due to intercepts, sanctioned garnishments, and withholdings, the number of actual child support dollars collected and distributed to families was \$9,026,240. The decrease in dollars collected, compared to last year, was 4.68 percent. This is a direct correlation to the decrease in active cases that the branch currently holds.



DISTRICT ATTORNEY

Staffing Changes

Between the fiscal year 2023-2024 and the 2024-2025 adopted budgets, there is a decrease of 1.00 FTE Administrative Specialist I position in the Victims' Assistance Program due to not receiving a grant.

Financial Condition

The District Attorney's Office receives revenue from fees for discovery; grants in the Prosecution Case Management Program that provide for 1.50 FTE positions; State and Federal grants providing 66 percent reimbursement of qualifying expenditures, as well as performance-based incentive funds in the Family Support Program; and competitive and non-competitive grants funding 4.00 FTE positions in the Victims' Assistance Program. Approximately 79 percent of the District Attorney's budget is funded by the County's General Fund.

Financial by Program

<i>Family Support</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$403,774	\$458,892	\$490,548	\$583,384	\$598,327
Fees & Other Service Charges	\$10,781	\$13,256	\$12,000	\$12,000	\$10,000
Interfund Transfers	\$612	\$612	\$721	\$1,020	\$1,020
Total	\$415,167	\$472,760	\$503,269	\$596,404	\$609,347
EXPENDITURES					
Personnel Services	\$406,677	\$437,358	\$457,954	\$603,696	\$638,755
Materials & Services	\$81,153	\$92,266	\$94,362	\$127,080	\$130,640
Total	\$487,830	\$529,624	\$552,316	\$730,776	\$769,395
Full-Time Equivalent	4.50	5.50	5.36	5.50	5.50



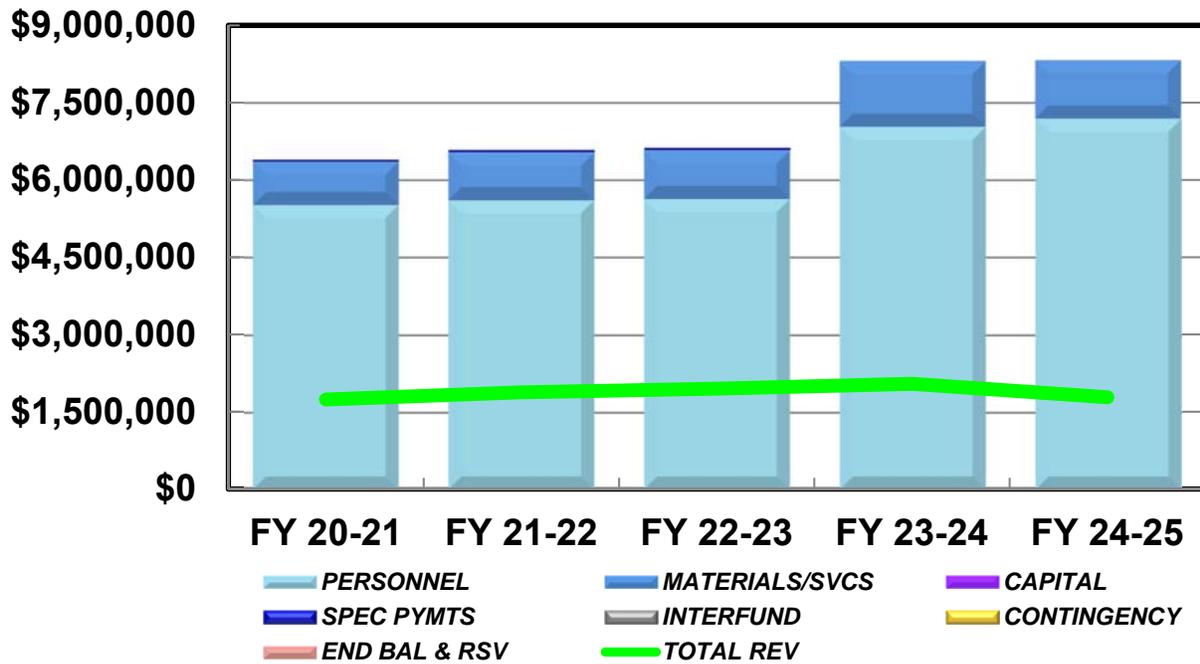
DISTRICT ATTORNEY

<i>Prosecution Case Management</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$360,297	\$394,989	\$397,896	\$542,882	\$392,356
Fees & Other Service Charges	\$274,968	\$328,347	\$292,050	\$276,000	\$271,000
All Other Resources	\$0	\$62	\$0	\$0	\$0
Interfund Transfers	\$2,557	\$2,572	\$4,283	\$3,960	\$3,960
Total	\$637,822	\$725,970	\$694,229	\$822,842	\$667,316
EXPENDITURES					
Personnel Services	\$4,400,978	\$4,469,256	\$4,426,449	\$5,584,616	\$5,765,806
Materials & Services	\$637,825	\$707,774	\$727,654	\$1,014,158	\$866,491
Total	\$5,038,803	\$5,177,030	\$5,154,103	\$6,598,774	\$6,632,297
Full-Time Equivalent	40.45	40.50	40.64	40.50	40.50
<hr/>					
<i>Victims' Assistance</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$684,597	\$678,250	\$748,830	\$622,000	\$504,033
Interfund Transfers	\$431	\$416	\$497	\$1,020	\$1,020
Total	\$685,028	\$678,666	\$749,327	\$623,020	\$505,053
EXPENDITURES					
Personnel Services	\$704,514	\$698,588	\$744,384	\$840,802	\$784,835
Materials & Services	\$127,619	\$128,600	\$124,069	\$138,527	\$138,160
Special Payments	\$37,301	\$43,669	\$46,439	\$0	\$0
Total	\$869,434	\$870,857	\$914,892	\$979,329	\$922,995
Full-Time Equivalent	9.05	8.00	8.00	8.00	7.00



DISTRICT ATTORNEY

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$1,448,667	\$1,532,131	\$1,637,274	\$1,748,266	\$1,494,716
FEES/SVC CHGS	\$285,750	\$341,603	\$304,050	\$288,000	\$281,000
ALL OTHER	\$0	\$62	\$0	\$0	\$0
INTERFUND	\$3,600	\$3,600	\$5,500	\$6,000	\$6,000
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$1,738,017	\$1,877,396	\$1,946,824	\$2,042,266	\$1,781,716
PERSONNEL	\$5,512,169	\$5,605,202	\$5,628,787	\$7,029,114	\$7,189,396
MATERIALS/SVCS	\$846,598	\$928,641	\$946,085	\$1,279,765	\$1,135,291
CAPITAL	\$0	\$0	\$0	\$0	\$0
SPEC PYMTS	\$37,301	\$43,669	\$46,439	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$6,396,068	\$6,577,512	\$6,621,311	\$8,308,879	\$8,324,687
FTEs	54.00	54.00	54.00	54.00	53.00



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EXPO

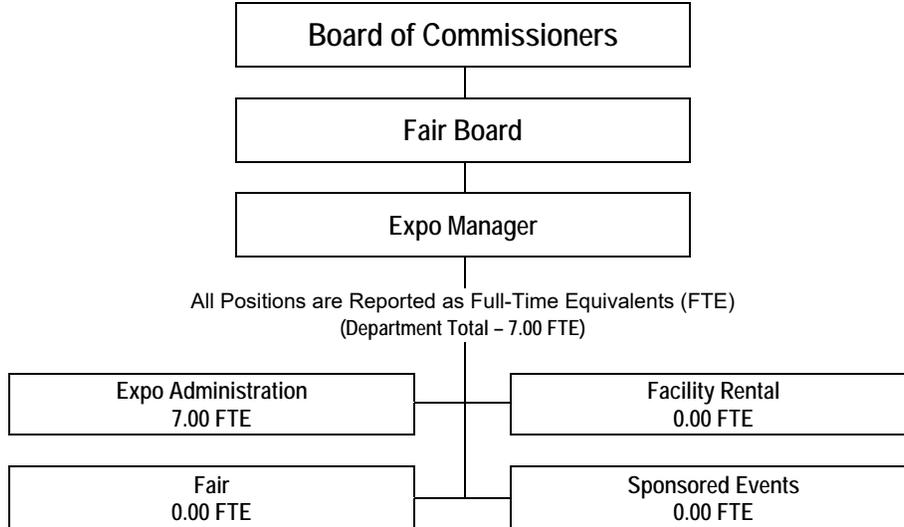


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Organization Chart



Department Overview: 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 Jackson County Fair, Rogue Broadband BrewFest, Central Point Wild Rogue Pro Rodeo, Southern Oregon Holiday Market, and various 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. The Department is comprised of four Programs.

- ◆ **Expo Administration** is responsible for the overall operations of the Jackson County Exposition Park as a whole. Revenues in the Program are those that are not directly attributable to a single event, and expenses are general overhead expenses that are required to run the entire facility. This Program is helpful in the fee setting process to ensure that net overhead is covered by events.
- ◆ **Facility Rentals** provides facility rental income by leasing the various buildings to private or commercial renters that offer ticketed and non-ticketed special events.
- ◆ **Fair** encompasses the annual County Fair. The Program’s purpose is to produce a fiscally sound event that focuses on youth activities and development in the agricultural setting, connects with the interests of community members, and encourages participation by all segments of the population.
- ◆ **Sponsored Events** is responsible for Expo-produced events such as the Rogue Broadband BrewFest, the Central Point Wild Rogue Pro Rodeo, the Southern Oregon Holiday Market, and various concerts.



EXPO

Department Objectives for Fiscal Year 2024-2025

- Provide events that encourage youth leadership, self-discipline, skill development, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values.
- Produce high quality, well-attended events for the general public.
- Promote year-round usage of the Expo/Fairgrounds facilities and provide economic activity to the region during non-Fair periods of time.
- Operate as a safe and viable rental option for the public.
- Implement cost control measures to maintain the viability of the Exposition Park.
- Be a valuable resource to the community by providing public space and staff assistance as needed.

Department Accomplishments for Prior Year

- Successful annual County Fair.
- Implementation of new event management software and sponsor management software.

Significant Issues in the Year Ahead

The fiscal year 2024-2025 organizational structure incorporates lower overhead and cross training of current staff. The focus for the coming year will be to recruit, hire, train, and integrate new seasonal and part-time staff.

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

The never-ending challenge facing the Expo is the ability to financially maintain the facility and upgrade its infrastructure to today's customers' expectations as an event facility.

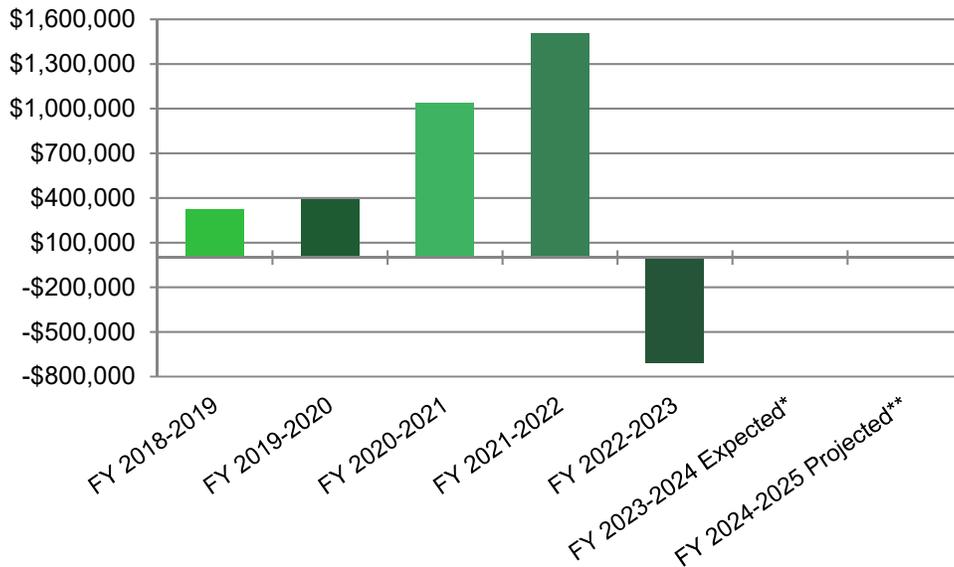
The Expo has another revenue generating option ahead in the proposed Multi-Use Pandemic Response Center, in conjunction with the City of Central Point, that will continue to evolve in fiscal year 2024-2025. This project is set to break ground after the 2024 Jackson County Fair. It will also require a different approach to the Expo's normal operations, and will include additional staff efforts to expand marketing, programming, and planning.

Department Benchmark

The Expo will maintain and operate the campus facilities, grounds, and programs in a fiscally sound manner.

EXPO

Non-Dedicated Fund Balance



*\$0
**\$10,033

Goals and Measures

Supporting the achievement of County Strategic Plan Goal 2: Provide fiscally sound social, cultural, recreational, agricultural, commercial, and educational opportunities for the citizens of Jackson County, and the region at large.

Performance Measure 1: Maintain rental calendar and contracting 365 days a year to allow for outside sources to schedule and host events.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Facility rental income	\$263,945	\$628,889	\$644,723	\$648,504	\$611,000

The Expo provides buildings, barns, and property to rental clients for their programs and events.

Performance Measure 2: Market facilities and events in order to attract visitors to the Expo and the region.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual marketing investment	\$7,105	\$68,880	\$286,332	\$182,000	\$165,600

The Expo annually uses trade marketing dollars, along with cash, to promote Expo events and rentals.



EXPO

Supporting the achievement of County Strategic Plan Goal 4: Provide a social, cultural, recreational, agricultural, commercial, and educational opportunity for the citizens of Jackson County, and the region at large.

Performance Measure 1: Successful participation by youth in the annual Spring Fair and County Fair.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Attendance	n/a*	739	847	992	1,000

*The annual Spring Fair and County Fair were both canceled due to the COVID pandemic.

The annual Spring Fair and County Fair provide the opportunity for youth to showcase their agriculture, science, healthy living, and technology knowledge and related projects developed through involvement in local chapters of 4-H and Future Farmers of America (FFA).

Performance Measure 2: Success of annual rodeo, internally-produced concerts, and other special events.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Net income of sponsored Expo events	\$9,308	\$33,127	\$(2,665,313)	\$(130,583)	\$98,050

Success of the annually sponsored Expo events lies in the overall net income from these events. The Expo needs to diversify income streams versus relying heavily on the County Fair.

Performance Measure 3: Provide several venue options for rent to the public and for private events.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Per day rental rate – Event Center	\$1,600	\$1,600	\$1,750	\$1,925	\$2,000
Per day rental rate – Barker/Krouse Barns	\$360	\$360	\$400	\$450	\$475
Per weekday rental rate – Padgham/Mace	\$560	\$560	\$600	\$650	\$675
Per weekend rental rate – Padgham/Mace	\$850	\$850	\$920	\$1,000	\$1,100
Per day rental rate – Isola	\$620	\$620	\$680	\$750	\$800
Per day rental rate – Olsrud	\$620	\$650	\$700	\$775	\$800



EXPO

<i>Outcome(s)</i>	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Per day rental rate – Bi-Mart Amphitheater	\$5,200	\$5,200	\$5,200	\$5,500	\$5,500
Per day rental rate – main parking lot	\$1,500	\$1,500	\$1,500	\$1,700	\$1,700
Per day rental rate – north gravel lot	\$1,000	\$1,000	\$1,000	\$1,100	\$1,150
Per day rental rate – reader/south lot	\$650	\$650	\$650	\$700	\$735

The Expo staff and Fair Board annually set rates and fees for rental of the facility and equipment. Adjustments are based on a market analysis of comparative event sites as well as the cost of operations of the facility.

Staffing Changes

Between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets, there is a decrease of 1.00 FTE position, the Program/Services Coordinator II, to present a balanced budget.

Financial Condition

The Expo Department is funded through attendance at the County Fair, facility rental income, sponsored event income, sponsorships, and concession revenue collected from the public.

In fiscal year 2024-2025, 40 percent of the Expo's funding is from sponsored events, 36 percent from the County Fair, and the remaining 24 percent from rental activities. The Department receives no financial support from the County's General Fund.



EXPO

Financial by Program

<i>Expo Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,198,828	\$248,848	\$86,358	\$147,500	\$151,500
Fees & Other Service Charges	\$260,780	\$103,183	\$290,377	\$180,000	\$230,000
All Other Resources	\$2,938	-\$215,341	-\$215,297	-\$327,500	-\$381,500
Interfund Transfers	\$0	\$8,380	\$0	\$0	\$0
Total	\$1,462,546	\$145,070	\$161,438	\$0	\$0
EXPENDITURES					
Personnel Services	\$318,094	\$344,118	\$1	\$0	\$0
Materials & Services	\$875,907	\$51,910	\$31,592	\$0	\$0
Capital Outlay	\$10,829	\$4,410	\$362,033	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$12,533
Total	\$1,204,830	\$400,438	\$393,626	\$0	\$12,533
Full-Time Equivalent	6.00	4.00	7.00	8.00	7.00

<i>Facility Rentals</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$97,014	\$30,064	\$51,648	\$22,500	\$22,500
Fees & Other Service Charges	\$166,931	\$598,824	\$529,173	\$451,619	\$533,500
All Other Resources	\$28,479	\$58,769	\$49,562	\$28,856	\$95,764
Interfund Transfers	\$0	\$0	\$45,180	\$58,881	\$55,000
Fund Balance	\$0	\$0	\$0	\$250,000	\$0
Total	\$292,424	\$687,657	\$675,563	\$811,856	\$706,764
EXPENDITURES					
Personnel Services	\$258	\$34,801	\$85,672	\$69,238	\$260,224
Materials & Services	\$33,446	\$363,902	\$163,439	\$274,452	\$522,306
Contingency	\$0	\$0	\$0	\$56,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$412,166	\$0
Total	\$33,704	\$398,703	\$249,111	\$811,856	\$782,530
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



EXPO

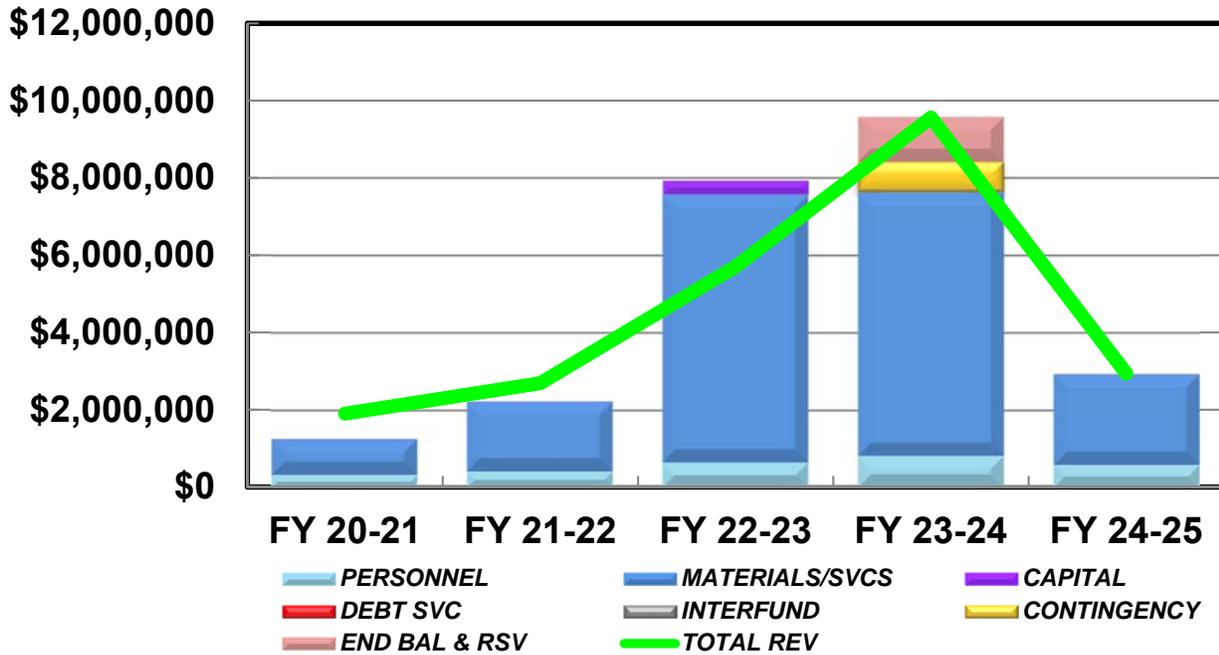
<i>Fair</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$112,918	\$179,966	\$166,117	\$241,167	\$225,667
Fees & Other Service Charges	\$22,119	\$896,532	\$1,163,874	\$1,143,000	\$1,049,000
All Other Resources	\$0	\$92,540	\$63,059	\$69,558	\$200,568
Interfund Transfers	\$0	\$120	\$14,813	\$3,300	\$5,000
Fund Balance	\$0	\$0	\$0	\$500,000	\$0
Total	\$135,037	\$1,169,158	\$1,407,863	\$1,957,025	\$1,480,235
EXPENDITURES					
Personnel Services	\$343	\$20,781	\$164,303	\$166,903	\$144,576
Materials & Services	\$15,778	\$746,595	\$985,149	\$1,086,117	\$977,526
Contingency	\$0	\$0	\$0	\$146,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$558,005	\$0
Total	\$16,121	\$767,376	\$1,149,452	\$1,957,025	\$1,122,102
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Sponsored Events</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$10,000	\$71,300	\$464,600	\$982,500	\$184,000
Fees & Other Service Charges	\$215	\$560,666	\$2,850,832	\$4,903,500	\$458,100
All Other Resources	\$0	\$55,414	\$145,717	\$241,586	\$100,168
Interfund Transfers	\$0	\$0	\$0	\$7,000	\$5,000
Fund Balance	\$0	\$0	\$0	\$660,000	\$0
Total	\$10,215	\$687,380	\$3,461,149	\$6,794,586	\$747,268
EXPENDITURES					
Personnel Services	\$0	\$11,303	\$394,282	\$579,679	\$173,482
Materials & Services	\$907	\$642,949	\$5,732,181	\$5,441,753	\$843,620
Contingency	\$0	\$0	\$0	\$582,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$191,154	\$0
Total	\$907	\$654,252	\$6,126,463	\$6,794,586	\$1,017,102
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



EXPO

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$1,418,760	\$530,179	\$768,723	\$1,393,667	\$583,667
FEES/SVC CHGS	\$450,044	\$2,159,204	\$4,834,256	\$6,678,119	\$2,270,600
ALL OTHER	\$31,417	-\$8,618	\$43,041	\$12,500	\$15,000
INTERFUND	\$0	\$8,500	\$59,993	\$69,181	\$65,000
FUND BALANCE	\$0	\$0	\$0	\$1,410,000	\$0
TOTAL REV	\$1,900,221	\$2,689,265	\$5,706,013	\$9,563,467	\$2,934,267
PERSONNEL	\$318,694	\$411,004	\$644,258	\$815,820	\$578,282
MATERIALS/SVCS	\$926,039	\$1,805,356	\$6,912,361	\$6,802,322	\$2,343,452
CAPITAL	\$10,829	\$4,410	\$362,033	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$784,000	\$0
END BAL & RSV	\$0	\$0	\$0	\$1,161,325	\$12,533
TOTAL EXP	\$1,255,562	\$2,220,770	\$7,918,652	\$9,563,467	\$2,934,267
FTEs	6.00	4.00	7.00	8.00	7.00



FIDUCIARY AND SPECIAL FUNDS

Fiduciary and Special Funds is comprised of 11 funds that are not specifically identifiable as part of a function of any other County department or program.

- ◆ **American Rescue Plan Act** of 2021, also called the COVID-19 Stimulus Package or the State and Local Fiscal Recovery Funds, was signed into Federal law on March 11, 2021. As allowed under the Act, funds received by Jackson County will be used to respond to the public health emergency, mitigate negative economic impacts, provide services to disproportionately impacted communities, premium pay, infrastructure, and revenue replacement.
- ◆ **Capital Projects Fund** provides budget location for special construction projects that affect multiple departments or are of such a size that identifying them as a capital project is appropriate. Jackson County has made significant advances to preserve the long-term use of its facilities. Capital improvement projects for fiscal year 2024-2025 are:

● Courthouse – Roof Replacement (Phase 2)	\$	200,000
● Jail/Justice Building – Parking Pavement Replacement		300,000
TOTAL	\$	500,000

- ◆ **Central Services Fund – Fiduciary** serves as the “bank account” for all programs operating within this Fund. For fiscal year 2024-2025, those revenues are:

Interest Income	\$	85,000
Beginning Fund Balance		2,800,000
TOTAL	\$	2,885,000

- ◆ **County Schools Fund** is a pass-through fund for distribution of special revenues to local school districts. The Fund 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 Fund is not used for the distribution of current tax revenues; current tax revenues are distributed to the individual school districts.
- ◆ **Court Security Fund** 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.
- ◆ **Emergency Communications of Southern Oregon (ECSO) Capital Project Fund** provides a recording mechanism through which bond proceeds will be used to upgrade and improve an outdated public safety emergency communications system. Capital costs are expected to include: modernized P25 (industry standard) digital radios with improved voice communications for public safety users (Fire, EMS, Police); new IP Dispatch Radio Consoles for communicating on the radio system, paging, fire station alerting, emergency calls, and alarms; updated microwave radios on tower sites throughout Jackson County by providing a communication link transmitting voice and data to public safety; mobile radios in emergency vehicles as well as hand-held radios for Fire, EMS, and Police; and tower acquisition, construction, and related land acquisition/site improvements providing improved radio coverage.
- ◆ **ECSO Debt Service Fund** repays the bond that was issued for upgrading and replacing an outdated public safety emergency communications system. The ECSO bond measure was passed by voters in November 2019. At the end of fiscal year 2019-2020, the County issued \$23,870,000 in bonds to finance the ECSO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Net interest cost to the County is 2.48 percent. Interest is payable on December 1 and June 1



FIDUCIARY AND SPECIAL FUNDS

of each year. Principal payments are payable on June 1 of each year. The bonds are on a level debt structure. *The projected Maturity and Payment Schedule can be found on Page 176.*

- ◆ **General Fund – Fiduciary** serves as the County's "bank," provides transfers to other funds, and provides funding for community-wide programs. The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2024-2025, those revenues are:

Bureau of Land Management Entitlement Payment in Lieu of Taxes	\$	1,675,000
O & C Timber Receipts Replacement Funds		3,714,000
State Shared Revenue		
Amusement Device Tax		47,800
Cigarette Tax		104,650
Liquor Tax		1,565,000
Marijuana Tax Share		925,000
Cable Franchise Fee		360,000
Solid Waste Fund		1,018,159
Current and Prior Year Property Taxes		51,331,663
Interest Income		4,173,596
Local Marijuana Tax		100,000
Beginning Fund Balance for Fiscal Year 2024-2025		117,961,026
Prior Year Carryover		3,704,244
TOTAL	\$	<u>186,680,138</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 2024-2025, those expenditures are:

Contracted Services		
Communications Agreements	\$	135,000
RV Television		66,000
Special Projects		385,000
Operating Expenses		112,500
Transfers to Other Funds		
Board of Commissioners (General Fund Costs for Central Services)		64,109
IT/GIS (General Fund Costs for Central Services)		401,184
Accounting/Treasurer (General Fund Costs for Central Services)		105,845
Counsel (General Fund Costs for Central Services)		192,397
Administration (General Fund Costs for Central Services)		83,532
Internal Audit (General Fund Costs for Central Services)		39,966
Human Resources (General Fund Costs for Central Services)		102,605
Facility Maintenance (General Fund Costs for Central Services)		1,574,731
Mail Courier (General Fund Costs for Central Services)		20,411
Capital Projects		500,000



FIDUCIARY AND SPECIAL FUNDS

Health and Human Services	4,065,230
Contingency	10,000,000
Reserves	98,175,832
Ending Fund Balance – General Fund	15,811,985

TOTAL **\$ 131,836,327**

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

- ◆ **Title III Fund** is in place to fund projects that meet the criteria set by the reauthorization of the Secure Rural Schools and Community Self-Determination Act in Public Law (PL). The County currently has Federal Title III funds to support projects for community wildfire protection plans, Firewise communities, and Search and Rescue and other emergency services on specified Federal lands.

- ◆ **Video Lottery Fund** is a separate fund for video lottery revenues to be deposited and transferred to the appropriate fund for use. Oregon Revised Statute (ORS) 461.547 state “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.” The County transfers this money to the Sheriff’s budget to support the County Jail and some travel and training expenses for the Board of Commissioners.

- ◆ **White City Capital Projects Fund** provides a fund location for special construction projects that may take place within the White City area. The revenue in the White City Capital Projects Program was transferred into the County’s budget upon termination of the Urban Renewal Agency of Jackson County (URA) at the end of fiscal year 2013-2014. It is intended that this money will be used for local improvements within the boundary of the old URA.

Financial by Fund

<i>American Rescue Plan Act</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$995,058	\$1,715,370	\$0	\$32,770,622
Fund Balance	\$0	\$0	\$0	\$39,628,780	\$0
Total	\$0	\$995,058	\$1,715,370	\$39,628,780	\$32,770,622
EXPENDITURES					
Materials & Services	\$0	\$417,866	\$979,894	\$3,000,000	\$3,000,000
Capital Outlay	\$0	\$577,192	\$735,476	\$36,628,780	\$29,770,622
Total	\$0	\$995,058	\$1,715,370	\$39,628,780	\$32,770,622



FIDUCIARY AND SPECIAL FUNDS

<i>Capital Projects Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$88,881	\$0	\$300,000	\$0	\$0
All Other Resources	\$4,109	-\$3,999	\$13,639	\$0	\$0
Interfund Transfers	\$514,125	\$445,000	\$0	\$400,000	\$500,000
Total	\$607,115	\$441,001	\$313,639	\$400,000	\$500,000
EXPENDITURES					
Materials & Services	\$511,345	\$422,656	\$0	\$0	\$0
Capital Outlay	\$497,045	\$13,931	\$271,474	\$400,000	\$500,000
Total	\$1,008,390	\$436,587	\$271,474	\$400,000	\$500,000

<i>Central Services Fund – Fiduciary</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
All Other Resources	\$38,217	-\$57,173	\$122,653	\$60,000	\$85,000
Fund Balance	\$0	\$0	\$0	\$2,825,000	\$2,800,000
Total	\$38,217	-\$57,173	\$122,653	\$2,885,000	\$2,885,000
EXPENDITURES					
Materials & Services	\$70,973	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,500,000	\$2,500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$385,000	\$385,000
Total	\$70,973	\$0	\$0	\$2,885,000	\$2,885,000

<i>County Schools Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$297,159	\$363,716	\$332,662	\$360,000	\$360,000
All Other Resources	\$424	-\$286	\$1,649	\$4,000	\$1,500
Fund Balance	\$0	\$0	\$0	\$36,000	\$38,500
Total	\$297,583	\$363,430	\$334,311	\$400,000	\$400,000
EXPENDITURES					
Special Payments	\$297,159	\$363,476	\$332,662	\$400,000	\$400,000
Total	\$297,159	\$363,476	\$332,662	\$400,000	\$400,000



FIDUCIARY AND SPECIAL FUNDS

<i>Court Security Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$177,222	\$191,512	\$191,849	\$190,000	\$190,000
All Other Resources	\$2,525	-\$3,238	\$6,316	\$3,168	\$8,000
Fund Balance	\$0	\$0	\$0	\$118,000	\$168,114
Total	\$179,747	\$188,274	\$198,165	\$311,168	\$366,114
EXPENDITURES					
Materials & Services	\$265,680	\$283,880	\$196,340	\$311,168	\$366,114
Total	\$265,680	\$283,880	\$196,340	\$311,168	\$366,114

<i>ECISO Capital Project Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
All Other Resources	\$163,717	-\$231,968	\$540,592	\$300,000	\$200,000
Fund Balance	\$0	\$0	\$0	\$24,803,163	\$23,697,872
Total	\$163,717	-\$231,968	\$540,592	\$25,103,163	\$23,897,872
EXPENDITURES					
Capital Outlay	\$2,370,040	\$275,126	\$976,489	\$25,103,163	\$23,522,993
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$374,879
Total	\$2,370,040	\$275,126	\$976,489	\$25,103,163	\$23,897,872



FIDUCIARY AND SPECIAL FUNDS

<i>ECSO Debt Service Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$74,757	\$0	\$0	\$0
Property Tax Revenues	\$1,843,516	\$1,795,322	\$1,795,153	\$1,816,278	\$1,879,848
All Other Resources	\$15,624	\$22,614	\$53,786	\$33,000	\$37,000
Fund Balance	\$0	\$0	\$0	\$358,874	\$398,373
Total	\$1,859,140	\$1,892,693	\$1,848,939	\$2,208,152	\$2,315,221
EXPENDITURES					
Materials & Services	\$5,106	\$0	\$0	\$5,000	\$5,000
Debt Service	\$1,759,465	\$1,760,645	\$1,762,810	\$1,758,650	\$1,763,250
Ending Balance and Reserves	\$0	\$0	\$0	\$444,502	\$546,971
Total	\$1,764,571	\$1,760,645	\$1,762,810	\$2,208,152	\$2,315,221

Maturity Schedule – Series 2020

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

Payment Schedule for Fiscal Year 2024-2025

Total Payment	Principal	Interest	Remaining Principal
\$1,763,250	\$925,000	\$838,250	\$19,665,000



FIDUCIARY AND SPECIAL FUNDS

<i>General Fund – Fiduciary</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$10,251,483	\$21,248,065	\$9,073,536	\$7,791,444	\$8,031,450
Fees & Other Service Charges	\$363,793	\$370,613	\$450,423	\$360,000	\$360,000
Property Tax Revenues	\$42,466,291	\$44,595,684	\$46,612,356	\$47,791,435	\$50,466,090
All Other Resources	\$3,546,545	-\$11,058,343	\$15,679,505	\$3,101,157	\$5,139,169
Interfund Transfers	\$754,283	\$784,454	\$815,832	\$978,999	\$1,018,159
Fund Balance	\$0	\$0	\$0	\$117,367,877	\$121,665,270
Total	\$57,382,395	\$55,940,473	\$72,631,652	\$177,390,912	\$186,680,138
EXPENDITURES					
Materials & Services	\$2,234,498	\$183,357	-\$118,029	\$708,300	\$698,500
Debt Service	\$1,640,296	\$0	\$0	\$0	\$0
Special Payments	\$0	\$11,633,801	\$0	\$0	\$0
Interfund Transfers	\$5,654,535	\$8,203,206	\$7,959,109	\$6,228,671	\$7,150,010
Contingency	\$0	\$0	\$0	\$10,000,000	\$10,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$109,214,669	\$113,987,817
Total	\$9,529,329	\$20,020,364	\$7,841,080	\$126,151,640	\$131,836,327

<i>Solid Waste Management Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$1,663,973	\$1,767,966	\$1,910,240	\$1,458,800	\$1,561,000
All Other Resources	\$25,656	-\$45,632	\$118,946	\$20,000	\$30,000
Fund Balance	\$0	\$0	\$0	\$5,964,300	\$6,974,700
Total	\$1,689,629	\$1,722,334	\$2,029,186	\$7,443,100	\$8,565,700
EXPENDITURES					
Materials & Services	\$18,586	\$18,636	\$23,751	\$144,832	\$145,793
Interfund Transfers	\$1,020,290	\$1,070,617	\$1,119,776	\$1,301,908	\$1,301,608
Ending Balance and Reserves	\$0	\$0	\$0	\$5,996,360	\$7,118,299
Total	\$1,038,876	\$1,089,253	\$1,143,527	\$7,443,100	\$8,565,700



FIDUCIARY AND SPECIAL FUNDS

<i>Title III/PL 1140-10</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Materials & Services	\$0	\$10,000	\$0	\$0	\$0
Total	\$0	\$10,000	\$0	\$0	\$0

<i>Title III/PL 115-141</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$347,164	\$425,518	\$389,065	\$0	\$0
All Other Resources	\$5,932	-\$10,892	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$305,000	\$0
Total	\$353,096	\$414,626	\$389,065	\$305,000	\$0
EXPENDITURES					
Materials & Services	\$112,812	\$168,460	\$119,446	\$305,000	\$0
Total	\$112,812	\$168,460	\$119,446	\$305,000	\$0

<i>Title III/PL 116-94</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$430,000	\$430,000
All Other Resources	\$0	\$0	\$32,969	\$23,098	\$25,000
Fund Balance	\$0	\$0	\$0	\$1,200,000	\$1,108,078
Total	\$0	\$0	\$32,969	\$1,653,098	\$1,563,078
EXPENDITURES					
Materials & Services	\$0	\$0	\$86	\$1,653,098	\$1,563,078
Total	\$0	\$0	\$86	\$1,653,098	\$1,563,078



FIDUCIARY AND SPECIAL FUNDS

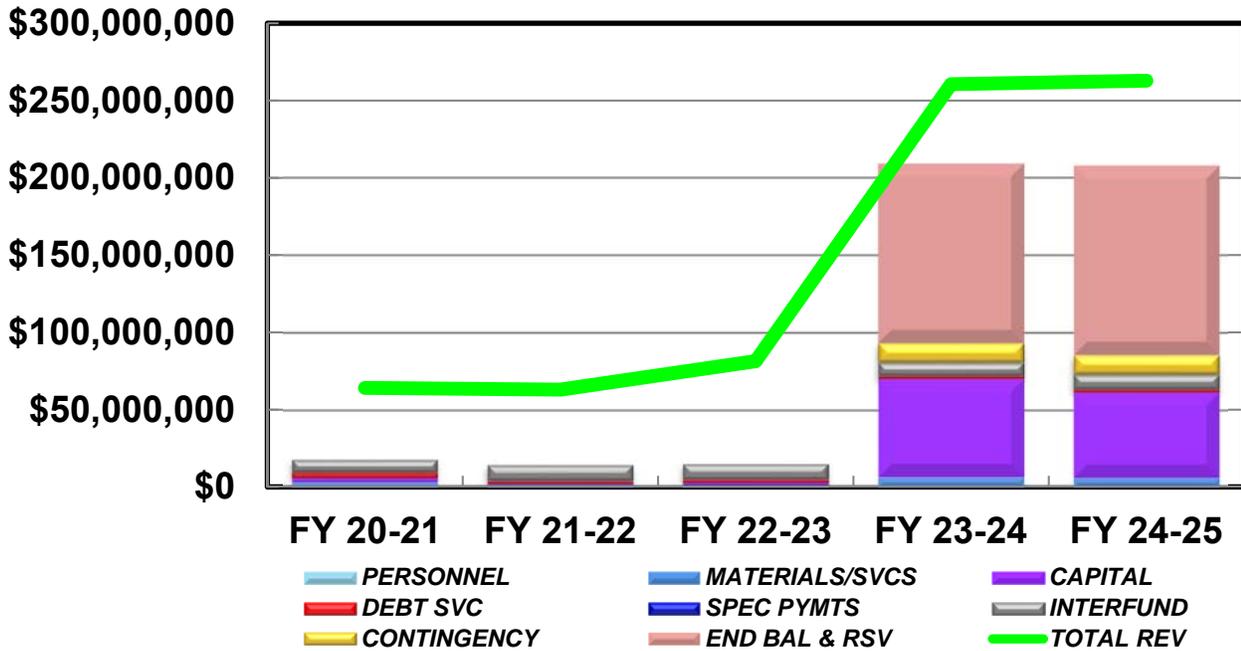
<i>Video Lottery Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,546,265	\$1,307,688	\$1,208,462	\$1,400,000	\$1,400,000
All Other Resources	\$3,980	-\$5,654	\$23,402	\$24,000	\$24,000
Total	\$1,550,245	\$1,302,034	\$1,231,864	\$1,424,000	\$1,424,000
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$380,719	\$377,000
Interfund Transfers	\$1,546,094	\$1,044,094	\$1,043,281	\$1,043,281	\$1,047,000
Total	\$1,546,094	\$1,044,094	\$1,043,281	\$1,424,000	\$1,424,000

<i>White City Capital Projects Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
All Other Resources	\$8,462	-\$12,845	\$30,356	\$20,000	\$25,000
Fund Balance	\$0	\$0	\$0	\$1,440,000	\$1,470,000
Total	\$8,462	-\$12,845	\$30,356	\$1,460,000	\$1,495,000
EXPENDITURES					
Capital Outlay	\$0	\$0	\$0	\$1,460,000	\$1,495,000
Total	\$0	\$0	\$ 0	\$1,460,000	\$1,495,000



FIDUCIARY AND SPECIAL FUNDS

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$12,708,174	\$24,606,314	\$13,210,943	\$10,171,444	\$43,182,072
FEES/SVC CHGS	\$2,027,766	\$2,138,579	\$2,360,663	\$1,818,800	\$1,921,000
PROPERTY TAX	\$44,309,807	\$46,391,006	\$48,407,509	\$49,607,713	\$52,345,938
BONDS/OTHER	\$0	\$0	\$0	\$0	\$0
ALL OTHER	\$3,815,191	-\$11,407,416	\$16,623,812	\$3,588,423	\$5,574,669
INTERFUND	\$1,268,408	\$1,229,454	\$815,832	\$1,378,999	\$1,518,159
FUND BALANCE	\$0	\$0	\$0	\$194,046,994	\$158,320,907
TOTAL REV	\$64,129,346	\$62,957,937	\$81,418,759	\$260,612,373	\$262,862,745
PERSONNEL	\$0	\$0	\$0	\$0	\$0
MATERIALS/SVCS	\$3,219,000	\$1,504,855	\$1,201,486	\$6,508,117	\$6,155,485
CAPITAL	\$2,867,085	\$866,248	\$1,983,439	\$63,591,943	\$55,288,615
DEBT SVC	\$3,399,761	\$1,760,645	\$1,762,810	\$1,758,650	\$1,763,250
SPEC PYMTS	\$297,159	\$11,997,277	\$332,662	\$400,000	\$400,000
INTERFUND	\$8,220,919	\$10,317,917	\$10,122,166	\$8,573,860	\$9,498,618
CONTINGENCY	\$0	\$0	\$0	\$12,500,000	\$12,500,000
END BAL & RSV	\$0	\$0	\$0	\$116,040,531	\$122,412,966
TOTAL EXP	\$18,003,924	\$26,446,942	\$15,402,563	\$209,373,101	\$208,018,934
FTEs	0.00	0.00	0.00	0.00	0.00



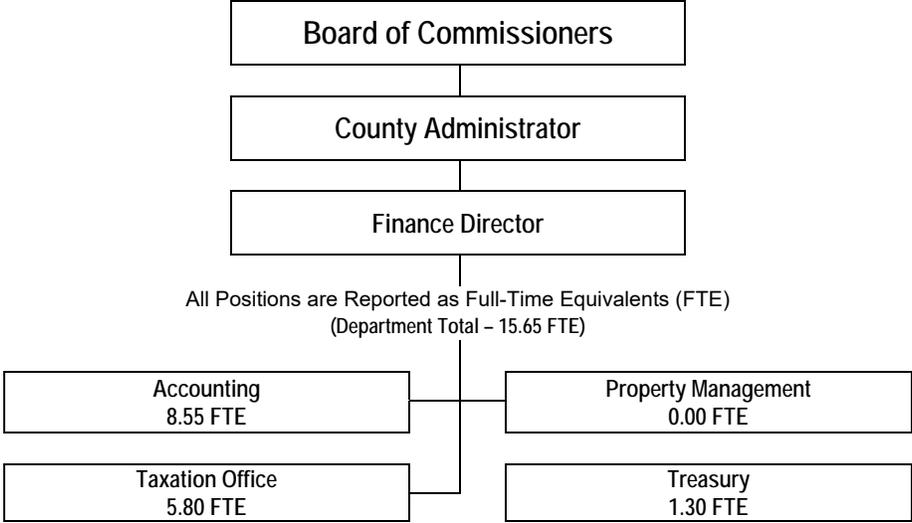
FINANCE



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Organization Chart



Department Overview: The Finance Department provides 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. The Department is comprised of three Programs:

- ◆ **Accounting** is responsible for providing a flexible, timely management information system that allows easy access to financial data critical to decision making, while maintaining necessary internal controls and encouraging competitive and effective procurement practices in a decentralized environment.
- ◆ **Property Management** is responsible for the County’s real property assets, including the granting of easements, negotiation of leases, and auctioning properties deemed to be surplus. *During fiscal year 2022-2023, responsibility for most of this Program was transferred to County Administration, under the Facility Maintenance Program. Although no longer used for budgeting purposes, the revenue, expenditure, and FTE position history of this Program resides within the Finance Department.*
- ◆ **Taxation Office** is responsible for the timely and efficient collection of property taxes on behalf of the taxing districts and the citizens of Jackson County, as well as managing properties acquired as a result of foreclosure due to an owner’s failure to pay property taxes.
- ◆ **Treasury** manages the County’s funds for maximum return while meeting liquidity requirements, protecting investment principal, and adhering to statutory and policy restrictions and requirements. In addition, 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.



FINANCE

Department Objectives for Fiscal Year 2024-2025

- Process tax payments in a cost-effective manner by using best practices and technology.
- Improve collection processes and procedures for delinquent taxes.
- Improve and formalize processes and procedures for foreclosed property management to enhance efficiency and transparency to the public.

Department Accomplishments for Prior Year

- Received the Government Finance Officers Association (GFOA) Triple Crown Award for reporting excellence for the Annual Comprehensive Financial Report and the Popular Annual Financial Report.
- Increased emphasis on electronic payments improved countywide accounts payable efficiency and associated cost-cutting program rebates.

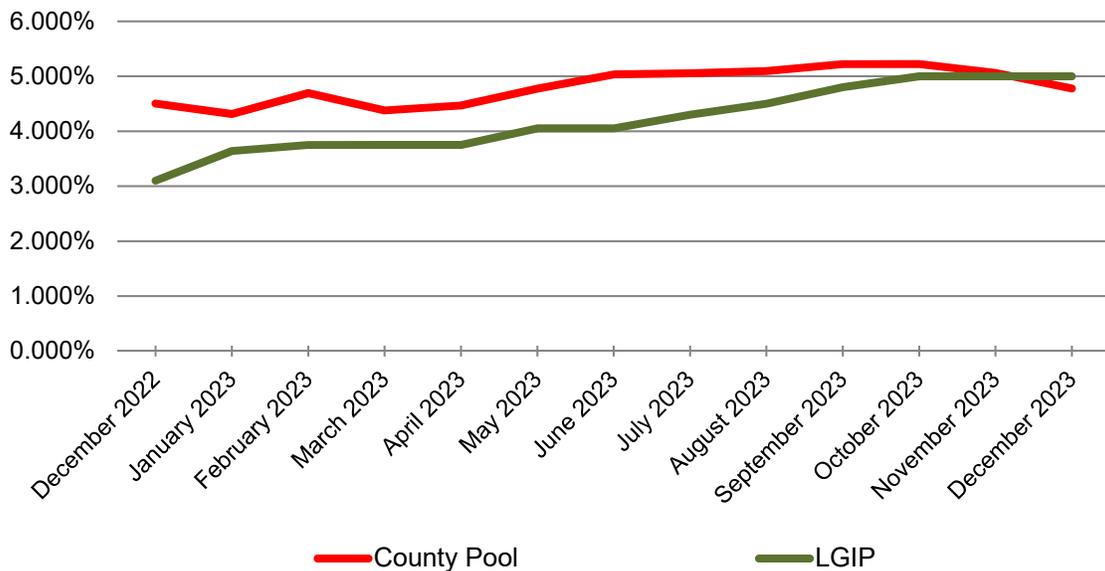
Significant Issues in the Year Ahead

The overall emphasis will be the continued focus on maximizing the efficiency and transparent reporting of the Department.

Department 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. As shown in the line graph below, the Department's benchmark reflects investment portfolio performance as measured against the Local Government Investment Pool (LGIP).

Interest Rates by Month



FINANCE

Goals and Measures

Supporting the achievement of County Strategic Plan Goal 6: Ensure professional level, collection and accounting for property tax using the most efficient processes and procedures.

Performance Measure 1: Increase efficiencies of processing tax documents.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Total November tax documents scanned per FTE	53,040*	45,774*	38,357	37,797	36,000

*Klamath County was only processed during fiscal year 2020-2021 and fiscal year 2021-2022.

The Jackson County Taxation Office has leveraged its efficiencies in tax payment processing to other Oregon counties (Curry and Douglas). The Department must provide accurate and efficient service to these customers without any negative impacts on the taxpayers of Jackson County.

Performance Measure 2: Distribution of tax funds to the districts within five days of collection period.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average number of days between collection and distribution to the districts	4.5	4.0	3.4	3.4	3.4

By statute, funds collected in the unsegregated tax account are to be distributed within 10 days of the close of the collection period. Taxing districts rely on this revenue to provide services to the public, so it is beneficial to distribute these funds as timely as possible.

Performance Measure 3: Increase tax accounts paid through electronic technology.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Percentage of tax payments processed using automation	92.29%	93.00%	89.56%	90.00%	90.00%

Processing tax payments through electronic technology such as check remittance software, credit card payments, EChecks, electronic BillPay, and wire payments increases accuracy and efficiency, allowing taxpayer accounts to be credited on the same day the payment is processed.

Staffing Changes

For fiscal year 2024-2025, 0.10 FTE of the Accounting Analyst position in the Accounting Program will support the Risk Management Program in the County Administration Department. This results in the Finance Department's budgeted FTE positions being decreased by 0.10 FTE between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.



FINANCE

Financial Condition

The Finance Department receives 50 percent of its funding from interfund charges to County departments, including those that receive General Fund support; 12 percent from fees and service charges; 10 percent from purchasing card rebates; 6 percent from the State's County Assessment Function Funding Assistance (CAFFA) grant; 1 percent from Taxation services provided to other counties; and the remaining 21 percent from the County's General Fund.

Financial by Program

Accounting	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$150,412	\$164,058	\$164,289	\$115,120	\$120,000
Fees & Other Service Charges	\$6	\$0	\$0	\$0	\$0
All Other Resources	\$117	\$210	\$3,964	\$0	\$0
Interfund Transfers	\$715,631	\$714,593	\$750,787	\$984,609	\$1,014,232
Total	\$866,166	\$878,861	\$919,040	\$1,099,729	\$1,134,232
EXPENDITURES					
Personnel Services	\$769,329	\$814,003	\$856,884	\$1,016,926	\$1,051,933
Materials & Services	\$74,052	\$62,741	\$101,360	\$82,803	\$82,299
Total	\$843,381	\$876,744	\$958,244	\$1,099,729	\$1,134,232
Full-Time Equivalent	8.25	8.68	8.66	8.65	8.55

Property Management	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$605,716	\$723,826	\$607,267	\$0	\$0
All Other Resources	\$248	\$0	\$144	\$0	\$0
Total	\$605,964	\$723,826	\$607,411	\$0	\$0
EXPENDITURES					
Personnel Services	\$121,761	\$123,440	\$129,207	\$0	\$0
Materials & Services	\$310,486	\$314,436	\$374,061	\$0	\$0
Total	\$432,247	\$437,876	\$503,268	\$0	\$0
Full-Time Equivalent	1.28	1.19	1.00	0.00	0.00

During fiscal year 2022-2023, responsibility for most of this Program was transferred to County Administration, under the Facility Maintenance Program. Although no longer used for budgeting purposes, the revenue, expenditure, and FTE position history of this Program resides within the Finance Department.



FINANCE

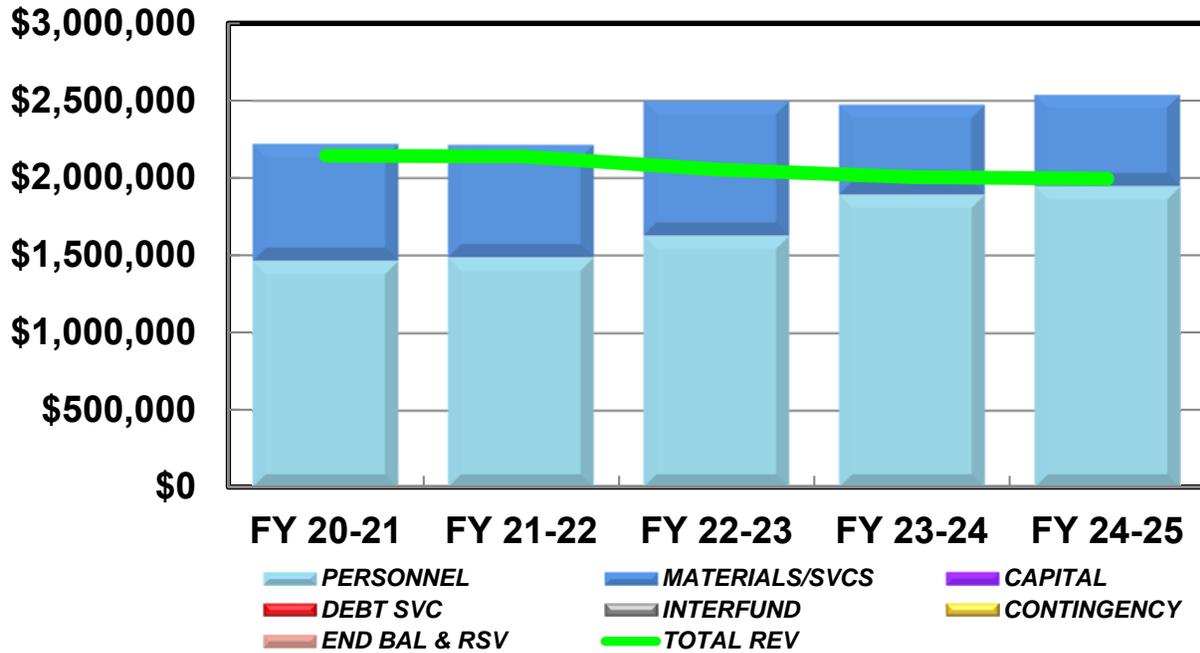
<i>Taxation Office</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$174,484	\$152,174	\$114,430	\$147,900	\$147,900
Fees & Other Service Charges	\$238,382	\$159,911	\$176,074	\$482,378	\$441,267
All Other Resources	\$0	\$7,653	\$3,747	\$1,060	\$1,130
Total	\$412,866	\$319,738	\$294,251	\$631,338	\$590,297
EXPENDITURES					
Personnel Services	\$384,223	\$376,139	\$475,056	\$684,436	\$693,785
Materials & Services	\$318,579	\$274,156	\$324,520	\$413,463	\$438,698
Total	\$702,802	\$650,295	\$799,576	\$1,097,899	\$1,132,483
Full-Time Equivalent	4.58	4.53	5.09	5.80	5.80

<i>Treasury</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$76,068	\$47,636	\$1,542	\$3,170	\$3,191
Fees & Other Service Charges	\$994	\$4,283	\$5,422	\$4,000	\$2,000
All Other Resources	-\$78	\$0	\$0	\$0	\$0
Interfund Transfers	\$181,860	\$164,665	\$227,377	\$267,229	\$265,305
Total	\$258,844	\$216,584	\$234,341	\$274,399	\$270,496
EXPENDITURES					
Personnel Services	\$185,614	\$170,103	\$163,565	\$188,243	\$198,588
Materials & Services	\$54,984	\$78,442	\$70,984	\$86,156	\$71,908
Total	\$240,598	\$248,545	\$234,549	\$274,399	\$270,496
Full-Time Equivalent	1.44	1.16	1.30	1.30	1.30



FINANCE

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$400,965	\$363,868	\$280,262	\$266,190	\$271,091
FEES/SVC CHGS	\$845,098	\$888,020	\$788,762	\$486,378	\$443,267
ALL OTHER	\$287	\$7,863	\$7,855	\$1,060	\$1,130
INTERFUND	\$897,491	\$879,258	\$978,164	\$1,251,838	\$1,279,537
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$2,143,841	\$2,139,009	\$2,055,043	\$2,005,466	\$1,995,025
PERSONNEL	\$1,460,928	\$1,483,685	\$1,624,712	\$1,889,605	\$1,944,306
MATERIALS/SVCS	\$758,102	\$729,775	\$870,926	\$582,422	\$592,905
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	\$2,219,030	\$2,213,460	\$2,495,638	\$2,472,027	\$2,537,211
FTEs	15.55	15.55	16.05	15.75	15.65



HEALTH AND HUMAN SERVICES

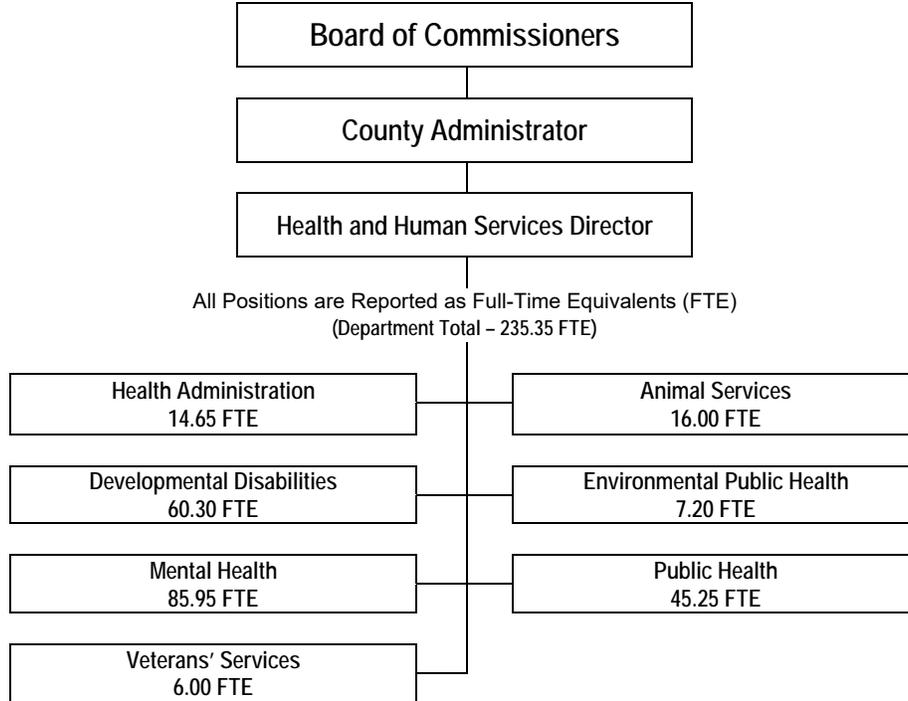


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Organization Chart



Department Overview: Protect and promote the health of Jackson County citizens. The Department is comprised of seven Programs:

- ◆ **Health Administration** 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 and the community at large.
- ◆ **Animal Services** protects human and animal health and safety, works to increase responsible pet ownership, returns stray domestic animals to owners, and works to find new homes for animals determined to be adoptable. The Program also strives to reduce the number of unwanted pets through education and enforcement of animal control ordinances and welfare standards.
- ◆ **Developmental Disabilities** 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 Oregon K Plan services under the Affordable Care Act; and adult case management for individuals living independently with K Plan services or in foster/group homes.



HEALTH AND HUMAN SERVICES

- ◆ **Environmental Public Health** 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.
- ◆ **Mental Health** provides services and system coordination as mandated by the Local Mental Health Authority (LMHA), the Oregon Health Authority (OHA), and per Oregon Administrative Rules (OAR). Services include crisis intervention and stabilization for all Jackson County residents of any age; specialized evidence-based outpatient treatment programs for adults, youth, and children; care coordination for individuals transitioning between hospitalization, residential, and outpatient care; care coordination for individuals unable to aid and assist in their own defense; civil commitments; outreach, engagement, and treatment for individuals also engaged with the justice system; and investigations of concerns of abuse of adults with mental illness.
- ◆ **Public Health** carries out those programs as mandated by law and the OHA through an intergovernmental agreement. In addition to the mandated services, other services are also provided as resources allow. Services include Per 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.” Note: duties under ORS 431.413 include modernization assessments and plans, coordinating with coordinated care organizations and Early Learning Hubs, and civil penalties and enforcement.
- ◆ **Veterans’ Services** assists veterans, their children, and surviving widows with obtaining benefits from the Federal government for their time of sacrifice and service.

Department Objectives for Fiscal Year 2024-2025

- Provide timely access to developmental disabilities services for children and adults who are eligible.
- Ensure the health and safety of the community through education and enforcement of public health regulations pertaining to food, swimming pools, and lodging facilities; public drinking water systems; and wood stoves and open burning.
- Provide 24/7 crisis services, including community-based mobile response from 8:00 a.m. to 8:00 p.m., for Jackson County residents who are experiencing a mental health crisis. In addition, coordinate mental health care for eligible Jackson County residents in transition from acute and residential care, and medically necessary mental treatment services to eligible people with mental health challenges.
- Reduce and control communicable disease in Jackson County.
- Improve the health of the community through All in for Health, a community health improvement plan, and in collaboration with other community planning efforts.
- Educate, promote, and coordinate effective community-based prevention strategies, and collaborate with the community and stakeholders to prevent and to reduce the rate of chronic and acute health conditions and improve the overall health of individuals.
- Complete 80 percent of investigations of communicable diseases and outbreaks reported to Jackson County Local Public Health, pursuant to OAR, by interviewing cases that require an interview.
- Increase dog licenses sold by 15 percent by implementing new strategies for compliance.



HEALTH AND HUMAN SERVICES

- Complete 90 percent of eligibility determinations/re-determinations within 90 days in the Developmental Disabilities Program.
- Increase interviews conducted with veterans and their families by 5 percent.
- Screen all reports and conduct investigations of abuse of adults with mental illness 100 percent within statutory time requirements.

Department Accomplishments for Prior Year

- The Developmental Disabilities Program was able to hire additional Case Managers and the Program now has an average caseload size of less than 50 served individuals per Case Manager. The Program has grown to 59 budgeted positions and, in turn, has needed to grow its leadership team. The Developmental Disabilities Program now has one Office Support Supervisor, five Case Management Supervisors and one Developmental Disabilities Specialist (eligibility, investigations, licensing) Supervisor. This is the largest that this Program has ever been, and it continues to grow due to the number of eligible individuals in the County.
- Mental Health saw a steady increase in the number of dispatches of its Mobile Crisis Intervention Teams; increased the number of youth and families served with Wraparound care; and added capacity to provide outpatient treatment to transition aged youth.
- Public Health led a regional All in For Health coalition to complete a comprehensive Community Health Assessment of Jackson and Josephine Counties. It also established a public-facing website (allin4health.org) which serves as a one-stop resource for online access to community health indicators and related resources that impact the health of Jackson and Josephine Counties.

Significant Issues in the Year Ahead

Workforce shortages across the Department continue to be a challenge, as is true across the State. There continues to be a number of vacancies in various positions throughout Health and Human Services (HHS). Some key positions continue to be difficult, with many more becoming more challenging to fill post COVID due to an increase in need for services and the exodus from the health care profession due to stress and burnout. HHS will continue to need to be strategic and creative in the ways in which employees are recruited, hired, and retained as the competitive nature of the existing job market for these professionals in the community continues to be great.

The Jackson County Animal Shelter continues to be at a high level of capacity with the majority of the animals being large breed animals; the number of animals at the Shelter has remained around 100 for the past year. Looking forward, Animal Services continues to face several challenges: 1) finding a more efficient way to deliver current services that is financially sustainable; 2) recruiting, training, and retaining adequate staffing; and 3) improving an aging Shelter facility.

The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to a rise in Developmental Disabilities Applications post pandemic. Competitiveness in human services case management systems will make it a challenge to fill the continued vacancies; it has been almost four years of having an average of six full-time equivalent unfilled Case Manager positions in the Program. The total number of Intellectual and Developmental Disabilities (I/DD) individuals receiving case management in Jackson County (including those in brokerage services) stands at 1,792. The Developmental Disabilities Program case management stands at 1,390 individuals, while 402 adults receive case management through the local brokerage. Eligibility of children continues to be the main driver in the Program's growth, but there has also been an increase in young adults (18 to 25 years old) over the past five years.

Jackson County Mental Health (JCMH) will continue its rigorous workforce development efforts to fill critical vacancies in an effort to provide full and expanded services in all service lines. In addition to workforce development, JCMH's areas of focus will be: 1) integrating new regulatory requirements into current service lines in a manner that enhances client experience, quality care, and provider well-being; 2) further expansion of the two-person Mobile Crisis Intervention Services; and 3) innovations and improvements to coordination of transitions in



HEALTH AND HUMAN SERVICES

care for those at the Oregon State Hospital, acute/inpatient, residential, and outpatient care notwithstanding a 3,000 residential bed shortage in the State.

Jackson County continues to see a significant rise in overdose deaths, compared to other parts of the State and the Country. As part of national and State settlements on opioids, Jackson County has received additional funding to use towards the mitigation of risk and the number of overdose deaths in the County. These dollars will continue to be used to fund the Substance Use Disorder (SUD) Program Coordinator position within HHS, as well as a variety of projects and efforts across the community. Current use of the dollars includes: the funding of systems navigators at both hospitals for individuals with Opioid Use Disorder; a public service campaign, with television station KOBI 5, entitled “if Not Now, When?” to promote awareness and conversations among parents and their youth; and the expansion of the Syringe Exchange Program in other areas of the County. Over the next year, these dollars will be used to develop and offer a jail-based Medication Assisted Treatment (MAT) for individuals in the system in an effort to reduce the number of overdose deaths and move individuals toward treatment. The other priority will be an effort towards the collaboration and funding of youth prevention and education services in coordination with school districts across the County and with other community partners as appropriate.

As the COVID pandemic has subsided, Jackson County Public Health (JCPH) is focusing on resuming its core functions for the community. This includes case investigation, contact tracing, coordinating vaccinations, and working with community-based organizations, community healthcare providers, and other partners to reduce the spread of communicable disease in Jackson County.

Public Health continues to partner with community partners across the region in a leadership role for the Community Health Improvement Plan. These efforts foster cooperation and collaboration among community partners in order to engage together to identify areas to work on, create workplans, and implement needed changes and improvements.

The Veterans’ Services Program intends to progressively increase the outreach footprint and create a larger presence throughout the County to better support Veterans, their families, and the community as a whole.

Department Benchmark

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

Goals and Measures

Supporting the achievement of County Strategic Plan Goal 1: Protect and promote the health of Jackson County citizens.

Performance Measure 1: Complete an assessment of support needs and implement a plan for meeting those needs, for 90 percent of clients that are enrolled in case management, within 60 days of eligibility.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Medicaid-funded service plans started within 60 days of eligibility	85.00%	86.36%	89.58%	90.00%	90.00%

The Developmental Disabilities Program is the I/DD case management entity for children and the majority of adults in Jackson County. Per the OARs and the Centers for Medicare and Medicaid Services’ (CMS) expectations, the



HEALTH AND HUMAN SERVICES

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 prepares either a low service Annual Plan or the individual participates in an Oregon Needs Assessment (ONA), which is administered only by ONA trained assessors. The results of the ONA 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.

Performance Measure 2: Complete 95 percent of initial eligibility determinations for services within State-mandated timelines. Ensure that 95 percent of all age-specific redeterminations of eligibility are completed as required.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Eligibility determinations/re-determinations completed within 90 days	93.00%	76.00%	72.92%	80.00%	90.00%

I/DD case management services are an entitlement for all children and adults who meet eligibility criteria. A final and complete application packet is required by OARs within 90 days of the intake, and a final determination is due within 10 days of a complete application. During fiscal year 2021-2022, the Developmental Disabilities Program lost over 20 years of Eligibility Specialist experience and, per the data, this led to a significant decrease in achieving the Program’s Outcome. The Program now has two new Eligibility Specialists that have been hired within the past year due to more turnover. It is anticipated that the Program will see a return to 90 percent for this Outcome over the next year or two.

Performance Measure 3: Conduct inspections and provide consultations for public food service facilities, pools and spas, tourist facilities (hotels/motels, recreational vehicle parks, organizational camps), drinking water systems, and childcare centers.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual inspections completed	748	1,944	1,930	2,450	2,500

Note: data is based on calendar years 2021, 2022, 2023, 2024, and 2025.

The numbers for 2021 reflect COVID pandemic effects. During these years, the numbers reflect restrictions that were in place preventing inspections from being done, and the loss of staff who were re-directed to support JCPH in their COVID response.

Performance Measure 4: Promptly investigate water system alerts.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Percentage of drinking water alerts responded to within timeframe	100%	100%	100%	100%	100%



HEALTH AND HUMAN SERVICES

All drinking water system alerts that came into Environmental Public Health (EPH) from OHA were responded to within the appropriate timeframe.

Performance Measure 5: As the Local Mental Health Authority, provide outreach, timely crisis response for both youth and adults, and provide mental health prevention and promotion activities to the citizens of Jackson County.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Outreach encounters	472	2,726	3,346	3,000	3,000
Outreach unduplicated individuals	19	1,015	1,154	1,185	1,200
Crisis encounters	4,891	4,058	3,349	3,400	3,750
Crisis unduplicated individuals	1,819	1,366	1,107	1,150	1,300
Youth crisis encounters	361	380	261	325	350
Youth crisis unduplicated individuals	70	64	33	70	75
Individuals trained in suicide prevention	1,000	537	n/a*	n/a*	n/a*

*No longer primary provider of suicide prevention training.

As the LMHA, JCMH is responsible for the 24/7 coverage and response for mental health emergencies and crisis. Working closely with other community partners, including law enforcement, JCMH tries to be respond to individuals at the right time, in the right place and with the right services needed to deescalate and stabilize the crisis. Suicide prevention and community education efforts have moved to the community-based Suicide Prevention Coalition. Mental Health and Public Health staff both participate as members of the coalition, but are no longer the primary provider of suicide prevention training.

Performance Measure 6: Investigate reportable communicable diseases, conduct screening and testing when appropriate, and provide information and resources to the health care community and the public.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Communicable disease reports (non-COVID)	1,528	1,380	1,347	1,250	1,250
Percent cases interviewed (non-COVID)*	71.8%	67.0%	77.9%	85.0%	95.0%
COVID cases	11,526	35,425	n/a	n/a	n/a



HEALTH AND HUMAN SERVICES

<i>Outcome(s)</i>	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Number of communicable disease outbreaks (includes COVID)	506	455	143	100	100
Average number of days to outbreak investigation (excludes COVID)	2.3	0.1	<1.0	<1.0	<1.0

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

The JCPH Communicable Disease Program identifies and prevents the spread of infectious diseases and other reportable conditions, such as lead poisoning, in order to protect and promote the health and well-being of County residents. This work includes performing disease surveillance activities, collecting and investigating reports of disease, studying risk factors, responding to disease outbreaks in the community, and implementing control and mitigation measures.

Communicable disease investigations and outbreaks can take many days and may involve multiple counties, staff members, public health programs, the OHA, and community organizations as well as schools. Communication, coordination, and follow-up with local healthcare and community organizations has proven especially helpful in these critical situations. During the past year, the Communicable Disease Program has continued to make great strides in strengthening relationships with these partners which has led to an increase in reporting of outbreaks as well as an increase in cooperation in outbreak response.

As reporting COVID has diminished, communicable disease staff have been able to focus on undertaking more complete and timely interviews, as well as provide more guidance to schools and long-term care facilities for outbreak response.

Staffing Changes

During fiscal year 2023-2024, Board Order No. 213-23 authorized 6.00 FTE positions supported by Developmental Disabilities funding, and Board Order No. 242-23 authorized 1.00 FTE position supported by Public Health funding. Overall, the Health and Human Services Department's budgeted FTE positions increased by 6.65 FTE positions between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Animal Services Program appreciates the financial donations from individuals of the public. Friends of the Animals of Southern Oregon (FOTAs) provides the Shelter with recruitment and training of more than 400 volunteers who support the work of the Shelter by assisting with animal enrichment, adoptions, and publicity. However, at the current time, FOTAs has made no commitments to donate any revenue to the Shelter for this budget. Going forward, multiple strategies will be needed to address the financial needs of the Shelter, which continues to receive support from outside funding and fees.

The Development Disabilities Program will be funded 100 percent by the State, of which approximately 70 percent is Federal Medicaid match dollars. The Oregon Department of Human Services' final 2023-2025 biennial budget resulted in the current annual contracted amount of \$7,411,985. The next biennial budget (2025-2027) for the State is unknown at this time.

Under EPH, the licensing and inspection program is funded through licensing, inspections, and food handler testing fees. The wood stove and open burning program is funded through a contract with the Oregon Department of Environmental Quality.



HEALTH AND HUMAN SERVICES

The Mental Health Program is primarily funded through fees, charges, and State and Federal funds. The legislature adjusts the State budget, from time to time, in response to revenue forecasts, which affects available State funding.

The majority of Public Health programs are funded with State and/or Federal grants, client fees, and reimbursements 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. General Fund dollars are used for many of these safety net services.

The Health and Human Services budget receives 4.69 percent of its total funding from the County's General Fund.

Financial by Program

<i>Health Administration</i>	2022-2023 Actual	2023-2024 Adopted	Department Requested	Recommended
REVENUES				
Grants, Gifts, Allocations, & Donations	\$1,115	\$730,520	\$1,377,814	\$1,377,814
Fees & Other Service Charges	\$506,177	\$524,500	\$545,001	\$545,001
All Other Resources	\$654,695	\$142,990	\$900,000	\$900,000
Interfund Transfers	\$3,068,209	\$2,875,345	\$3,110,065	\$3,110,065
Fund Balance	\$0	\$30,000,000	\$38,000,000	\$38,000,000
Total	\$4,230,196	\$34,273,355	\$43,932,880	\$43,932,880
EXPENDITURES				
Personnel Services	\$601,747	\$792,393	\$856,401	\$856,401
Materials & Services	\$4,323,864	\$5,380,962	\$8,176,479	\$8,176,479
Capital Outlay	\$196,044	\$0	\$0	\$0
Contingency	\$0	\$4,100,000	\$8,900,000	\$8,900,000
Ending Balance and Reserves	\$0	\$24,000,000	\$26,000,000	\$26,000,000
Total	\$5,121,655	\$34,273,355	\$43,932,880	\$43,932,880
Full-Time Equivalent	10.55	14.25	14.65	14.65



HEALTH AND HUMAN SERVICES

<i>Animal Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$159,429	\$105,534	\$588,026	\$168,000	\$70,000
Fees & Other Service Charges	\$532,234	\$654,473	\$636,256	\$811,000	\$744,000
All Other Resources	\$5,189	\$8	\$200	\$279,665	\$0
Interfund Transfers	\$667,776	\$690,141	\$966,625	\$771,571	\$1,326,381
Fund Balance	\$0	\$0	\$0	\$199,263	\$387,257
Total	\$1,364,628	\$1,450,156	\$2,191,107	\$2,229,499	\$2,527,638
EXPENDITURES					
Personnel Services	\$810,585	\$760,921	\$1,116,976	\$1,486,649	\$1,547,650
Materials & Services	\$654,409	\$711,771	\$1,053,186	\$742,850	\$979,988
Capital Outlay	\$5,125	\$0	\$23,057	\$0	\$0
Total	\$1,470,119	\$1,472,692	\$2,193,219	\$2,229,499	\$2,527,638
Full-Time Equivalent	10.10	10.69	15.23	16.50	16.00

<i>Developmental Disabilities</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$5,411,660	\$6,776,668	\$6,920,881	\$7,167,378	\$8,467,809
Fees & Other Service Charges	\$1,039	\$924	\$1,497	\$1,500	\$2,000
Total	\$5,412,699	\$6,777,592	\$6,922,378	\$7,168,878	\$8,469,809
EXPENDITURES					
Personnel Services	\$3,574,752	\$3,883,574	\$4,583,999	\$5,840,466	\$6,714,395
Materials & Services	\$1,072,091	\$1,231,906	\$1,309,906	\$1,328,412	\$1,755,414
Total	\$4,646,843	\$5,115,480	\$5,893,905	\$7,168,878	\$8,469,809
Full-Time Equivalent	39.79	52.08	52.02	54.75	60.30



HEALTH AND HUMAN SERVICES

<i>Environmental Public Health</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$157,536	\$601,533	\$562,668	\$224,453	\$226,649
Fees & Other Service Charges	\$1,040,609	\$1,133,431	\$1,167,982	\$1,140,550	\$1,249,000
Total	\$1,198,145	\$1,734,964	\$1,730,650	\$1,365,003	\$1,475,649
EXPENDITURES					
Personnel Services	\$442,774	\$668,439	\$775,322	\$934,734	\$918,969
Materials & Services	\$199,102	\$600,300	\$604,888	\$430,269	\$556,680
Total	\$641,876	\$1,268,739	\$1,380,210	\$1,365,003	\$1,475,649
Full-Time Equivalent	6.45	8.05	5.60	7.20	7.20

<i>Mental Health</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$10,608,541	\$14,068,308	\$13,882,516	\$15,524,419	\$20,400,153
Fees & Other Service Charges	\$57,118	\$66,283	\$58,647	\$47,000	\$40,500
All Other Resources	\$0	\$24	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$364,797	\$200,000
Total	\$10,665,659	\$14,134,615	\$13,941,163	\$15,936,216	\$20,640,653
EXPENDITURES					
Personnel Services	\$6,750,383	\$6,804,169	\$7,561,515	\$10,876,010	\$10,510,693
Materials & Services	\$3,345,548	\$3,185,065	\$4,168,940	\$5,060,206	\$10,129,960
Capital Outlay	\$10,500	\$0	\$0	\$0	\$0
Total	\$10,106,431	\$9,989,234	\$11,730,455	\$15,936,216	\$20,640,653
Full-Time Equivalent	68.95	74.83	104.44	84.30	85.95



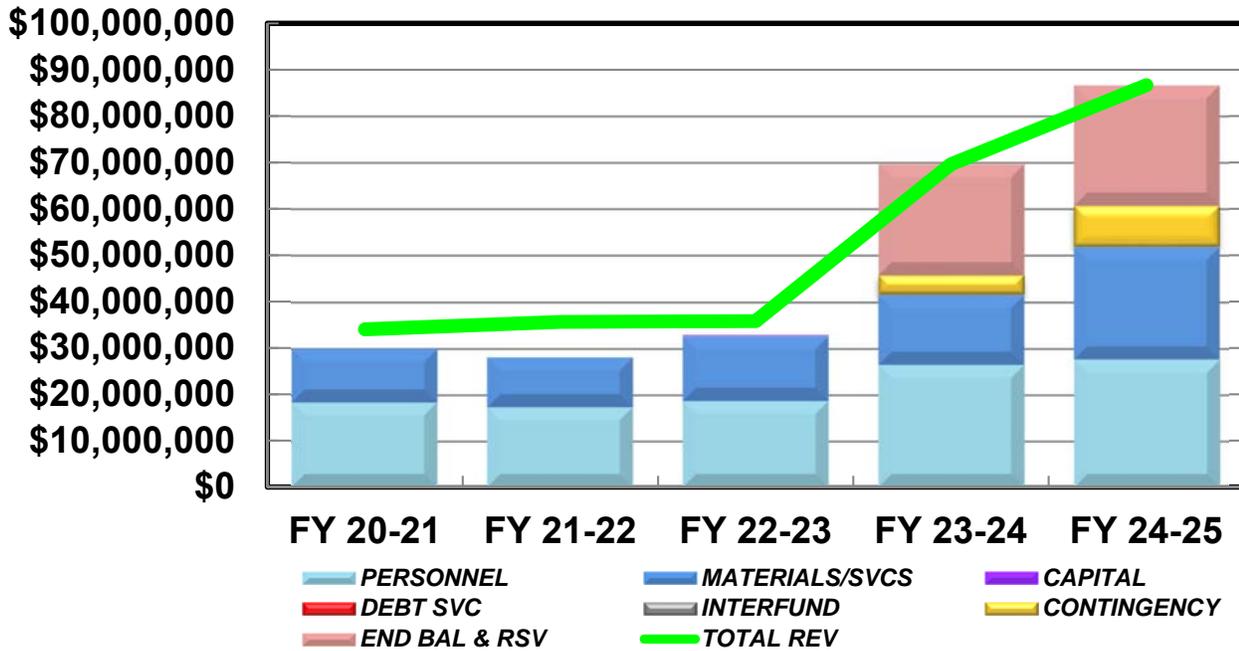
HEALTH AND HUMAN SERVICES

<i>Public Health</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$8,564,607	\$5,697,989	\$5,109,589	\$6,425,792	\$7,363,426
Fees & Other Service Charges	\$123,351	\$103,476	\$198,224	\$257,000	\$305,000
Interfund Transfers	\$423,132	\$544,508	\$860,009	\$1,310,848	\$1,276,573
Total	\$9,111,090	\$6,345,973	\$6,167,822	\$7,993,640	\$8,944,999
EXPENDITURES					
Personnel Services	\$5,542,375	\$4,107,566	\$3,640,900	\$5,984,221	\$6,466,931
Materials & Services	\$3,544,619	\$2,221,335	\$2,346,788	\$2,009,419	\$2,478,068
Capital Outlay	\$0	\$0	\$19,453	\$0	\$0
Total	\$9,086,994	\$6,328,901	\$6,007,141	\$7,993,640	\$8,944,999
Full-Time Equivalent	34.72	38.69	34.37	45.70	45.25
Veterans' Services					
	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$189,994	\$212,508	\$208,508	\$210,000	\$230,000
Interfund Transfers	\$449,757	\$432,283	\$376,469	\$452,160	\$452,160
Total	\$639,751	\$644,791	\$584,977	\$662,160	\$682,160
EXPENDITURES					
Personnel Services	\$466,158	\$473,366	\$416,958	\$576,024	\$612,082
Materials & Services	\$173,592	\$171,425	\$168,019	\$86,136	\$70,078
Total	\$639,750	\$644,791	\$584,977	\$662,160	\$682,160
Full-Time Equivalent	5.75	6.21	7.19	6.00	6.00



HEALTH AND HUMAN SERVICES

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$25,155,769	\$28,686,751	\$27,273,303	\$30,450,562	\$38,135,851
FEES/SVC CHGS	\$4,330,023	\$2,491,368	\$2,568,783	\$2,781,550	\$2,885,501
ALL OTHER	\$85,528	-\$199,634	\$654,895	\$422,655	\$900,000
INTERFUND	\$4,442,814	\$4,635,005	\$5,271,312	\$5,409,924	\$6,165,179
FUND BALANCE	\$0	\$0	\$0	\$30,564,060	\$38,587,257
TOTAL REV	\$34,014,134	\$35,613,490	\$35,768,293	\$69,628,751	\$86,673,788
PERSONNEL	\$18,378,124	\$17,341,212	\$18,697,417	\$26,490,497	\$27,627,121
MATERIALS/SVCS	\$11,560,419	\$10,765,237	\$13,975,591	\$15,038,254	\$24,146,667
CAPITAL	\$15,625	\$10,467	\$238,554	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$4,100,000	\$8,900,000
END BAL & RSV	\$0	\$0	\$0	\$24,000,000	\$26,000,000
TOTAL EXP	\$29,954,168	\$28,116,916	\$32,911,562	\$69,628,751	\$86,673,788
FTEs	180.60	206.80	229.40	228.70	235.35



INFORMATION TECHNOLOGY

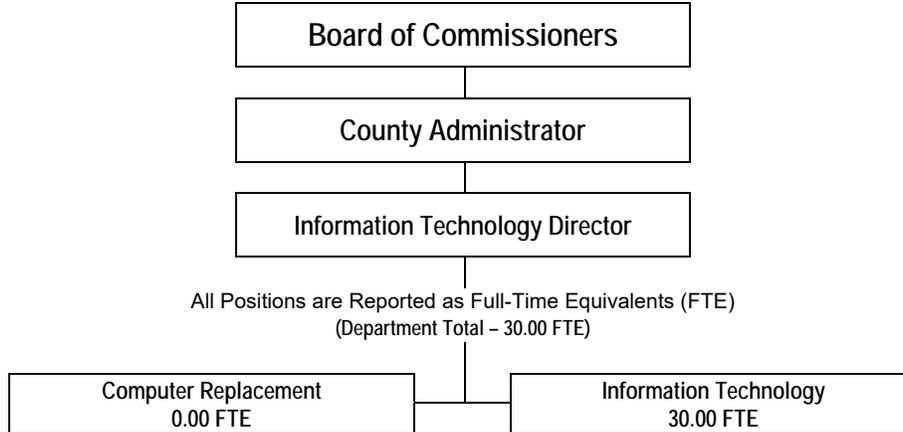


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Organization Chart



Department Overview: The Information Technology (IT) Department develops and maintains the computer information systems and communications networks that 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. The Department is comprised of two Programs:

- ◆ **Computer Replacement** maintains productivity through lifecycle management of computer hardware, software, and IT infrastructure assets.
- ◆ **Information Technology** provides computer information and communication systems that County employees depend on to serve the community.

Department Objectives for Fiscal Year 2024-2025

- Maintain high customer satisfaction.
- Continue improving the County's cybersecurity posture.
- Migrate to Microsoft 365 and Windows 11.
- Replace current phone system.

Department Accomplishments for Prior Year

- Improved customer satisfaction, exceeding stretch goal.
- Migrated email and public website to a .gov internet domain to improve security and promote public trust.
- Deployed a new threat detection and mitigation tool to improve cybersecurity.
- Performed major upgrades or replacements of key applications that included Enterprise One (E1), Property Data Online, Contract System, and the Sheriff's civil app.
- Transitioned alarm circuits to new technology to improve reliability.
- Reviewed asset inventory to better track County assets.



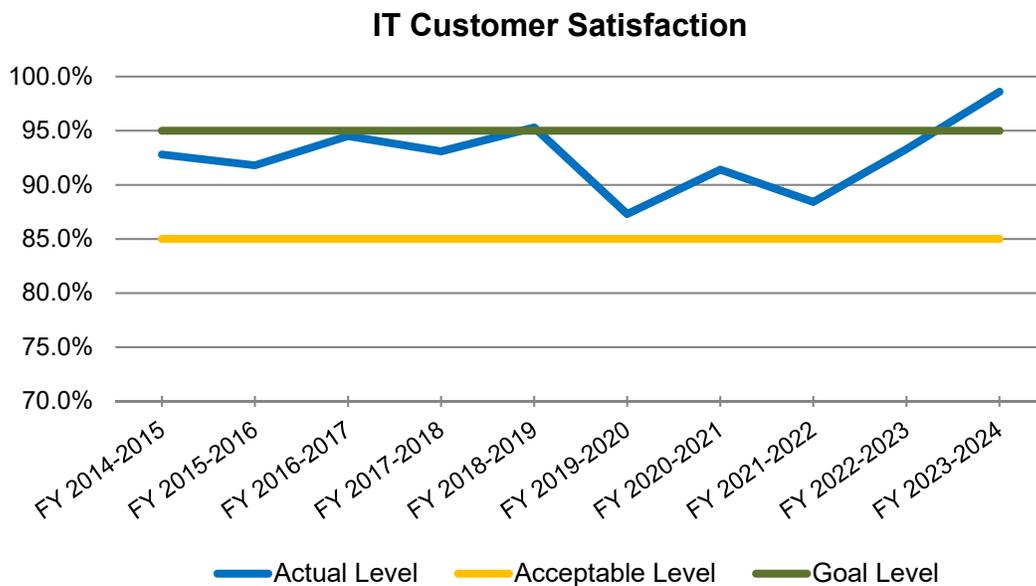
INFORMATION TECHNOLOGY

Significant Issues in the Year Ahead

IT staff has an ambitious agenda to replace many of the core technology tools that County employees use daily, including the operating system, the productivity suite, email video conferencing and collaboration, and the telephones. It is expected that these upgrades, which bring productivity and collaboration benefits, will help County staff better serve the public. However, making major changes always carries the potential for short-term disruption, which can impact service delivery. To mitigate those impacts, IT staff will plan each project phase carefully, manage execution closely, communicate clearly to customers, and provide added support and training for end-users. To ensure a successful migration, IT's fiscal year 2024-2024 budget includes resources dedicated to these projects, namely one new regular full-time position to provide ongoing support to end-users, as well as having funds earmarked to cover one-time expenses for consulting, administrator training, and implementation assistance.

Department 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.



Goals and Measures

Department Goal: Maintain stable technology expenditures for County programs by providing a mechanism, which is the Computer Replacement Fund, to finance lifecycle replacements that occur with less-than-annual frequency.

Performance Measure 1: Replace County computers before they become obsolete. Obsolescence is defined as being unable to operate efficiently in, or lacking compatibility with, the current County environment, thereby becoming an impediment to staff productivity.

INFORMATION TECHNOLOGY

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual average age of installed PC	2.00	2.00	2.00	2.30	2.10

IT's PC hardware lifecycle management goal is to keep the average PC age between two and three years old. The measure is the age of the computers in service.

Department Goal: Provide and maintain shared technology infrastructure, software, and communications to enable employees, partners, and the community to share and access information when and how they need it, while aligning spending with County priorities and industry trends.

Performance Measure 1: Align spending with County priorities and industry trends for software applications used by County staff and the public. Develop, or integrate, and support the wide variety of software applications used by County staff and the public including EnterpriseOne (E1), the County's financial and human resources system.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average E1 charge per employee	\$568	\$522	\$735	\$684	\$601

The expense increased in fiscal year 2022-2023 due to a major system upgrade, and has remained at a higher level to enable an annual upgrade cycle and expanded use of automation tools.

Performance Measure 2: Align spending with County priorities and industry trends for telecommunications (voice systems) while providing efficient and effective telephone voice communications systems and mobile devices to meet each department's operational needs.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average telecom charge per phone port	\$343	\$504	\$450	\$458	\$466

The expense was higher in fiscal year 2021-2022 to set aside funds for a planned phone system upgrade/replacement.

Department Goal: Protect against the risks of financial loss and/or service disruption due to cybercrime that is achieved through a robust multi-layer defense strategy which includes security awareness training for computer users.

Performance Measure 1: Mitigate risk through security awareness training.



INFORMATION TECHNOLOGY

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average organization risk score	25.0	25.7	26.4	25.6	22.0

An organizational risk score is calculated by IT’s security awareness training platform and is based on a number of factors, including the amount of employee security awareness training that is delivered and the end-users’ demonstrated resistance to simulated attacks. It is measured on a scale from 0-100 with 0 representing no risk, 50 representing medium risk, and 100 representing extreme risk. Achieving a zero-risk state is impossible given that electronic communication and data sharing carry inherent risks and are necessary enterprise activities. It is IT’s goal to achieve and maintain a risk score of less than 30 points.

Staffing Changes

Between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets, there is an increase of 1.00 full-time equivalent position.

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, based on their usage, on a per unit basis (such as per PC, per employee, or per phone), as appropriate. Because many systems have a minimum maintenance cost regardless of the number of system users, per-unit core service charges tend to increase when the County eliminates staff positions and decrease when the County adds positions.

The Information Technology Department, through the Computer Replacement Program, maintains a balance sufficient to accommodate projected lifecycle replacement expenses for the upcoming year. Contributions toward future IT infrastructure replacements are included in Information Technology Program charges to County departments. These contributions are accumulated in the Computer Replacement Fund until they are needed. Approximately 7 percent of the Department’s funding is from outside revenue, mainly from the GIS fee charged on recorded land transactions which supports GIS, Property Data Online, and related projects. The remaining 93 percent is from interfund charges to County departments, including those that receive General Fund support.



INFORMATION TECHNOLOGY

Financial by Program

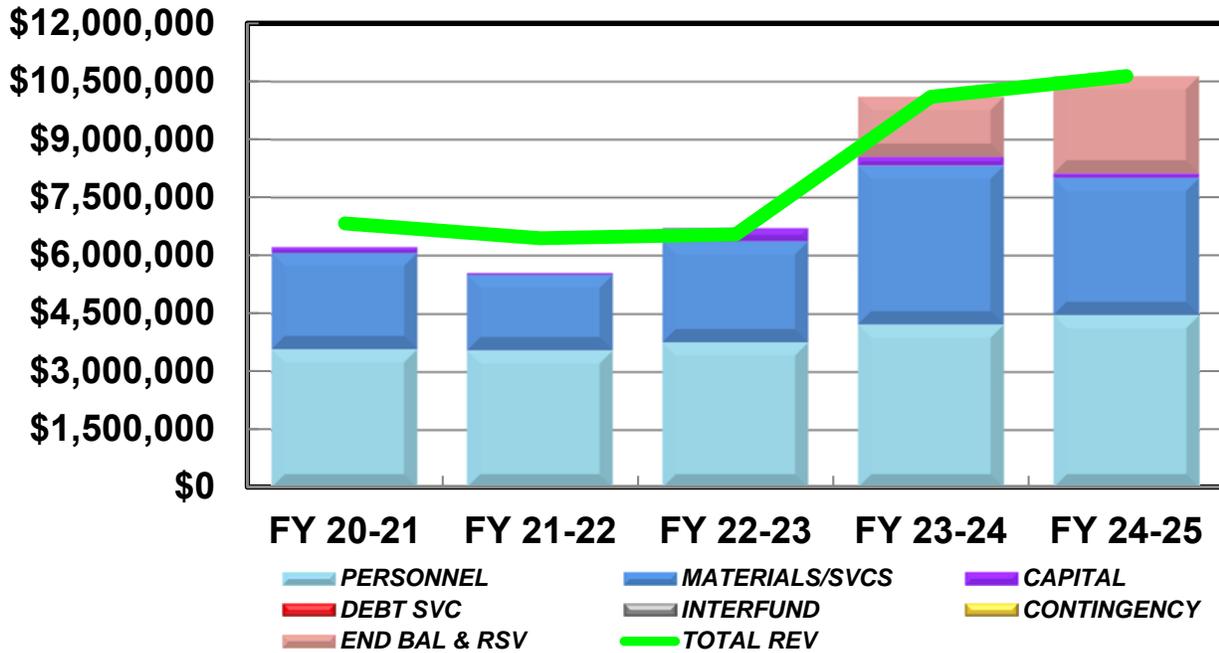
<i>Computer Replacement</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$915	\$975	\$0	\$0	\$0
All Other Resources	\$8,979	-\$17,421	\$61,780	\$81,430	\$112,090
Interfund Transfers	\$1,350,086	\$1,167,192	\$900,960	\$667,241	\$561,353
Fund Balance	\$0	\$0	\$0	\$2,718,357	\$2,497,634
Total	\$1,359,980	\$1,150,746	\$962,740	\$3,467,028	\$3,171,077
EXPENDITURES					
Materials & Services	\$711,831	\$169,416	\$518,229	\$1,819,173	\$650,340
Capital Outlay	\$54,974	\$11,239	\$263,809	\$95,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$1,552,855	\$2,520,737
Total	\$766,805	\$180,655	\$782,038	\$3,467,028	\$3,171,077
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Information Technology</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$146,265	\$30,259	\$41,620	\$30,000	\$20,000
Fees & Other Service Charges	\$600,122	\$477,234	\$328,438	\$517,883	\$487,087
All Other Resources	\$0	\$25	\$0	\$0	\$0
Interfund Transfers	\$4,717,367	\$4,782,470	\$5,203,456	\$6,084,602	\$6,958,142
Total	\$5,463,754	\$5,289,988	\$5,573,514	\$6,632,485	\$7,465,229
EXPENDITURES					
Personnel Services	\$3,578,589	\$3,547,188	\$3,754,673	\$4,221,071	\$4,464,886
Materials & Services	\$1,770,044	\$1,776,202	\$2,085,313	\$2,273,914	\$2,881,843
Capital Outlay	\$95,515	\$38,340	\$82,318	\$137,500	\$118,500
Total	\$5,444,148	\$5,361,730	\$5,922,304	\$6,632,485	\$7,465,229
Full-Time Equivalent	29.00	29.00	29.00	29.00	30.00



INFORMATION TECHNOLOGY

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$147,180	\$31,234	\$41,620	\$30,000	\$20,000
FEES/SVC CHGS	\$600,122	\$477,234	\$328,438	\$517,883	\$487,087
ALL OTHER REV	\$8,979	-\$17,396	\$61,780	\$81,430	\$112,090
INTERFUND	\$6,067,453	\$5,949,662	\$6,104,416	\$6,751,843	\$7,519,495
FUND BALANCE	\$0	\$0	\$0	\$2,718,357	\$2,497,634
TOTAL REV	\$6,823,734	\$6,440,734	\$6,536,254	\$10,099,513	\$10,636,306
PERSONNEL	\$3,578,589	\$3,547,187	\$3,754,673	\$4,221,071	\$4,464,886
MATERIALS/SVCS	\$2,481,875	\$1,945,618	\$2,603,542	\$4,093,087	\$3,532,183
CAPITAL	\$150,490	\$49,579	\$346,127	\$232,500	\$118,500
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	\$1,552,855	\$2,520,737
TOTAL EXP	\$6,210,954	\$5,542,384	\$6,704,342	\$10,099,513	\$10,636,306
FTEs	29.00	29.00	29.00	29.00	30.00



JUSTICE COURT DISTRICT

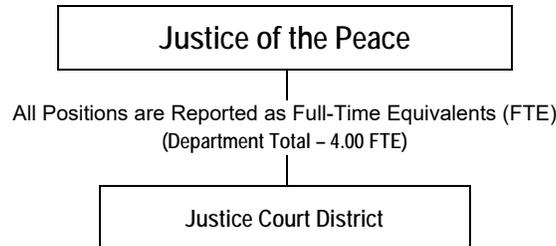


Joe Charter, Judge

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Organization Chart



Department Overview: 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). Pursuant to ORS 51.210, the Justice of the Peace for this Court is an elected position. The Department is comprised of one Program:

- ◆ **Justice Court District** 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 law enforcement agencies within Jackson County; and educates citizens regarding traffic, boating, and the Oregon Department of Transportation's trucking laws and regulations.

Department Objectives for Fiscal Year 2024-2025

- Process violations and citations from law enforcement agencies throughout the County.
- Provide a growing County with judicial services in a most cost-effective manner.
- Continue communication education and outreach efforts.
- Continue to provide excellent customer service with three Court Clerks.

Department Accomplishments for Prior Year

- Implemented electronic Court arraignments resulting in more efficient work practices.

Significant Issues in the Year Ahead

Consider options for violation accountability during a period of diminishing collections and fewer enforcement tools. Monitor the impact of the Governor's fine remission order

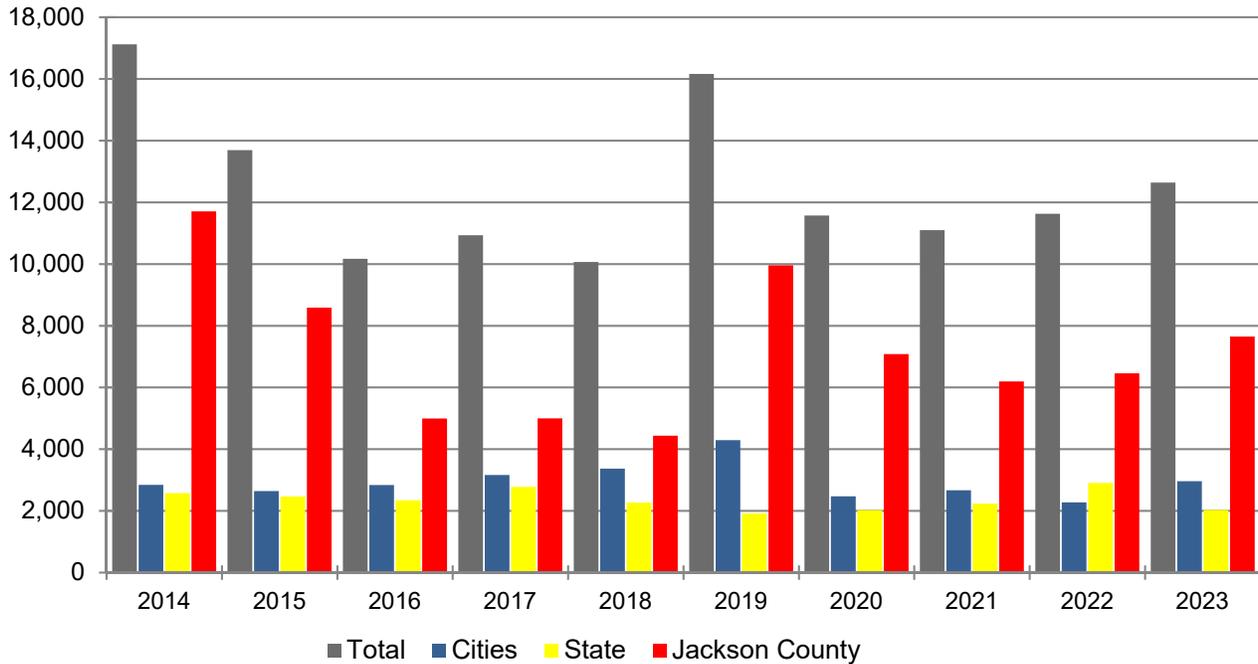
Department Benchmark

Case filings from City, State, and County agencies.



JUSTICE COURT DISTRICT

Justice Court Case Filings



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 1: Protect the safety and well-being of all citizens by adjudicating all cases with impartiality, fairness, dignity, and respect.

Performance Measure 1: Keep the trial docket moving towards resolution within reasonable timeframes.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Days to adjudicate cases	45	30	30	30	30

This measure tracks the timeframe from the arraignment date to adjudication. Current Court procedures allow for telephonic or videoconference arraignments and trials which result in quicker, more efficient adjudication with minimal extensions.

Performance Measure 2: Use current Court procedures regarding failures to appear.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Days to process and mail failure to appear notices	21	14	14	14	14

The Court currently sends out failure to appear notices at day 14 of delinquency.



JUSTICE COURT DISTRICT

Performance Measure 3: Assign all unpaid judgments to collections within 60 days of judgment.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Days to assign unpaid judgments to an outside collection agency	90	60	60	60	60

The Court currently places delinquent accounts with the collection agency on a bi-monthly basis.

Department Goal: Ensure timely and efficient processing of cases filed with the Court.

Performance Measure 1: Monitor workload and workflow of the Court.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Cases processed per Court Clerk	3,354	3,849	4,050	4,095	4,333

The Justice Court has added a new Department Goal for the fiscal year 2024-2025 budget, although the data provided has been tracked for a number of years.

Staffing Changes

There are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.

JUSTICE COURT DISTRICT

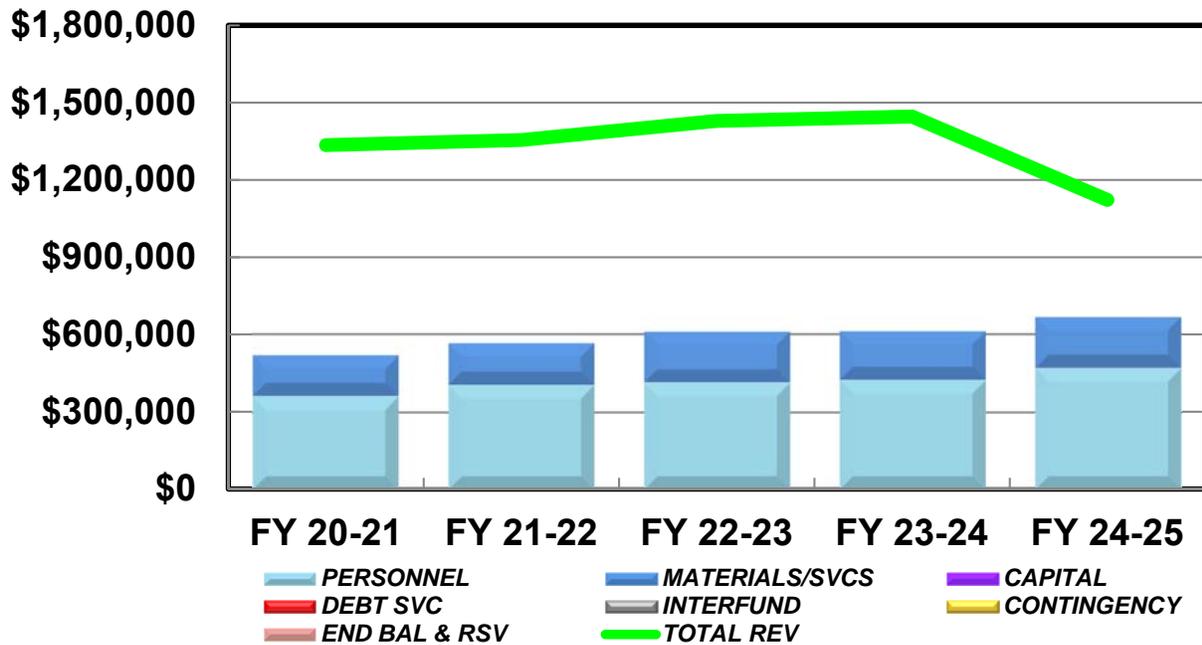
Financial by Program

<i>Justice Court District</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$160,000	\$0	\$0
Fees & Other Service Charges	\$1,335,379	\$1,355,354	\$1,268,929	\$1,446,200	\$1,122,526
All Other Resources	\$0	-\$93	\$0	\$0	\$0
Total	\$1,335,379	\$1,355,261	\$1,428,929	\$1,446,200	\$1,122,526
EXPENDITURES					
Personnel Services	\$358,204	\$401,190	\$410,630	\$420,431	\$466,552
Materials & Services	\$158,144	\$162,129	\$196,837	\$189,364	\$198,625
Total	\$516,348	\$563,319	\$607,467	\$609,795	\$665,177
Full-Time Equivalent	4.00	4.00	4.00	4.00	4.00



JUSTICE COURT DISTRICT

REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$0	\$0	\$160,000	\$0	\$0
FEES/SVC CHGS	\$1,335,379	\$1,355,354	\$1,268,929	\$1,446,200	\$1,122,526
ALL OTHER	\$0	-\$94	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
FUND BALANCE	\$0	\$0	\$0	\$0	\$0
TOTAL REV	\$1,335,379	\$1,355,260	\$1,428,929	\$1,446,200	\$1,122,526
PERSONNEL	\$358,204	\$401,190	\$410,630	\$420,431	\$466,552
MATERIALS/SVCS	\$158,144	\$162,128	\$196,838	\$189,364	\$198,625
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	\$516,348	\$563,318	\$607,468	\$609,795	\$665,177
FTEs	4.00	4.00	4.00	4.00	4.00



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ROADS AND PARKS

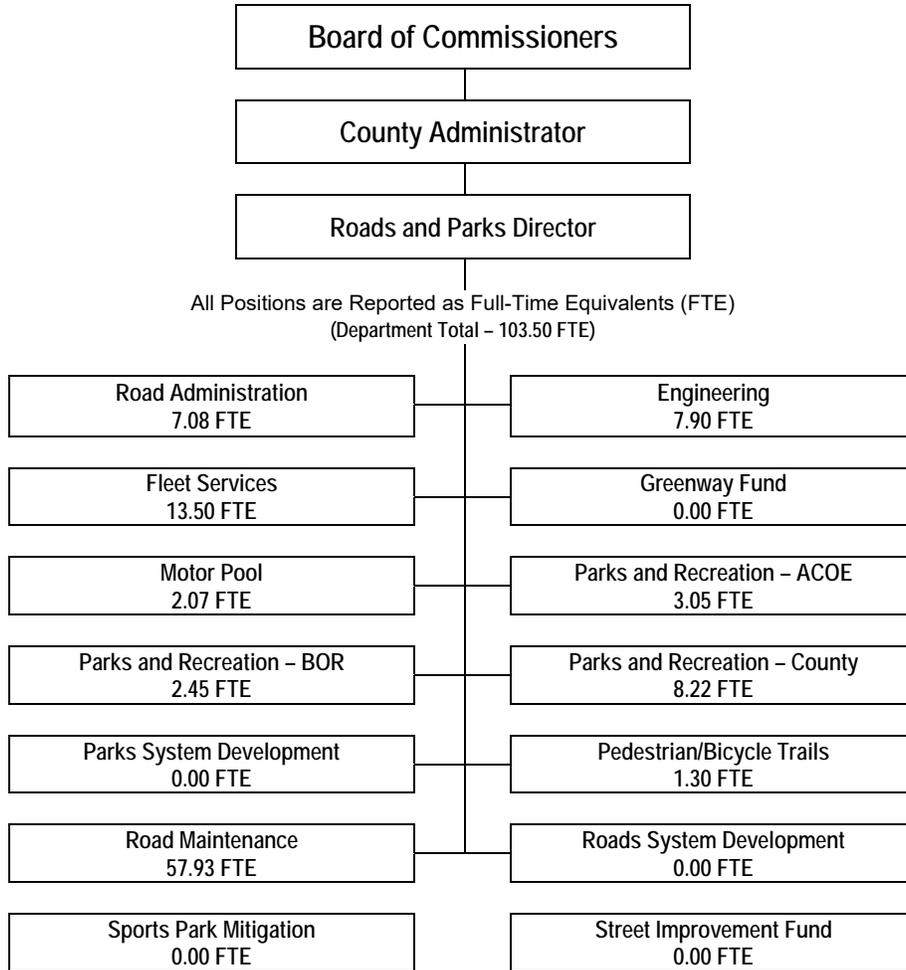


JACKSON COUNTY
Roads

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Organization Chart



Department Overview: The Roads and Parks Department serves two primary functions: to provide and maintain the Jackson County road system, and to provide and maintain a variety of quality recreational opportunities for the citizens and visitors of Jackson County. Through sound design and engineering of road improvements and efficient maintenance practices, the Department ensures that the traveling public is well-served while commuting on 919 miles of roads, with over 17,500 traffic signs and 331 bridges. A robust fleet of heavy equipment and vehicles are maintained to provide Department crews the tools necessary to accomplish these objectives. With 23 developed County parks and recreation sites, the Parks and Recreation Program provides high-quality outdoor recreation for County residents. The Department is comprised of 14 Programs.



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- ◆ **Roads Administration** oversees the general operations of the Roads and Parks Department and is responsible for issuing permits, processing payroll, tracking costs, budgeting, accounts payable, accounts receivable, personnel records, training, safety, and some information services.
- ◆ **Engineering** 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 designed 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.
- ◆ **Fleet Services** ensures that the County's equipment and fleet maintenance needs are met, and efforts are made to replace County equipment when it is most cost effective to do so. Strategies employed utilize preventative maintenance programs consisting of vehicle inspections for safety, lubrication, and oil changes. Fewer breakdowns and lower costs result from a well-managed, preventative maintenance program and scheduled equipment replacements. The Program also provides services for outside entities such as the Oregon Department of Transportation, Jackson County Vector Control, local cities, and fire districts.
- ◆ **Greenway Fund** 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 intersection of Blackwell Road and Kirtland Road 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 west of 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.
- ◆ **Motor Pool** has responsibility for providing clean, safe, and functional vehicles to County departments. Vehicle life-cycles are managed using preventative maintenance, repair, and replacement methodologies to maximize usability and minimize maintenance costs. User department input is utilized to ensure that ongoing needs are being met.
- ◆ **Parks and Recreation – ACOE** consists of County parks managed through the terms of an Intergovernmental Agreement (IGA) with the Oregon Parks and Recreation Department (OPRD), and a lease with the US Army Corps of Engineers (ACOE) for Joseph Stewart Park. These parks include all recreational facilities at Joseph Stewart Park on Lost Creek Lake, Casey Recreational Area on the Rogue River, Prospect Scenic Wayside, and Tub Springs Wayside.
- ◆ **Parks and Recreation – BOR** consists of County parks managed through the terms of a long-term management agreement with the US Bureau of Reclamation (BOR). These parks include all recreational facilities around Howard Prairie Reservoir, Emigrant Lake, and Agate Lake, are managed collectively, and receive some minor assistance from an operational grant from the BOR.
- ◆ **Parks and Recreation – County** provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. There is a total of nine developed parks included in the Program (23 in the entire Parks and Recreation Program), as well as thousands of acres of undeveloped park land. Major parks in this Program include Willow Lake, the Southern Oregon Recreational Vehicle (RV) Park, Cantrall Buckley, and the many County parks along the Rogue River, as well as the Jackson County Sports Park. The Jackson County Parks and Recreation Advisory Committee assists Program management by providing input on the strategic direction of the Program and helping to develop Program priorities.
- ◆ **Parks System Development** provides funding for a capital improvement plan, which focuses on acquiring additional park lands and funding capital improvement projects to accommodate increased capacity at existing and future parks. The Program provides capital improvement funds as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. The System Development Charges (SDC) are fees assessed on new

ROADS AND PARKS

residential developments within the County, outside cities' urban growth boundaries, to be used for land acquisition and capacity-increasing park improvement projects.

- ◆ **Pedestrian/Bicycle Trails** develops and maintains trails and paths, including the Bear Creek Greenway. This Program provides planning, development, administration, and maintenance functions for the County trails system.
- ◆ **Road Maintenance** provides maintenance services on the County road system to preserve an investment in infrastructure and ensure safe roads. The Program is comprised of road surface maintenance, roadside drainage, vegetation management, traffic control, bridge and guardrail maintenance, snow removal, and miscellaneous activities.
- ◆ **Roads System Development** assists in funding the portion of projects related to increased capacity under the Capital Improvements Plan. The 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.
- ◆ **Sports Park Mitigation** provides 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.
- ◆ **Street Improvement Fund** 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.

Department Objectives for Fiscal Year 2024-2025

- Provide multiple County-operated parks for the enjoyment of many types of recreational activities, including a variety of camping opportunities.
- Perform adequate pavement maintenance work including overlays, grind/inlays, chip seals, and other appropriate treatments to maintain or improve paved road surface conditions.
- Coordinate the construction and maintenance of the Bear Creek Greenway and the Rogue River Greenway multi-use trails that will ultimately connect the City of Ashland north to the City of Rogue River.
- Perform significant pavement replacement projects, including an overlay on Antelope Road and a grind and inlay on the County jurisdiction portion of Crater Lake Highway.
- Complete construction of the Foothill Road (Delta Waters Road to Dry Creek Road) improvement project. This partially Federally-funded project will straighten numerous curves, add dedicated turn lanes at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway.
- Complete design and right-of-way acquisition for the Foothill Road (East Vilas Road to Corey Road phase) improvement project.
- In an effort to maintain overall County pavement condition, continue investing in pavement maintenance and complete approximately 60 miles of chip seals. This process, and the associated pavement repairs completed before chip sealing, will assist in ensuring the pavement condition index remains at an acceptable level.
- Complete preliminary design and engineering for the replacement of Trail Creek Bridge #545 on Swingle Road, and Galls Creek Bridge #807 on Lampman Road. Both bridge replacements are partially funded through grant funds received as part of the Federal Infrastructure Investment and Jobs Act. The bridges are expected to be replaced in fiscal year 2025-2026.
- Continue to replace and acquire the very expensive heavy equipment used for road maintenance purposes. Significant purchases planned for this fiscal year will include a road grader, dump truck, water truck, boom truck, and a crack sealing machine. These units are integral in the delivery of key programs. Replacement costs for

ROADS AND PARKS

the four units will be approximately \$1,200,000. Due to ongoing supply chain issues, additional funds are budgeted for a flail mowing truck that was ordered in fiscal year 2023-2024, and is yet to be received.

- Complete a much-needed renovation of the Emigrant Lake Oak Slope campground that includes a pavement overlay on roads and camping spurs. The renovation of the campground began in fiscal year 2023-2024, and will result in a much-improved facility. The project is largely funded through grants received from the BOR and Oregon State Parks.
- Complete a much-needed asphalt overlay on all interior park roads within the Howard Prairie Resort.
- Continue efforts to restore the Bear Creek Greenway following the Almeda Fire. Fuel reduction work will continue in cooperation with the Cities of Talent and Phoenix as a result of grant funding received from the Oregon State Fire Marshal. Invasive species control will continue with funding received from the Federal Highway Administration.

Department Accomplishments for Prior Year

- Completed construction of intersection and curve improvements on East Evans Creek Road. The project addressed safety concerns at a curved section of the road with a historically high crash rate at the intersection with Minthorne Road.
- Began construction of the Foothill Road widening project between Delta Waters Road and Dry Creek Road.
- Completed 68 miles of chip seals. These projects, and the associated pavement repairs completed before chip sealing, assist in ensuring the pavement condition index remains at an acceptable level.
- Completed the addition of finger floats at Howard Prairie Resort Marina Project to accommodate individual boat slips. The project was funded through grants received from BOR, as well as from the Recreation Enterprise Fund.
- Completed multiple deferred maintenance projects in the Parks and Recreation Program including: the completion of the final phase of the stair replacement project at Emigrant Lake to ensure safe walkways and steps throughout the park, replacement of the roof on the Howard Prairie Resort lodge building, replacement of two irrigation system at Cantrall Buckley Park.

Significant Issues in the Year Ahead

The Department will face several challenges in fiscal year 2024-2025. Many of the challenges permeate across multiple Programs, and some are specific to a single Program.

The Roads and Parks Department has many new team members and a primary focus will continue to revolve around training to ensure quality work is accomplished in a safe manner. In fiscal year 2023-2024, a Department training committee was established to provide recommendations for areas of improvement and the work of this committee will continue, while achievable recommendations will be implemented.

Pavement maintenance is a significant responsibility of the Road Maintenance Program. An effort is underway to review current practices and ensure that objectives are being met in the most efficient manner possible. A thorough review and formalization of the Program will ensure that pavement condition is maintained at desired levels into the future.

The Parks Program will continue to look for areas to diversify revenue streams during ongoing drought conditions. With Emigrant Lake and Howard Prairie Lake expected to continue to struggle with lower reservoir levels, the Program will seek opportunities to bring customers to the parks for non-water based recreational opportunities. As water levels rebound, the Program will remain flexible and grow services and staff cautiously to provide for customer needs, continuing to rely largely on extra help employees during the recreation season.

The Department will continue to seek grant funds in all Programs to lessen the burden on Department funds where possible.



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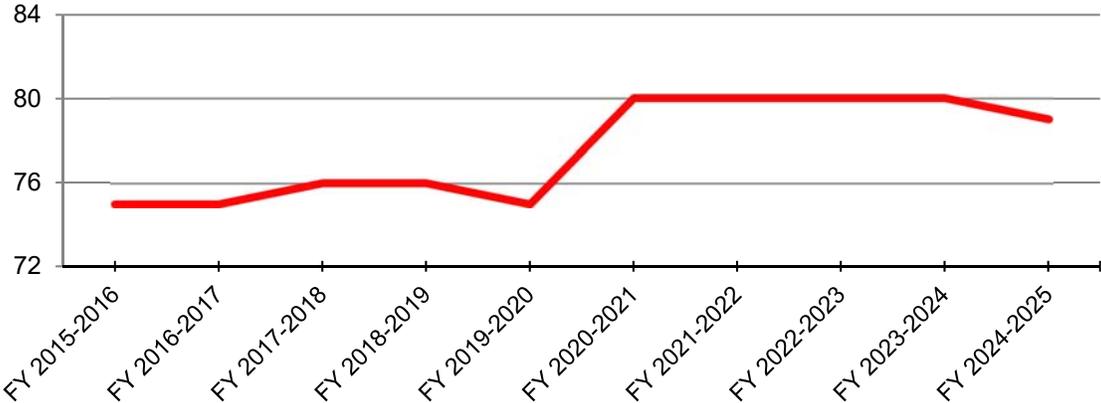
Department Benchmark

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 79 in the last inspection cycle during the 2023-2024 fiscal year. The budget for fiscal year 2024-2025 continues funding for asphalt maintenance to ensure that pavement condition remains at acceptable levels. This includes a chip seal application this fiscal year of 60 miles; approximately 8.5 percent of County paved roads.

A pavement condition rating of 79 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. An overall rating too high 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.

Pavement Condition Rating



Bridge Condition: Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either structurally deficient, functionally obsolete, or both.

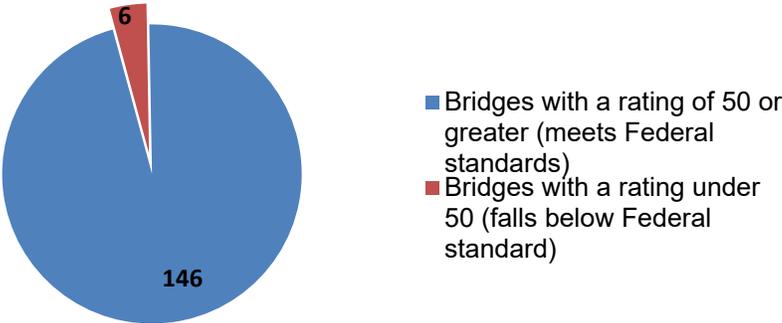
Jackson County manages a total of 331 bridges with 152 of these being 20 feet or over in length. The bridges longer than 20 feet in length are part of the National Bridge Inventory (NBI) and are thoroughly inspected every two years and given a rating for their structural and functional sufficiency as described above. During fiscal year 2023-2024, all Jackson County bridges were found safe to drive over and, of the NBI structures, only six fall under NBI Federal standards. Little Butte Creek bridge #177 on Agate Road has been noted to have signs of scour on one or more footings, which lowers the bridge below the NBI Federal standards. After reviewing with a bridge



ROADS AND PARKS

consultant, it was recommended to simply monitor the situation at this point and no repair is necessary. Bridge #734 on Mill Creek Road is a double box culvert that shows signs of scour along the edge of the floor of the culvert. The Department will continue to monitor the situation and submit for grant funding in the future. Bridge #254 on Butte Falls Road over McNeil Creek has also been noted to have signs of scour and bank failure. The Department has submitted for a grant from the Oregon Department of Transportation (ODOT) and is waiting to hear if it was selected. Bridge #655 on 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, #545 on Swingle Road, has been weight limited at eight tons and is being monitored for its structural deficiencies. Lastly, bridge #807 on Lampman Road over Galls Creek falls under Federal standards and is weight limited at 10 tons. Grant funds were received in fiscal year 2022-2023 for replacement of the Swingle Road and Lampman Road bridges, leaving only four deficient bridge out of 331 once replacements are completed in fiscal year 2025-2026.

Bridge Condition Rating



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 4: Increase use of County parks and recreation facilities such as camping, day use, and group facilities as shown by increasing the amount of revenue earned per campsite.

Performance Measure 1. Revenue earned per campsite on an annual basis.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Revenue per campsite	\$1,452	\$1,614	\$2,192	\$2,264	\$2,326

Providing multiple County-operated parks for the enjoyment of many types of recreational activities, including a variety of camping opportunities, is a major focus of the Parks and Recreation Program. This measure is highly dependent upon external factors such as weather, wildfire smoke, and lake water levels. However, it provides a quality measurement of how the Program is accomplishing marketing goals and the quality of service provided. The overall goal is to increase revenue earned per site, as camping revenues comprise a major portion of the Program’s operating budget. The Southern Oregon RV Park continues to perform well. This income provides stable funding to rely on during drought years, along with Joseph Stewart Park. Fiscal years 2020-2021 through 2021-2022 are lower on average for multiple factors; during these years, survivors from the Almeda and South Obenchain Fires were housed at the Emigrant Lake RV Park and the Southern Oregon RV Park. As such, the campsites were not open to the public. While revenues were realized for this service, the revenues are not reflected



ROADS AND PARKS

in the outcome listed above. Additionally, during fiscal year 2020-2021 Joseph Stewart Park was added to the campsite inventory in the amount of 200 additional campsites, but revenue was only realized between the months of April and June 2021 as this is when the Parks and Recreation Program assumed operations. Wildfires and associated smoke have a significant impact on camping revenues, and frequently result in mass cancellations.

Supporting the achievement of County Strategic Plan Goal 5: Provide safe roadways for public transportation.

Performance Measure 1. Utilize inspection data gathered by a third-party consultant and input into an industry-standard pavement management system to provide annual overall PCI rating of 70 or better.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average PCI rating for the County road system	80 PCI	80 PCI	80 PCI	79 PCI	79 PCI

Keeping the PCI at an adequate level will be accomplished through continued funding in pavement maintenance activities, improved work procedures, and upgraded equipment. The pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 79 in the most recent inspection cycle. The budget request for fiscal year 2024-2025 continues funding for asphalt maintenance to ensure the pavement condition remains at acceptable levels. This includes retaining chip seal applications at more than 60 miles.

Supporting the achievement of County Strategic Plan Goal 5: Maintain, improve, and extend two primary multi-use trails through the County known as the Bear Creek Greenway and the Rogue River Greenway.

Performance Measure 1. Increase functional trail segments on the Bear Creek and Rogue River Greenways.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Miles of new trail completed	0.00	0.00	2.14	0.00	0.00

Revenues in the Greenway Fund will be placed in reserves for future construction projects. Fiscal year 2022-2023 saw the completion of upgrades to a 0.94-mile section of pathway that is a part of Dean Creek Road north of Central Point, in addition to the completion of 1.2 miles north of Dean Creek by ODOT. 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.

Department Goal: Ensure that County roads and bridges are safe for the traveling public.

Performance Measure 1: Manage the County's bridges to ensure safety and accessibility by keeping rating cores above 50. Use County, State, and Federal funding provide inspection, maintenance, and replacement of County bridges.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Bridges with a sufficiency rating of 50 or more	98%	98%	98%	96%	96%

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.

Department Goal: Encourage the use of trails to strengthen cooperation between public agencies and make recreational learning and cultural opportunities accessible and available.

Performance Measure 1: Collaborate with other agencies to provide a concerted effort and a consistent message to the public regarding increased use of trail systems.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Daily trips on Bear Creek Greenway*	413	168	198	170	170

*Data captured at a count station near Talent at the Suncrest Road crossing.

Trail counters located at numerous locations on the Bear Creek Greenway continue to show a steady use on this 21-mile trail facility. Jackson County continues to work with the cities located along the Greenway, in addition to ODOT and the Rogue Valley Transportation District (RVTD) to expand support for, and use of, the Bear Creek and Rogue River Greenways and other non-motorized transportation options. Use in fiscal year 2020-2021 is likely increased due to health recommendations to congregate outdoors during the COVID pandemic. Nationally, recreational use has seen a significant increase. The trail counter was inoperable for a portion of fiscal year 2021-2022 and fiscal year 2022-2023 and, as such, the average daily trips were representative of a portion of the year, not the entire year.

Department Goal: Provide light fleet vehicles and vehicle repair services to County departments.

Performance Measure 1: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Work orders written as preventative maintenance	36%	38%	42%	44%	44%

Maintaining 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



ROADS AND PARKS

ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to a breakdown. The overall goal is to increase the work done on a preventative basis. If significant repair issues are identified during a preventative inspection, then a separate repair order is written to track those costs and resources. Additionally, vehicles are scheduled for replacement when mileage and years of service indicate their average useful life has been reached. Most vehicles in Jackson County's fleet will travel more than 120,000 miles before being replaced. Replacement is planned when maintenance and servicing costs begin to increase significantly, which benefits this performance measure.

Staffing Changes

There are no staffing changes between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

The Roads and Parks Department remains in stable financial condition and has weathered the challenges of recent volatility due to historic inflation, drought, and purchasing obstacles. Increasing operational and capital expenses will continue to challenge the Department in future years across all Programs.

Gas tax, or State Highway Fund revenues, experienced the final 2 percent increase in January 2023 as a result of Oregon House Bill 2017 (2023). The increase will help to keep current service levels largely consistent with recent years. According to ODOT, gas tax revenues are expected to begin to stabilize, or even decrease in future years, largely due to the increased fuel efficiency of modern vehicles. A decrease in the major source of Roads revenues, coupled with increases in expenses from labor and materials, is a concern. The impact will largely be felt across the Roads capital budget, as the Department prioritizes maintenance of current assets over future capital improvements. Capital projects will be postponed as needed, and grant funding will be sought to ensure this prioritization is achieved. The Secure Rural Schools Reauthorization funding, due to the Infrastructure Investment and Jobs Act, has expired and will result in less Federal assistance available to the Road Fund as well.

Motor Pool remains financially strong and rates have stabilized for customers, as the cost to purchase and maintain vehicles has begun to level out following recent years of inflationary impacts.

Parks and Recreation is expected to see moderate visitation at parks located along reservoirs in the southern portion of the County. Drought impacts in this region of the County continue to stifle revenue generation potential at these parks, but staff adjusts as necessary to balance customer needs with realistic service levels. Visitor use at Joseph Stewart and the Southern Oregon RV Park remains strong. Administration is beginning to build the impacts of wildfire smoke during the summer recreation season into revenue projections as, similar to drought, extended smoke during the summer recreation season impacts revenue growth. Following a year of significant capital investment to complete the Howard Prairie Resort Marina and multiple deferred maintenance projects, the Parks and Recreation Program will be focusing largely on grant-funded capital projects in the upcoming year.

The Roads and Parks Department will receive 5.2 percent of its revenue from the County's General Fund.



ROADS AND PARKS

Financial by Program

<i>Roads Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$22,258,307	\$24,361,431	\$23,684,044	\$21,425,000	\$21,527,325
Fees & Other Service Charges	\$1,145,952	\$1,393,217	\$612,823	\$582,850	\$579,950
All Other Resources	\$139,927	-\$244,759	\$613,237	\$100,000	\$500,000
Interfund Transfers	\$43,667	\$1,702,624	\$1,979,961	\$205,000	\$165,000
Fund Balance	\$0	\$0	\$0	\$24,200,000	\$24,100,000
Total	\$23,587,853	\$27,212,513	\$26,890,065	\$46,512,850	\$46,872,275
EXPENDITURES					
Personnel Services	\$904,080	\$804,550	\$855,866	\$930,106	\$993,554
Materials & Services	\$2,791,986	\$1,993,302	\$2,174,907	\$2,693,776	\$2,716,161
Capital Outlay	\$216,934	\$191,868	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,500,000	\$2,500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$11,093,464	\$13,894,673
Total	\$3,913,000	\$2,989,720	\$3,030,773	\$17,217,346	\$20,104,388
Full-Time Equivalent	8.16	8.23	7.18	7.08	7.08

<i>Engineering</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$1,170,056	\$1,154,210	\$1,135,413	\$1,489,991	\$1,261,146
Materials & Services	\$200,175	\$130,813	\$174,027	\$358,729	\$282,189
Capital Outlay	\$3,778,795	\$3,872,818	\$9,579,046	\$10,186,590	\$6,894,590
Total	\$5,149,026	\$5,157,841	\$10,888,486	\$12,035,310	\$8,437,925
Full-Time Equivalent	9.00	8.50	9.50	9.50	7.90



ROADS AND PARKS

<i>Fleet Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$142,177	\$241,791	\$300,304	\$230,000	\$190,000
Fees & Other Service Charges	\$42,081	\$52,652	\$42,593	\$45,000	\$40,000
Interfund Transfers	\$1,059,156	\$1,278,726	\$1,402,162	\$1,100,000	\$1,100,000
Total	\$1,243,414	\$1,573,169	\$1,745,059	\$1,375,000	\$1,330,000
EXPENDITURES					
Personnel Services	\$1,121,673	\$1,206,528	\$1,285,956	\$1,441,690	\$1,572,205
Materials & Services	\$2,190,706	\$2,503,768	\$2,943,713	\$3,055,769	\$3,187,946
Capital Outlay	\$18,275	\$6,476	\$13,653	\$0	\$28,500
Total	\$3,330,654	\$3,716,772	\$4,243,322	\$4,497,459	\$4,788,651
Full-Time Equivalent	10.60	12.70	12.70	12.70	13.50

<i>Greenway Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
All Other Resources	\$3,019	-\$4,593	\$9,926	\$5,000	\$5,000
Fund Balance	\$0	\$0	\$0	\$462,341	\$482,000
Total	\$3,019	-\$4,593	\$9,926	\$467,341	\$487,000
EXPENDITURES					
Materials & Services	\$0	\$43,000	\$0	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$467,341	\$487,000
Total	\$0	\$43,000	\$0	\$467,341	\$487,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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<i>Motor Pool</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$62,246	\$134,866	\$103,909	\$50,000	\$50,000
Fees & Other Service Charges	\$124,028	\$109,526	\$62,566	\$75,000	\$70,000
All Other Resources	\$6,589	-\$11,030	\$15,561	\$5,000	\$10,000
Interfund Transfers	\$2,463,938	\$2,661,963	\$3,177,569	\$4,389,175	\$4,544,759
Fund Balance	\$0	\$0	\$0	\$150,000	\$850,000
Total	\$2,656,801	\$2,895,325	\$3,359,605	\$4,669,175	\$5,524,759
EXPENDITURES					
Personnel Services	\$228,504	\$235,419	\$256,403	\$291,170	\$293,867
Materials & Services	\$1,135,059	\$1,489,317	\$1,646,835	\$1,730,578	\$2,165,992
Capital Outlay	\$985,010	\$1,024,163	\$1,806,307	\$1,808,000	\$1,670,000
Interfund Transfers	\$37,916	\$141,811	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$185,427	\$294,900
Ending Balance and Reserves	\$0	\$0	\$0	\$654,000	\$1,100,000
Total	\$2,386,489	\$2,890,710	\$3,709,545	\$4,669,175	\$5,524,759
Full-Time Equivalent	1.87	1.77	1.77	1.87	2.07

<i>Parks and Recreation – ACOE</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$7,337	\$10,237	-\$10,146	\$10,170	\$10,170
Fees & Other Service Charges	\$424,540	\$863,041	\$977,532	\$1,024,500	\$1,032,500
Interfund Transfers	\$2,149	\$31,631	\$39,001	\$43,375	\$43,375
Total	\$434,026	\$904,909	\$1,006,387	\$1,078,045	\$1,086,045
EXPENDITURES					
Personnel Services	\$197,389	\$400,282	\$443,202	\$592,198	\$480,885
Materials & Services	\$379,719	\$390,783	\$474,831	\$459,283	\$517,700
Capital Outlay	\$89,356	\$62,088	\$0	\$0	\$0
Total	\$666,464	\$853,153	\$918,033	\$1,051,481	\$998,585
Full-Time Equivalent	0.00	3.50	3.13	4.25	3.05



ROADS AND PARKS

<i>Parks and Recreation – BOR</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$550,842	\$1,114,388	\$1,962,305	\$775,490	\$1,115,825
Fees & Other Service Charges	\$649,203	\$613,622	\$526,117	\$395,850	\$581,900
All Other Resources	\$1,919	\$0	\$0	\$0	\$0
Interfund Transfers	\$33,654	\$649,269	\$2,327,662	\$0	\$0
Total	\$1,235,618	\$2,377,279	\$4,816,084	\$1,171,340	\$1,697,725
EXPENDITURES					
Personnel Services	\$269,180	\$286,238	\$310,615	\$359,335	\$404,814
Materials & Services	\$356,616	\$486,969	\$410,922	\$382,272	\$535,310
Capital Outlay	\$1,650	\$1,757,889	\$4,393,515	\$730,000	\$1,011,773
Total	\$627,446	\$2,531,096	\$5,115,052	\$1,471,607	\$1,951,897
Full-Time Equivalent	0.00	2.95	2.83	2.35	2.45

<i>Parks and Recreation – County</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$436,471	\$899,773	\$928,096	\$982,200	\$897,330
Fees & Other Service Charges	\$2,073,051	\$2,151,340	\$1,743,942	\$1,822,050	\$1,679,430
All Other Resources	\$8,657	-\$12,430	\$30,258	\$10,000	\$25,000
Interfund Transfers	\$415,554	\$2,098,625	\$479,248	\$307,000	\$317,616
Fund Balance	\$0	\$0	\$0	\$1,750,000	\$1,300,000
Total	\$2,933,733	\$5,137,308	\$3,181,544	\$4,871,250	\$4,219,376
EXPENDITURES					
Personnel Services	\$1,004,983	\$1,008,565	\$1,158,525	\$1,032,044	\$1,282,360
Materials & Services	\$1,141,631	\$1,588,975	\$1,472,788	\$1,789,552	\$1,487,969
Capital Outlay	\$7,705	\$166,580	\$98,534	\$175,000	\$15,000
Debt Service	\$42,968	\$0	\$0	\$0	\$0
Interfund Transfers	\$0	\$0	\$45,180	\$58,881	\$55,000
Contingency	\$0	\$0	\$0	\$450,000	\$706,356
Ending Balance and Reserves	\$0	\$0	\$0	\$1,092,070	\$505,979
Total	\$2,197,287	\$2,764,120	\$2,775,027	\$4,597,547	\$4,052,664
Full-Time Equivalent	13.32	7.92	7.37	6.82	8.22



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<i>Parks System Development</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$62,906	\$59,978	\$41,236	\$30,000	\$50,000
All Other Resources	\$210	-\$428	\$2,116	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$79,213	\$175,000
Total	\$63,116	\$59,550	\$43,352	\$109,213	\$225,000
EXPENDITURES					
Interfund Transfers	\$50,000	\$0	\$0	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$109,213	\$225,000
Total	\$50,000	\$0	\$0	\$109,213	\$225,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Pedestrian/Bicycle Trails</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$316,345	\$407,969	\$331,553	\$317,037	\$324,537
Fees & Other Service Charges	\$11	\$0	\$4,463	\$8,700	\$10,039
All Other Resources	\$9,912	-\$4,725	\$15,856	\$4,000	\$4,000
Interfund Transfers	\$6,210	\$15,000	\$2,324	\$20,000	\$20,000
Fund Balance	\$0	\$0	\$0	\$625,000	\$550,000
Total	\$332,478	\$418,244	\$354,196	\$974,737	\$908,576
EXPENDITURES					
Personnel Services	\$98,522	\$50,440	\$47,666	\$112,132	\$152,327
Materials & Services	\$256,040	\$242,809	\$248,526	\$509,417	\$541,844
Contingency	\$0	\$0	\$0	\$90,000	\$104,126
Ending Balance and Reserves	\$0	\$0	\$0	\$263,188	\$110,279
Total	\$354,562	\$293,249	\$296,192	\$974,737	\$908,576
Full-Time Equivalent	1.05	1.00	2.10	1.00	1.30



ROADS AND PARKS

<i>Road Maintenance</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$4,878,826	\$4,785,838	\$5,503,821	\$6,664,252	\$7,173,849
Materials & Services	\$5,503,291	\$5,197,230	\$5,580,871	\$5,883,483	\$6,202,462
Capital Outlay	\$1,300,742	\$404,234	\$1,612,362	\$1,365,000	\$1,495,000
Interfund Transfers	\$0	\$136,094	\$120,398	\$225,000	\$0
Total	\$11,682,859	\$10,523,396	\$12,817,452	\$14,137,735	\$14,871,311
Full-Time Equivalent	55.00	57.93	57.93	57.93	57.93

<i>Roads System Development</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Fees & Other Service Charges	\$757,174	\$808,875	\$798,973	\$625,000	\$625,000
All Other Resources	\$10,262	-\$21,659	\$31,724	\$12,000	\$15,000
Fund Balance	\$0	\$0	\$0	\$179,000	\$923,000
Total	\$767,436	\$787,216	\$830,697	\$816,000	\$1,563,000
EXPENDITURES					
Materials & Services	\$60,450	\$65,375	\$67,134	\$75,000	\$79,000
Interfund Transfers	\$0	\$1,400,000	\$1,700,000	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$741,000	\$1,484,000
Total	\$60,450	\$1,465,375	\$1,767,134	\$816,000	\$1,563,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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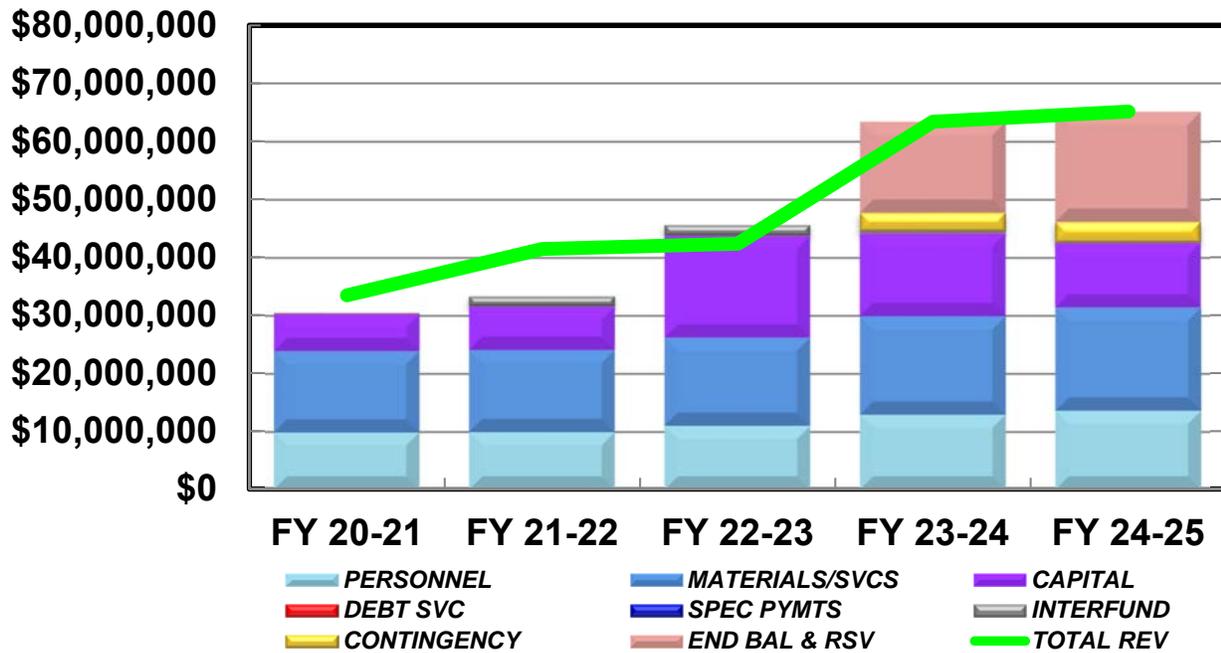
<i>Sports Park Mitigation</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
All Other Resources	\$181	-\$274	\$648	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$30,209	\$31,400
Total	\$181	-\$274	\$648	\$30,209	\$31,400
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$30,209	\$31,400
Total	\$0	\$0	\$0	\$30,209	\$31,400
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

<i>Street Improvement Fund</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$164,983	\$60,099	\$60,377	\$40,000	\$25,000
All Other Resources	\$6,818	-\$10,901	\$26,645	\$10,000	\$25,000
Fund Balance	\$0	\$0	\$0	\$1,267,000	\$1,133,795
Total	\$171,801	\$49,198	\$87,022	\$1,317,000	\$1,183,795
EXPENDITURES					
Debt Service	\$17,977	\$24,440	\$33,220	\$54,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$1,263,000	\$1,183,795
Total	\$17,977	\$24,440	\$33,220	\$1,317,000	\$1,183,795
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



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REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$23,938,708	\$27,230,555	\$27,360,443	\$23,829,897	\$24,140,187
FEES/SVC CHGS	\$5,278,946	\$6,052,252	\$4,810,244	\$4,608,950	\$4,668,819
ALL OTHER	\$187,494	-\$310,799	\$745,970	\$146,000	\$584,000
INTERFUND	\$4,024,329	\$8,437,839	\$9,407,927	\$6,064,550	\$6,190,750
FUND BALANCE	\$0	\$0	\$0	\$28,742,763	\$29,545,195
TOTAL REV	\$33,429,477	\$41,409,847	\$42,324,584	\$63,392,160	\$65,128,951
PERSONNEL	\$9,873,214	\$9,932,070	\$10,997,468	\$12,912,918	\$13,615,007
MATERIALS/SVCS	\$14,015,672	\$14,132,342	\$15,194,554	\$16,968,068	\$17,747,973
CAPITAL	\$6,398,467	\$7,486,116	\$17,503,416	\$14,264,590	\$11,114,863
DEBT SVC	\$60,945	\$24,441	\$33,220	\$54,000	\$0
INTERFUND	\$87,916	\$1,677,905	\$1,865,578	\$283,881	\$55,000
CONTINGENCY	\$0	\$0	\$0	\$3,225,427	\$3,605,382
END BAL & RSV	\$0	\$0	\$0	\$15,683,276	\$18,990,726
TOTAL EXP	\$30,436,214	\$33,252,874	\$45,594,236	\$63,392,160	\$65,128,951
FTEs	99.00	104.50	104.50	103.50	103.50



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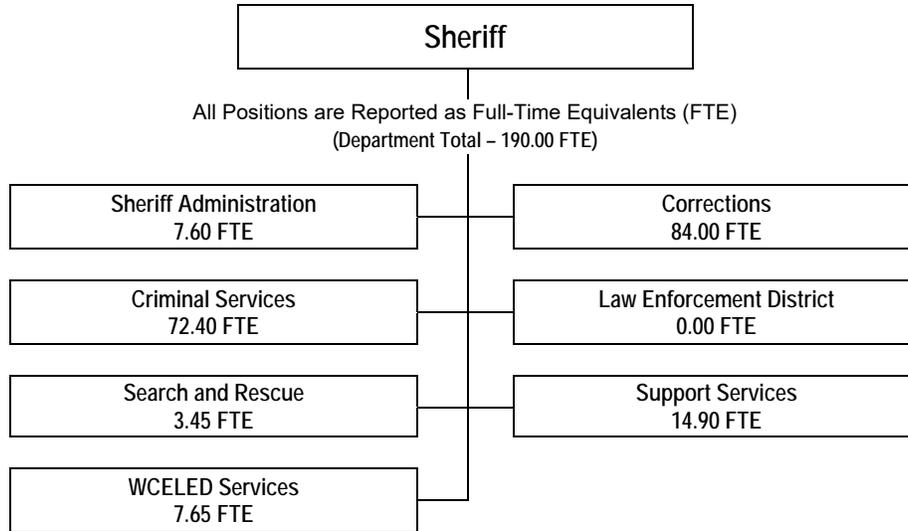


Nathan Sickler, County Sheriff

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5179 Crater Lake Highway
Central Point OR 97502
541-774-6800

Organization Chart



Department Overview: 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.

Under the Home Rule Charter of Jackson County, the Sheriff is an elective administrator officer. The Department is comprised of seven Programs.

- ◆ **Sheriff Administration** 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.
- ◆ **Corrections** provides for community safety and meets the Department's legal mandates, while minimizing the County's civil liability. The Program provides safe, secure, and clean housing for all pretrial and convicted adults in the custody of the criminal justice system within the constraints of an undersized jail. Additionally, this Program provides Court security for all Courts and judges in the County as well as transports adults-in-custody (AIC) to and from all Courts, prisons, and any other facility directed by the Courts.
- ◆ **Criminal Services** is responsible for safeguarding the lives of individuals and their property while also enhancing the overall quality of life for persons in the community. Criminal Services works with community members in efforts to reduce criminal victimization, as well as the fear of crime, while strengthening a mutually beneficial relationship. Additionally, the Program investigates reported criminal activity, works to apprehend the alleged offender(s) while providing resources to victims, and is active throughout the prosecution of the criminal offense whether it is a non-violent crime or a Felony person crime. Detectives are also assigned to



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the Special Victims Unit (SVU), the Interagency Marijuana Eradication Team (IMET), the Medford Area Drug and Gang Enforcement (MADGE), and the Medical Examiner's Office.

- ◆ **Law Enforcement District** – *Beginning with fiscal year 2024-2025, the Law Enforcement District has been transitioned to WCELED Services to provide transparency between the actual White City Enhanced Law Enforcement District and the activities provided by the Sheriff's Office. The Law Enforcement District is only included here to reflect fiscal year 2023-2024 and prior years' revenues, expenditures, and full-time equivalent (FTE) positions.*
- ◆ **Search and Rescue** provides service to the community during times of individual or collective need, such as floods, fire, or other catastrophes in addition to responding to people lost or missing on public lands. To better prepare the community for emergency situations, Search and Rescue offers educational programs to the public through various means.
- ◆ **Support Services** is the central support for operations and corrections in which incident reports are processed by ensuring all data is accurate and reported in a timely manner for criminal and background checks. Support Services also processes: impounded vehicle releases; sex offender registrations; and all records requests from citizens, law firms, insurance companies, and other law enforcement agencies. Additionally, Support Services facilitates and executes the service of summons, instructions, criminal and civil subpoenas, complaints, petitions, small claims, court orders, evictions, restraining orders, civil sales, numerous types of writs, and concealed handgun license issuance, among many others.
- ◆ **WCELED Services** supports the White City Enhanced Law Enforcement District (WCELED) by promoting, delivering, and preserving an assurance of security, safety, and quality law enforcement to all citizens of WCELED. Staff assigned to this area strive to provide services for protecting the public. This is accomplished through establishing a partnership with citizens and businesses in efforts to create a safe and secure community. *Beginning with fiscal year 2024-2025, the Law Enforcement District has been transitioned to WCELED Services to provide transparency between the actual White City Enhanced Law Enforcement District and the activities provided by the Sheriff's Office.*

Department Objectives for Fiscal Year 2024-2025

- Protect the public by effectively using available resources to proactively patrol the community, respond to calls for service, and to conduct thorough and timely investigations into criminal activity in order to maintain effective emergency response 24 hours a day, seven days a week.
- To operate a safe and effective correctional facility to support the criminal justice system in keeping the community safe.
- To effectively retain and recruit qualified employees to maintain public service, while keeping the most effective staffing level.
- Continue to expand employee wellness and relationship building within the community, with an emphasis on building trust with those who have traditionally not had trust in law enforcement.
- Reduce crime and improve livability by partnering with the community, businesses, and local government.
- Evaluate the Jail Population Management Plan to ensure the appropriate AIC remain in custody while continuing to research and advocate for plans that result in additional jail bed space.
- Pursue in-custody drug and alcohol treatment options for AICs within the jail in order to reduce recidivism, and to promote a holistic approach to criminal justice.

Department Accomplishments for Prior Year

- Maintained effective emergency response 24 hours a day, seven days a week.
- Restored jail operational capacity to pre-pandemic levels, which resulted in a reduction of forced releases.



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- Significantly reduced the impact of the black-market marijuana industry by serving 75 search warrants which led to \$322,492 and 115 firearms seized, and the destruction of over 40,000 pounds of processed marijuana and 112,000 marijuana plants.
- Continued an ethics, leadership, and cultural agility program that helps staff succeed in the law enforcement profession.
- Investigated 105 major cases which represent a 64 percent increase from 2022, and a 262 percent increase from 2021, while only adding 1.50 FTE positions to the major crimes team over that period.

Significant Issues in the Year Ahead

The passage of Measure 110 presents ongoing difficulties for the Sheriff’s Office, including potential legislative changes that may alter law enforcement response to illicit drugs within the community.

Continued timely funding for IMET represents a significant issue in the year ahead as legislative enthusiasm towards funding marijuana enforcement has lessened in light of the reduction of public grievances, which is the direct result of effective enforcement.

Navigating a significant turnover in leadership across all areas of the Sheriff’s Office due to retirements while maintaining a high level of command, control, and competency.

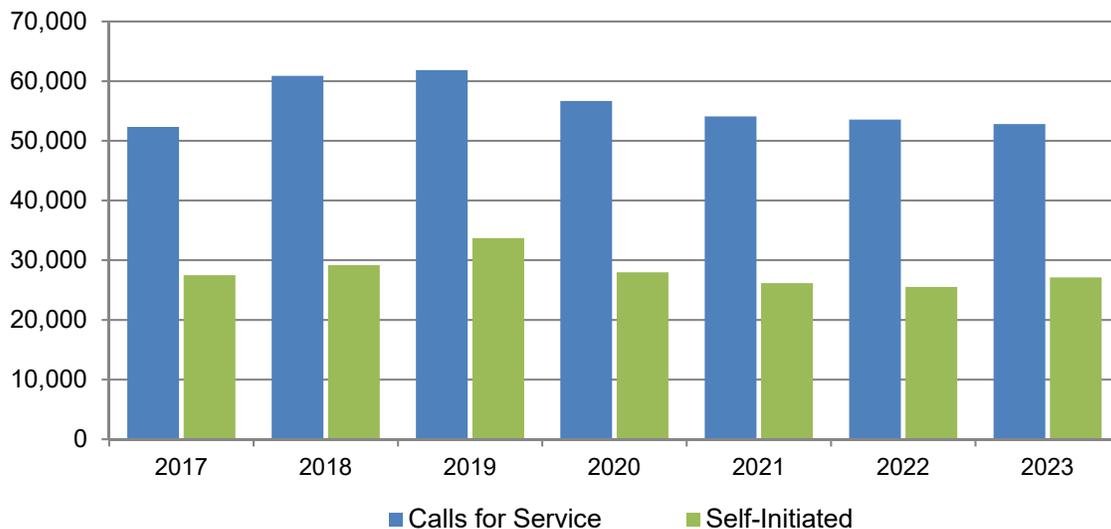
The lack of adequate jail bed space continues to plague the criminal justice system in Jackson County, which results in higher rates of recidivism and increases strain across multiple dimensions of the social safety net.

Navigating potential workload and logistical challenges brought on by a reduction in FTE positions, while maintaining a robust service level to the community.

Department Benchmark

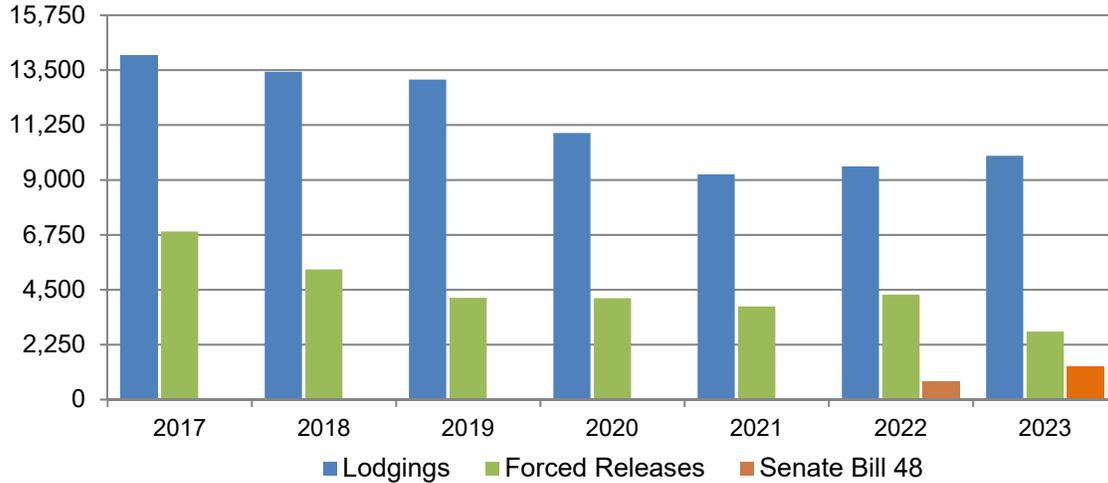
These graphs provide an annual comparison of workload factors for the Jackson County Sheriff’s Office. The 911 data shows all calls for service to include any out of the jurisdiction of this Office. The jail indicators show the number of AIC lodgings, forced releases, and Senate Bill 48. Senate Bill 48 reformed Oregon’s pretrial detention system.

Calls for Service – Criminal Division



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Jail Indicators – Corrections Division



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 1: Provide the people of Jackson County with a professional public safety team committed to serve the public with character, competence, courage and compassion.

Performance Measure 1: Reduce crime and increase livability by adjusting to challenges created by Measure 110, the pandemic, and other legislative mandates.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Self-initiated calls for service per 1,000 citizens	117	114	122	127	132*

*Subject to change due to potential legislative actions with regard to Measure 110.

These calls for service reflect each time a Deputy makes a self-initiated contact with the public to proactively address a community issue. Prior years' data has been updated to reflect calls per citizens.

Performance Measure 2: Reduce the number of forced releases from the jail by effectively using the bed space to help reduce recidivism.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Average monthly number of forced and risk releases in the County jail	318	419	345	355	355*

*Subject to change due to potential legislative actions with regard to Measure 110.



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There are not enough beds to hold all AIC who require lodging. When jail beds are full, and no other release options are available, the jail is forced to release AIC. Jail staff strives to release those in custody who pose the lowest risk to public safety.

Performance Measure 3: Reduce the number of vacancies, and the time to fill vacancies, by partnering with County government to streamline processes and offer competitive compensation packages.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Annual recruitment and hiring efforts	3	10	33	20	20

Multiple recruitment and hiring efforts are made to reduce the number of sworn vacancies which impact levels of service. One of the greatest challenges in law enforcement today is the recruitment and retention of officers. The Sheriff's Office constantly looks into ways to retain more officers through professional development and skill building programs, greater attention to work-life balance issues (wellness programs), and by offering competitive compensation packages.

Staffing Changes

Between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets, there is a decrease of 4.00 FTE positions, which were vacant positions eliminated due to increased wages and inflation.

Financial Condition

The Sheriff's Office budget is 26.69 percent funded by grants, fees, and services; and 73.31 percent funded by the County's General Fund.

Financial by Program

<i>Sheriff Administration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$451,298	\$87,982	\$606,276	\$84,267	\$72,767
Fees & Other Service Charges	\$1,005	\$81	\$6,162	\$0	\$0
All Other Resources	\$0	\$92	\$127	\$0	\$0
Total	\$452,303	\$88,155	\$612,565	\$84,267	\$72,767
EXPENDITURES					
Personnel Services	\$1,132,117	\$1,264,735	\$1,397,228	\$1,400,990	\$1,452,916
Materials & Services	\$673,373	\$775,398	\$727,796	\$789,905	\$927,681
Capital Outlay	\$50,165	\$0	\$187,760	\$0	\$0
Special Payments	\$0	\$0	\$140,022	\$0	\$0
Total	\$1,855,655	\$2,040,133	\$2,452,806	\$2,190,895	\$2,380,597
Full-Time Equivalent	10.23	7.40	7.90	7.55	7.60



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<i>Corrections</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,661,042	\$3,756,570	\$3,495,575	\$3,583,078	\$3,598,024
Fees & Other Service Charges	\$111,369	\$17,562	\$199,722	\$125,000	\$105,000
All Other Resources	\$0	\$1,044	\$0	\$0	\$0
Interfund Transfers	\$1,502,000	\$1,001,000	\$1,022,500	\$1,022,500	\$1,022,500
Total	\$5,274,411	\$4,776,176	\$4,717,797	\$4,730,578	\$4,725,524
EXPENDITURES					
Personnel Services	\$10,369,818	\$10,762,180	\$10,655,405	\$11,312,836	\$12,232,989
Materials & Services	\$3,582,907	\$3,873,441	\$4,786,039	\$4,656,003	\$5,052,489
Capital Outlay	\$83,846	\$0	\$6,681	\$0	\$0
Total	\$14,036,571	\$14,635,621	\$15,448,125	\$15,968,839	\$17,285,478
Full-Time Equivalent	81.33	84.50	87.00	86.00	84.00

<i>Criminal Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,714,915	\$2,898,736	\$10,256,981	\$4,299,477	\$4,510,417
Fees & Other Service Charges	\$113,525	\$88,493	\$82,732	\$164,000	\$129,500
Interfund Transfers	\$88,018	\$102,900	\$167,710	\$145,120	\$125,320
Total	\$1,916,458	\$3,090,129	\$10,507,423	\$4,608,597	\$4,765,237
EXPENDITURES					
Personnel Services	\$8,410,266	\$9,390,713	\$10,954,572	\$11,780,833	\$12,623,454
Materials & Services	\$4,022,479	\$4,454,726	\$4,878,341	\$5,368,794	\$5,548,009
Capital Outlay	\$154,528	\$93,607	\$607,277	\$0	\$0
Special Payments	\$180,041	\$389,925	\$398,283	\$473,599	\$375,599
Interfund Transfers	\$4,787	\$0	\$0	\$0	\$0
Total	\$12,772,101	\$14,328,971	\$16,838,473	\$17,623,226	\$18,547,062
Full-Time Equivalent	60.92	65.73	70.90	73.45	72.40



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<i>Search and Rescue</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$20,055	\$14,427	\$42,566	\$6,500	\$6,500
Fees & Other Service Charges	\$80,224	\$88,013	\$73,894	\$100,000	\$100,000
Total	\$100,279	\$102,440	\$116,460	\$106,500	\$106,500
EXPENDITURES					
Personnel Services	\$531,420	\$579,502	\$618,839	\$598,605	\$655,451
Materials & Services	\$371,119	\$334,032	\$493,498	\$312,975	\$381,352
Capital Outlay	\$6,710	\$0	\$49,769	\$0	\$0
Total	\$909,249	\$913,534	\$1,162,106	\$911,580	\$1,036,803
Full-Time Equivalent	2.97	3.54	3.72	3.45	3.45

<i>Support Services</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$446,343	\$1	\$0	\$0	\$0
Fees & Other Service Charges	\$468,228	\$509,451	\$551,531	\$509,000	\$514,000
All Other Resources	\$0	-\$50	-\$49	\$0	\$0
Total	\$914,571	\$509,402	\$551,482	\$509,000	\$514,000
EXPENDITURES					
Personnel Services	\$2,546,581	\$1,829,940	\$1,479,536	\$1,847,748	\$1,938,644
Materials & Services	\$544,877	\$410,736	\$423,663	\$433,646	\$407,622
Capital Outlay	\$0	\$0	\$5,550	\$0	\$0
Total	\$3,091,458	\$2,240,676	\$1,908,749	\$2,281,394	\$2,346,266
Full-Time Equivalent	17.94	17.01	16.11	15.90	14.90



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Law Enforcement District	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,765,964	\$1,739,881	\$1,895,492	\$1,911,137	\$0
Property Tax Revenues	-\$17,575	\$8,150	-\$1,661	\$0	\$0
All Other Resources	\$6,254	-\$13,508	\$40,025	\$35,000	\$0
Interfund Transfers	\$16,332	\$19,632	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$1,716,426	\$0
Total	\$1,770,876	\$1,754,155	\$1,933,856	\$3,662,563	\$0
EXPENDITURES					
Personnel Services	\$946,536	\$826,603	\$1,018,714	\$1,101,222	\$0
Materials & Services	\$626,373	\$632,877	\$675,747	\$779,777	\$0
Contingency	\$0	\$0	\$0	\$100,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$1,681,564	\$0
Total	\$1,572,909	\$1,459,480	\$1,694,461	\$3,662,563	\$0
Full-Time Equivalent	7.61	7.82	8.36	7.65	0.00

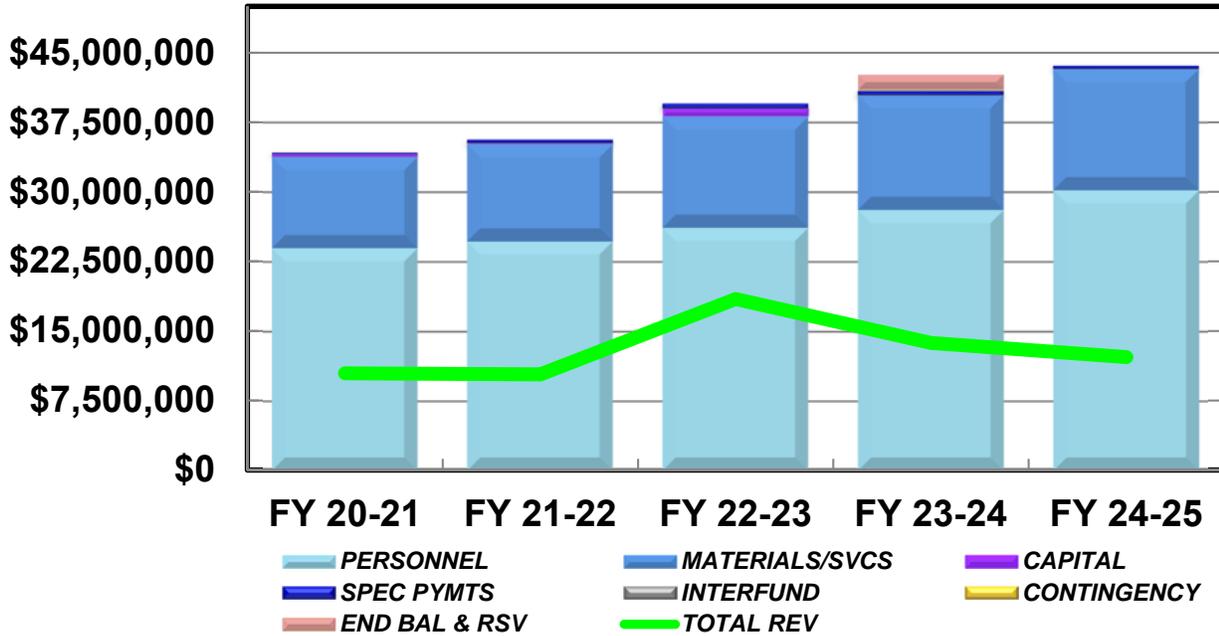
WCELED Services	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Interfund Transfers	\$0	\$0	\$0	\$0	\$1,999,671
Total	\$0	\$0	\$0	\$0	\$1,999,671
EXPENDITURES					
Personnel Services	\$0	\$0	\$0	\$0	\$1,251,690
Materials & Services	\$0	\$0	\$0	\$0	\$747,981
Total	\$0	\$0	\$0	\$0	\$1,999,671
Full-Time Equivalent	0.00	0.00	0.00	0.00	7.65

Beginning with fiscal year 2024-2025, the Law Enforcement District has been transitioned to WCELED Services to provide transparency between the actual White City Enhanced Law Enforcement District and the activities provided by the Sheriff's Office. The Law Enforcement District is included on this page to reflect fiscal year 2023-2024 and prior years' revenues, expenditures, and full-time equivalent (FTE) positions.



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REVENUE AND EXPENDITURE OVERVIEW



	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$8,059,618	\$8,497,598	\$16,296,890	\$9,884,459	\$8,187,708
FEES/SVC CHGS	\$774,350	\$703,600	\$914,041	\$898,000	\$848,500
PROPERTY TAX	-\$17,574	\$8,150	-\$1,661	\$0	\$0
ALL OTHER	\$6,254	-\$12,422	\$40,103	\$35,000	\$0
INTERFUND	\$1,606,250	\$1,123,532	\$1,190,210	\$1,167,620	\$3,147,491
FUND BAL	\$0	\$0	\$0	\$1,716,426*	\$0
TOTAL REV	\$10,428,898	\$10,320,458	\$18,439,583	\$13,701,505	\$12,183,699
PERSONNEL	\$23,936,739	\$24,653,674	\$26,124,295	\$28,042,234	\$30,155,144
MATERIALS/SVCS	\$9,821,127	\$10,481,209	\$11,985,084	\$12,341,100	\$13,065,134
CAPITAL	\$295,249	\$93,607	\$857,037	\$0	\$0
SPEC PYMTS	\$180,041	\$389,925	\$538,305	\$473,599	\$375,599
INTERFUND	\$4,787	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$100,000	\$0
END BAL & RSV	\$0	\$0	\$0	\$1,681,564	\$0
TOTAL EXP	\$34,237,943	\$35,618,415	\$39,504,721	\$42,638,497	\$43,595,877
FTEs	181.00	186.00	194.00	194.00	190.00

*Fund Balance is for the White City Enhanced Law Enforcement District.



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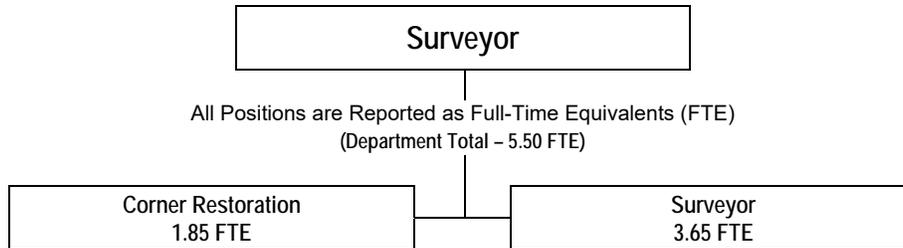


Scott Fein, County Surveyor

surveyor@jacksoncountyor.gov
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Medford OR 97501
541-774-6191

Organization Chart



Department Overview: The County Surveyor is responsible for compliance with all Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR) which regulate the practice of surveying in Oregon. Primary functions of the County Surveyor are as follows: establish or re-establish and maintain all public land survey corners which are the foundation of real property ownership in Oregon; review of all survey documents prior to filing for compliance with all laws and regulations related to the practice of surveying; and serve as the steward and guardian of all survey and land records which the County Surveyor is responsible for, and making them publicly available in accordance with Oregon’s public records laws. This summary of duties is essential and required by ORS 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.

Under the Home Rule Charter of Jackson County, the Surveyor is an elective administrator officer. The Department is comprised of two Programs.

- ◆ **Corner Restoration** monitors and maintains all public land survey corners in Jackson County. The U.S. Public Land Survey System, which is required to be maintained by the County Surveyor’s Office through Oregon Revised 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.
- ◆ **Surveyor** ensures that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently. Through this 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.

Department Objectives for Fiscal Year 2024-2025

- Visit, maintain, and restore public land survey corners that are in danger of being destroyed, or have been destroyed by logging, fire, construction, mal-intent, or exposure to the elements.
- Comply with Oregon Revised Statutes (ORS) by storing, archiving, and indexing countless survey records and make them publicly available in perpetuity.
- Obtain geodetic survey positions on all public land survey corners, and legally and efficiently document corner restorations to effectively perpetuate their location and history.



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- 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.
- 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 the County Surveyor's corner restoration activities with public works departments, construction contractors, and the timber industry to prevent the destruction of survey monuments.
- Ability to respond to the increased demand of complex corner restorations in rural areas being developed which have historically been void of development.
- Ability to respond to the substantially increased demand for pre-construction corner restoration work directly attributed to increased transportation system and utility system improvements.
- Continue to foster collaboration with Development Services in the overlap between planning and surveying as it relates to land division, lot legality, easements, property line setbacks, and floodplain mapping.

Department Accomplishments for Prior Year

- Improved and maintained an online survey records index map system.
- Provided continuous access to survey records online.
- Maintained spatial databases to effectively track, index, and convey records to the public.
- Continued to restore the record number of damaged public land survey corners in densely populated areas as a result of the Alameda and South Obenchain Fires.
- Staff has been able to maintain a high level of efficiency in re-establishing public land survey corners.
- The Surveyor's Office has become an integral part of all surveying and mapping on Jackson County property. The Office has established excellent working relationships with multiple departments through providing exceptional service. The work performed by the Surveyor's Office is consistently relied upon in enabling Jackson County to achieve land and resource management objectives.
- Reviewed land division plats in a timely manner to meet the needs of the land development community.
- Record numbers of public land survey corners damaged by fires and farm operations have been restored in a timely manner.
- Secured partial reimbursements from the Federal Emergency Management Agency as a result of fire-related disaster declarations.

Significant Issues in the Year Ahead

The vast number of public land survey corners throughout the County, combined with difficult terrain and increasingly restricted access through private property, has created a "reactive" program rather than a general maintenance operation. Fires in the urban and rural areas of the County in the fall of 2020, the majority of which occurred on small-sized private lands, damaged or destroyed an estimated 450 public land survey corners in Jackson County. These corners require the utmost precision in perpetuation of their original position to maintain the integrity of the land title system in these fire ravaged areas. Continuing the ongoing effort to restore fire-damaged corners, of which the workload is much greater than staffing levels. Expansion of urban growth boundaries and city limits have increased the volume of land division plats and damage to public land survey corners. 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.

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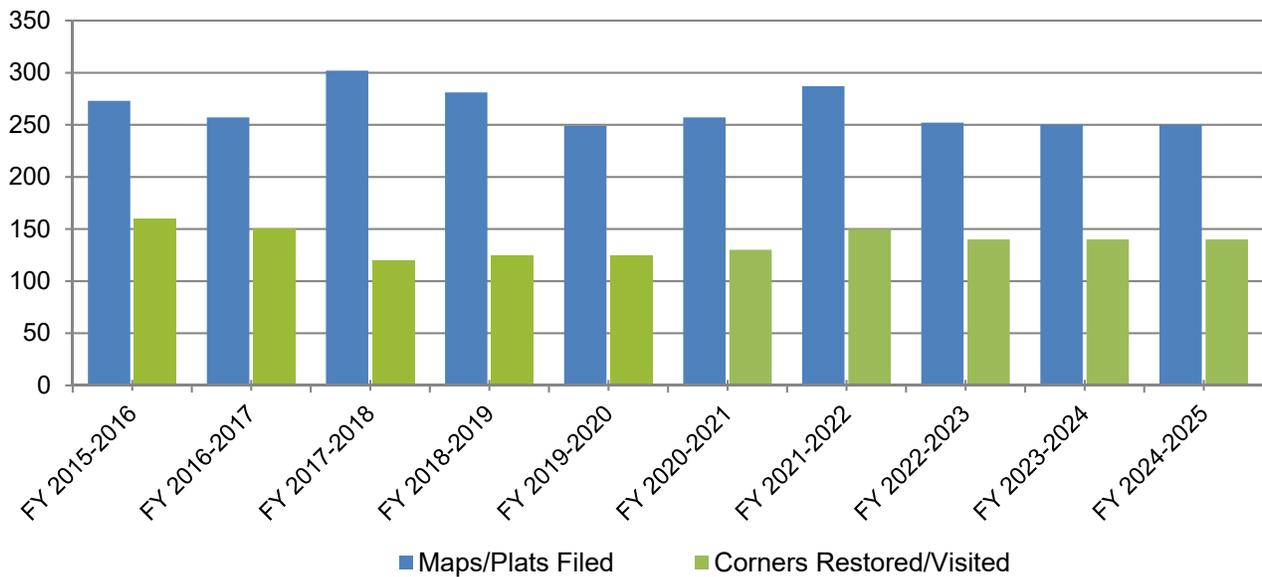
Within rural and sub-rural areas of the County, substantial development of real property has occurred since 2014 with the passage of Ballot Measure 91, which legalized the production, sale, and use of recreational marijuana in Oregon. The explosion of industrial hemp cultivation has exacerbated the loss of corners due to agricultural land development. Extensive grading, deforestation, and countless fence installations have destroyed and disturbed many corners and associated accessories. Access has become a substantial obstacle to corner restoration due to countless new gates in rural areas combined with out of state property owners who have failed to respond to requests for access. The need to maintain corners in these areas is essential as the development has led to frequent boundary disputes and private land surveys which rely on government corners.

Review and filing of survey documents within the timeframe set out by the County Surveyor, which is 50 percent less than what is required under ORS. The difficulty in achieving these goals is an inconsistent stream of submittals; volume fluctuates greatly from week to week throughout the fiscal year. Staff has developed an online map and plat tracking system enabling the public to know where their project is in the review and filing process. It is the objective of the Surveyor's Office to review and file all survey documents as quickly and efficiently as possible. Substantially increased workload due to infrastructure projects, land divisions, and fire-related property line location surveys.

Department Benchmark

Chart displays trends in maps and plats filed, and corners restored and visited annually.

Activity Trends



Goals and Measures

Supporting the achievement of County Strategic Plan Goal 3: Work to ensure responsible development by confirming that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and that they are evaluated quickly and efficiently, and then filed in the official County records; and, in addition, monitor and maintain the nearly 20,000 public land survey corners in Jackson County.

Performance Measure 1: Review survey documents within 15 business days of submission.



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Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Review survey documents within 15 days	60%	60%	60%	60%	50%

In accordance with Oregon Revised Statute (ORS) Chapter 209, County Surveyors shall review all surveys, property line adjustments, land division plats, and condominium surveys for technical and statutory compliance within 30 days. The Surveyor’s Office completes their review and returns submitted survey documents within 30 days, 100 percent of the time; but staff strives for 15 days or less.

Performance Measure 2: File survey documents and make them available to the public within three business days of review and approval.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Upon approving surveys, approve and index them within three business days.	100%	100%	100%	100%	100%

In accordance with ORS Chapter 209, County Surveyors shall index and make publicly available all survey documents within 30 days of approving them. The goal is to file and index approved surveys within three business days.

Performance Measure 3: Complete survey document review and filing 50 percent faster than is required by State law.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Review of survey documents completed 50 percent faster than State law	100%	100%	100%	100%	100%

In accordance with ORS Chapter 209, County Surveyors shall review and return all submitted survey documents within 30 days. The goal is to complete this review 50 percent faster than is required by Chapter 209.

Supporting the achievement of County Strategic Plan Goal 6: Procure, maintain, archive, and make publicly available all survey records since Statehood. Continue to accurately index and safely archive survey and plat records to State archive standards in physical and digital forms. Accurately and precisely restore and maintain corners of the public land survey system which upholds the system of land ownership and location in Jackson County.

Performance Measure 1: Perform large scale geodetic control surveys to national geodetic survey standards in the location, positioning, and preservation of public land survey corners.



SURVEYOR

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Corners with geodetic survey positions*	6.0%	6.0%	6.5%	7.0%	8.0%

*Listed in current National Spatial Reference System.

The Surveyor's Office will visit and restore public land survey corners that are in danger of being destroyed, or have been destroyed, by logging, fire, construction, mal-intent, or exposure to the elements; obtain geodetic survey positions on all public land survey corners; and legally and efficiently document corner restorations to effectively perpetuate their location and history.

Performance Measure 2: Document the restoration and maintenance of corners of the public land survey system in the most prudent and professional manner possible in support of the statutory duties of the County Surveyor.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 Projected
Corners reestablished or visited and reported on	130	150	140	140	140
Corner reestablishment records available online	75%	75%	75%	75%	75%
Trainings hosted to educate the public on corners	2	3	3	3	3

The objective of the Corner Restoration Program in the past has been to visit as many corners as possible in the fiscal year, regardless of location. Since mid-fiscal year 2012-2013, the priority has been to focus on reestablishing those corners which affect the largest population. These corners typically require substantially more complex surveying than corners in the more rural areas of the County. The result is a great effect on a large population and fewer corners being maintained due to substantially increased complexity in the work.

Department Goal: To obtain technical training for staff in the use of equipment, software, and recognized professional procedures; this will, in turn, enhance the accuracy and efficiency in restoring public land survey corners.

Performance Measure 1: Well-trained, efficient, and qualified staff to support compliance with County Surveyor duties pursuant to ORS Chapter 209.

Outcome(s)	Fiscal Year 2020-2021 Actual	Fiscal Year 2021-2022 Actual	Fiscal Year 2022-2023 Actual	Fiscal Year 2023-2024 Expected	Fiscal Year 2024-2025 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.



SURVEYOR

Department Goal: To provide professional surveying services, mapping services, land title analysis, and document review to other County departments.

Performance Measure 1: 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.

Staffing Changes

During fiscal year 2023-2024, 0.50 FTE Land Surveyor position was added by Board Order No. 188-23. Overall, there is an increase of 0.50 FTE position between the fiscal year 2023-2024 and the fiscal year 2024-2025 adopted budgets.

Financial Condition

To meet the real world demands and adequately protect the boundaries of real property, maintaining stable funding sources is essential. The Surveyor 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 Surveyor Fund is essential to ensure long term sustainability of the Corner Restoration Program. It is very apparent that the ability to remain staffed at the current level requires a Fund balance necessary to sustain unexpected declines in revenue.

The Surveyor 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.

The Surveyor's Office is supported by fees assessed to documents recorded in the County Clerk's Office, fully expenses all revenue received annually, and relies on interest income generated from the Surveyor Fund balance. The Surveyor's Office receives no support from the County's General Fund.

SURVEYOR

Financial by Program

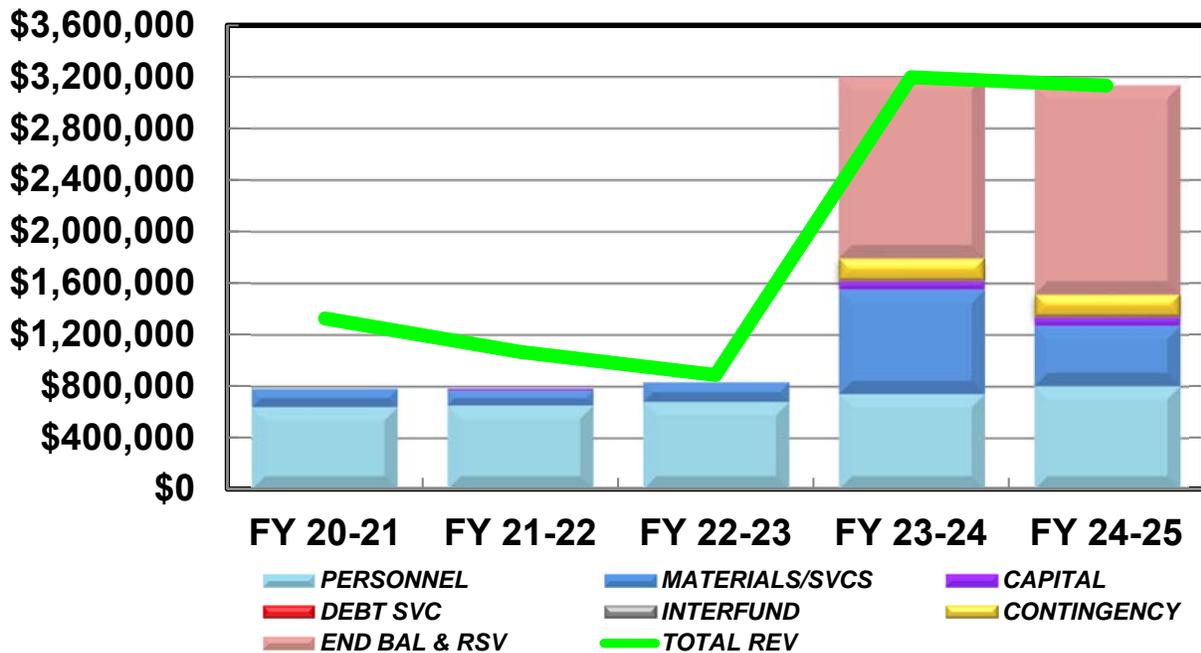
<i>Surveyor</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,130	\$20,973	-\$20,973	\$0	\$0
Fees & Other Service Charges	\$782,117	\$642,729	\$526,157	\$412,334	\$532,402
All Other Resources	\$10,156	-\$20,157	\$28,430	\$22,000	\$22,600
Interfund Transfers	\$1,679	\$1,443	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$1,100,650	\$1,075,000
Total	\$795,082	\$644,988	\$533,614	\$1,534,984	\$1,630,002
EXPENDITURES					
Personnel Services	\$272,974	\$324,129	\$432,097	\$485,491	\$498,472
Materials & Services	\$48,659	\$65,029	\$104,518	\$180,732	\$173,035
Capital Outlay	\$0	\$14,858	\$0	\$20,000	\$20,000
Contingency	\$0	\$0	\$0	\$100,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$748,761	\$838,495
Total	\$321,633	\$404,016	\$536,615	\$1,534,984	\$1,630,002
Full-Time Equivalent	2.71	3.05	3.25	3.40	3.65

<i>Corner Restoration</i>	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$69,324	\$400,000	\$100,000
Fees & Other Service Charges	\$528,628	\$419,434	\$259,872	\$240,000	\$330,000
All Other Resources	\$0	\$0	\$23,185	\$22,000	\$22,600
Fund Balance	\$0	\$0	\$0	\$1,000,205	\$1,050,000
Total	\$528,628	\$419,434	\$352,381	\$1,662,205	\$1,502,600
EXPENDITURES					
Personnel Services	\$365,737	\$326,712	\$247,110	\$254,550	\$302,928
Materials & Services	\$93,514	\$51,157	\$47,592	\$626,319	\$292,241
Capital Outlay	\$0	\$0	\$0	\$50,000	\$50,000
Contingency	\$0	\$0	\$0	\$75,000	\$75,000
Ending Balance and Reserves	\$0	\$0	\$0	\$656,336	\$782,431
Total	\$459,251	\$377,869	\$294,702	\$1,662,205	\$1,502,600
Full-Time Equivalent	2.29	1.95	1.75	1.60	1.85



SURVEYOR

REVENUE AND EXPENDITURE OVERVIEW

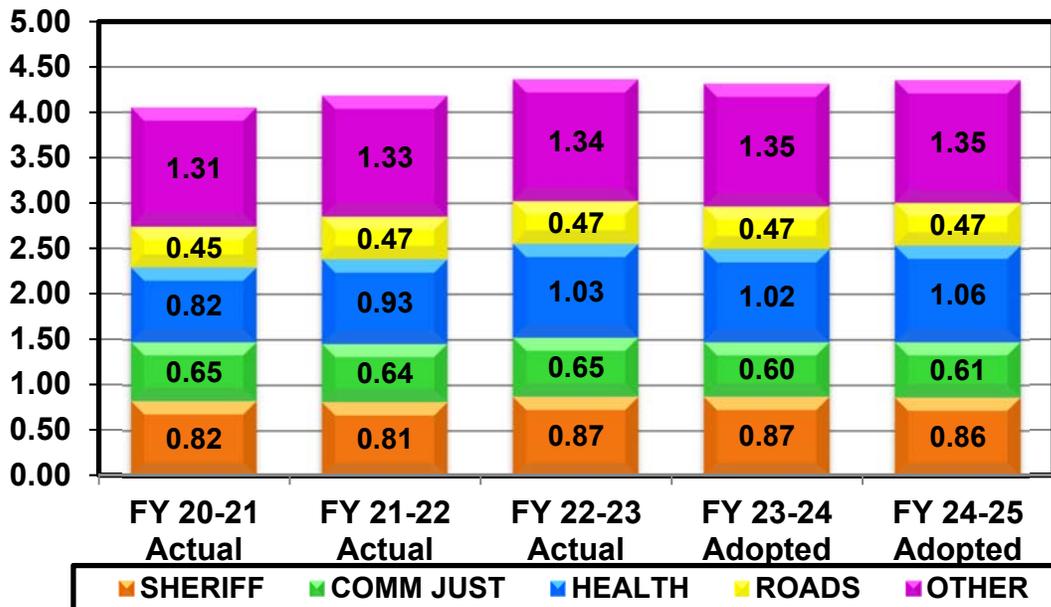


	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Adopted	FY 24-25 Adopted
GRANTS/GIFTS/ETC	\$1,130	\$20,973	\$48,351	\$400,000	\$100,000
FEES/SVC CHGS	\$1,310,745	\$1,062,164	\$786,030	\$652,334	\$862,402
ALL OTHER	\$10,157	-\$20,157	\$51,615	\$44,000	\$45,200
INTERFUND	\$1,679	\$1,443	\$0	\$0	\$0
FUND BALANCE	\$0	\$0	\$0	\$2,100,855	\$2,125,000
TOTAL REV	\$1,323,711	\$1,064,423	\$885,996	\$3,197,189	\$3,132,602
PERSONNEL	\$638,711	\$650,841	\$679,207	\$740,041	\$801,400
MATERIALS/SVCS	\$142,173	\$116,187	\$152,111	\$807,051	\$465,276
CAPITAL	\$0	\$14,858	\$0	\$70,000	\$70,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$175,000	\$175,000
END BAL & RSV	\$0	\$0	\$0	\$1,405,097	\$1,620,926
TOTAL EXP	\$780,884	\$781,886	\$831,318	\$3,197,189	\$3,132,602
FTEs	5.00	5.00	5.00	5.00	5.50

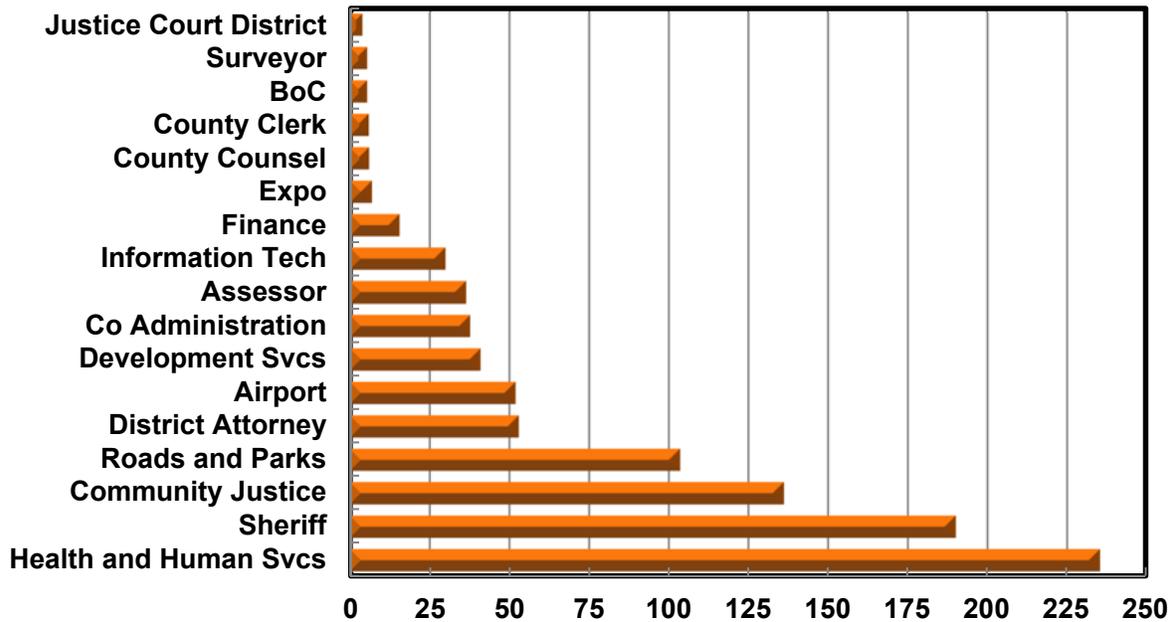


PERSONNEL

FTEs PER THOUSAND POPULATION



FTEs BY DEPARTMENT FOR FISCAL YEAR 2024-2025



FTEs BY DEPARTMENT – FIVE-YEAR COMPARISON

DEPARTMENT	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
AIRPORT	49.00	52.00	52.00	52.00	52.00
ASSESSOR	33.50	33.50	33.50	36.50	36.50
BOARD OF COMMISSIONERS	5.50	5.50	5.50	5.50	5.50
COMMUNITY JUSTICE	144.50	141.50	145.00	134.00	136.00
COUNTY ADMINISTRATION	35.25	37.25	37.25	37.25	37.75
COUNTY CLERK	8.00	8.00	6.00	6.00	6.00
COUNTY COUNSEL	7.00	7.00	6.50	6.50	6.10
DEVELOPMENT SERVICES	37.00	41.00	41.00	41.00	41.00
DISTRICT ATTORNEY	54.00	54.00	54.00	54.00	53.00
EXPO	6.00	4.00	7.00	8.00	7.00
FINANCE	15.55	15.55	16.05	15.75	15.65
HEALTH AND HUMAN SERVICES	180.60	206.80	229.40	228.70	235.35
INFORMATION TECHNOLOGY	29.00	29.00	29.00	29.00	30.00
JUSTICE COURT DISTRICT	4.00	4.00	4.00	4.00	4.00
ROADS AND PARKS	99.00	104.50	104.50	103.50	103.50
SHERIFF	181.00	186.00	194.00	194.00	190.00
SURVEYOR	5.00	5.00	5.00	5.00	5.50
TOTAL	893.90	934.60	969.70	960.70	964.85

FTEs BY DEPARTMENT AND POSITION

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
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AIRPORT

AIRPORT	Accountant I	M0002	1.00	0.00	0.00	0.00	0.00
	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	Accountant II	M0003	0.00	1.00	1.00	1.00	1.00
	Maintenance Supervisor	M0006	1.00	1.00	0.00	0.00	0.00
	Project/Program Coordinator III	M0006	2.00	2.00	1.00	2.00	0.00
	Supervisor IV	M0006	0.00	0.00	0.00	0.00	2.00
	Maintenance Manager	M0007	0.00	0.00	1.00	1.00	1.00
	Program Manager I	M0008	0.00	0.00	1.00	0.00	1.00
	Program Manager V	M0012	0.00	2.00	2.00	2.00	2.00
	Program Manager VI	M0013	0.00	1.00	1.00	1.00	0.00
	Program Manager VIII	M0015	0.00	0.00	0.00	0.00	1.00
	Airport Director	M0019	1.00	1.00	1.00	1.00	1.00
	Custodian-Airport	S0002	6.00	6.00	6.00	6.00	6.00
	Lead Custodian - Airport	S0004	1.00	1.00	1.00	1.00	1.00
	Landscape Technician	S0006	1.00	1.00	1.00	1.00	1.00
	Maintenance Worker I	S0006	3.00	3.00	2.00	2.00	2.00
	Airport Enforcement Officer	S0007	10.00	10.00	5.00	5.00	5.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
AIRPORT	Office Specialist	S0007	1.00	1.00	1.00	1.00	1.00
	Administrative Specialist I	S0009	2.00	2.00	2.00	2.00	1.00
	Airport Compliance Coordinator	S0010	2.00	2.00	2.00	2.00	2.00
	Lead Airport Enforce Officer	S0010	4.00	4.00	4.00	4.00	4.00
	Accounting Specialist II	S0011	2.00	2.00	2.00	2.00	2.00
	Administrative Specialist II	S0011	1.00	1.00	1.00	1.00	1.00
	Maintenance Worker II	S0012	0.00	0.00	1.00	1.00	1.00
	Airport Op & Maint Spec	S0014	7.00	7.00	12.00	12.00	12.00
	Equipment Mechanic II	S0014	1.00	1.00	1.00	1.00	1.00
	Airport Elect/Op Maint Spec	S0015	2.00	2.00	2.00	2.00	2.00
TOTAL DEPARTMENT			49.00	52.00	52.00	52.00	52.00

ASSESSOR

ASSESSOR	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	2.00	1.00	2.00
	Supervisor IV	M0006	1.00	1.00	0.00	1.00	0.00
	Program Manager I	M0008	0.00	0.00	1.00	0.00	1.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	Data Gatherer	S0006	2.00	2.00	1.00	3.00	3.00
	Office Specialist	S0007	7.50	6.50	4.50	6.00	5.00
	Administrative Specialist I	S0009	3.00	4.00	4.00	4.00	4.00
	Cartographer I	S0011	3.00	2.00	2.00	2.00	2.00
	Property Appraiser I	S0012	0.00	2.00	3.00	3.00	4.00
	Cartographer II	S0013	1.00	1.00	1.00	1.00	0.00
	Data/Property Analyst I	S0014	2.00	1.00	0.00	0.00	0.00
	Property Appraiser II	S0014	6.00	5.00	6.00	6.50	5.50
	Commercial Appraiser	S0015	2.00	2.00	2.00	2.00	2.00
	Data/Property Analyst II	S0015	0.00	1.00	2.00	2.00	2.00
	Lead Appraiser/Appraiser Spec	S0016	3.00	3.00	3.00	3.00	4.00
TOTAL DEPARTMENT			33.50	33.50	33.50	36.50	36.50

BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
	Administrative Assistant II	M0002	2.25	2.25	0.00	2.25	0.00
	Executive Assistant	M0004	0.00	0.00	2.25	0.00	2.25
	Project/Program Coordinator III	M0006	0.25	0.25	0.25	0.25	0.25
TOTAL DEPARTMENT			5.50	5.50	5.50	5.50	5.50

COMMUNITY JUSTICE

COMMUNITY JUSTICE	Supervisor I	M0003	4.00	4.00	4.00	4.00	0.00
	Supervisor II	M0004	3.00	3.00	3.00	2.00	7.00
	Project/Program Coordinator II	M0005	2.00	2.00	3.00	3.00	2.00
	Supervisor III	M0005	1.00	1.00	1.00	1.00	0.00
	Supervisor V	M0007	0.00	0.00	0.00	0.00	2.00
	Program Manager II	M0009	0.00	1.00	1.00	1.00	0.00
	Program Manager III	M0010	7.00	7.00	7.00	7.00	8.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
COMMUNITY JUSTICE	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
	Sr Deputy Probation	P0201	31.00	31.00	31.00	31.00	31.00
	Office Specialist	S0007	12.00	13.00	13.00	12.00	13.00
	Accounting Specialist I	S0009	1.00	1.00	1.00	1.00	1.00
	Com Svc Crew Coord	S0009	10.00	7.00	7.00	6.00	4.00
	Juvenile Justice Specialist I	S0009	18.50	17.50	19.00	18.00	18.00
	Transition Center Coordinator	S0009	21.00	21.00	21.00	17.00	20.00
	Program Specialist - CJ	S0010	3.00	3.00	4.00	3.00	3.00
	Community Justice Officer	S0012	8.00	7.00	7.00	6.00	5.00
	Juvenile Justice Specialist II	S0012	6.00	6.00	5.00	5.00	5.00
	Alcohol and Drug Specialist	S0013	2.00	2.00	2.00	2.00	2.00
	Juvenile Justice Spec III	S0015	0.00	0.00	1.00	1.00	1.00
	Juvenile Probation Officer	S0015	10.00	10.00	10.00	10.00	10.00
	Program/Services Coord II	S0016	1.00	1.00	1.00	0.00	0.00
	TOTAL DEPARTMENT			144.50	141.50	145.00	134.00

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	County Administrator	A0100	1.00	1.00	1.00	1.00	1.00	
	Administrative Assistant II	M0002	4.25	1.25	0.00	1.25	0.00	
	Administrative Assistant III	M0003	0.00	2.00	2.00	2.00	2.15	
	Executive Assistant	M0004	0.00	0.00	1.25	0.00	1.25	
	Project/Program Coordinator I	M0004	0.00	1.00	1.00	1.00	1.00	
	Project/Program Coordinator II	M0005	2.00	2.00	1.00	1.00	1.25	
	Project/Program Coordinator III	M0006	0.75	0.75	1.75	1.75	1.75	
	Maintenance Manager	M0007	2.00	2.00	2.00	2.00	2.00	
	Budget Analyst	M0008	1.00	1.00	1.00	1.00	1.00	
	Human Resources Consultant	M0008	0.75	0.75	0.75	0.75	0.75	
	Sr Auditor	M0008	2.00	2.00	2.00	2.00	2.00	
	Program Manager II	M0009	0.00	1.00	1.00	1.00	1.00	
	Sr Human Resources Consultant	M0010	2.00	2.00	2.00	2.00	2.00	
	Program Manager VI	M0013	1.00	0.00	0.00	0.00	0.00	
	Emergency Manager	M0014	1.00	1.00	1.00	1.00	1.00	
	Program Manager VIII	M0015	0.00	1.00	0.00	1.00	0.00	
	Facility and Property Mgt Dir	M0017	0.00	0.00	1.00	0.00	1.00	
	County Auditor	M0018	1.00	1.00	1.00	1.00	1.00	
	HR Director	M0019	1.00	1.00	1.00	1.00	1.00	
	Sr Deputy County Administrator	M0021	1.00	1.00	1.00	1.00	1.00	
	Mail Courier	S0003	1.50	1.50	1.50	1.50	1.50	
	Accounting Specialist I	S0009	1.00	1.00	1.00	1.00	1.00	
	Administrative Specialist I	S0009	1.00	1.00	1.00	1.00	1.00	
	Assistant Watermaster I	S0009	1.00	1.00	1.00	1.00	1.00	
	Maintenance Worker II	S0012	10.00	7.00	7.00	8.00	8.00	
	Accounting Analyst	S0013	0.00	0.00	0.00	0.00	0.10	
	Assistant Watermaster II	S0013	0.00	1.00	1.00	1.00	1.00	
	Maintenance Worker III	S0013	0.00	3.00	3.00	2.00	2.00	
	TOTAL DEPARTMENT			35.25	37.25	37.25	37.25	37.75



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
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COUNTY CLERK

COUNTY CLERK							
	County Clerk	C0092	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
	Office Specialist	S0007	4.00	4.00	2.00	2.00	3.00
	Administrative Specialist I	S0009	1.00	1.00	1.00	1.00	0.00
	TOTAL DEPARTMENT		8.00	8.00	6.00	6.00	6.00

COUNTY COUNSEL

COUNTY COUNSEL							
	Administrative Assistant III	M0003	1.00	1.00	1.00	1.00	0.85
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	0.75
	Assistant County Counsel	M0010	1.00	1.00	0.00	0.00	0.00
	Sr Assistant County Counsel	M0013	3.00	3.00	4.00	4.00	4.00
	County Counsel	M0020	1.00	1.00	0.00	0.00	0.00
	Sr Deputy County Administrator	M0021	0.00	0.00	0.50	0.50	0.50
	TOTAL DEPARTMENT		7.00	7.00	6.50	6.50	6.10

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES							
	Supervisor III	M0005	1.00	0.00	0.00	0.00	0.00
	Project/Program Coordinator III	M0006	1.00	1.00	1.00	1.00	1.00
	Program Manager I	M0008	0.00	1.00	1.00	1.00	1.00
	Program Manager IV	M0011	1.00	1.00	1.00	1.00	1.00
	Development Services Director	M0018	1.00	1.00	1.00	1.00	1.00
	Office Specialist	S0007	1.00	1.00	1.00	1.00	1.00
	Administrative Specialist I	S0009	4.00	5.00	5.00	5.00	5.00
	Building Technician	S0009	3.00	3.00	3.00	3.00	3.00
	Administrative Specialist II	S0011	2.00	2.00	2.00	2.00	2.00
	Building Services Specialist	S0011	1.00	1.00	1.00	1.00	1.00
	Planner I	S0013	3.00	3.00	3.00	3.00	3.00
	Code Enforcement Officer	S0014	3.00	6.00	6.00	6.00	6.00
	Construction Inspector	S0016	8.00	8.00	8.00	8.00	8.00
	Planner II	S0016	4.00	4.00	4.00	4.00	4.00
	Planner III	S0018	4.00	4.00	4.00	4.00	4.00
	TOTAL DEPARTMENT		37.00	41.00	41.00	41.00	41.00

DISTRICT ATTORNEY

DISTRICT ATTORNEY							
	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	Deputy District Attorney I	M0005	7.00	7.00	5.00	5.00	7.00
	Supervisor III	M0005	1.00	1.00	1.00	1.00	1.00
	Supervisor IV	M0006	2.00	2.00	2.00	2.00	2.00
	Deputy District Attorney II	M0010	11.00	11.00	12.00	12.00	7.00
	Deputy District Attorney III	M0012	0.00	0.00	0.00	0.00	3.00
	Sr Deputy District Attorney	M0013	3.00	3.00	4.00	4.00	0.00
	Sr Deputy District Attorney	M0014	0.00	0.00	0.00	0.00	4.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
DISTRICT ATTORNEY	Chief Deputy District Attorney	M0015	1.00	1.00	1.00	1.00	1.00
	Legal Assistant I	S0006	3.00	3.00	3.00	3.00	3.00
	Administrative Specialist I	S0009	3.00	3.00	3.00	3.00	2.00
	Administrative Specialist II	S0011	7.00	7.00	7.00	7.00	7.00
	Legal Assistant II	S0011	12.00	12.00	12.00	12.00	12.00
	Legal Assistant III	S0013	1.00	1.00	1.00	1.00	1.00
	Victim/Witness Spec	S0014	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT			54.00	54.00	54.00	54.00

EXPO

EXPO	Supervisor III	M0005	0.00	0.00	1.00	1.00	1.00
	Exposition Park Director	M0017	1.00	1.00	1.00	1.00	1.00
	Expo Grounds Worker	S0005	0.00	0.00	1.00	2.00	2.00
	Lead Expo Grounds Worker	S0006	2.00	1.00	1.00	1.00	1.00
	Office Specialist	S0007	1.00	1.00	1.00	1.00	1.00
	Administrative Specialist I	S0009	1.00	0.00	1.00	1.00	1.00
	Program/Services Coord I	S0014	1.00	1.00	1.00	1.00	0.00
	TOTAL DEPARTMENT			6.00	4.00	7.00	8.00

FINANCE

FINANCE	Supervisor III	M0005	1.00	1.00	0.00	0.00	0.00
	Supervisor IV	M0006	0.00	0.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007	2.00	2.00	0.00	0.00	0.00
	Business Analyst II	M0008	0.00	0.00	1.00	1.00	1.00
	Program Manager I	M0008	0.00	0.00	1.00	1.00	1.00
	Program Manager II	M0009	0.00	0.00	1.00	1.00	1.00
	Finance Director/Treasurer	M0019	1.00	1.00	0.00	0.00	0.00
	Sr Deputy County Administrator	M0021	0.00	0.00	0.50	0.50	0.50
	Accounting Specialist II	S0011	9.55	8.55	8.55	8.25	5.00
	Taxation Specialist	S0011	0.00	0.00	0.00	0.00	4.25
	Personal Prop Field Dep	S0012	1.00	1.00	1.00	1.00	0.00
	Accounting Analyst	S0013	1.00	2.00	2.00	2.00	1.90
TOTAL DEPARTMENT			15.55	15.55	16.05	15.75	15.65

HEALTH AND HUMAN SERVICES

HEALTH AND HUMAN SERVICES	Administrative Assistant I	M0001	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	2.00	2.00	2.00	2.00	1.00
	Supervisor I	M0003	2.00	2.00	1.00	2.00	2.00
	Project/Program Coordinator I	M0004	0.00	0.00	0.00	0.00	1.00
	Supervisor II	M0004	3.00	4.00	5.00	5.00	6.00
	Project/Program Coordinator II	M0005	0.00	0.00	0.00	0.00	1.00
	Supervisor III	M0005	0.00	0.00	1.00	0.00	1.00
	System Administrator III	M0005	1.00	1.00	0.00	0.00	0.00
	Supervisor IV	M0006	3.00	4.00	4.00	4.00	5.00
	Supervisor V	M0007	0.00	0.00	1.00	1.00	3.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
HEALTH AND HUMAN SERVICES	Program Manager I	M0008	5.00	6.00	2.00	2.00	1.00
	Program Manager II	M0009	1.00	1.00	4.00	4.00	6.00
	Program Manager III	M0010	6.00	5.00	5.00	5.00	4.00
	Program Manager IV	M0011	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	1.00	1.00	0.00	1.00	0.00
	Program Manager VII	M0014	1.00	0.00	0.00	0.00	0.00
	Program Manager VIII	M0015	2.00	3.00	3.00	3.00	3.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Medical Director	M00MD	0.00	1.00	0.50	0.00	0.00
	Chief Medical Officer	M0CMO	0.00	0.00	1.00	1.00	1.00
	Public Health Nurse Manager	M0PHNM	0.00	0.00	1.00	0.00	1.00
	Psychiatric Medical Director	M0PMD	1.00	1.00	0.00	0.00	0.00
	Psych Nurse Prac Mgr	M0PNPM	1.00	1.00	1.00	1.00	0.00
	Veterinarian	M0VET	0.00	0.00	0.50	0.50	0.00
	Health and Human Services Dir	M0019	1.00	1.00	1.00	1.00	1.00
	Custodial Maint Worker AS	S0004	0.00	0.00	4.00	4.00	4.00
	Peer Support Specialist	S0004	1.00	4.50	5.50	5.50	5.50
	Animal Shelter Technician	S0006	3.00	3.00	0.00	3.00	0.00
	Lead Peer Support Specialist	S0006	1.00	1.00	1.00	1.00	0.00
	Animal Shelter Technician	S0007	0.00	0.00	3.00	0.00	3.00
	Health Assistant I	S0007	0.00	0.00	7.50	7.50	7.50
	Medical Office Specialist I	S0007	7.50	7.50	0.00	0.00	0.00
	Office Specialist	S0007	19.30	21.30	24.80	22.80	24.80
	Veterans Services Officer I	S0008	0.00	1.00	1.00	1.00	2.00
	Administrative Specialist I	S0009	6.00	7.00	10.00	9.00	10.00
	Medical Office Specialist II	S0009	0.50	0.50	0.00	0.00	0.00
	QMHA I	S0009	2.00	0.00	2.00	0.00	2.00
	Animal Control Deputy	S0010	2.00	2.00	2.00	2.00	2.00
	Veterans Services Officer II	S0010	3.00	2.00	2.00	2.00	1.00
	Accounting Specialist II	S0011	2.00	3.00	2.80	2.50	2.65
	Administrative Specialist II	S0011	1.00	1.00	1.00	1.00	1.00
	Dev Disability Case Manager	S0012	26.00	34.00	32.00	36.00	36.00
	Disease Intervention Spec	S0012	1.00	1.00	0.00	0.00	0.00
	Envir Health Spec I	S0012	0.00	0.00	1.00	1.00	2.00
	QMHA II	S0012	17.00	15.00	19.00	22.00	20.00
	Alcohol and Drug Specialist	S0013	0.00	0.00	0.00	0.00	1.00
	Communicable Dis Investigator	S0013	0.00	2.00	3.00	3.00	3.00
	WRAP Coach	S0013	0.00	1.00	1.00	0.00	0.00
	Dev Disability Specialist	S0014	3.00	4.00	5.00	4.00	5.00
	HHS Investigator	S0014	2.00	4.00	4.00	4.00	4.00
	Program/Services Coord I	S0014	0.80	1.00	2.00	3.00	2.00
	Envir Health Spec II	S0016	4.00	5.00	5.00	5.00	2.00
	Program/Services Coord II	S0016	5.00	8.00	12.00	11.00	13.00
	QMHP I	S0016	21.00	20.00	20.00	21.00	0.00
	QMHP I - Unlicensed	S0016	0.00	0.00	0.00	0.00	6.00
Registered Dietitian	S0016	1.00	1.00	1.00	1.00	1.00	
Envir Health Spec III	S0017	0.00	0.00	0.00	0.00	1.00	
QMHP I	S0017	0.00	0.00	0.00	0.00	13.00	
QMHP II	S0018	3.00	6.00	7.00	6.00	0.00	
Com Health Nurse I	S0019	0.50	0.50	0.00	0.00	0.00	



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
HEALTH AND HUMAN SERVICES	QMHP II	S0019	0.00	0.00	0.00	0.00	7.00
	Com Health Nurse II	S0021	10.00	9.75	9.00	9.10	9.10
	Epidemiologist	S0021	3.00	3.00	4.00	4.00	3.00
	Mental Health Nurse	S0023	2.00	1.75	1.80	1.80	1.80
TOTAL DEPARTMENT			180.60	206.80	229.40	228.70	235.35

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Administrative Assistant II	M0002	1.00	1.00	0.00	0.00	1.00
	IT Support Specialist II	M0003	1.00	1.00	2.00	2.00	2.00
	System Administrator I	M0003	0.00	0.00	0.00	0.00	1.00
	IT Support Specialist III	M0004	6.00	6.00	5.00	5.00	4.00
	Programmer Analyst II	M0004	2.00	4.00	4.00	4.00	5.00
	Project/Program Coordinator I	M0004	0.00	0.00	1.00	1.00	0.00
	System Administrator II	M0004	2.00	1.00	0.00	0.00	0.00
	Programmer Analyst III	M0005	2.00	2.00	2.00	2.00	4.00
	Project/Program Coordinator II	M0005	0.00	0.00	0.00	0.00	1.00
	System Administrator III	M0005	3.00	4.00	5.00	5.00	1.00
	Programmer Analyst IV	M0007	1.00	1.00	2.00	1.00	0.00
	Project/Program Coordinator IV	M0007	1.00	1.00	1.00	1.00	1.00
	System Administrator IV	M0007	0.00	0.00	0.00	0.00	3.00
	Programmer Analyst V	M0008	3.00	2.00	1.00	2.00	1.00
	System Administrator IV	M0008	3.00	2.00	2.00	2.00	0.00
	System Administrator V	M0008	0.00	0.00	0.00	0.00	2.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	1.00	1.00	1.00	1.00	1.00
	Program Manager VI	M0013	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			29.00	29.00	29.00	29.00	30.00

JUSTICE COURT DISTRICT

JUSTICE COURT DISTRICT	Justice of the Peace	C0087	1.00	1.00	1.00	1.00	1.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
	Office Specialist	S0007	2.00	2.00	2.00	2.00	2.00
TOTAL DEPARTMENT			4.00	4.00	4.00	4.00	4.00

ROADS AND PARKS

ROADS AND PARKS	Administrative Assistant III	M0003	1.00	1.00	0.00	0.00	0.00
	Supervisor I	M0003	0.00	0.00	1.00	1.00	1.00
	Project/Program Coordinator I	M0004	3.00	3.00	2.00	2.00	2.00
	Supervisor II	M0004	0.00	0.00	1.00	1.00	1.00
	Supervisor III	M0005	0.00	2.00	3.00	3.00	1.00
	Parks Operations Supervisor	M0006	2.00	2.00	2.00	2.00	2.00
	Project/Program Coordinator III	M0006	1.00	1.00	1.00	1.00	1.00
	Supervisor IV	M0006	0.00	0.00	0.00	0.00	1.00
	Maintenance Manager	M0007	4.00	5.00	5.00	5.00	5.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
ROADS AND PARKS	Construction Manager	M0010	0.00	0.00	1.00	0.00	1.00
	Construction Engineer	M0011	1.00	1.00	0.00	1.00	0.00
	Program Manager V	M0012	2.00	2.00	2.00	2.00	2.00
	Project Engineer	M0013	1.00	1.00	1.00	1.00	1.00
	Program Manager VII	M0014	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
	Landscape Technician	S0006	1.00	1.00	1.00	1.00	1.00
	Equipment Services Worker I	S0007	2.00	2.00	1.00	1.00	1.00
	Office Specialist	S0007	2.00	2.00	3.00	3.00	3.00
	Road Maintenance Worker	S0007	14.00	14.00	14.00	14.00	14.00
	Administrative Specialist I	S0009	3.00	3.00	3.00	2.00	2.00
	Engineering Technician I	S0010	0.00	0.00	1.00	1.00	1.00
	Equipment Operator	S0010	21.00	21.00	21.00	21.00	21.00
	Equipment Services Worker II	S0010	3.00	3.00	3.00	3.00	3.00
	Park Ranger	S0010	5.00	6.00	5.00	5.00	5.00
	Accounting Specialist II	S0011	1.00	1.00	1.00	1.00	1.00
	Bridge Carpenter	S0011	0.00	1.00	1.00	1.00	1.00
	Equipment Mechanic I	S0011	2.00	2.00	2.00	2.00	1.00
	Vegetation Management Tech	S0011	2.00	2.00	2.00	2.00	2.00
	Engineering Technician II	S0012	2.00	1.00	1.00	1.00	1.00
	Lead Equipment Operator I	S0013	12.00	12.00	12.00	12.00	12.00
	Weighmaster	S0013	0.00	1.00	1.00	1.00	1.00
	Engineering Technician III	S0014	0.00	1.00	1.00	1.00	1.00
	Equipment Mechanic II	S0014	4.00	4.00	4.00	4.00	6.00
	Lead Equipment Operator II	S0014	1.00	1.00	0.00	0.00	0.00
	Program/Service Coord I	S0014	0.00	0.00	0.00	0.00	2.00
	Safety Technician	S0014	1.00	1.00	1.00	1.00	1.00
	Engineering Associate I	S0017	2.00	1.00	1.00	1.00	1.00
	Engineering Associate II	S0020	1.00	1.50	1.50	2.00	0.00
Lead Surveyor - Roads	S0020	1.00	1.00	1.00	0.50	0.50	
TOTAL DEPARTMENT			99.00	104.50	104.50	103.50	103.50

SHERIFF

SHERIFF	County Sheriff	C0096	1.00	1.00	1.00	1.00	1.00
	Security Officer	F0510	2.00	2.00	2.00	2.00	2.00
	Records Clerk	F0520	31.00	31.00	31.00	31.00	0.00
	Records Clerk	F0521	0.00	0.00	0.00	0.00	28.00
	Criminal Data Tech	F0542	2.00	2.00	2.00	2.00	2.00
	Search and Rescue Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	3.00	4.00	4.00	4.00	4.00
	Property Evidence Clerk	F0550	2.00	3.00	3.00	3.00	3.00
	Corrections Deputy	F0571	55.00	56.00	57.00	57.00	0.00
	Corrections Deputy	F0581	0.00	0.00	0.00	0.00	56.00
	Criminal Deputy	F0581	56.00	59.00	63.00	63.00	62.00
	Administrative Assistant I	M0001	0.00	0.00	1.00	1.00	0.00
	Administrative Assistant II	M0002	4.00	3.00	3.00	3.00	4.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 ADOPTED	2024-2025 ADOPTED
SHERIFF	Project/Program Coordinator I	M0004	2.00	2.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	2.00	2.00	2.00
	Project/Program Coordinator III	M0006	0.00	0.00	1.00	1.00	1.00
	Supervisor IV	M0006	2.00	0.00	0.00	0.00	1.00
	Program Manager I	M0008	0.00	2.00	2.00	2.00	1.00
	Sergeant I	M0009	5.00	5.00	5.00	5.00	5.00
	Sergeant II	M0010	8.00	8.00	9.00	9.00	9.00
	Lieutenant	M0013	4.00	4.00	4.00	4.00	5.00
	Captain	M0016	2.00	2.00	2.00	2.00	2.00
TOTAL DEPARTMENT			181.00	186.00	194.00	194.00	190.00

SURVEYOR

SURVEYOR	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Administrative Specialist II	S0011	1.00	1.00	1.00	1.00	1.00
	GIS/Surveying Tech Spec	S0013	1.00	1.00	1.00	1.00	1.00
	Land Surveyor	S0020	2.00	2.00	2.00	2.00	2.50
TOTAL DEPARTMENT			5.00	5.00	5.00	5.00	5.50

GRAND TOTAL 893.90 934.60 969.70 960.70 964.85

Salary range codes are as follows: C = Elected Officials, F = Jackson County Sheriff's Association Employees,
M = Non-Represented Management and Confidential Employees, P = Federation of Oregon Parole and Probation Officers,
S = Service Employees International Union (see next page)



The Collective Bargaining Agreement Between Jackson County and Jackson County Employees Association SEIU Local 503, OPEU (effective July 1, 2022, through June 30, 2025) included implementation of the December 2021 Classification and Compensation Study. In addition to a new compensation plan (identified under Salary Schedules in this document) and salary range code change (from E to S), certain job classification titles were also changed. Below is the list of job classification titles that changed effective July 4, 2022. Prior year history for those positions with title changes have been rolled into the new title.

Current Classification Title	Previous Classification Title
Accounting Analyst	Accounting Associate
Accounting Specialist I	Accounting Clerk II
Accounting Specialist II	Accounting Clerk III
Administrative Specialist I	Office Assistant IV
Administrative Specialist I	Project Specialist
Administrative Specialist II	Office Assistant V
Airport Elect/Op Maint Spec	Airport Elect/On & Maint Spec
Building Services Specialist	Planning/Building Specialist
Cartographer I	Cartographer
Cartographer II	Sr Cartographer
Com Health Nurse I	Com Health Nurse II
Com Health Nurse II	Com Health Nurse III
Engineering Associate I	Engineering Associate
Engineering Associate II	Lead Design Engineer
Equipment Mechanic I	Equipment Mechanic
Equipment Mechanic II	Sr Equipment Mechanic
Equipment Operator	Equipment Operator II
GIS/Surveying Tech Spec	GIS/Surveying Technical Specia
Lead Airport Enforce Officer	Airport Protection Specialist
Lead Equipment Operator I	Lead Equipment Operator
Lead Equipment Operator II	Sr Road Maintenance Lead
Legal Assistant III	Senior Legal Assistant
Licensed Practical MH Nurse	LPN
Maintenance Worker I	Maintenance Worker
Maintenance Worker II	Sr Maintenance Worker
Medical Office Specialist I	Health Assistant II
Medical Office Specialist II	Health Assistant III
Office Specialist	Office Assistant II
Office Specialist	Office Assistant III
Program Specialist – CJ	Program Specialist – Comm Just
Program/Services Coord I	Community Progr Coordinator
Program/Services Coord II	Comm Outreach Ed
Program/Services Coord II	Project/Services Coordinator
Program/Services Coord II	Sr Project/Svcs Coordinator
QMHA II	Mental Health Spec II
Transition Center Coordinator	Transition Center Technician
<i>No Longer Used</i>	Customer Service Specialist
<i>No Longer Used</i>	Sr Com Program Coordinator
<i>No Longer Used</i>	Sr Library Asst
<i>No Longer Used</i>	Traffic Control Coordinator



SALARY SCHEDULES

Jackson County Service Employees International Union Effective July 1, 2024

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 (1 Year)	Step 8 (1 Year)	Step 9 (1 Year)	Step 10 (1 Year)	Step 11
1	14.85	15.21	15.69	16.17	16.65	17.13	17.65	18.17	18.67	19.18	19.70
2	15.45	15.95	16.45	16.97	17.47	17.97	18.50	19.05	19.58	20.13	20.66
3	16.20	16.74	17.26	17.78	18.31	18.85	19.40	19.98	20.54	21.11	21.67
4	16.99	17.54	18.09	18.65	19.19	19.76	20.34	20.94	21.53	22.12	22.72
5	17.81	18.40	18.96	19.56	20.14	20.71	21.34	21.96	22.58	23.21	23.82
6	18.68	19.30	19.89	20.50	21.12	21.73	22.37	23.03	23.68	24.34	24.98
7	19.59	20.23	20.86	21.50	22.14	22.78	23.46	24.15	24.83	25.51	26.19
8	20.54	21.21	21.88	22.55	23.22	23.89	24.60	25.31	26.03	26.76	27.47
9	21.54	22.23	22.93	23.65	24.35	25.05	25.79	26.55	27.29	28.05	28.80
10	22.58	23.32	24.06	24.80	25.53	26.27	27.05	27.84	28.62	29.42	30.21
11	23.69	24.46	25.22	25.99	26.77	27.53	28.37	29.19	30.02	30.85	31.66
12	24.84	25.65	26.45	27.26	28.07	28.87	29.74	30.61	31.48	32.34	33.21
13	26.05	26.89	27.73	28.59	29.43	30.28	31.19	32.09	33.00	33.91	34.83
14	27.30	28.19	29.08	29.97	30.87	31.77	32.71	33.66	34.61	35.56	36.52
15	28.63	29.57	30.50	31.43	32.36	33.29	34.30	35.30	36.29	37.30	38.28
16	30.03	31.00	31.99	32.96	33.94	34.92	35.97	37.00	38.05	39.11	40.16
17	31.48	32.51	33.53	34.56	35.58	36.62	37.72	38.81	39.92	41.01	42.11
18	33.01	34.09	35.18	36.24	37.32	38.39	39.54	40.69	41.85	43.00	44.15
19	34.62	35.75	36.88	38.01	39.13	40.26	41.47	42.67	43.88	45.09	46.31
20	36.30	37.50	38.67	39.85	41.03	42.22	43.49	44.75	46.02	47.28	48.56
21	38.06	39.31	40.55	41.79	43.03	44.28	45.61	46.92	48.25	49.58	50.91
22	39.93	41.22	42.52	43.83	45.12	46.41	47.81	49.20	50.60	51.99	53.38
23	41.87	43.22	44.58	45.95	47.31	48.68	50.13	51.60	53.06	54.51	55.98
24	43.89	45.32	46.76	48.18	49.61	51.03	52.57	54.11	55.63	57.16	58.70
25	46.03	47.52	49.03	50.52	52.03	53.52	55.12	56.74	58.35	59.95	61.55
26	48.27	49.84	51.41	52.98	54.56	56.13	57.81	59.50	61.18	62.86	64.55
27	50.61	52.27	53.91	55.56	57.21	58.85	60.63	62.39	64.15	65.92	67.68

*Should minimum wage exceed in any Step, those Steps will be adjusted to minimum wage.

11/14/2023



**Jackson County Sheriff's Employees' Association (JCSEA)
Effective July 1, 2024**

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	19.30	20.27	21.28	22.34	23.46	24.63
Records Clerk	108	521	22.78	23.92	25.12	26.38	27.70	29.09
Criminal Data Technician	101	542	23.64	24.82	26.06	27.36	28.73	30.17
Search and Rescue Assistant	112	542	23.64	24.82	26.06	27.36	28.73	30.17
Community Services Officer	130	545	25.48	26.75	28.09	29.49	30.96	32.51
Property/Evidence Clerk	190	550	27.65	29.03	30.48	32.00	33.60	35.28
Corrections Deputy	114A	581	31.87	33.46	35.13	36.89	38.73	40.67
	114B	582	32.63	34.26	35.97	37.77	39.66	41.64
	114C	583	33.49	35.16	36.92	38.77	40.71	42.75
	114D	584	34.29	36.00	37.80	39.69	41.67	43.75
	114E	585	35.05	36.80	38.64	40.57	42.60	44.73
Criminal Deputy	120A	581	31.87	33.46	35.13	36.89	38.73	40.67
	120B	582	32.63	34.26	35.97	37.77	39.66	41.64
	120C	583	33.49	35.16	36.92	38.77	40.71	42.75
	120D	584	34.29	36.00	37.80	39.69	41.67	43.75
	120E	585	35.05	36.80	38.64	40.57	42.60	44.73

03/04/2024

**Federation of Oregon Parole and Probation Officers (FOPPO)
Effective July 1, 2024**

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	30.86	32.30	33.80	35.36	37.02	38.74	40.68	42.32	43.99

03/04/2024



**Non-Represented Management and Confidential Employees
Effective July 1, 2024**

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
1	24.64	25.86	27.15	28.49	29.93	31.44
2	26.30	27.62	29.01	30.44	31.97	33.58
3	29.09	30.50	32.03	33.65	35.35	37.09
4	30.46	32.00	33.60	35.24	37.02	38.87
5	34.00	35.67	37.46	39.33	41.29	43.35
6	36.03	37.84	39.76	41.72	43.81	46.02
7	37.79	39.70	41.69	43.76	45.96	48.23
8	39.54	41.54	43.59	45.77	48.08	50.49
9	41.00	43.05	45.22	47.47	49.85	52.33
10	41.91	44.01	46.22	48.53	50.95	53.50
11	43.64	45.83	48.12	50.52	53.06	55.71
12	45.34	47.62	50.01	52.50	55.13	57.89
13	47.65	50.03	52.52	55.16	57.94	60.82
14	49.96	52.45	55.09	57.83	60.74	63.77
15	50.91	53.43	56.13	58.95	61.87	64.97
16	53.14	55.78	58.59	61.49	64.57	67.82
17	56.52	59.35	62.30	65.42	68.71	72.12
18	60.79	63.82	67.01	70.35	73.88	77.56
19	66.13	69.44	72.89	76.56	80.36	84.40
20	72.74	76.37	80.20	84.21	88.42	92.83
21	85.83	90.11	94.63	99.37	104.33	109.54

PHNM	52.39	55.01	57.78	60.67	63.69	66.87
PNPM	60.99	64.02	67.24	70.59	74.16	77.84
VET	73.19	76.83	80.68	84.73	88.98	93.42
MD	107.63	113.03	118.63	124.58	130.81	137.34
PSY	114.76	120.51	126.52	132.82	139.46	146.48
PMD	126.24	132.54	139.18	146.09	153.41	161.14
CMO	138.86	145.80	153.09	160.71	168.75	177.24

11/14/2023

**Elected Officials
Salary Schedule***

Title	Class Code	07/01/24 Salary	01/13/25 Salary
County Assessor	C0091	65.42	56.52
County Clerk	C0092	57.89	57.89
County Commissioner, Position 1	C0098	72.12	72.12
County Commissioner, Position 2	C0098	65.42	56.52
County Commissioner, Position 3	C0098	72.12	72.12
County Sheriff	C0096	84.40	84.40
County Surveyor	C0095	60.82	60.82
District Attorney (County Portion)	C0078	19.92	15.61
Justice of the Peace	C0087	50.49	50.49

*Per Order No. 76-24; newly elected, or appointed, person(s) will take office at a lower salary.



FIVE-YEAR PROJECTIONS

COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County’s financial management strategy and budget planning process. This financial planning process can help shape decisions, and permits necessary and corrective action to be taken before problems become more severe.

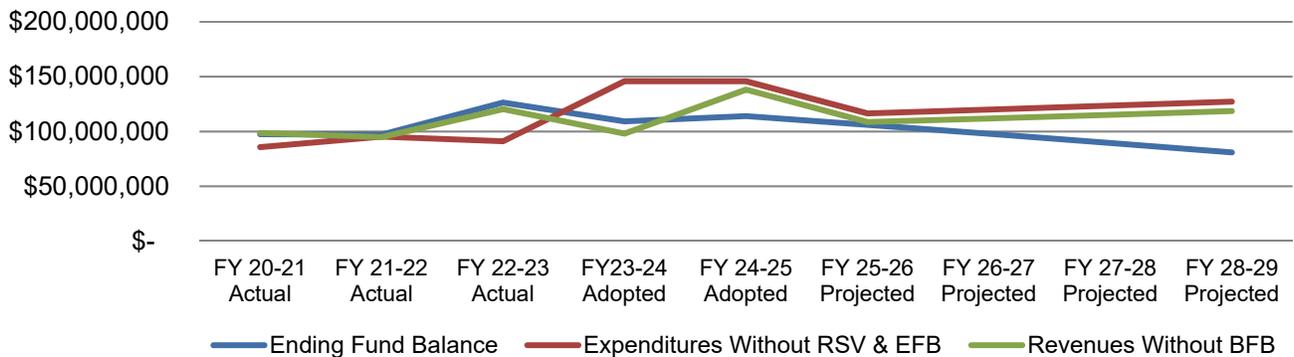
The County forecasts revenues and expenditures for its major funds over a five-year period. The forecast is adjusted as each year’s final results are known and as new years are budgeted. As a result of these forecasting efforts, the County is in good financial condition. While there are services that would be expanded if reliable funding amounts increased, the current services provided are balanced to meet the needs of the citizens with the funding levels available. The projections, below, include the information available at the time the projections were made. County staff will continue to look for efficiencies in providing services through advances in technology, while keeping costs within budgetary limitations. Staff also continues to revise current fees and charges based on cost recovery methodologies.

The County forecasted its major funds based on the fiscal year 2024-2025 budget: the General Fund (\$259,849,126), the Road Fund (\$48,202,275), the Health and Human Services Fund (\$86,673,788), and the Airport Fund (\$117,396,545). Due to the influx of funding from the American Rescue Plan Act, the ECSO Capital Project Fund does meet the criteria and is not a budget classification for a major fund for fiscal year 2024-2025. To provide consistency between budget years, the ECSO Capital Project Fund forecast is included in this section. Information on each fund, along with any significant issues, are noted below.

The General Fund (010)

The General Fund is the largest fund within the Jackson County budget and is appropriately titled because most of the general operations of Jackson County are included in it. The General Fund is helping to meet three of the County Strategic Plan Goals: (1) Protect the health, safety, and well-being of all citizens; (3) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (6) Utilize current and future technology to enhance transparency in a cost-effective manner to provide essential services to County residents. 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 Fiscal Year 2024-2025 Adopted Budget



Looking to the future, the County can anticipate changes in three significant sources of General Fund revenue: property taxes, Oregon and California Railroad (O&C) Lands, and State-supported public safety programs. Property taxes are assessed based on the lesser of RMV or the Maximum Assessed Value (MAV). Ballot Measure 50 established a permanent rate limit for Jackson County of \$2.0099 of assessed valuation per \$1,000 of assessed value, and set limits for any new property being placed on the tax roll. The MAV on all parcels is calculated as if it existed in fiscal year 1995-1996 as 1995 RMV, less 10 percent, with the possibility of a 3 percent increase annually. If the RMV of the parcel dips below the assessed value, the rate is applied to the lower of the two values in keeping with Oregon law. A review of the last eight years' records reflects a 3.98 percent average annual increase in taxable assessed value, though the fiscal year 2022-2023 value of 5.01 percent was higher due to the rebuilding of structures that were lost in the Alameda and South Obenchain Fire in 2020. Additionally, while the average may be a good place to start when making predictions, it is known that there are material and labor issues that will likely affect the ability of property owners to complete hoped-for projects. With these local market issues, and increased building occurring due to the wildfires, this budget is forecasting a 5.60 percent projected increase in property taxes.

During fiscal year 1991-1992, the County received its last actual O&C Lands payment from timber harvest shared revenue. Environmental issues, including the listing of the spotted owl as an endangered species, significantly reduced timber harvests and revenues. As a result, the Federal government provided a series of revenue guarantees. O&C payments were legislated under the Secure Rural Schools (SRS) and Community Self-Determination Act. The SRS Act was reauthorized under Public Law (PL) 110-343, PL 112-14, PL 114-10, PL 115-114, and PL 116-94; each new reauthorization has been reduced to 95 percent of the previous reauthorization amount. In 2021, the Federal government passed the Infrastructure Investment and Jobs Act (IIJA) PL 117-58, which reauthorized SRS Act funding. The IIJA removed the 5 percent reduction in funding for each new reauthorization and established a set annual payment amount for the duration of the three-year authorization. On November 25, 2019, the United States District Court for the District of Columbia ruled that the 2016 Resource Management Plan (RMP) violates the O&C Act. The issue is that the O&C Act requires all 2,100,000 acres of O&C timberlands to be managed for sustainable yield timber production, which was not done. With this judgment, the RMP must be revised so logging can continue, but at this point there is no timeframe on when the revised RMP will be written or approved. The revenue is forecasted conservatively based upon the estimated known revenues at the time the budget was prepared.

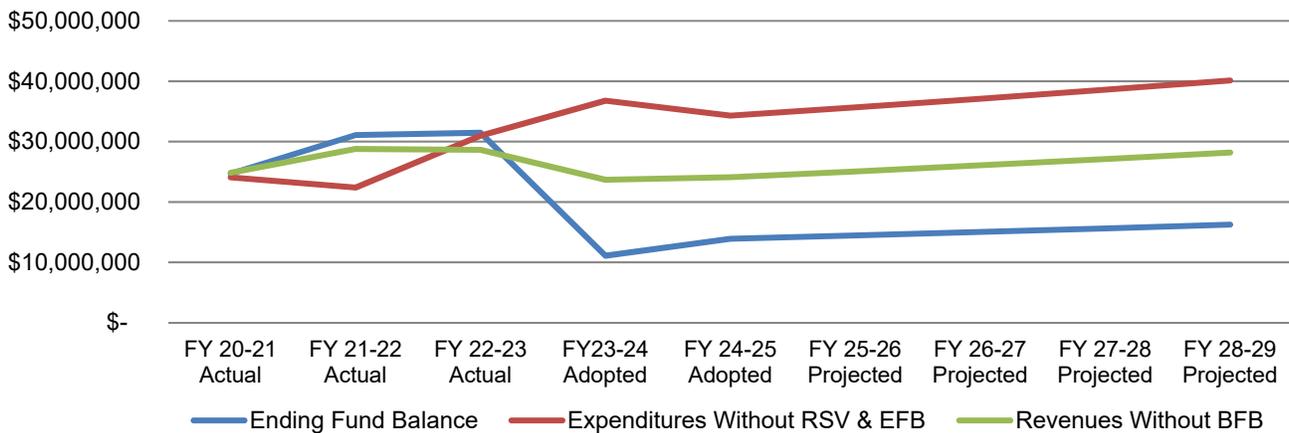
Jackson County's jail has been at capacity for many years now and is too small for the current population. The citizens are not getting the services they need and it is impacting the health and safety of the communities. All of the city police departments, the County Sheriff patrols, the District Attorney's Office, the State court system, Community Justice, and mental health and addiction service agencies are experiencing significant workload impacts as a result. While the County has acquired land for a new jail, the ballot measure to create a service district to build a new jail and provide additional funding for the increase in jail operating costs failed to pass. The County has set aside up to \$40,000,000 of the fund balance to use as a match to build the new jail if a future ballot measure passes. Ongoing operations of the proposed new jail are based on the same level of continued General Fund support. A new taxing district, much like the White City Enhanced Law Enforcement District, would be set up for the jail to support additional costs of jail operations.

The Road Fund (020)

The Road Fund is a Special Revenue Fund used to operate, maintain, and improve Jackson County roadways. The Road Fund is helping to meet County Strategic Plan Goal (5) Provide and maintain multiple transportation systems. The Road Fund receives the majority of its revenues from the State gas tax and vehicle registration fees. Additionally, the Fund receives some revenue from Federal forest timber payments as well as grant funds to assist with large capital improvements.



Road Fund Forecast Based on the Fiscal Year 2024-2025 Adopted Budget



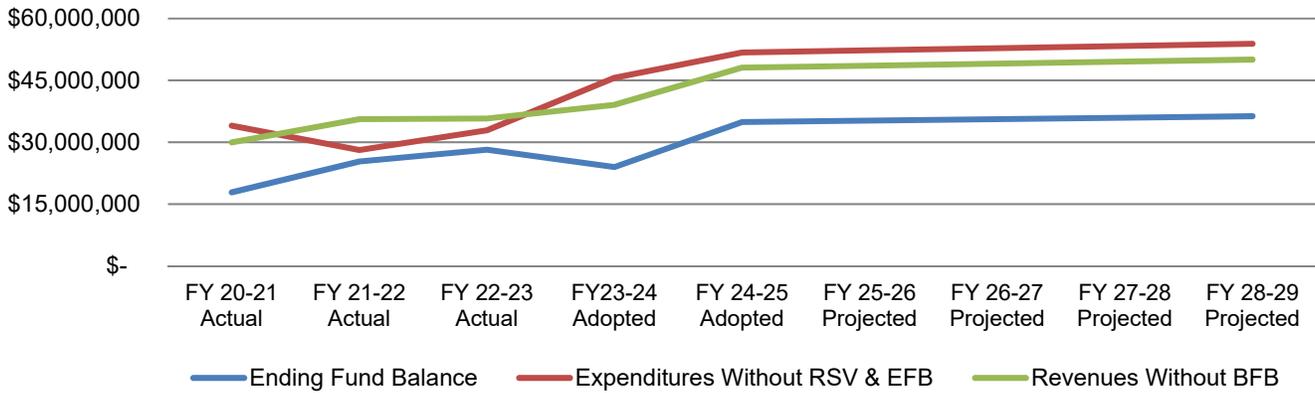
In 2017, the Oregon State Legislature passed House Bill (HB) 2017 which included incremental increases to the State gas tax to assist State and local agencies in financing maintenance and for the expansion of the statewide transportation system. This additional revenue provided a mechanism to advance the scheduling of major projects included in the Transportation System Plan. Major investments were made in capital projects to improve safety and efficiency on the County’s road network. Deferred equipment purchases were made to ensure a reliable fleet of equipment to perform critical pavement maintenance work as well as emergency storm response. However, the impacts of recent inflation have largely reduced the buying power of the additional funding provided through HB 2017. Current inflationary pressures have notably increased the cost of equipment and materials, which have caused bid prices to advance rapidly as well as add significant costs to the overall operating budget. Compounding the issue, SRS funding has not been reauthorized at the Federal level, and the Road Fund is expected to see an estimated \$600,000 less in Federal revenues as compared to fiscal year 2023-2024. Furthermore, gas tax revenues are projected to be impacted negatively due to an increase in vehicle fuel efficiencies, the increased movement toward electric vehicles, and a general trend in overall decreased miles driven across the State. The State of Oregon is working toward developing alternative methods of collecting adequate funding for road maintenance due to these impacts, of which any proposed solution will take legislative action. The Roads and Parks Department will continue to closely monitor State revenues and adjust expenditures for road improvement projects accordingly.

The Health and Human Services Fund (033)

The Health and Human Services (HHS) Fund is a Special Revenue Fund used to protect and promote the health of Jackson County citizens. The Health and Human Services Fund is helping to meet County Strategic Plan Goal (1) Protect the health, safety, and well-being of all 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 Fiscal Year 2024-2025 Adopted Budget

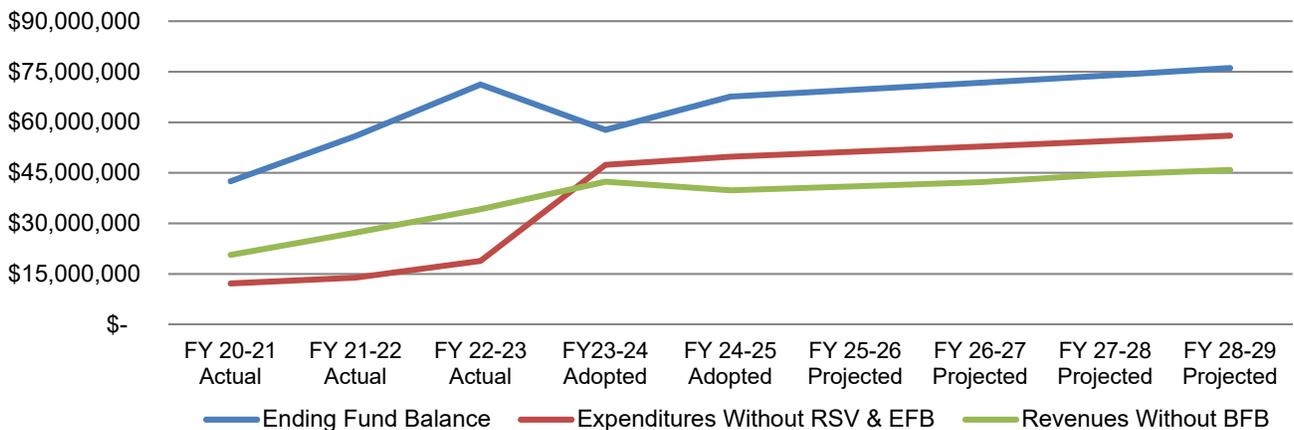


HHS serves as the public information provider for communicable disease-related issues within Jackson County, such as COVID. The past several years brought huge changes in service levels and funding for HHS. The Department continually evaluates the services it provides directly, and those that are available in the community through other organizations. In addition, there have been many efforts at the local, State, and Federal levels regarding funding for various programs. These efforts include the expansion of mobile crisis efforts for behavioral health, distribution of pass-through dollars for providers of services to individuals with developmental disabilities to assist in emergency preparedness efforts for that population, and continued focus on various public health-related issues such as prevention and promotion efforts around opioid use, tobacco prevention, and behaviors that create health risks. These fluctuations in funding continue to make it challenging to project the level of funding that will be available in the next five years. Therefore, the Department will adjust service levels accordingly as information regarding future funding becomes available.

The Airport Fund (500)

The Airport Fund is the County’s largest Enterprise Fund and provides air transportation facilities and economic development opportunities for the benefit of the local community. The Airport Fund is helping to meeting County Strategic Plan Goals: (2) Serve all citizens fairly and ensure access to County government, and (5) Provide and maintain multiple transportation systems. The Airport Fund receives revenues from Airport rates and charges, Oregon Department of Aviation and Transportation grants, and Federal Aviation Administration (FAA) grants. The fluctuation in the forecast below is due to the completion of several capital projects. These projects are completed as State and Federal grants are received and, therefore, vary from year to year.

Airport Fund Forecast Based on the Fiscal Year 2024-2025 Adopted Budget

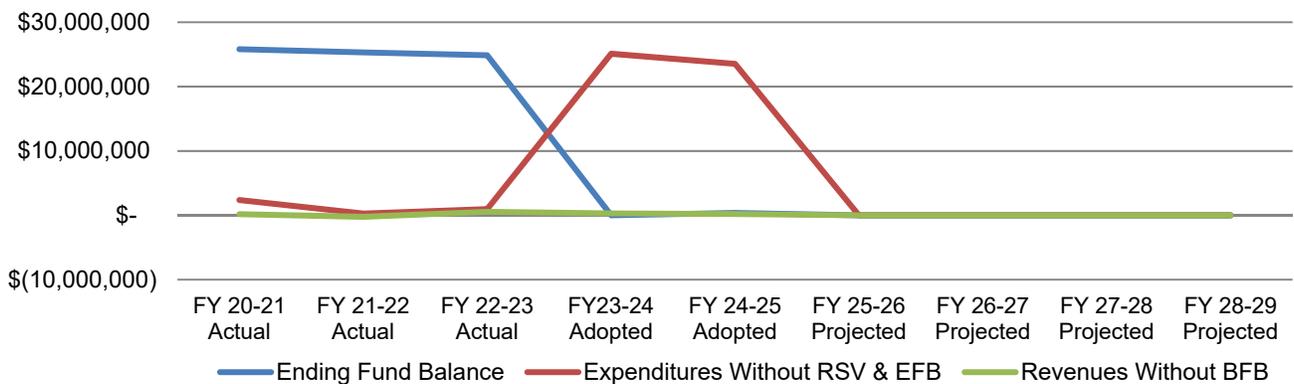


The Airport maintains a 10-year Capital Improvement Program on file with the FAA to take advantage of discretionary funds that the FAA has available for planned capital projects. The Airport received coronavirus relief assistance from the Federal government to help offset the loss of revenue, and fiscal year 2024-2025 will be the last full year of the relief funding. This grant assistance has helped maintain a stable financial condition for the Airport Fund. Revenues and expenditures have been projected to increase due to a combination of grant funding and increased passenger travel, but will fluctuate based on the expected FAA funding for future capital projects; most capital projects take several years to complete. The most significant projects on the horizon are the northwest development project, Phase 2 of the general aviation apron expansion project, and Phase 2 of the east apron expansion project. The Airport has also begun the process of terminal expansion planning, with the cost estimates portion underway; the forecast, above, does not include the terminal expansion as cost estimates are not yet known. The Airport intends to use a variety of funding options for the terminal, including grant funding, revenue bonds, and Reserves. At the time that the fiscal year 2024-2025 budget and financial forecast were prepared, the Airport was generating new revenues through its fees and charge. Airport Administration manages over 938 acres, which includes over 200 acres located outside of the fenced security zone for non-aviation-related revenue activities.

The ECSO Capital Project Fund (630)

The ECSO (Emergency Communications of Southern Oregon) Capital Project Fund will utilize bond proceeds to upgrade and improve an outdated public safety emergency communications system in Jackson County. The ECSO bond measure was passed by voters in November 2019 and received revenue from the sale of general obligation bonds.

**ECSO Capital Project Fund Forecast
Based on the Fiscal Year 2024-2025 Adopted Budget**



At the end of fiscal year 2019-2020, the County issued \$23,870,000 in general obligation bonds to finance the ECSO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average 3.964 percent. Net interest cost to the County is 2.48 percent. The capital costs will include: land acquisition, tower acquisition and construction, and related improvements to upgrade emergency communications. This includes modernized P25 (industry standard) digital radios with improved voice communications for public safety users (fire, law enforcement, emergency medical services, and dispatch services); new IP Dispatch Radio Consoles for communicating on the radio system, paging, fire station alerting, emergency calls, and alarms; updated microwave radios on tower sites throughout Jackson County. While it is anticipated that the project may take several years to complete due to new tower locations and Federal permitting requirements, the County budgets the entire Capital Outlay amount each year due to the possibility that the funds may be completely expended during the fiscal year.



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 2024 through 2029 were projected between 2 and 5 percent increases from the 2024-2025 adopted budget. Not all Capital Outlay has been detailed in this projection; a full report of Capital Outlay for fiscal year 2024-2025 can be found on Page 47 of this document.

COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$167,121,292				
	2021-2022	\$198,653,663	\$204,613,273			
	2022-2023	\$193,304,844	\$199,103,990	\$205,077,110		
	2023-2024	\$199,138,561	\$203,121,332	\$207,183,759	\$211,327,434	
	2024-2025	\$257,455,119	\$211,885,158	\$218,241,712	\$224,788,964	\$231,532,633

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

AMERICAN RESCUE PLAN ACT: EMERG MULTI-PURPOSE FAC	\$29,770,622					
COURTHOUSE: ROOF REPLACEMENT	\$200,000					
ECISO: COMMUNICATIONS INFRASTRUCTURE UPGRADE	\$23,522,993					
JUSTICE BLDG: PARKING LOT REPLACEMENT SECTION 2	\$300,000					
WHITE CITY: LAND IMPROVEMENTS	\$1,495,000					
COURTHOUSE: IT TRANSFER SWITCH REPLACEMENT			\$85,000			
JAIL: DOOR CONTROLLER UPGRADE			\$175,000			
JAIL: UNDERGROUND FUEL TANK REMOVAL PHASE 3			\$125,000			
JUSTICE BLDG: COOLING TOWER REPLACEMENT			\$125,000			
ROADS: LUBE BUILDING ROOF REPLACEMENT			\$60,000			
COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT				\$175,000		
JUSTICE BLDG: LED INTERIOR UPGRADE				\$250,000		
TRANSITION CTR: ALL SEASONS HVAC ROOFTOP UNIT				\$175,000		
TRANSITION CTR: HVAC UNIT SOUTH SIDE REPLACEMENT				\$150,000		
COURTHOUSE: IT HVAC REPLACEMENT					\$200,000	
JUVENILE BLDG: HVAC UNIT INTELIPAK REPLACEMENT					\$200,000	
ROGUE FAMILY CTR: PARKING LOT REPLACEMENT					\$65,000	
ROGUE FAMILY CTR: FIRE ALARM SYSTEM REPLACEMENT						\$70,000
JAIL: GENERATOR REPLACEMENT						\$125,000

AIRPORT

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$70,060,571				
	2021-2022	\$71,030,483	\$73,161,397			
	2022-2023	\$94,439,499	\$97,272,684	\$100,190,864		
	2023-2024	\$108,297,998	\$111,546,938	\$114,893,346	\$118,340,146	
	2024-2025	\$117,396,545	\$120,918,441	\$124,545,995	\$128,282,374	\$132,130,846



FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

AIRPORT RESCUE FIREFIGHTING TRUCK	\$1,500,000					
BAGGAGE HANDLING SYSTEM	\$150,000					
EAST APRON ENVIRONMENTAL – PHASAE 2	\$168,926					
EAST APRON, TAXIWAY, BLAST FENCE PCI PHASE 1	\$1,688,653					
EXPOLOSIVE DETECTION SYSTEM	\$75,000					
FUEL FARM GENERATOR	\$35,000					
FUEL FARM RELOCATION	\$1,000,000					
GENERAL AVIATION (GA) APRON EXPANSION – PHASE 2	\$7,522,260					
LACTATION POD – SECURE SITE	\$50,000					
LIQUID DEICING UNIT – RUNWAY/TAXIWAYS	\$50,000					
NEBULA WAY UTILITIES – GA APRON	\$1,500,000					
NW DEVELOPMENT – TAXIWAY C, TAXILANES, AND NW APRON	\$3,950,000					
NW DEVELOPMENT – UTILITIES AND SITE DEVELOPMENT	\$1,750,000					
PARKING LOT EQUIPMENT	\$500,000					
PASSENGER BOARD BRIDGE 4 – CAB REPLACEMENT	\$130,000					
PAVEMENT MAINTENANCE PLAN	\$179,562					
PERIMETER ROAD IMPROVEMENTS	\$350,000					
REAL ESTATE ACQUISITION	\$5,000,000					
SECURITY PROJECTS – SERVERS AND SWITCHES	\$200,000					
SERVER	\$20,000					
SNOW REMOVAL EQUIPMENT	\$1,400,000					
SWITCHES – CISCO	\$30,000					
TAXIWAYS B, C, AND CARGO APRON SEALCOAT	\$1,200,000					
TERMINAL GENERATOR	\$90,000					
UPGRADE ACCESS CONTROL DEVICES	\$780,000					
VEHICLE CHARGING STATION (2)	\$20,000					
WEATHER OBSERVOR EQUIPMENT	\$100,000					
BAGGAGE CLAIM – EXPANSION AND IMPROVEMENTS		\$17,900,000				
CORPORATE APRON REHABILITATION – DESIGN/ENVIRNMNTL		\$780,000				
EAST SIDE CIRCULATION APRON – CONSTRUCTION		\$8,900,000				
OVERFLOW PARKING LOT		\$4,500,000				
TERMINAL APRON – RECONFIGURATION DESIGN		\$550,000				
TERMINAL EXPANSION – PHASE 1, 2, AND 3 DESIGN ONLY		\$6,010,000				
CORPORATE APRON REHABILITATION – CONSTRUCTION				\$7,830,000		
EXPAND TSA SCREENING AREA				\$5,315,000		
PAVEMENT CONDITION INDEX STUDY				\$117,333		
TAXIWAY A NORTH HOLDING BAY – DESIGN/ENVIRONMENTAL				\$350,000		
TERMINAL APRON RECONFIGURATION – CONSTRUCTION				\$9,350,000		
TERMINAL EXPANSION – PHASE 1 – CONSTRUCTION				\$84,100,000		
TAXIWAY A NORTH HOLDING BAY – CONSRUCTION					\$5,750,000	
ARFF STATION RELOCATION – DESIGN/ENVIRONMENTAL						\$2,500,000
LAND PURCHASE – FUTURE RUNWAY RPZ						\$1,110,999

ASSESSOR

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$5,093,630				
	2021-2022	\$5,180,980	\$5,310,505			
	2022-2023	\$5,216,848	\$5,347,269	\$5,480,951		
	2023-2024	\$5,732,604	\$5,875,919	\$6,022,817	\$6,173,388	
	2024-2025	\$5,783,053	\$5,927,629	\$6,075,820	\$6,227,716	\$6,383,408



BOARD OF COMMISSIONERS

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$1,114,552				
	2021-2022	\$1,043,312	\$1,074,611			
	2022-2023	\$1,064,207	\$1,096,133	\$1,129,017		
	2023-2024	\$1,003,201	\$1,033,297	\$1,064,296	\$1,096,224	
	2024-2025	\$1,055,583	\$1,087,250	\$1,119,868	\$1,153,464	\$1,188,068

COMMUNITY JUSTICE

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$24,987,498				
	2021-2022	\$23,816,408	\$24,987,498			
	2022-2023	\$24,383,793	\$23,816,408	\$25,868,767		
	2023-2024	\$24,101,602	\$24,383,793	\$25,569,390	\$26,336,472	
	2024-2025	\$24,344,473	\$25,074,807	\$25,827,051	\$26,601,863	\$27,399,919

COUNTY CLERK

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$1,975,169				
	2021-2022	\$2,015,301	\$2,075,760			
	2022-2023	\$2,095,348	\$2,158,208	\$2,222,954		
	2023-2024	\$1,848,385	\$1,903,836	\$1,960,951	\$2,019,780	
	2024-2025	\$2,615,306	\$2,693,765	\$2,774,578	\$2,857,815	\$2,943,550

COUNTY COUNSEL

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$1,549,401				
	2021-2022	\$1,509,595	\$1,585,075			
	2022-2023	\$1,582,299	\$1,661,414	\$1,744,485		
	2023-2024	\$1,434,495	\$1,506,220	\$1,581,531	\$1,660,608	
	2024-2025	\$1,392,879	\$1,462,523	\$1,535,649	\$1,612,432	\$1,693,053

DEVELOPMENT SERVICES

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$6,073,979				
	2021-2022	\$6,016,603	\$6,257,267			
	2022-2023	\$6,381,255	\$6,636,505	\$6,901,966		
	2023-2024	\$6,740,189	\$7,009,797	\$7,290,189	\$7,581,796	
	2024-2025	\$6,807,942	\$7,012,180	\$7,292,667	\$7,584,374	\$7,887,749

DISTRICT ATTORNEY

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$8,173,437				
	2021-2022	\$8,171,148	\$8,416,283			
	2022-2023	\$8,291,226	\$8,539,963	\$8,796,162		
	2023-2024	\$8,558,145	\$8,814,890	\$9,079,336	\$9,215,526	
	2024-2025	\$8,324,687	\$8,574,428	\$8,831,660	\$9,096,610	\$9,233,059



EXPO

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$4,151,047				
	2021-2022	\$3,012,710	\$3,133,218			
	2022-2023	\$5,312,694	\$5,578,329	\$5,857,245		
	2023-2024	\$9,754,736	\$9,949,831	\$10,148,828	\$10,351,804	
	2024-2025	\$2,934,267	\$2,992,952	\$3,052,811	\$3,113,868	\$3,176,145

FINANCE

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$2,766,997				
	2021-2022	\$2,750,128	\$2,846,383			
	2022-2023	\$2,724,045	\$2,819,386	\$2,918,065		
	2023-2024	\$2,558,548	\$2,648,097	\$2,740,781	\$2,836,708	
	2024-2025	\$2,537,211	\$2,613,327	\$2,691,727	\$2,772,479	\$2,855,653

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$49,033,343				
	2021-2022	\$49,716,329	\$51,207,819			
	2022-2023	\$65,393,038	\$67,354,829	\$69,375,474		
	2023-2024	\$70,325,039	\$71,028,289	\$71,738,572	\$72,455,958	
	2024-2025	\$86,673,788	\$87,540,526	\$88,415,931	\$89,300,090	\$90,193,091

INFORMATION TECHNOLOGY

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$7,382,082				
	2021-2022	\$8,500,334	\$8,670,341			
	2022-2023	\$10,045,646	\$10,447,472	\$10,860,411		
	2023-2024	\$10,261,694	\$10,672,161	\$10,958,648	\$11,396,994	
	2024-2025	\$10,636,306	\$10,938,518	\$11,255,419	\$11,331,236	\$10,637,261

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ADAPTIVE SECURITY APPLIANCES PAIR	\$12,500					
ELASTIC SKY X SERVER HARDWARE	\$106,000					
PROXY SERVERS REPLACEMENT		\$40,000				
SAN FILERS AND SHELVES		\$76,000	\$320,000			
DATABASE SERVERS			\$40,000			
CORE SWITCH REPLACEMENT					\$990,000	\$350,000
WIFI CONTROLLER AND ACCESS POINT REPLACEMENTS					\$113,100	

JUSTICE COURT DISTRICT

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$653,610				
	2021-2022	\$615,771	\$634,244			
	2022-2023	\$636,961	\$656,070	\$675,752		
	2023-2024	\$628,089	\$646,932	\$666,339	\$686,330	
	2024-2025	\$665,177	\$685,132	\$705,686	\$726,857	\$748,663



ROADS AND PARKS

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$70,281,987				
	2021-2022	\$65,174,414	\$67,781,391			
	2022-2023	\$76,183,792	\$79,231,143	\$82,400,389		
	2023-2024	\$65,927,846	\$68,564,960	\$71,307,559	\$74,159,861	
	2024-2025	\$65,128,951	\$67,734,109	\$70,443,473	\$73,261,212	\$76,191,661

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION

IMPROVEMENT PROJECTS

CANTRALL BUCKLEY PARK:

ASPHALT REPAIR/CURBING				\$300,000		
CAMPGROUND UPGRADES/RENOVATION						\$200,000
CAMPGROUND UPGRADES/YURTS			\$100,000			
HAMILTON DAY USE					\$100,000	

EMIGRANT LAKE:

GROUP CAMP IMPROVEMENTS/YURTS						\$225,000
OAK SLOPE PAVING	\$288,773					

HOWARD PRAIRIE RESORT:

ACCESSIBILITY UPGRADES			\$225,000			
GRIZZLY CAMPGROUND RESTROOM REPLACEMENT			\$50,000			
KLUM LANDING CAMPGROUND IMPROVEMENTS				\$250,000	\$250,000	
RESORT ROAD PAVING	\$723,000					
WILLOW POINT CAMPGROUND UPGRADES						\$225,000
YURT VILLAGE CONSTRUCTION				\$250,000	\$280,000	

JOSEPH STEWART: YURTS

ROGUE ELK: RESTROOM REPLACEMENT					\$300,000	\$250,000
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SPORTS PARK: SOF RESTROOM REPLACEMENT

UPPER ROGUE REGIONAL PARK: BOAT RAMP RPLCMNT			\$2,000,000			\$200,000
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WILLOW LAKE: CAMPGROUND RENOVATION

PARKS EQUIPMENT REPLACEMENT	\$15,000		\$500,000	\$500,000		
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FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – ROADS

MOTOR POOL VEHICLE REPLACEMENTS	\$1,670,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
RIGHT-OF-WAY ACQUISITIONS COST	\$560,000	\$250,000	\$250,000	\$250,000	\$250,000
ROADS EQUIPMENT REPLACEMENT	\$1,533,500	\$800,000	\$800,000	\$800,000	\$800,000
ROAD IMPROVEMENT PROJECTS					
ASPHALT OVERLAY PROGRAM: VARIOUS ROADS	\$3,400,000				
CLAY STREET RECONSTRUCTION (SISKIYOU-ASHLAND)			\$512,500		
FOOTHILL ROAD:					
DELTA WATERS TO DRY CREEK RECONSTRUCTION	\$500,000				
DRY CREEK TO VILAS CULVERT WORK	\$1,600,000				
DRY CREEK TO VILAS RECONSTRUCTION	\$150,000		\$5,500,000		
VILAS TO COREY RECONSTRUCTION	\$150,000			\$5,500,000	
LAMPMAN ROAD BRIDGE #807 REPLACEMENT	\$102,700	\$280,710			
SAFETY IMPROVEMENT PROJECT – TO BE DETERMINED	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
SWINGLE ROAD BRIDGE #545 REPLACEMENT	\$71,890	\$233,951			
TABLE ROCK AT VILAS INTERSECTION IMPROVEMENTS		\$51,350		\$308,100	
WILSON RD: TABLE ROCK TO UPTON PHASE COMPLETION	\$300,000				



SHERIFF

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$40,936,023				
	2021-2022	\$41,555,243	\$43,217,453			
	2022-2023	\$42,298,915	\$43,990,872	\$45,750,507		
	2023-2024	\$43,526,517	\$45,267,577	\$47,078,281	\$48,961,412	
	2024-2025	\$43,595,877	\$45,339,712	\$47,153,301	\$49,039,433	\$51,001,010

SURVEYOR

FISCAL YEAR		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
YEAR PROJECTED	2020-2021	\$2,456,618				
	2021-2022	\$2,575,625	\$2,678,650			
	2022-2023	\$2,938,965	\$3,056,523	\$3,178,784		
	2023-2024	\$3,325,077	\$3,458,080	\$3,596,403	\$3,740,259	
	2024-2025	\$3,132,189	\$3,257,906	\$3,388,222	\$3,523,403	\$3,664,701

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

CORS GPS AND ROBOTIC TOTAL STATION \$70,000



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 Annual Comprehensive Financial Report (ACFR).

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE FISCAL) ORDER NO. 105-24
YEAR 2024-2025 BUDGET FOR JACKSON)
COUNTY, OREGON)

WHEREAS, on April 9, 16, and 18, 2024, the Jackson County Budget Committee held public meetings, public hearings, and deliberations on the fiscal year 2024-2025 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2024-2025 in the amount of \$640,479,766 by Order No. 77-24; and

WHEREAS, in accordance with Oregon Revised Statute (ORS) 294.438, a summary of the budget approved by the Budget Committee and the hearing notice were published in the *Rogue River Press* on May 29, 2024; and

WHEREAS, the Board of Commissioners held a public hearing on June 5, 2024, 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 \$640,479,766 and full-time equivalent (FTE) positions in the amount of 964.85 for the fiscal year beginning July 1, 2024, through June 30, 2025, are hereby adopted.
2. The fund amounts for the fiscal year beginning July 1, 2024, for the purposes shown, are identified on Exhibit A, attached hereto and incorporated herein.
3. The amounts for the fiscal year beginning July 1, 2024, for the purposes shown below, are hereby appropriated as follows:

TOTAL APPROPRIATIONS – ALL FUNDS (from Exhibit A)	\$391,911,819
TOTAL UNAPPROPRIATED ENDING FUND BALANCE AND RESERVES – ALL FUNDS	248,567,947

TOTAL ADOPTED BUDGET	<u>\$640,479,766</u>
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4. Ad valorem property taxes are hereby imposed for tax year 2023-2024 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 \$1,763,250 for ECSO debt service for general obligation bonds.
5. The taxes imposed are hereby categorized for purposes of Article XI section 11b as:

Permanent Rate Tax	General Government Limitation \$2.0099/\$1,000
General Obligation Debt Service/ECSO	Excluded from Limitation \$1,763,250

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 5th day of June, 2024, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

 /s/ Rick Dyer
Rick Dyer, Chair

 /s/ Dave Dotterer
Dave Dotterer, Commissioner

 /s/ Colleen Roberts
Colleen Roberts, Commissioner



**BOARD OF COMMISSIONERS
State of Oregon, County of Jackson
Adopted Budget Appropriations
Fiscal Year 2024-2025**

Fund/Type	Organizational Unit/Program	Operating Expenses	Debt Service	Special Payments	Transfers	Contingency	Total
General Fund							
	Assessment	5,783,053	0	0	0	0	5,783,053
	Finance	1,132,483	0	0	0	0	1,132,483
	County Administration	1,663,179	0	310,000	0	0	1,973,179
	County Clerk	2,615,306	0	0	0	0	2,615,306
	District Attorney	8,324,687	0	0	0	0	8,324,687
	Justice Court District	665,177	0	0	0	0	665,177
	Development Services	6,807,942	0	0	0	0	6,807,942
	Sheriff	43,220,278	0	375,599	0	0	43,595,877
	Community Justice	24,344,473	0	0	0	0	24,344,473
	Not Allocated to Org Unit	33,469,122	0	0	7,150,010	10,000,000	50,619,132
	Total General Fund =	128,025,700	0	685,599	7,150,010	10,000,000	145,861,309
Special Revenue Funds							
General Road	Roads and Parks	31,807,602	0	0	0	2,500,000	34,307,602
County Schools	Fiduciary	0	0	400,000	0	0	400,000
Law Library	County Administration	219,500	0	0	0	0	219,500
Surveyor	Surveyor	1,336,676	0	0	0	175,000	1,511,676
County Trails	Roads and Parks	694,171	0	0	0	104,126	798,297
Title III	Fiduciary	1,563,078	0	0	0	0	1,563,078
Health and Human Services	Health and Human Services	51,773,788	0	0	0	8,900,000	60,673,788
Video Lottery	Fiduciary	377,000	0	0	1,047,000	0	1,424,000
Solid Waste Management	Fiduciary	145,793	0	0	1,301,608	0	1,447,401
Court Security	Fiduciary	366,114	0	0	0	0	366,114
Sports Park Mitigation	Roads and Parks	31,400	0	0	0	0	31,400
Enterprise Funds							
Airport Enterprise	Airport	44,428,193	1,114,046	0	1,581,173	2,660,900	49,784,312
Exposition Park	Expo	2,921,734	0	0	0	0	2,921,734
Recreation Enterprise	Roads and Parks	5,735,811	0	0	55,000	706,356	6,497,167
Internal Service Funds							
Motor Pool	Roads and Parks	4,129,859	0	0	0	294,900	4,424,759
Computer Replacement	Information Technology	650,340	0	0	0	0	650,340
Risk Mgmt General and Auto Liability	County Administration	4,253,751	0	0	0	0	4,253,751
Self Insurance Health Plan	County Administration	23,230,014	0	0	0	0	23,230,014
Workers' Compensation	County Administration	2,035,078	0	0	0	0	2,035,078
Central Services							
	Board of Commissioners	1,055,583	0	0	0	0	1,055,583
	Information Technology	7,465,229	0	0	0	0	7,465,229
	Finance	1,404,728	0	0	0	0	1,404,728
	County Counsel	1,392,879	0	0	0	0	1,392,879
	County Administration	8,326,837	0	0	0	0	8,326,837
	Not Allocated to Org Unit	0	0	0	0	2,500,000	2,500,000
	Total Central Services =	19,645,256	0	0	0	2,500,000	22,145,256
Capital Project Funds							
Capital Projects	Fiduciary	500,000	0	0	0	0	500,000
Street Improvement	Roads and Parks	0	0	0	0	0	0
Roads System Development	Roads and Parks	79,000	0	0	0	0	79,000
Parks System Development	Roads and Parks	0	0	0	0	0	0
White City Capital Projects	Fiduciary	1,495,000	0	0	0	0	1,495,000
ECSCO Capital Project	Fiduciary	23,522,993	0	0	0	0	23,522,993
Debt Service Funds							
ECSCO Debt Service	Fiduciary	5,000	1,763,250	0	0	0	1,768,250
Total All Funds =		348,972,851	2,877,296	1,085,599	11,134,791	27,841,282	391,911,819

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

Any Differences Found Between These Schedules and Departmental Schedules are Due to Immaterial Rounding

FUND 010 – GENERAL FUND

Dept 05 – Assessment

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,576	0	0	0	0
42100 State Sources	771,011	715,361	531,474	758,727	694,490
43100 Local Government Sources	10	0	0	0	0
Subtotal:	776,597	715,361	531,474	758,727	694,490
Fees & Other Service Charges					
45100 Fees	133,453	97,295	165,686	78,445	98,200
45200 Fines	324,647	336,034	411,147	394,124	407,963
45500 Sales	46	2,121	21,283	475	450
Subtotal:	458,146	435,450	598,116	473,044	506,613
All Other Resources					
52900 Miscellaneous Revenue	362	138	65	200	200
Subtotal:	362	138	65	200	200
Subtotal of Revenues:	1,235,105	1,150,949	1,129,655	1,231,971	1,201,303
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,607,650	1,585,950	1,704,669	2,277,535	2,443,125
62200 Payroll Taxes & Benefits	1,127,372	1,088,333	1,144,905	1,503,531	1,549,756
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	2,735,022	2,674,283	2,849,574	3,781,066	3,992,881
Materials & Services					
64100 Contracted Services	672,794	555,127	695,844	934,726	897,948
64200 Operation Expenses	90,035	103,645	103,435	123,210	131,609
64300 Minor Equipment	138	399	310	23,863	24,000
64400 Equip Repair/Maint/Lease	3,905	5,899	3,538	6,600	7,000
64600 Travel & Training	2,012	2,877	20,278	32,022	32,015
64700 Software Expense	415,202	324,904	340,140	718,713	697,600
Subtotal:	1,184,086	992,851	1,163,545	1,839,134	1,790,172
Capital Outlay					
68400 CO-Equipment/Machinery	5,576	0	0	0	0
Subtotal:	5,576	0	0	0	0
Subtotal of Expenditures:	3,924,684	3,667,134	4,013,119	5,620,200	5,783,053



FUND 010 – GENERAL FUND

Dept 06 – Finance

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	22,554	535	0	0	0
42100 State Sources	136,419	136,498	100,931	135,000	135,000
43100 Local Government Sources	15,511	15,141	13,499	12,900	12,900
Subtotal:	174,484	152,174	114,430	147,900	147,900
Fees & Other Service Charges					
45100 Fees	563,491	519,547	521,285	195,379	185,897
45200 Fines	3,822	5,911	5,300	5,120	5,120
45500 Sales	276,785	358,280	256,756	281,879	250,250
Subtotal:	844,098	883,738	783,341	482,378	441,267
All Other Resources					
52900 Miscellaneous Revenue	248	7,653	3,891	1,060	1,130
Subtotal:	248	7,653	3,891	1,060	1,130
Subtotal of Revenues:	1,018,830	1,043,565	901,662	631,338	590,297
Expenditures:					
Personnel Services					
62100 Salaries & Wages	324,130	328,308	399,408	424,776	434,880
62200 Payroll Taxes & Benefits	181,855	171,272	204,854	259,660	258,905
Subtotal:	505,985	499,580	604,262	684,436	693,785
Materials & Services					
64100 Contracted Services	239,872	207,435	257,395	188,176	205,291
64200 Operation Expenses	135,781	143,472	170,632	195,547	191,197
64300 Minor Equipment	35,219	2,972	0	0	2,500
64400 Equip Repair/Maint/Lease	4,231	6,079	10,953	5,671	5,000
64500 Property Maintenance/ Utilities	208,137	212,174	246,622	1,827	17,000
64600 Travel & Training	400	3,153	8,308	9,524	6,857
64700 Software Expense	5,424	13,306	4,672	12,718	10,853
Subtotal:	629,064	588,591	698,582	413,463	438,698
Subtotal of Expenditures:	1,135,049	1,088,171	1,302,844	1,097,899	1,132,483



FUND 010 – GENERAL FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	4,055,591	239,012	145,410	152,146	159,343
42100 State Sources	394,995	178,897	187,064	645,485	714,685
43100 Local Government Sources	30,750	53,240	81,412	79,360	41,499
44100 Private/NonProfit Sources	0	0	17,927	10,000	10,000
Subtotal:	4,481,336	471,149	431,813	886,991	925,527
Fees & Other Service Charges					
45100 Fees	2,116	31,238	47,709	81,872	82,112
45500 Sales	0	13	4	10	10
Subtotal:	2,116	31,251	47,713	81,882	82,122
Subtotal of Revenues:	4,483,452	502,400	479,526	968,873	1,007,649
Expenditures:					
Personnel Services					
62100 Salaries & Wages	406,184	317,522	354,269	469,165	482,268
62200 Payroll Taxes & Benefits	174,290	156,677	199,657	271,994	279,804
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	580,474	474,199	553,926	741,159	762,072
Materials & Services					
64100 Contracted Services	4,567,528	488,649	321,831	668,710	725,891
64200 Operation Expenses	43,673	24,980	27,075	65,163	61,429
64300 Minor Equipment	37,939	7,742	16,205	60,047	61,098
64400 Equip Repair/Maint/Lease Property	8,430	4,314	3,428	5,100	5,100
64500 Maintenance/Utilities	30,313	139,740	1,325	24,791	25,589
64600 Travel & Training	4,620	396	8,629	21,900	17,000
64700 Software Expense	0	159	2,184	1,000	5,000
Subtotal:	4,692,503	665,980	380,677	846,711	901,107
Capital Outlay					
68400 CO-Equipment/Machinery	0	4,836	0	0	0
Subtotal:	0	4,836	0	0	0
Special Payments					
73100 Special Payments	0	0	17,927	310,000	310,000
Subtotal:	0	0	17,927	310,000	310,000
Subtotal of Expenditures:	5,272,977	1,145,015	952,530	1,897,870	1,973,179



FUND 010 – GENERAL FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	6,566,218	5,421,240	6,420,516	5,214,000	5,389,000
42100 State Sources	3,685,265	15,826,825	2,653,019	2,577,444	2,642,450
Subtotal:	10,251,483	21,248,065	9,073,535	7,791,444	8,031,450
Fees & Other Service Charges					
45100 Fees	363,793	370,613	450,423	360,000	360,000
Subtotal:	363,793	370,613	450,423	360,000	360,000
Property Tax Revenues					
46100 Current Property Tax Revenue	42,466,291	44,595,684	46,612,356	47,791,435	50,466,090
Subtotal:	42,466,291	44,595,684	46,612,356	47,791,435	50,466,090
All Other Resources					
52100 Interest Revenue	883,239	-11,814,506	14,845,121	2,181,157	4,173,596
52500 PriorYear Property Tax Revenue	2,509,751	653,035	749,594	820,000	865,573
52800 Privilege & Severance Taxes	153,555	103,128	84,140	100,000	100,000
52900 Miscellaneous Revenue	0	0	650	0	0
Subtotal:	3,546,545	-11,058,343	15,679,505	3,101,157	5,139,169
Interfund Transfers					
54100 Interfund Transfers	754,283	784,454	815,832	978,999	1,018,159
Subtotal:	754,283	784,454	815,832	978,999	1,018,159
Fund Balance					
58100 Fund Balance	0	0	0	117,367,877	121,665,270
Subtotal:	0	0	0	117,367,877	121,665,270
<hr/>					
Subtotal of Revenues:	57,382,395	55,940,473	72,631,651	177,390,912	186,680,138
<hr/>					
Expenditures:					
Materials & Services					
64100 Contracted Services	2,135,834	-74,432	-216,479	596,000	586,000
64200 Operation Expenses	98,664	257,789	98,450	112,300	112,500
Subtotal:	2,234,498	183,357	-118,029	708,300	698,500
Debt Service					
72100 Debt Service	1,640,296	0	0	0	0
Subtotal:	1,640,296	0	0	0	0
Special Payments					
73100 Special Payments	0	11,633,801	0	0	0
Subtotal:	0	11,633,801	0	0	0



FUND 010 – GENERAL FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	5,654,535	8,203,206	7,959,109	6,228,671	7,150,010
Subtotal:	5,654,535	8,203,206	7,959,109	6,228,671	7,150,010
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	97,671,132	98,175,832
78500 Unapprop Ending Fund Bal	0	0	0	11,543,537	15,811,985
Subtotal:	0	0	0	109,214,669	113,987,817
Subtotal of Expenditures:	9,529,329	20,020,364	7,841,080	126,151,640	131,836,327

FUND 010 – GENERAL FUND

Dept 15 – County Clerk

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	16,764	0	670,000	0	0
42100 State Sources	39,338	33,695	95,619	10,000	10,000
43100 Local Government Sources	199,370	163,144	211,806	260,000	260,000
44100 Private/NonProfit Sources	111,846	0	0	0	0
Subtotal:	367,318	196,839	977,425	270,000	270,000
Fees & Other Service Charges					
45100 Fees	2,202,576	1,724,057	935,712	1,327,883	1,356,850
45200 Fines	31	0	0	0	0
45400 Licenses	38,040	39,780	37,800	39,225	38,200
45500 Sales	101,759	87,370	72,339	84,845	91,500
Subtotal:	2,342,406	1,851,207	1,045,851	1,451,953	1,486,550
All Other Resources					
52900 Miscellaneous Revenue	30,000	5,057	1,500	0	0
Subtotal:	30,000	5,057	1,500	0	0
Interfund Transfers					
54100 Interfund Transfers	540	685	685	1,200	685
Subtotal:	540	685	685	1,200	685
Subtotal of Revenues:	2,740,264	2,053,788	2,025,461	1,723,153	1,757,235



FUND 010 – GENERAL FUND

Dept 15 – County Clerk

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Expenditures:					
Personnel Services					
62100 Salaries & Wages	439,676	450,076	476,175	452,527	446,585
62200 Payroll Taxes & Benefits	293,180	303,028	313,638	278,550	277,117
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	732,856	753,104	789,813	731,077	723,702
Materials & Services					
64100 Contracted Services	661,460	514,991	614,021	1,752,842	1,516,332
64200 Operation Expenses	297,543	258,790	329,157	315,742	316,955
64300 Minor Equipment	34,003	17,204	19,800	7,000	12,500
64400 Equip Repair/Maint/Lease	0	0	0	2,025	2,025
64500 Property Maintenance/ Utilities	20,923	18,611	19,934	18,539	18,925
64600 Travel & Training	4,491	29,232	26,411	24,463	24,867
64700 Software Expense	0	408	0	0	0
Subtotal:	1,018,420	839,236	1,009,323	2,120,611	1,891,604
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	60,130	0	0
Subtotal:	0	0	60,130	0	0
Subtotal of Expenditures:	1,751,276	1,592,340	1,859,266	2,851,688	2,615,306

FUND 010 – GENERAL FUND

Dept 17 – District Attorney

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	883,484	919,554	794,253	954,384	886,360
42100 State Sources	281,520	295,487	519,161	501,076	299,656
43100 Local Government Sources	281,916	315,049	323,092	292,806	308,700
44100 Private/NonProfit Sources	1,748	2,041	767	0	0
Subtotal:	1,448,668	1,532,131	1,637,273	1,748,266	1,494,716
Fees & Other Service Charges					
45100 Fees	278,743	330,609	297,540	288,000	281,000
45300 Forfeitures	7,006	10,993	6,511	0	0
45500 Sales	1	1	0	0	0
Subtotal:	285,750	341,603	304,051	288,000	281,000
All Other Resources					
52900 Miscellaneous Revenue	0	62	0	0	0
Subtotal:	0	62	0	0	0



FUND 010 – GENERAL FUND

Dept 17 – District Attorney

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Interfund Transfers					
54100 Interfund Transfers	3,600	3,600	5,501	6,000	6,000
54500 Interdepartmental Charges	0	0	0	0	0
Subtotal:	3,600	3,600	5,501	6,000	6,000
<hr/>					
Subtotal of Revenues:	1,738,018	1,877,396	1,946,825	2,042,266	1,781,716
Expenditures:					
Personnel Services					
62100 Salaries & Wages	3,461,247	3,474,037	3,523,295	4,458,359	4,527,155
62200 Payroll Taxes & Benefits	2,050,923	2,131,167	2,105,492	2,570,755	2,662,241
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	5,512,170	5,605,204	5,628,787	7,029,114	7,189,396
Materials & Services					
64100 Contracted Services	526,405	563,022	548,958	610,798	644,375
64200 Operation Expenses	162,572	187,505	209,465	420,344	259,702
64300 Minor Equipment	6,009	4,768	1,783	20,540	20,540
64400 Equip Repair/Maint/Lease	2,991	3,089	3,750	5,100	5,100
64500 Property Maintenance/ Utilities	115,858	116,793	129,064	143,933	135,374
64600 Travel & Training	8,087	15,726	26,189	35,800	35,800
64700 Software Expense	24,674	37,738	26,874	43,250	34,400
Subtotal:	846,596	928,641	946,083	1,279,765	1,135,291
Special Payments					
73000 Special Payments	0	0	0	0	0
73100 Special Payments	37,301	43,669	46,439	0	0
Subtotal:	37,301	43,669	46,439	0	0
<hr/>					
Subtotal of Expenditures:	6,396,067	6,577,514	6,621,309	8,308,879	8,324,687

FUND 010 – GENERAL FUND

Dept 28 – Justice Court District

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	160,000	0	0
Subtotal:	0	0	160,000	0	0
Fees & Other Service Charges					
45200 Fines	1,335,379	1,355,354	1,268,929	1,446,200	1,122,526
Subtotal:	1,335,379	1,355,354	1,268,929	1,446,200	1,122,526



FUND 010 – GENERAL FUND

Dept 28 – Justice Court District

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
All Other Resources					
52900 Miscellaneous Revenue	0	-93	0	0	0
Subtotal:	0	-93	0	0	0
<hr/>					
Subtotal of Revenues:	1,335,379	1,355,261	1,428,929	1,446,200	1,122,526
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Expenditures:					
Personnel Services					
62100 Salaries & Wages	223,614	236,519	244,317	251,875	287,112
62200 Payroll Taxes & Benefits	134,590	164,592	166,314	168,556	179,440
62300 Labor Adjustments	0	79	0	0	0
Subtotal:	358,204	401,190	410,631	420,431	466,552
Materials & Services					
64100 Contracted Services	99,691	111,059	141,857	131,741	138,745
64200 Operation Expenses	24,160	20,545	26,541	29,013	31,205
64300 Minor Equipment	798	774	591	500	500
64400 Equip Repair/Maint/Lease	159	0	434	250	500
64500 Property Maintenance/ Utilities	26,395	23,484	19,291	20,185	19,175
64600 Travel & Training	800	125	758	1,175	1,500
64700 Software Expense	6,141	6,141	7,365	6,500	7,000
Subtotal:	158,144	162,128	196,837	189,364	198,625
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Subtotal of Expenditures:	516,348	563,318	607,468	609,795	665,177

FUND 010 – GENERAL FUND

Dept 37 – Development Services

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	35,586	21,398	0	0	0
42100 State Sources	0	1,054,666	2,608,906	416,099	416,099
43100 Local Government Sources	125	271	12	0	0
Subtotal:	35,711	1,076,335	2,608,918	416,099	416,099
Fees & Other Service Charges					
45100 Fees	5,844,386	5,494,878	5,209,011	4,912,479	5,095,626
45200 Fines	182,544	591,283	410,061	41,026	70,000
45500 Sales	16,541	10,576	16,031	8,144	8,580
Subtotal:	6,043,471	6,096,737	5,635,103	4,961,649	5,174,206
All Other Resources					
52900 Miscellaneous Revenue	0	72	0	0	0
Subtotal:	0	72	0	0	0



FUND 010 – GENERAL FUND

Dept 37 – Development Services

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Interfund Transfers					
54500 Interdepartmental Charges	177,902	158,937	205,247	198,698	208,046
Subtotal:	177,902	158,937	205,247	198,698	208,046
<hr/>					
Subtotal of Revenues:	6,257,084	7,332,081	8,449,268	5,576,446	5,798,351
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Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,163,848	2,249,734	2,331,112	2,997,144	3,116,929
62200 Payroll Taxes & Benefits	1,367,153	1,450,342	1,448,635	1,830,980	1,863,203
Subtotal:	3,531,001	3,700,076	3,779,747	4,828,124	4,980,132
Materials & Services					
64100 Contracted Services	827,072	1,467,527	1,460,904	1,348,726	1,422,438
64200 Operation Expenses	254,880	758,961	260,104	250,014	290,387
64300 Minor Equipment	4,751	46,293	6,408	13,350	13,850
64400 Equip Repair/Maint/Lease	14,164	16,306	21,280	17,003	17,610
64600 Travel & Training	10,002	29,262	39,400	86,656	83,525
64700 Software Expense	495	0	0	0	0
Subtotal:	1,111,364	2,318,349	1,788,096	1,715,749	1,827,810
Capital Outlay					
68400 CO-Equipment/Machinery	6,000	0	0	0	0
Subtotal:	6,000	0	0	0	0
Special Payments					
73100 Special Payments	0	0	1,121,150	0	0
Subtotal:	0	0	1,121,150	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	32,232	66,139	33,070	0	0
Subtotal:	32,232	66,139	33,070	0	0
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Subtotal of Expenditures:	4,680,597	6,084,564	6,722,063	6,543,873	6,807,942



FUND 010 – GENERAL FUND

Dept 41 – Sheriff

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	2,595,024	1,800,690	2,337,519	1,574,517	1,513,612
42100 State Sources	2,536,188	3,262,432	10,781,415	5,222,895	5,299,421
43100 Local Government Sources	975,098	1,402,852	984,944	1,053,410	1,249,675
44100 Private/NonProfit Sources	149,089	255,165	189,615	116,000	118,500
44400 Donations/Sponsorships	38,255	36,577	107,906	6,500	6,500
Subtotal:	6,293,654	6,757,716	14,401,399	7,973,322	8,187,708
Fees & Other Service Charges					
45100 Fees	292,869	293,996	313,831	478,000	416,000
45200 Fines	27,951	18,768	17,705	40,000	40,000
45400 Licenses	337,690	369,565	377,515	275,000	290,000
45500 Sales	115,841	21,272	204,989	105,000	102,500
Subtotal:	774,351	703,601	914,040	898,000	848,500
All Other Resources					
52900 Miscellaneous Revenue	0	1,086	78	0	0
Subtotal:	0	1,086	78	0	0
Interfund Transfers					
54100 Interfund Transfers	1,523,684	1,001,000	1,022,500	1,022,500	1,022,500
54500 Interdepartmental Charges	66,334	102,900	167,710	145,120	2,124,991
Subtotal:	1,590,018	1,103,900	1,190,210	1,167,620	3,147,491
Subtotal of Revenues:	8,658,023	8,566,303	16,505,727	10,038,942	12,183,699
Expenditures:					
Personnel Services					
62100 Salaries & Wages	13,743,160	14,048,888	15,084,638	15,345,493	18,186,336
62200 Payroll Taxes & Benefits	9,247,045	9,778,182	10,020,943	11,595,519	11,968,808
Subtotal:	22,990,205	23,827,070	25,105,581	26,941,012	30,155,144
Materials & Services					
64100 Contracted Services	4,999,752	4,939,128	5,914,744	6,804,180	7,721,511
64200 Operation Expenses	3,151,439	3,512,826	3,939,530	3,710,275	4,193,342
64300 Minor Equipment	213,005	445,397	344,296	153,100	190,850
64400 Equip Repair/Maint/Lease	115,955	90,470	141,702	86,800	93,800
64500 Property Maintenance/ Utilities	581,869	585,818	683,012	604,768	665,231
64600 Travel & Training	112,127	250,054	266,819	186,100	184,300
64700 Software Expense	20,610	24,640	19,237	16,100	16,100
Subtotal:	9,194,757	9,848,333	11,309,340	11,561,323	13,065,134



FUND 010 – GENERAL FUND

Dept 41 – Sheriff

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	211,403	93,607	857,037	0	0
68500 Capital Outlay-Software	83,846	0	0	0	0
Subtotal:	295,249	93,607	857,037	0	0
Special Payments					
73100 Special Payments	180,041	389,925	538,305	473,599	375,599
Subtotal:	180,041	389,925	538,305	473,599	375,599
Transfers to Other Funds					
74100 Transfers To Other Funds	4,787	0	0	0	0
Subtotal:	4,787	0	0	0	0
Subtotal of Expenditures:	32,665,039	34,158,935	37,810,263	38,975,934	43,595,877

FUND 010 – GENERAL FUND

Dept 48 – Community Justice

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	705,054	652,190	433,371	357,000	425,000
42100 State Sources	11,081,605	11,747,094	11,739,941	12,845,091	13,606,790
43100 Local Government Sources	164,147	219,537	197,776	175,000	110,000
44100 Private/NonProfit Sources	71,283	177,407	7,655	15,000	7,500
44400 Donations/Sponsorships	1,480	1,490	1,570	2,000	1,500
Subtotal:	12,023,569	12,797,718	12,380,313	13,394,091	14,150,790
Fees & Other Service Charges					
45100 Fees	1,459,114	866,737	595,057	688,650	555,650
45500 Sales	2,666	2,327	2,314	3,250	2,750
Subtotal:	1,461,780	869,064	597,371	691,900	558,400
All Other Resources					
52900 Miscellaneous Revenue	1,893	450	531	1,500	1,600
Subtotal:	1,893	450	531	1,500	1,600
Interfund Transfers					
54100 Interfund Transfers	19,800	91,476	19,800	19,800	19,800
54500 Interdepartmental Charges	290,216	305,756	228,388	300,000	225,000
Subtotal:	310,016	397,232	248,188	319,800	244,800
Subtotal of Revenues:	13,797,258	14,064,464	13,226,403	14,407,291	14,955,590



FUND 010 – GENERAL FUND

Dept 48 – Community Justice

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Expenditures:					
Personnel Services					
62100 Salaries & Wages	8,312,674	7,818,397	7,977,548	9,856,228	10,399,097
62200 Payroll Taxes & Benefits	5,525,540	5,335,305	5,252,716	6,354,008	6,619,130
Subtotal:	13,838,214	13,153,702	13,230,264	16,210,236	17,018,227
Materials & Services					
64100 Contracted Services	4,094,550	4,281,449	5,512,474	5,097,520	5,268,609
64200 Operation Expenses	917,027	963,763	1,146,941	1,035,971	1,019,984
64300 Minor Equipment	127,681	159,154	195,071	122,000	42,250
64400 Equip Repair/Maint/Lease	148,536	166,546	160,715	99,500	96,000
64500 Property Maintenance/ Utilities	457,349	504,816	589,244	492,816	533,421
64600 Travel & Training	85,755	138,655	212,853	336,571	360,982
64700 Software Expense	9,943	5,363	13,641	5,000	5,000
Subtotal:	5,840,841	6,219,746	7,830,939	7,189,378	7,326,246
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	37,998	0	0
68500 Capital Outlay-Software	168,250	0	489,608	0	0
Subtotal:	168,250	0	527,606	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	29,772	40,794	0	0	0
Subtotal:	29,772	40,794	0	0	0
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Subtotal of Expenditures:	19,877,077	19,414,242	21,588,809	23,399,614	24,344,473



FUND 010 – GENERAL FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	35,852,820	44,947,488	42,316,580	33,386,840	34,318,680
Fees & Other Service Charges	13,911,290	12,938,618	11,644,938	11,135,006	10,861,184
Property Tax	42,466,291	44,595,684	46,612,356	47,791,435	50,466,090
All Other Resources	3,579,048	-11,043,918	15,685,570	3,103,917	5,142,099
Interfund Transfers	2,836,359	2,448,808	2,465,663	2,672,317	4,625,181
Fund Balance	0	0	0	117,367,877	121,665,270
Total Fund Revenues:	98,645,808	93,886,680	118,725,107	215,457,392	227,078,504
Expenditures:					
Personnel Services	50,784,131	51,088,408	52,952,585	61,366,655	65,981,891
Materials & Services	26,910,273	22,747,212	25,205,393	27,863,798	29,273,187
Capital Outlay	475,075	98,443	1,444,773	0	0
Debt Service	1,640,296	0	0	0	0
Special Payments	217,342	12,067,395	1,723,821	783,599	685,599
Interfund Transfers	5,721,326	8,310,139	7,992,179	6,228,671	7,150,010
Contingency	0	0	0	10,000,000	10,000,000
Ending Balance & Reserves	0	0	0	109,214,669	113,987,817
Total Fund Expenditures:	85,748,443	94,311,597	89,318,751	215,457,392	227,078,504



FUND 020 – GENERAL ROAD FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,057,954	1,155,674	997,065	1,100,000	377,325
42100 State Sources	20,635,342	22,863,171	21,926,876	20,000,000	21,000,000
43100 Local Government Sources	405,866	349,673	787,117	345,000	150,000
44100 Private/NonProfit Sources	301,322	234,704	273,291	210,000	190,000
Subtotal:	22,400,484	24,603,222	23,984,349	21,655,000	21,717,325
Fees & Other Service Charges					
45100 Fees	1,149,513	1,308,999	500,923	590,900	578,000
45200 Fines	56	0	31	0	0
45500 Sales	38,464	136,869	154,462	36,950	41,950
Subtotal:	1,188,033	1,445,868	655,416	627,850	619,950
All Other Resources					
52100 Interest Revenue	139,883	-245,296	613,237	100,000	500,000
52900 Miscellaneous Revenue	44	537	0	0	0
Subtotal:	139,927	-244,759	613,237	100,000	500,000
Interfund Transfers					
54100 Interfund Transfers	0	1,400,000	1,745,000	0	0
54500 Interdepartmental Charges	1,102,823	1,581,351	1,637,123	1,305,000	1,265,000
Subtotal:	1,102,823	2,981,351	3,382,123	1,305,000	1,265,000
Fund Balance					
58100 Fund Balance	0	0	0	24,200,000	24,100,000
Subtotal:	0	0	0	24,200,000	24,100,000
Subtotal of Revenues:	24,831,267	28,785,682	28,635,125	47,887,850	48,202,275

Expenditures:

Personnel Services

62100 Salaries & Wages	4,887,500	4,755,557	5,392,303	6,528,907	6,950,557
62200 Payroll Taxes & Benefits	3,187,136	3,195,569	3,388,754	3,997,132	4,050,197
Subtotal:	8,074,636	7,951,126	8,781,057	10,526,039	11,000,754

Materials & Services

64100 Contracted Services	2,540,081	1,668,010	2,018,094	2,349,918	2,501,543
64200 Operation Expenses	5,087,150	4,849,265	5,213,380	5,766,898	5,989,235
64300 Minor Equipment	65,130	87,527	119,241	103,100	122,600
64400 Equip Repair/Maint/Lease	2,014,125	2,474,171	2,849,150	2,974,500	3,015,500
64500 Property Maintenance/ Utilities	957,453	708,551	597,666	696,341	678,380
64600 Travel & Training	21,327	37,588	74,960	98,500	79,000
64700 Software Expense	890	0	1,026	2,500	2,500
Subtotal:	10,686,156	9,825,112	10,873,517	11,991,757	12,388,758



FUND 020 – GENERAL ROAD FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Capital Outlay					
68100 Capital Outlay-Land	321,411	281,949	436,359	250,000	560,000
68200 Capital Outlay-Buildings	0	0	0	140,000	0
68300 CO-Land Improvements	3,457,384	3,590,868	9,055,791	9,924,590	6,324,590
68400 CO-Equipment/Machinery	1,535,951	602,578	1,712,911	1,237,000	1,533,500
Subtotal:	5,314,746	4,475,395	11,205,061	11,551,590	8,418,090
Transfers to Other Funds					
74100 Transfers To Other Funds	0	136,094	120,398	225,000	0
Subtotal:	0	136,094	120,398	225,000	0
Contingency					
75005 Contingency	0	0	0	2,500,000	2,500,000
Subtotal:	0	0	0	2,500,000	2,500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	0
78500 Unapprop Ending Fund Bal	0	0	0	11,093,464	13,894,673
Subtotal:	0	0	0	11,093,464	13,894,673
Subtotal of Expenditures:	24,075,538	22,387,727	30,980,033	47,887,850	48,202,275

FUND 020 - GENERAL ROAD FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	22,400,484	24,603,222	23,984,349	21,655,000	21,717,325
Fees & Other Service Charges	1,188,033	1,445,868	655,416	627,850	619,950
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	139,927	-244,759	613,237	100,000	500,000
Interfund Transfers	1,102,823	2,981,351	3,382,123	1,305,000	1,265,000
Fund Balance	0	0	0	24,200,000	24,100,000
Total Fund Revenues:	24,831,267	28,785,682	28,635,125	47,887,850	48,202,275
Expenditures:					
Personnel Services	8,074,636	7,951,126	8,781,057	10,526,039	11,000,754
Materials & Services	10,686,156	9,825,112	10,873,517	11,991,757	12,388,758
Capital Outlay	5,314,746	4,475,395	11,205,061	11,551,590	8,418,090
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	136,094	120,398	225,000	0
Contingency	0	0	0	2,500,000	2,500,000
Ending Balance & Reserves	0	0	0	11,093,464	13,894,673
Total Fund Expenditures:	24,075,538	22,387,727	30,980,033	47,887,850	48,202,275



FUND 024 – COUNTY SCHOOLS FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	297,159	363,716	332,662	360,000	360,000
Subtotal:	297,159	363,716	332,662	360,000	360,000
All Other Resources					
52100 Interest Revenue	424	-286	1,649	4,000	1,500
Subtotal:	424	-286	1,649	4,000	1,500
Fund Balance					
58100 Fund Balance	0	0	0	36,000	38,500
Subtotal:	0	0	0	36,000	38,500
Subtotal of Revenues:	297,583	363,430	334,311	400,000	400,000
Expenditures:					
Special Payments					
73100 Special Payments	297,159	363,476	332,662	400,000	400,000
Subtotal:	297,159	363,476	332,662	400,000	400,000
Subtotal of Expenditures:	297,159	363,476	332,662	400,000	400,000

FUND 024 – COUNTY SCHOOLS FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	297,159	363,716	332,662	360,000	360,000
All Other Resources	424	-286	1,649	4,000	1,500
Fund Balance	0	0	0	36,000	38,500
Total Fund Revenues:	297,583	363,430	334,311	400,000	400,000
Expenditures:					
Special Payments	297,159	363,476	332,662	400,000	400,000
Total Fund Expenditures:	297,159	363,476	332,662	400,000	400,000



FUND 025 – LAW LIBRARY FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	0	10,000	0	0
Subtotal:	0	0	10,000	0	0
Fees & Other Service Charges					
45100 Fees	151,529	222,780	222,780	222,780	239,102
Subtotal:	151,529	222,780	222,780	222,780	239,102
All Other Resources					
52100 Interest Revenue	775	-2,049	4,644	1,000	4,000
Subtotal:	775	-2,049	4,644	1,000	4,000
Fund Balance					
58100 Fund Balance	0	0	0	165,000	200,000
Subtotal:	0	0	0	165,000	200,000
Subtotal of Revenues:	152,304	220,731	237,424	388,780	443,102
Expenditures:					
Materials & Services					
64100 Contracted Services	80,230	103,658	106,783	126,000	140,000
64200 Operation Expenses	95,956	36,456	38,462	66,600	68,500
64300 Minor Equipment	0	0	9,524	10,000	10,000
64400 Equip Repair/Maint/Lease	15	8	210	1,000	1,000
Subtotal:	176,201	140,122	154,979	203,600	219,500
Ending Balance and Reserves					
78100 Reserves	0	0	0	185,180	223,602
Subtotal:	0	0	0	185,180	223,602
Subtotal of Expenditures:	176,201	140,122	154,979	388,780	443,102



FUND 025 – LAW LIBRARY FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	10,000	0	0
Fees & Other Service Charges	151,529	222,780	222,780	222,780	239,102
All Other Resources	775	-2,049	4,644	1,000	4,000
Fund Balance	0	0	0	165,000	200,000
Total Fund Revenues:	152,304	220,731	237,424	388,780	443,102
Expenditures:					
Materials & Services	176,201	140,122	154,979	203,600	219,500
Ending Balance & Reserves	0	0	0	185,180	223,602
Total Fund Expenditures:	176,201	140,122	154,979	388,780	443,102



FUND 026 – SURVEYOR FUND

Dept 43 – Surveyor

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,130	20,973	48,351	400,000	100,000
Subtotal:	1,130	20,973	48,351	400,000	100,000
Fees & Other Service Charges					
45100 Fees	1,310,438	1,061,689	785,750	652,225	862,290
45500 Sales	308	475	280	109	112
Subtotal:	1,310,746	1,062,164	786,030	652,334	862,402
All Other Resources					
52100 Interest Revenue	10,156	-20,157	51,615	44,000	45,200
Subtotal:	10,156	-20,157	51,615	44,000	45,200
Interfund Transfers					
54500 Interdepartmental Charges	1,679	1,443	0	0	0
Subtotal:	1,679	1,443	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	2,100,855	2,125,000
Subtotal:	0	0	0	2,100,855	2,125,000
<hr/>					
Subtotal of Revenues:	1,323,711	1,064,423	885,996	3,197,189	3,132,602
<hr/>					
Expenditures:					
Personnel Services					
62100 Salaries & Wages	412,219	415,053	435,608	487,767	518,436
62200 Payroll Taxes & Benefits	226,492	235,787	243,600	252,274	282,964
Subtotal:	638,711	650,840	679,208	740,041	801,400
Materials & Services					
64100 Contracted Services	113,417	90,102	98,105	606,328	266,488
64200 Operation Expenses	14,962	15,741	35,464	81,476	85,647
64400 Equip Repair/Maint/Lease	4,921	4,772	5,838	18,286	18,831
64600 Travel & Training	551	1,279	6,965	51,434	52,976
64700 Software Expense	8,322	4,294	5,738	49,527	41,334
Subtotal:	142,173	116,188	152,110	807,051	465,276
Capital Outlay					
68400 CO-Equipment/Machinery	0	14,858	0	70,000	70,000
Subtotal:	0	14,858	0	70,000	70,000
Contingency					
75005 Contingency	0	0	0	175,000	175,000
Subtotal:	0	0	0	175,000	175,000



FUND 026 – SURVEYOR FUND

Dept 43 – Surveyor

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,405,097	1,620,926
Subtotal:	0	0	0	1,405,097	1,620,926
<hr/>					
Subtotal of Expenditures:	780,884	781,886	831,318	3,197,189	3,132,602

FUND 026 – SURVEYOR FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,130	20,973	48,351	400,000	100,000
Fees & Other Service Charges	1,310,746	1,062,164	786,030	652,334	862,402
All Other Resources	10,156	-20,157	51,615	44,000	45,200
Interfund Transfers	1,679	1,443	0	0	0
Fund Balance	0	0	0	2,100,855	2,125,000
Total Fund Revenues:	1,323,711	1,064,423	885,996	3,197,189	3,132,602
Expenditures:					
Personnel Services	638,711	650,840	679,208	740,041	801,400
Materials & Services	142,173	116,188	152,110	807,051	465,276
Capital Outlay	0	14,858	0	70,000	70,000
Contingency	0	0	0	175,000	175,000
Ending Balance & Reserves	0	0	0	1,405,097	1,620,926
Total Fund Expenditures:	780,884	781,886	831,318	3,197,189	3,132,602



FUND 028 – COUNTY TRAILS FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	7,630	0	0	0	0
42100 State Sources	181,475	272,840	207,016	192,500	200,000
43100 Local Government Sources	124,537	124,537	124,537	124,537	124,537
44400 Donations/Sponsorships	2,703	10,592	0	0	0
Subtotal:	316,345	407,969	331,553	317,037	324,537
Fees & Other Service Charges					
45100 Fees	0	0	4,463	8,700	10,039
45500 Sales	11	0	0	0	0
Subtotal:	11	0	4,463	8,700	10,039
All Other Resources					
52100 Interest Revenue	2,643	-4,725	13,321	4,000	4,000
52900 Miscellaneous Revenue	7,269	0	2,535	0	0
Subtotal:	9,912	-4,725	15,856	4,000	4,000
Interfund Transfers					
54100 Interfund Transfers	6,210	15,000	2,324	20,000	20,000
Subtotal:	6,210	15,000	2,324	20,000	20,000
Fund Balance					
58100 Fund Balance	0	0	0	625,000	550,000
Subtotal:	0	0	0	625,000	550,000
<hr/>					
Subtotal of Revenues:	332,478	418,244	354,196	974,737	908,576
Expenditures:					
Personnel Services					
62100 Salaries & Wages	57,922	28,048	28,328	68,810	93,392
62200 Payroll Taxes & Benefits	40,600	22,392	19,338	43,322	58,935
Subtotal:	98,522	50,440	47,666	112,132	152,327
Materials & Services					
64100 Contracted Services	73,443	56,005	71,515	65,061	54,814
64200 Operation Expenses	46,403	7,439	9,024	19,206	18,030
64300 Minor Equipment	6,464	3,469	7,413	4,000	5,000
64400 Equip Repair/Maint/Lease	7,649	91	15	2,000	1,500
64500 Property Maintenance/ Utilities	115,672	175,457	160,474	418,100	460,000
64600 Travel & Training	6,409	347	85	1,050	2,500
Subtotal:	256,040	242,808	248,526	509,417	541,844
Contingency					
75005 Contingency	0	0	0	90,000	104,126
Subtotal:	0	0	0	90,000	104,126



FUND 028 – COUNTY TRAILS FUND**Dept 39 – Roads and Parks**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	263,188	110,279
Subtotal:	0	0	0	263,188	110,279
<hr/>					
Subtotal of Expenditures:	354,562	293,248	296,192	974,737	908,576

FUND 028 – COUNTY TRAILS FUND**SUMMARY**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	316,345	407,969	331,553	317,037	324,537
Fees & Other Service Charges	11	0	4,463	8,700	10,039
All Other Resources	9,912	-4,725	15,856	4,000	4,000
Interfund Transfers	6,210	15,000	2,324	20,000	20,000
Fund Balance	0	0	0	625,000	550,000
Total Fund Revenues:	332,478	418,244	354,196	974,737	908,576
Expenditures:					
Personnel Services	98,522	50,440	47,666	112,132	152,327
Materials & Services	256,040	242,808	248,526	509,417	541,844
Contingency	0	0	0	90,000	104,126
Ending Balance & Reserves	0	0	0	263,188	110,279
Total Fund Expenditures:	354,562	293,248	296,192	974,737	908,576



FUND 030 – TITLE III FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	347,164	425,518	389,065	430,000	430,000
Subtotal:	347,164	425,518	389,065	430,000	430,000
All Other Resources					
52100 Interest Revenue	5,932	-10,892	32,969	23,098	25,000
Subtotal:	5,932	-10,892	32,969	23,098	25,000
Fund Balance					
58100 Fund Balance	0	0	0	1,505,000	1,108,078
Subtotal:	0	0	0	1,505,000	1,108,078
Subtotal of Revenues:	353,096	414,626	422,034	1,958,098	1,563,078
Expenditures:					
Materials & Services					
64100 Contracted Services	112,812	178,459	119,398	1,958,098	1,563,078
64200 Operation Expenses	1	1	134	0	0
64400 Equip Repair/Maint/Lease	0	0	1	0	0
Subtotal:	112,813	178,460	119,533	1,958,098	1,563,078
Subtotal of Expenditures:	112,813	178,460	119,533	1,958,098	1,563,078

FUND 030 – TITLE III FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	347,164	425,518	389,065	430,000	430,000
All Other Resources	5,932	-10,892	32,969	23,098	25,000
Fund Balance	0	0	0	1,505,000	1,108,078
Total Fund Revenues:	353,096	414,626	422,034	1,958,098	1,563,078
Expenditures:					
Materials & Services	112,813	178,460	119,533	1,958,098	1,563,078
Total Fund Expenditures:	112,813	178,460	119,533	1,958,098	1,563,078



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	3,082,127	1,421,226	1,488,307	1,664,330	1,710,777
42100 State Sources	21,827,889	26,154,522	24,947,292	27,886,884	35,131,236
43100 Local Government Sources	99,434	100,592	117,389	124,271	86,467
44100 Private/NonProfit Sources	86,301	960,284	194,031	725,077	1,137,371
44400 Donations/Sponsorships	60,024	50,126	526,284	50,000	70,000
Subtotal:	25,155,775	28,686,750	27,273,303	30,450,562	38,135,851
Fees & Other Service Charges					
45100 Fees	2,972,491	869,762	923,157	993,500	1,020,201
45200 Fines	11,754	22,181	26,161	12,000	21,000
45300 Forfeitures	9,917	8,885	9,060	10,000	10,000
45400 Licenses	1,335,345	1,589,735	1,610,082	1,765,550	1,834,000
45500 Sales	515	807	325	500	300
Subtotal:	4,330,022	2,491,370	2,568,785	2,781,550	2,885,501
All Other Resources					
52100 Interest Revenue	83,276	-199,666	654,745	142,990	900,000
52900 Miscellaneous Revenue	2,253	32	150	279,665	0
Subtotal:	85,529	-199,634	654,895	422,655	900,000
Interfund Transfers					
54100 Interfund Transfers	3,348,879	3,512,930	3,567,901	3,655,654	4,210,464
54500 Interdepartmental Charges	1,093,935	1,122,075	1,703,412	1,754,270	1,954,715
Subtotal:	4,442,814	4,635,005	5,271,313	5,409,924	6,165,179
Fund Balance					
58100 Fund Balance	0	0	0	30,564,060	38,587,257
Subtotal:	0	0	0	30,564,060	38,587,257
Subtotal of Revenues:	34,014,140	35,613,491	35,768,296	69,628,751	86,673,788

Expenditures:

Personnel Services

62100 Salaries & Wages	11,823,002	10,866,430	11,758,104	16,002,200	17,195,836
62200 Payroll Taxes & Benefits	6,555,124	6,474,786	6,939,309	9,969,865	10,431,285
62300 Labor Adjustments	0	0	1	518,432	0
Subtotal:	18,378,126	17,341,216	18,697,414	26,490,497	27,627,121



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Materials & Services					
64100 Contracted Services	9,189,235	7,966,558	9,536,901	10,300,343	16,643,189
64200 Operation Expenses	1,165,215	1,406,024	1,919,177	1,415,915	2,077,161
64300 Minor Equipment	51,933	25,753	145,054	6,000	4,000
64400 Equip Repair/Maint/Lease	33,676	19,103	26,980	20,000	25,500
64500 Property Maintenance/ Utilities	993,309	1,142,062	2,105,166	2,751,927	4,793,585
64600 Travel & Training	37,654	146,706	192,262	492,069	495,732
64700 Software Expense	89,399	59,032	50,051	52,000	107,500
Subtotal:	11,560,421	10,765,238	13,975,591	15,038,254	24,146,667
Capital Outlay					
68400 CO-Equipment/Machinery	5,125	10,467	238,554	0	0
68500 Capital Outlay-Software	10,500	0	0	0	0
Subtotal:	15,625	10,467	238,554	0	0
Contingency					
75005 Contingency	0	0	0	4,100,000	8,900,000
Subtotal:	0	0	0	4,100,000	8,900,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	24,000,000	26,000,000
78500 Unapprop Ending Fund Bal	0	0	0	0	0
Subtotal:	0	0	0	24,000,000	26,000,000
Subtotal of Expenditures:	29,954,172	28,116,921	32,911,559	69,628,751	86,673,788



FUND 033 – HEALTH AND HUMAN SERVICES FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	25,155,775	28,686,750	27,273,303	30,450,562	38,135,851
Fees & Other Service Charges	4,330,022	2,491,370	2,568,785	2,781,550	2,885,501
All Other Resources	85,529	-199,634	654,895	422,655	900,000
Interfund Transfers	4,442,814	4,635,005	5,271,313	5,409,924	6,165,179
Fund Balance	0	0	0	30,564,060	38,587,257
Total Fund Revenues:	34,014,140	35,613,491	35,768,296	69,628,751	86,673,788
Expenditures:					
Personnel Services	18,378,126	17,341,216	18,697,414	26,490,497	27,627,121
Materials & Services	11,560,421	10,765,238	13,975,591	15,038,254	24,146,667
Capital Outlay	15,625	10,467	238,554	0	0
Contingency	0	0	0	4,100,000	8,900,000
Ending Balance & Reserves	0	0	0	24,000,000	26,000,000
Total Fund Expenditures:	29,954,172	28,116,921	32,911,559	69,628,751	86,673,788



FUND 035 – VIDEO LOTTERY

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	1,546,265	1,307,688	1,208,462	1,400,000	1,400,000
Subtotal:	1,546,265	1,307,688	1,208,462	1,400,000	1,400,000
All Other Resources					
52100 Interest Revenue	3,980	-5,654	23,402	24,000	24,000
Subtotal:	3,980	-5,654	23,402	24,000	24,000
Subtotal of Revenues:	1,550,245	1,302,034	1,231,864	1,424,000	1,424,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	0	380,719	377,000
Subtotal:	0	0	0	380,719	377,000
Transfers to Other Funds					
74100 Transfers To Other Funds	1,546,094	1,044,094	1,043,281	1,043,281	1,047,000
Subtotal:	1,546,094	1,044,094	1,043,281	1,043,281	1,047,000
Subtotal of Expenditures:	1,546,094	1,044,094	1,043,281	1,424,000	1,424,000

FUND 035 – VIDEO LOTTERY

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,546,265	1,307,688	1,208,462	1,400,000	1,400,000
All Other Resources	3,980	-5,654	23,402	24,000	24,000
Total Fund Revenues:	1,550,245	1,302,034	1,231,864	1,424,000	1,424,000
Expenditures:					
Materials & Services	0	0	0	380,719	377,000
Interfund Transfers	1,546,094	1,044,094	1,043,281	1,043,281	1,047,000
Total Fund Expenditures:	1,546,094	1,044,094	1,043,281	1,424,000	1,424,000



FUND 037 – SOLID WASTE MANAGEMENT FUND Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,663,973	1,767,966	1,910,240	1,458,800	1,561,000
Subtotal:	1,663,973	1,767,966	1,910,240	1,458,800	1,561,000
All Other Resources					
52100 Interest Revenue	25,656	-45,632	118,946	20,000	30,000
Subtotal:	25,656	-45,632	118,946	20,000	30,000
Fund Balance					
58100 Fund Balance	0	0	0	5,964,300	6,974,700
Subtotal:	0	0	0	5,964,300	6,974,700
Subtotal of Revenues:	1,689,629	1,722,334	2,029,186	7,443,100	8,565,700
Expenditures:					
Materials & Services					
64100 Contracted Services	17,759	17,575	21,864	88,982	89,943
64200 Operation Expenses	712	1,054	632	49,700	49,700
64300 Minor Equipment	0	0	365	0	0
64400 Equip Repair/Maint/Lease	115	6	29	400	400
64600 Travel & Training	0	0	860	5,750	5,750
Subtotal:	18,586	18,635	23,750	144,832	145,793
Transfers to Other Funds					
74100 Transfers To Other Funds	1,020,290	1,070,617	1,119,776	1,301,908	1,301,608
Subtotal:	1,020,290	1,070,617	1,119,776	1,301,908	1,301,608
Ending Balance and Reserves					
78100 Reserves	0	0	0	5,996,360	7,118,299
Subtotal:	0	0	0	5,996,360	7,118,299
Subtotal of Expenditures:	1,038,876	1,089,252	1,143,526	7,443,100	8,565,700



FUND 037 – SOLID WASTE MANAGEMENT FUND SUMMARY

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Adopted	Adopted
Revenue:					
Fees & Other Service Charges	1,663,973	1,767,966	1,910,240	1,458,800	1,561,000
All Other Resources	25,656	-45,632	118,946	20,000	30,000
Fund Balance	0	0	0	5,964,300	6,974,700
Total Fund Revenues:	1,689,629	1,722,334	2,029,186	7,443,100	8,565,700
Expenditures:					
Materials & Services	18,586	18,635	23,750	144,832	145,793
Interfund Transfers	1,020,290	1,070,617	1,119,776	1,301,908	1,301,608
Ending Balance & Reserves	0	0	0	5,996,360	7,118,299
Total Fund Expenditures:	1,038,876	1,089,252	1,143,526	7,443,100	8,565,700



FUND 038 – COURT SECURITY FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	47,622	47,850	48,253	50,000	50,000
43100 Local Government Sources	129,600	143,662	143,596	140,000	140,000
Subtotal:	177,222	191,512	191,849	190,000	190,000
All Other Resources					
52100 Interest Revenue	2,525	-3,238	6,316	3,168	8,000
Subtotal:	2,525	-3,238	6,316	3,168	8,000
Fund Balance					
58100 Fund Balance	0	0	0	118,000	168,114
Subtotal:	0	0	0	118,000	168,114
Subtotal of Revenues:	179,747	188,274	198,165	311,168	366,114
Expenditures:					
Materials & Services					
64100 Contracted Services	265,680	283,880	196,340	311,168	366,114
Subtotal:	265,680	283,880	196,340	311,168	366,114
Subtotal of Expenditures:	265,680	283,880	196,340	311,168	366,114

FUND 038 – COURT SECURITY FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	177,222	191,512	191,849	190,000	190,000
All Other Resources	2,525	-3,238	6,316	3,168	8,000
Fund Balance	0	0	0	118,000	168,114
Total Fund Revenues:	179,747	188,274	198,165	311,168	366,114
Expenditures:					
Materials & Services	265,680	283,880	196,340	311,168	366,114
Total Fund Expenditures:	265,680	283,880	196,340	311,168	366,114



FUND 039 – LAW ENFORCEMENT DISTRICT

Dept 41 – Sheriff

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	11,318	0	0	0
43100 Local Government Sources	1,765,964	1,728,564	1,894,763	1,911,137	0
44100 Private/NonProfit Sources	0	0	729	0	0
Subtotal:	1,765,964	1,739,882	1,895,492	1,911,137	0
Property Tax Revenues					
46100 Current Property Tax Revenue	-17,574	8,150	-1,661	0	0
Subtotal:	-17,574	8,150	-1,661	0	0
All Other Resources					
52100 Interest Revenue	6,254	-13,508	40,025	35,000	0
Subtotal:	6,254	-13,508	40,025	35,000	0
Interfund Transfers					
54100 Interfund Transfers	16,232	19,632	0	0	0
Subtotal:	16,232	19,632	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	1,716,426	0
Subtotal:	0	0	0	1,716,426	0
Subtotal of Revenues:	1,770,876	1,754,156	1,933,856	3,662,563	0
Expenditures:					
Personnel Services					
62100 Salaries & Wages	562,678	478,747	595,604	619,718	0
62200 Payroll Taxes & Benefits	383,858	347,856	423,110	481,504	0
Subtotal:	946,536	826,603	1,018,714	1,101,222	0
Materials & Services					
64100 Contracted Services	318,719	324,171	354,059	410,555	0
64200 Operation Expenses	279,112	282,596	295,060	326,522	0
64300 Minor Equipment	8,023	6,605	1,149	13,000	0
64400 Equip Repair/Maint/Lease	4,819	3,796	3,779	8,000	0
64500 Property Maintenance/ Utilities	13,645	15,708	20,740	15,700	0
64600 Travel & Training	2,056	0	960	6,000	0
Subtotal:	626,374	632,876	675,747	779,777	0
Contingency					
75005 Contingency	0	0	0	100,000	0
Subtotal:	0	0	0	100,000	0



FUND 039 – LAW ENFORCEMENT DISTRICT

Dept 41 – Sheriff

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,681,564	0
Subtotal:	0	0	0	1,681,564	0
<hr/>					
Subtotal of Expenditures:	1,572,910	1,459,479	1,694,461	3,662,563	0

FUND 039 – LAW ENFORCEMENT DISTRICT

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,765,964	1,739,882	1,895,492	1,911,137	0
Property Tax	-17,574	8,150	-1,661	0	0
All Other Resources	6,254	-13,508	40,025	35,000	0
Interfund Transfers	16,232	19,632	0	0	0
Fund Balance	0	0	0	1,716,426	0
Total Fund Revenues:	1,770,876	1,754,156	1,933,856	3,662,563	0
Expenditures:					
Personnel Services	946,536	826,603	1,018,714	1,101,222	0
Materials & Services	626,374	632,876	675,747	779,777	0
Contingency	0	0	0	100,000	0
Ending Balance & Reserves	0	0	0	1,681,564	0
Total Fund Expenditures:	1,572,910	1,459,479	1,694,461	3,662,563	0



FUND 040 – SPORTS PARK MITIGATION

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	181	-274	648	0	0
Subtotal:	181	-274	648	0	0
Fund Balance					
58100 Fund Balance	0	0	0	30,209	31,400
Subtotal:	0	0	0	30,209	31,400
Subtotal of Revenues:	181	-274	648	30,209	31,400
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	30,209	31,400
Subtotal:	0	0	0	30,209	31,400
Subtotal of Expenditures:	0	0	0	30,209	31,400

FUND 040 - SPORTS PARK MITIGATION

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources	181	-274	648	0	0
Fund Balance	0	0	0	30,209	31,400
Total Fund Revenues:	181	-274	648	30,209	31,400
Expenditures:					
Materials & Services	0	0	0	30,209	31,400
Total Fund Expenditures:	0	0	0	30,209	31,400



FUND 042 – AMERICAN RESCUE PLAN ACT

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	995,058	1,715,370	0	32,770,622
Subtotal:	0	995,058	1,715,370	0	32,770,622
Fund Balance					
58100 Fund Balance	0	0	0	39,628,780	0
Subtotal:	0	0	0	39,628,780	0
<hr/>					
Subtotal of Revenues:	0	995,058	1,715,370	39,628,780	32,770,622
Expenditures:					
Materials & Services					
64100 Contracted Services	0	188,324	20,581	3,000,000	3,000,000
64300 Minor Equipment	0	93,521	660	0	0
64500 Property Maintenance/ Utilities	0	136,011	958,493	0	0
64600 Travel & Training	0	0	160	0	0
64700 Software Expense	0	10	0	0	0
Subtotal:	0	417,866	979,894	3,000,000	3,000,000
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	735,476	36,628,780	29,770,622
68300 CO-Land Improvements	0	37,147	0	0	0
68400 CO-Equipment/Machinery	0	540,044	0	0	0
Subtotal:	0	577,191	735,476	36,628,780	29,770,622
<hr/>					
Subtotal of Expenditures:	0	995,057	1,715,370	39,628,780	32,770,622

FUND 042 – AMERICAN RESCUE PLAN ACT

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	995,058	1,715,370	0	32,770,622
Fund Balance	0	0	0	39,628,780	0
Total Fund Revenues:	0	995,058	1,715,370	39,628,780	32,770,622
Expenditures:					
Materials & Services	0	417,866	979,894	3,000,000	3,000,000
Capital Outlay	0	577,191	735,476	36,628,780	29,770,622
Total Fund Expenditures:	0	995,057	1,715,370	39,628,780	32,770,622



FUND 500 – AIRPORT ENTERPRISE FUND

Dept 01 – Airport

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	6,625,872	8,917,207	11,139,362	21,158,572	16,781,100
42100 State Sources	43,436	16,327	6,115	2,650,000	3,250,000
43100 Local Government Sources	63,492	31,757	0	0	0
44100 Private/NonProfit Sources	4,444,614	5,329,708	6,052,571	5,414,164	5,784,686
44400 Donations/Sponsorships	0	5,200	0	0	0
Subtotal:	11,177,414	14,300,199	17,198,048	29,222,736	25,815,786
Fees & Other Service Charges					
45100 Fees	7,022,951	9,953,361	11,444,802	9,298,322	9,906,923
45200 Fines	6,919	10,341	12,181	2,000	2,000
45400 Licenses	18,931	19,225	20,604	20,796	21,624
45500 Sales	189,468	271,130	295,256	250,000	260,000
Subtotal:	7,238,269	10,254,057	11,772,843	9,571,118	10,190,547
All Other Resources					
52100 Interest Revenue	176,367	-355,325	1,124,032	300,000	300,000
52900 Miscellaneous Revenue	22,682	1,223	2,093	350	350
Subtotal:	199,049	-354,102	1,126,125	300,350	300,350
Interfund Transfers					
54100 Interfund Transfers	0	0	1,156,471	310,093	347,128
Subtotal:	0	0	1,156,471	310,093	347,128
Fund Balance					
58100 Fund Balance	0	0	0	54,485,750	70,166,373
Subtotal:	0	0	0	54,485,750	70,166,373
Subtotal of Revenues:	18,614,732	24,200,154	31,253,487	93,890,047	106,820,184
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,022,382	1,853,977	2,310,002	3,479,937	3,831,668
62200 Payroll Taxes & Benefits	1,411,893	1,258,721	1,510,920	2,155,282	2,331,337
62300 Labor Adjustments	-4,480	-5,485	-7,367	0	0
Subtotal:	3,429,795	3,107,213	3,813,555	5,635,219	6,163,005



FUND 500 – AIRPORT ENTERPRISE FUND

Dept 01 – Airport

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Materials & Services					
64100 Contracted Services	2,221,927	2,025,930	2,320,294	3,649,352	4,012,868
64200 Operation Expenses	476,956	648,095	575,017	1,081,108	1,325,279
64300 Minor Equipment	26,099	54,997	83,305	187,500	215,400
64400 Equip Repair/Maint/Lease	255,973	261,502	484,029	520,000	520,000
64500 Property Maintenance/ Utilities	1,958,972	1,049,822	3,906,646	1,878,400	2,329,800
64600 Travel & Training	7,562	37,645	48,805	139,150	147,900
64700 Software Expense	0	7,200	28,410	11,540	21,540
Subtotal:	4,947,489	4,085,191	7,446,506	7,467,050	8,572,787
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	0	0	0
68300 CO-Land Improvements	1,917,399	4,641,436	4,085,942	25,527,815	24,309,401
68400 CO-Equipment/Machinery	104,271	243,928	540,152	1,977,000	2,792,490
Subtotal:	2,021,670	4,885,364	4,626,094	27,504,815	27,101,891
Transfers to Other Funds					
74100 Transfers To Other Funds	282,921	311,817	327,003	303,792	472,704
Subtotal:	282,921	311,817	327,003	303,792	472,704
Contingency					
75005 Contingency	0	0	0	2,292,640	2,660,900
Subtotal:	0	0	0	2,292,640	2,660,900
Ending Balance and Reserves					
78100 Reserves	0	0	0	30,000,000	45,825,000
78500 Unapprop Ending Fund Bal	0	0	0	20,686,531	16,023,897
Subtotal:	0	0	0	50,686,531	61,848,897
Subtotal of Expenditures:	10,681,875	12,389,585	16,213,158	93,890,047	106,820,184



FUND 500 – AIRPORT ENTERPRISE FUND**SUMMARY**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	11,177,414	14,300,199	17,198,048	29,222,736	25,815,786
Fees & Other Service Charges	7,238,269	10,254,057	11,772,843	9,571,118	10,190,547
All Other Resources	199,049	-354,102	1,126,125	300,350	300,350
Interfund Transfers	0	0	1,156,471	310,093	347,128
Fund Balance	0	0	0	54,485,750	70,166,373
Total Fund Revenues:	18,614,732	24,200,154	31,253,487	93,890,047	106,820,184
Expenditures:					
Personnel Services	3,429,795	3,107,213	3,813,555	5,635,219	6,163,005
Materials & Services	4,947,489	4,085,191	7,446,506	7,467,050	8,572,787
Capital Outlay	2,021,670	4,885,364	4,626,094	27,504,815	27,101,891
Interfund Transfers	282,921	311,817	327,003	303,792	472,704
Contingency	0	0	0	2,292,640	2,660,900
Ending Balance & Reserves	0	0	0	50,686,531	61,848,897
Total Fund Expenditures:	10,681,875	12,389,585	16,213,158	93,890,047	106,820,184



FUND 501 – AIRPORT DEBT SERVICE FUND

Dept 01 – Airport

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Interfund Transfers					
54100 Interfund Transfers	890,673	890,307	890,728	959,552	1,114,045
Subtotal:	890,673	890,307	890,728	959,552	1,114,045
Fund Balance					
58100 Fund Balance	0	0	0	447,161	447,161
Subtotal:	0	0	0	447,161	447,161
<hr/>					
Subtotal of Revenues:	890,673	890,307	890,728	1,406,713	1,561,206
Expenditures:					
Debt Service					
72100 Debt Service	893,630	890,306	890,727	959,552	1,114,046
Subtotal:	893,630	890,306	890,727	959,552	1,114,046
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	447,161	447,160
Subtotal:	0	0	0	447,161	447,160
<hr/>					
Subtotal of Expenditures:	893,630	890,306	890,727	1,406,713	1,561,206

FUND 501 – AIRPORT DEBT SERVICE FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Interfund Transfers	890,673	890,307	890,728	959,552	1,114,045
Fund Balance	0	0	0	447,161	447,161
Total Fund Revenues:	890,673	890,307	890,728	1,406,713	1,561,206
Expenditures:					
Debt Service	893,630	890,306	890,727	959,552	1,114,046
Ending Balance & Reserves	0	0	0	447,161	447,160
Total Fund Expenditures:	893,630	890,306	890,727	1,406,713	1,561,206



FUND 503 – PASSENGER FACILITY CHARGE FUND Dept 01 – Airport

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,106,986	2,246,076	1,919,441	1,975,500	1,997,450
Subtotal:	1,106,986	2,246,076	1,919,441	1,975,500	1,997,450
All Other Resources					
52100 Interest Revenue	31,478	-54,911	141,769	50,000	50,000
Subtotal:	31,478	-54,911	141,769	50,000	50,000
Fund Balance					
58100 Fund Balance	0	0	0	7,821,427	6,967,705
Subtotal:	0	0	0	7,821,427	6,967,705
Subtotal of Revenues:	1,138,464	2,191,165	2,061,210	9,846,927	9,015,155
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	7,833	750,000	250,000
Subtotal:	0	0	7,833	750,000	250,000
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	1,500,000	2,340,510
Subtotal:	0	0	0	1,500,000	2,340,510
Transfers to Other Funds					
74100 Transfers To Other Funds	607,752	608,438	1,765,196	965,853	1,108,469
Subtotal:	607,752	608,438	1,765,196	965,853	1,108,469
Ending Balance and Reserves					
78100 Reserves	0	0	0	6,631,074	5,316,176
Subtotal:	0	0	0	6,631,074	5,316,176
Subtotal of Expenditures:	607,752	608,438	1,773,029	9,846,927	9,015,155



FUND 503 – PASSENGER FACILITY CHARGE FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges	1,106,986	2,246,076	1,919,441	1,975,500	1,997,450
All Other Resources	31,478	-54,911	141,769	50,000	50,000
Fund Balance	0	0	0	7,821,427	6,967,705
Total Fund Revenues:	1,138,464	2,191,165	2,061,210	9,846,927	9,015,155
Expenditures:					
Materials & Services	0	0	7,833	750,000	250,000
Capital Outlay	0	0	0	1,500,000	2,340,510
Interfund Transfers	607,752	608,438	1,765,196	965,853	1,108,469
Ending Balance & Reserves	0	0	0	6,631,074	5,316,176
Total Fund Expenditures:	607,752	608,438	1,773,029	9,846,927	9,015,155



FUND 523 – EXPOSITION PARK FUND

Dept 21 – Expo

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,055,611	142,486	0	0	0
42100 State Sources	53,167	53,167	108,722	53,167	53,167
43100 Local Government Sources	0	0	8,005	0	0
44100 Private/NonProfit Sources	125,952	37,277	43,643	22,500	22,500
44400 Donations/Sponsorships	184,030	297,250	608,353	1,318,000	508,000
Subtotal:	1,418,760	530,180	768,723	1,393,667	583,667
Fees & Other Service Charges					
45100 Fees	450,047	2,159,207	4,785,682	6,678,119	2,270,600
45500 Sales	0	0	48,575	0	0
Subtotal:	450,047	2,159,207	4,834,257	6,678,119	2,270,600
All Other Resources					
52100 Interest Revenue	2,358	-13,195	23,720	12,500	15,000
52900 Miscellaneous Revenue	29,059	4,577	19,321	0	0
Subtotal:	31,417	-8,618	43,041	12,500	15,000
Interfund Transfers					
54100 Interfund Transfers	0	8,500	59,993	69,181	65,000
Subtotal:	0	8,500	59,993	69,181	65,000
Fund Balance					
58100 Fund Balance	0	0	0	1,410,000	0
Subtotal:	0	0	0	1,410,000	0
Subtotal of Revenues:	1,900,224	2,689,269	5,706,014	9,563,467	2,934,267
Expenditures:					
Personnel Services					
62100 Salaries & Wages	202,321	262,998	417,884	489,199	341,901
62200 Payroll Taxes & Benefits	116,373	148,006	226,376	326,621	236,381
Subtotal:	318,694	411,004	644,260	815,820	578,282
Materials & Services					
64100 Contracted Services	504,724	477,932	1,132,159	1,394,494	884,263
64200 Operation Expenses	101,116	897,447	5,073,001	4,242,828	977,389
64300 Minor Equipment	26,665	44,242	27,202	15,000	15,000
64400 Equip Repair/Maint/Lease	62,377	52,415	239,885	418,500	71,500
64500 Property Maintenance/ Utilities	224,687	325,310	422,764	721,500	379,500
64600 Travel & Training	6,470	8,017	17,351	10,000	10,100
64700 Software Expense	0	0	0	0	5,700
Subtotal:	926,039	1,805,363	6,912,362	6,802,322	2,343,452



FUND 523 – EXPOSITION PARK FUND

Dept 21 – Expo

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	523	0	0
68400 CO-Equipment/Machinery	10,829	4,410	361,510	0	0
Subtotal:	10,829	4,410	362,033	0	0
Contingency					
75005 Contingency	0	0	0	784,000	0
Subtotal:	0	0	0	784,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	412,166	12,533
78500 Unapprop Ending Fund Bal	0	0	0	749,159	0
Subtotal:	0	0	0	1,161,325	12,533
Subtotal of Expenditures:	1,255,562	2,220,777	7,918,655	9,563,467	2,934,267

FUND 523 – EXPOSITION PARK FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,418,760	530,180	768,723	1,393,667	583,667
Fees & Other Service Charges	450,047	2,159,207	4,834,257	6,678,119	2,270,600
All Other Resources	31,417	-8,618	43,041	12,500	15,000
Interfund Transfers	0	8,500	59,993	69,181	65,000
Fund Balance	0	0	0	1,410,000	0
Total Fund Revenues:	1,900,224	2,689,269	5,706,014	9,563,467	2,934,267
Expenditures:					
Personnel Services	318,694	411,004	644,260	815,820	578,282
Materials & Services	926,039	1,805,363	6,912,362	6,802,322	2,343,452
Capital Outlay	10,829	4,410	362,033	0	0
Contingency	0	0	0	784,000	0
Ending Balance & Reserves	0	0	0	1,161,325	12,533
Total Fund Expenditures:	1,255,562	2,220,777	7,918,655	9,563,467	2,934,267



FUND 535 – RECREATION ENTERPRISE FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	158,240	971,747	1,186,139	482,000	676,035
42100 State Sources	816,763	1,012,861	1,642,694	1,141,860	1,284,590
43100 Local Government Sources	5,620	1,212	705	2,000	700
44100 Private/NonProfit Sources	14,026	35,012	47,748	142,000	55,000
44400 Donations/Sponsorships	0	3,567	2,971	0	7,000
Subtotal:	994,649	2,024,399	2,880,257	1,767,860	2,023,325
Fees & Other Service Charges					
45100 Fees	3,079,557	3,526,483	3,082,816	3,102,400	3,082,530
45500 Sales	67,241	101,521	164,776	140,000	211,300
Subtotal:	3,146,798	3,628,004	3,247,592	3,242,400	3,293,830
All Other Resources					
52100 Interest Revenue	8,282	-12,882	30,258	10,000	25,000
52900 Miscellaneous Revenue	2,294	452	0	0	0
Subtotal:	10,576	-12,430	30,258	10,000	25,000
Interfund Transfers					
54100 Interfund Transfers	222,875	2,573,203	2,580,787	97,875	72,875
54500 Interdepartmental Charges	228,482	206,322	265,122	252,500	288,116
Subtotal:	451,357	2,779,525	2,845,909	350,375	360,991
Fund Balance					
58100 Fund Balance	0	0	0	1,750,000	1,300,000
Subtotal:	0	0	0	1,750,000	1,300,000
Subtotal of Revenues:	4,603,380	8,419,498	9,004,016	7,120,635	7,003,146
Expenditures:					
Personnel Services					
62100 Salaries & Wages	983,722	1,113,077	1,291,472	1,361,425	1,504,221
62200 Payroll Taxes & Benefits	487,831	584,535	620,870	622,152	663,838
62300 Labor Adjustments	0	-2,525	0	0	0
Subtotal:	1,471,553	1,695,087	1,912,342	1,983,577	2,168,059
Materials & Services					
64100 Contracted Services	476,322	854,086	846,745	1,036,442	766,071
64200 Operation Expenses	330,179	269,542	425,854	428,264	488,755
64300 Minor Equipment	95,704	36,594	29,937	41,750	51,500
64400 Equip Repair/Maint/Lease	69,600	95,578	128,396	133,250	138,500
64500 Property Maintenance/ Utilities	903,494	1,203,948	913,734	982,551	1,082,803
64600 Travel & Training	2,377	6,981	13,872	8,850	13,350
64700 Software Expense	295	0	0	0	0
Subtotal:	1,877,971	2,466,729	2,358,538	2,631,107	2,540,979



FUND 535 – RECREATION ENTERPRISE FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	0	380,000	0
68300 CO-Land Improvements	809	1,790,269	4,401,449	525,000	1,011,773
68400 CO-Equipment/Machinery	97,902	196,289	90,600	0	15,000
Subtotal:	98,711	1,986,558	4,492,049	905,000	1,026,773
Debt Service					
72100 Debt Service	42,968	0	0	0	0
Subtotal:	42,968	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	45,180	58,881	55,000
Subtotal:	0	0	45,180	58,881	55,000
Contingency					
75005 Contingency	0	0	0	450,000	706,356
Subtotal:	0	0	0	450,000	706,356
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	1,092,070	505,979
Subtotal:	0	0	0	1,092,070	505,979
Subtotal of Expenditures:	3,491,203	6,148,374	8,808,109	7,120,635	7,003,146

FUND 535 – RECREATION ENTERPRISE FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	994,649	2,024,399	2,880,257	1,767,860	2,023,325
Fees & Other Service Charges	3,146,798	3,628,004	3,247,592	3,242,400	3,293,830
All Other Resources	10,576	-12,430	30,258	10,000	25,000
Interfund Transfers	451,357	2,779,525	2,845,909	350,375	360,991
Fund Balance	0	0	0	1,750,000	1,300,000
Total Fund Revenues:	4,603,380	8,419,498	9,004,016	7,120,635	7,003,146
Expenditures:					
Personnel Services	1,471,553	1,695,087	1,912,342	1,983,577	2,168,059
Materials & Services	1,877,971	2,466,729	2,358,538	2,631,107	2,540,979
Capital Outlay	98,711	1,986,558	4,492,049	905,000	1,026,773
Debt Service	42,968	0	0	0	0
Interfund Transfers	0	0	45,180	58,881	55,000
Contingency	0	0	0	450,000	706,356
Ending Balance & Reserves	0	0	0	1,092,070	505,979
Total Fund Expenditures:	3,491,203	6,148,374	8,808,109	7,120,635	7,003,146



FUND 559 – MOTOR POOL FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	360	136	1,889	0	0
44100 Private/NonProfit Sources	61,886	134,731	102,020	50,000	50,000
Subtotal:	62,246	134,867	103,909	50,000	50,000
Fees & Other Service Charges					
45100 Fees	0	84	0	0	0
45500 Sales	124,028	109,442	62,566	75,000	70,000
Subtotal:	124,028	109,526	62,566	75,000	70,000
All Other Resources					
52100 Interest Revenue	6,589	-11,030	15,561	5,000	10,000
Subtotal:	6,589	-11,030	15,561	5,000	10,000
Interfund Transfers					
54100 Interfund Transfers	66,791	272,975	153,468	225,000	120,000
54500 Interdepartmental Charges	2,397,147	2,388,987	3,024,101	4,164,175	4,424,759
Subtotal:	2,463,938	2,661,962	3,177,569	4,389,175	4,544,759
Fund Balance					
58100 Fund Balance	0	0	0	150,000	850,000
Subtotal:	0	0	0	150,000	850,000
Subtotal of Revenues:	2,656,801	2,895,325	3,359,605	4,669,175	5,524,759
Expenditures:					
Personnel Services					
62100 Salaries & Wages	146,360	148,447	164,680	192,266	191,241
62200 Payroll Taxes & Benefits	82,144	86,972	91,723	98,904	102,626
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	228,504	235,419	256,403	291,170	293,867
Materials & Services					
64100 Contracted Services	479,818	646,529	531,155	460,728	597,856
64200 Operation Expenses	20,851	9,972	3,412	4,000	6,627
64300 Minor Equipment	-240	464	0	0	0
64400 Equip Repair/Maint/Lease	619,715	816,442	1,093,150	1,244,950	1,535,200
64500 Property Maintenance/ Utilities	14,795	15,909	19,119	20,900	26,309
64600 Travel & Training	120	0	0	0	0
Subtotal:	1,135,059	1,489,316	1,646,836	1,730,578	2,165,992
Capital Outlay					
68400 CO-Equipment/Machinery	985,010	1,024,163	1,806,307	1,808,000	1,670,000
Subtotal:	985,010	1,024,163	1,806,307	1,808,000	1,670,000



FUND 559 – MOTOR POOL FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	37,916	141,811	0	0	0
Subtotal:	37,916	141,811	0	0	0
Contingency					
75005 Contingency	0	0	0	185,427	294,900
Subtotal:	0	0	0	185,427	294,900
Ending Balance and Reserves					
78100 Reserves	0	0	0	404,000	700,000
78500 Unapprop Ending Fund Bal	0	0	0	250,000	400,000
Subtotal:	0	0	0	654,000	1,100,000
Subtotal of Expenditures:	2,386,489	2,890,709	3,709,546	4,669,175	5,524,759

FUND 559 – MOTOR POOL FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	62,246	134,867	103,909	50,000	50,000
Fees & Other Service Charges	124,028	109,526	62,566	75,000	70,000
All Other Resources	6,589	-11,030	15,561	5,000	10,000
Interfund Transfers	2,463,938	2,661,962	3,177,569	4,389,175	4,544,759
Fund Balance	0	0	0	150,000	850,000
Total Fund Revenues:	2,656,801	2,895,325	3,359,605	4,669,175	5,524,759
Expenditures:					
Personnel Services	228,504	235,419	256,403	291,170	293,867
Materials & Services	1,135,059	1,489,316	1,646,836	1,730,578	2,165,992
Capital Outlay	985,010	1,024,163	1,806,307	1,808,000	1,670,000
Interfund Transfers	37,916	141,811	0	0	0
Contingency	0	0	0	185,427	294,900
Ending Balance & Reserves	0	0	0	654,000	1,100,000
Total Fund Expenditures:	2,386,489	2,890,709	3,709,546	4,669,175	5,524,759



FUND 560 – COMPUTER REPLACEMENT FUND

Dept 03 – Information Technology

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	915	975	0	0	0
Subtotal:	915	975	0	0	0
All Other Resources					
52100 Interest Revenue	8,979	-17,421	61,780	81,430	112,090
Subtotal:	8,979	-17,421	61,780	81,430	112,090
Interfund Transfers					
54500 Interdepartmental Charges	1,350,086	1,167,192	900,960	667,241	561,353
Subtotal:	1,350,086	1,167,192	900,960	667,241	561,353
Fund Balance					
58100 Fund Balance	0	0	0	2,718,357	2,497,634
Subtotal:	0	0	0	2,718,357	2,497,634
Subtotal of Revenues:	1,359,980	1,150,746	962,740	3,467,028	3,171,077
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	0	90,000	165,000
64300 Minor Equipment	695,582	164,629	496,597	1,029,173	485,340
64400 Equip Repair/Maint/Lease	0	0	100	0	0
64700 Software Expense	16,249	4,788	21,531	700,000	0
Subtotal:	711,831	169,417	518,228	1,819,173	650,340
Capital Outlay					
68400 CO-Equipment/Machinery	54,974	11,239	263,809	95,000	0
Subtotal:	54,974	11,239	263,809	95,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,552,855	2,520,737
78500 Unapprop Ending Fund Bal	0	0	0	0	0
Subtotal:	0	0	0	1,552,855	2,520,737
Subtotal of Expenditures:	766,805	180,656	782,037	3,467,028	3,171,077



FUND 560 – COMPUTER REPLACEMENT FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	915	975	0	0	0
All Other Resources	8,979	-17,421	61,780	81,430	112,090
Interfund Transfers	1,350,086	1,167,192	900,960	667,241	561,353
Fund Balance	0	0	0	2,718,357	2,497,634
Total Fund Revenues:	1,359,980	1,150,746	962,740	3,467,028	3,171,077
Expenditures:					
Materials & Services	711,831	169,417	518,228	1,819,173	650,340
Capital Outlay	54,974	11,239	263,809	95,000	0
Ending Balance & Reserves	0	0	0	1,552,855	2,520,737
Total Fund Expenditures:	766,805	180,656	782,037	3,467,028	3,171,077



FUND 561 – RISK MGMT-GEN AUTO LIAB FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	63,460	0	0	0	0
44100 Private/NonProfit Sources	6,569	-4,299	675	0	0
Subtotal:	70,029	-4,299	675	0	0
All Other Resources					
52100 Interest Revenue	58,455	-84,475	197,235	221,303	395,263
52900 Miscellaneous Revenue	0	0	75,992	0	0
Subtotal:	58,455	-84,475	273,227	221,303	395,263
Interfund Transfers					
54500 Interdepartmental Charges	1,663,792	1,919,219	2,133,312	2,721,404	2,922,386
Subtotal:	1,663,792	1,919,219	2,133,312	2,721,404	2,922,386
Fund Balance					
58100 Fund Balance	0	0	0	7,376,767	7,905,256
Subtotal:	0	0	0	7,376,767	7,905,256
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Subtotal of Revenues:	1,792,276	1,830,445	2,407,214	10,319,474	11,222,905
Expenditures:					
Personnel Services					
62100 Salaries & Wages	77,270	77,681	80,203	93,831	117,735
62200 Payroll Taxes & Benefits	41,941	45,402	44,010	47,815	62,133
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	119,211	123,083	124,213	141,646	179,868
Materials & Services					
64100 Contracted Services	410,494	789,678	1,002,050	815,514	930,915
64200 Operation Expenses	546,835	1,241,120	1,928,534	2,849,297	3,135,718
64300 Minor Equipment	50	0	1,096	750	750
64400 Equip Repair/Maint/Lease	71	345	341	500	500
64600 Travel & Training	0	0	7,488	6,000	6,000
Subtotal:	957,450	2,031,143	2,939,509	3,672,061	4,073,883
Ending Balance and Reserves					
78100 Reserves	0	0	0	6,505,767	6,969,154
Subtotal:	0	0	0	6,505,767	6,969,154
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Subtotal of Expenditures:	1,076,661	2,154,226	3,063,722	10,319,474	11,222,905



FUND 561 – RISK MGMT-GEN AUTO LIAB FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	70,029	-4,299	675	0	0
All Other Resources	58,455	-84,475	273,227	221,303	395,263
Interfund Transfers	1,663,792	1,919,219	2,133,312	2,721,404	2,922,386
Fund Balance	0	0	0	7,376,767	7,905,256
Total Fund Revenues:	1,792,276	1,830,445	2,407,214	10,319,474	11,222,905
Expenditures:					
Personnel Services	119,211	123,083	124,213	141,646	179,868
Materials & Services	957,450	2,031,143	2,939,509	3,672,061	4,073,883
Ending Balance & Reserves	0	0	0	6,505,767	6,969,154
Total Fund Expenditures:	1,076,661	2,154,226	3,063,722	10,319,474	11,222,905



FUND 562 – SELF-INSURANCE HEALTH PLN FUND Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	0	4,014	0	4,004	3,707
Subtotal:	0	4,014	0	4,004	3,707
All Other Resources					
52100 Interest Revenue	24,653	-53,830	177,976	100,000	393,535
Subtotal:	24,653	-53,830	177,976	100,000	393,535
Interfund Transfers					
54500 Interdepartmental Charges	14,543,236	14,261,050	14,768,668	14,899,358	14,962,072
Subtotal:	14,543,236	14,261,050	14,768,668	14,899,358	14,962,072
Fund Balance					
58100 Fund Balance	0	0	0	6,891,500	7,870,700
Subtotal:	0	0	0	6,891,500	7,870,700
Subtotal of Revenues:	14,567,889	14,211,234	14,946,644	21,894,862	23,230,014

Expenditures:					
Materials & Services					
64100 Contracted Services	1,501,746	1,454,546	1,582,755	1,747,519	1,759,671
64200 Operation Expenses	11,394,440	10,895,619	11,898,912	20,133,105	21,457,354
64300 Minor Equipment	0	0	2,927	0	0
64500 Property Maintenance/ Utilities	6,854	7,122	7,593	14,238	12,989
Subtotal:	12,903,040	12,357,287	13,492,187	21,894,862	23,230,014
Subtotal of Expenditures:	12,903,040	12,357,287	13,492,187	21,894,862	23,230,014

FUND 562 – SELF-INSURANCE HEALTH PLN FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges	0	4,014	0	4,004	3,707
All Other Resources	24,653	-53,830	177,976	100,000	393,535
Interfund Transfers	14,543,236	14,261,050	14,768,668	14,899,358	14,962,072
Fund Balance	0	0	0	6,891,500	7,870,700
Total Fund Revenues:	14,567,889	14,211,234	14,946,644	21,894,862	23,230,014
Expenditures:					
Materials & Services	12,903,040	12,357,287	13,492,187	21,894,862	23,230,014
Total Fund Expenditures:	12,903,040	12,357,287	13,492,187	21,894,862	23,230,014



FUND 563 – WORKERS' COMPENSATION FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	36,273	27,773	90,604	0	0
Subtotal:	36,273	27,773	90,604	0	0
All Other Resources					
52100 Interest Revenue	26,814	-43,060	88,531	94,382	94,382
Subtotal:	26,814	-43,060	88,531	94,382	94,382
Interfund Transfers					
54500 Interdepartmental Charges	647,263	705,036	777,575	746,790	999,696
Subtotal:	647,263	705,036	777,575	746,790	999,696
Fund Balance					
58100 Fund Balance	0	0	0	3,146,070	3,146,070
Subtotal:	0	0	0	3,146,070	3,146,070
<hr/>					
Subtotal of Revenues:	710,350	689,749	956,710	3,987,242	4,240,148
Expenditures:					
Personnel Services					
62100 Salaries & Wages	54,356	67,159	73,981	79,585	75,817
62200 Payroll Taxes & Benefits	29,285	34,557	35,265	39,773	41,447
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	83,641	101,716	109,246	119,358	117,264
Materials & Services					
64100 Contracted Services	73,147	53,736	49,768	89,514	89,514
64200 Operation Expenses	771,372	822,226	1,133,009	1,515,800	1,823,800
64600 Travel & Training	525	0	0	4,500	4,500
Subtotal:	845,044	875,962	1,182,777	1,609,814	1,917,814
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,258,070	2,205,070
Subtotal:	0	0	0	2,258,070	2,205,070
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Subtotal of Expenditures:	928,685	977,678	1,292,023	3,987,242	4,240,148



FUND 563 – WORKERS' COMPENSATION FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	36,273	27,773	90,604	0	0
All Other Resources	26,814	-43,060	88,531	94,382	94,382
Interfund Transfers	647,263	705,036	777,575	746,790	999,696
Fund Balance	0	0	0	3,146,070	3,146,070
Total Fund Revenues:	710,350	689,749	956,710	3,987,242	4,240,148
Expenditures:					
Personnel Services	83,641	101,716	109,246	119,358	117,264
Materials & Services	845,044	875,962	1,182,777	1,609,814	1,917,814
Ending Balance & Reserves	0	0	0	2,258,070	2,205,070
Total Fund Expenditures:	928,685	977,678	1,292,023	3,987,242	4,240,148



FUND 565 – CENTRAL SERVICES FUND

Dept 02 – Board of Commissioners

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	16,352	6,209	0	0	0
Subtotal:	16,352	6,209	0	0	0
Fees & Other Service Charges					
45500 Sales	4	9	560	100	100
Subtotal:	4	9	560	100	100
Interfund Transfers					
54100 Interfund Transfers	113,957	110,703	112,642	101,638	111,109
54500 Interdepartmental Charges	807,608	660,581	718,436	881,792	944,374
Subtotal:	921,565	771,284	831,078	983,430	1,055,483
Subtotal of Revenues:	937,921	777,502	831,638	983,530	1,055,583
Expenditures:					
Personnel Services					
62100 Salaries & Wages	468,371	470,306	501,835	569,315	621,169
62200 Payroll Taxes & Benefits	239,291	248,461	256,151	322,864	338,510
Subtotal:	707,662	718,767	757,986	892,179	959,679
Materials & Services					
64100 Contracted Services	5,071	12,259	6,671	12,298	13,610
64200 Operation Expenses	101,204	47,868	34,794	32,944	35,893
64300 Minor Equipment	1,887	799	131	1,000	1,000
64400 Equip Repair/Maint/Lease	2,309	2,072	1,454	3,250	3,250
64600 Travel & Training	4,748	7,091	12,329	40,359	40,651
64700 Software Expense	245	102	421	1,500	1,500
Subtotal:	115,464	70,191	55,800	91,351	95,904
Subtotal of Expenditures:	823,126	788,958	813,786	983,530	1,055,583



FUND 565 – CENTRAL SERVICES FUND

Dept 03 – Information Technology

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	146,265	9,974	7,688	10,000	0
42100 State Sources	0	20,285	33,932	20,000	20,000
Subtotal:	146,265	30,259	41,620	30,000	20,000
Fees & Other Service Charges					
45100 Fees	600,122	477,108	327,651	517,883	487,087
45500 Sales	0	125	787	0	0
Subtotal:	600,122	477,233	328,438	517,883	487,087
All Other Resources					
52900 Miscellaneous Revenue	0	25	0	0	0
Subtotal:	0	25	0	0	0
Interfund Transfers					
54100 Interfund Transfers	336,027	350,642	364,622	376,219	751,184
54500 Interdepartmental Charges	4,381,340	4,431,828	4,838,834	5,708,383	6,206,958
Subtotal:	4,717,367	4,782,470	5,203,456	6,084,602	6,958,142
<hr/>					
Subtotal of Revenues:	5,463,754	5,289,987	5,573,514	6,632,485	7,465,229
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Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,306,333	2,243,052	2,400,385	2,715,478	2,890,410
62200 Payroll Taxes & Benefits	1,272,257	1,304,135	1,354,289	1,505,593	1,574,476
Subtotal:	3,578,590	3,547,187	3,754,674	4,221,071	4,464,886
Materials & Services					
64100 Contracted Services	1,215,243	1,286,038	1,537,247	1,542,852	1,764,544
64200 Operation Expenses	368,699	345,822	361,171	541,091	480,385
64300 Minor Equipment	124,869	65,385	30,585	70,020	57,650
64400 Equip Repair/Maint/Lease	0	0	51	0	0
64500 Property Maintenance/ Utilities	134	0	0	0	0
64600 Travel & Training	20,720	29,308	42,029	63,941	77,271
64700 Software Expense	40,383	49,649	114,230	56,010	501,993
Subtotal:	1,770,048	1,776,202	2,085,313	2,273,914	2,881,843
Capital Outlay					
68400 CO-Equipment/Machinery	95,516	38,340	82,319	137,500	118,500
Subtotal:	95,516	38,340	82,319	137,500	118,500
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Subtotal of Expenditures:	5,444,154	5,361,729	5,922,306	6,632,485	7,465,229



FUND 565 – CENTRAL SERVICES FUND

Dept 06 – Finance

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,955	0	0	0	0
42100 State Sources	2,085	2,086	1,542	2,000	2,000
43100 Local Government Sources	107,590	70,642	0	1,170	1,191
44100 Private/NonProfit Sources	114,850	138,967	164,289	115,120	120,000
Subtotal:	226,480	211,695	165,831	118,290	123,191
Fees & Other Service Charges					
45100 Fees	994	4,283	5,422	4,000	2,000
45500 Sales	6	0	0	0	0
Subtotal:	1,000	4,283	5,422	4,000	2,000
All Other Resources					
52900 Miscellaneous Revenue	39	210	3,964	0	0
Subtotal:	39	210	3,964	0	0
Interfund Transfers					
54100 Interfund Transfers	94,923	82,526	98,232	101,375	105,845
54500 Interdepartmental Charges	802,568	796,732	879,932	1,150,463	1,173,692
Subtotal:	897,491	879,258	978,164	1,251,838	1,279,537
<hr/>					
Subtotal of Revenues:	1,125,010	1,095,446	1,153,381	1,374,128	1,404,728
Expenditures:					
Personnel Services					
62100 Salaries & Wages	583,592	592,539	617,023	753,308	791,267
62200 Payroll Taxes & Benefits	371,351	391,566	403,427	451,861	459,254
Subtotal:	954,943	984,105	1,020,450	1,205,169	1,250,521
Materials & Services					
64100 Contracted Services	73,408	82,740	87,588	69,485	73,228
64200 Operation Expenses	40,070	36,681	41,916	43,441	46,629
64300 Minor Equipment	6,481	9,292	6,914	7,436	5,450
64400 Equip Repair/Maint/Lease	1,106	2,805	931	1,175	1,100
64500 Property Maintenance/ Utilities	0	0	3,742	0	0
64600 Travel & Training	1,274	9,662	29,364	47,422	27,800
64700 Software Expense	6,698	0	1,888	0	0
Subtotal:	129,037	141,180	172,343	168,959	154,207
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Subtotal of Expenditures:	1,083,980	1,125,285	1,192,793	1,374,128	1,404,728



FUND 565 – CENTRAL SERVICES FUND

Dept 07 – County Counsel

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	26,810	12,802	0	0	0
Subtotal:	26,810	12,802	0	0	0
Fees & Other Service Charges					
45100 Fees	304	1,239	430	200	200
45500 Sales	1,224	4	27	0	0
Subtotal:	1,528	1,243	457	200	200
All Other Resources					
52900 Miscellaneous Revenue	0	26	0	0	0
Subtotal:	0	26	0	0	0
Interfund Transfers					
54100 Interfund Transfers	194,889	203,566	211,698	196,052	192,397
54500 Interdepartmental Charges	880,594	994,786	1,192,219	1,169,934	1,200,282
Subtotal:	1,075,483	1,198,352	1,403,917	1,365,986	1,392,679
Subtotal of Revenues:	1,103,821	1,212,423	1,404,374	1,366,186	1,392,879
Expenditures:					
Personnel Services					
62100 Salaries & Wages	746,225	798,101	796,520	830,911	854,578
62200 Payroll Taxes & Benefits	361,610	400,672	396,515	402,886	399,818
Subtotal:	1,107,835	1,198,773	1,193,035	1,233,797	1,254,396
Materials & Services					
64100 Contracted Services	8,327	11,653	9,193	20,365	20,476
64200 Operation Expenses	45,388	55,873	64,761	77,197	82,551
64300 Minor Equipment	180	0	12	3,150	3,150
64400 Equip Repair/Maint/Lease	4,678	4,254	4,547	5,760	5,760
64500 Property Maintenance/ Utilities	0	0	0	1,500	1,500
64600 Travel & Training	4,122	3,485	4,576	24,417	25,046
Subtotal:	62,695	75,265	83,089	132,389	138,483
Subtotal of Expenditures:	1,170,530	1,274,038	1,276,124	1,366,186	1,392,879



FUND 565 – CENTRAL SERVICES FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	240,610	42,347	0	0	0
43100 Local Government Sources	782,752	1,056,990	598,182	680,562	704,950
44100 Private/NonProfit Sources	27,692	10,884	16,543	0	0
Subtotal:	1,051,054	1,110,221	614,725	680,562	704,950
Fees & Other Service Charges					
45100 Fees	1,648	3,326	3,007	308,747	308,747
45300 Forfeitures	0	26,513	390	0	0
45400 Licenses	500	0	0	500	250
45500 Sales	1,160	24	695	50	50
Subtotal:	3,308	29,863	4,092	309,297	309,047
All Other Resources					
52900 Miscellaneous Revenue	0	668	0	0	0
Subtotal:	0	668	0	0	0
Interfund Transfers					
54100 Interfund Transfers	1,242,936	1,256,810	1,304,829	1,586,248	1,846,245
54500 Interdepartmental Charges	4,547,651	4,486,887	5,359,400	5,317,960	5,466,595
Subtotal:	5,790,587	5,743,697	6,664,229	6,904,208	7,312,840
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Subtotal of Revenues:	6,844,949	6,884,449	7,283,046	7,894,067	8,326,837
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,447,646	2,412,702	2,515,947	2,864,574	2,994,925
62200 Payroll Taxes & Benefits	1,349,892	1,365,464	1,376,549	1,638,438	1,669,257
62300 Labor Adjustments	0	0	-1	-18	44,533
Subtotal:	3,797,538	3,778,166	3,892,495	4,502,994	4,708,715
Materials & Services					
64100 Contracted Services	285,339	262,425	278,978	340,635	371,562
64200 Operation Expenses	160,890	170,209	201,606	262,407	272,735
64300 Minor Equipment	22,847	5,341	19,685	33,500	27,500
64400 Equip Repair/Maint/Lease	11,163	19,378	12,976	17,946	19,000
64500 Property Maintenance/ Utilities	2,354,086	2,744,828	3,501,100	2,648,330	2,774,225
64600 Travel & Training	18,860	12,512	10,318	67,170	63,864
64700 Software Expense	15,547	19,402	48,000	21,085	89,236
Subtotal:	2,868,732	3,234,095	4,072,663	3,391,073	3,618,122



FUND 565 – CENTRAL SERVICES FUND

Dept 08 – County Administration

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	32,334	0	0
Subtotal:	0	0	32,334	0	0
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Subtotal of Expenditures:	6,666,270	7,012,261	7,997,492	7,894,067	8,326,837

FUND 565 – CENTRAL SERVICES FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	38,217	-57,173	122,653	60,000	85,000
Subtotal:	38,217	-57,173	122,653	60,000	85,000
Fund Balance					
58100 Fund Balance	0	0	0	2,825,000	2,800,000
Subtotal:	0	0	0	2,825,000	2,800,000
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Subtotal of Revenues:	38,217	-57,173	122,653	2,885,000	2,885,000
Expenditures:					
Materials & Services					
64100 Contracted Services	70,973	0	0	0	0
Subtotal:	70,973	0	0	0	0
Contingency					
75005 Contingency	0	0	0	2,500,000	2,500,000
Subtotal:	0	0	0	2,500,000	2,500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	385,000	385,000
Subtotal:	0	0	0	385,000	385,000
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Subtotal of Expenditures:	70,973	0	0	2,885,000	2,885,000



FUND 565 – CENTRAL SERVICES FUND**SUMMARY**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,466,961	1,371,186	822,176	828,852	848,141
Fees & Other Service Charges	605,962	512,631	338,969	831,480	798,434
All Other Resources	38,256	-56,244	126,617	60,000	85,000
Interfund Transfers	13,402,493	13,375,061	15,080,844	16,590,064	17,998,681
Fund Balance	0	0	0	2,825,000	2,800,000
Total Fund Revenues:	15,513,672	15,202,634	16,368,606	21,135,396	22,530,256
Expenditures:					
Personnel Services	10,146,568	10,226,998	10,618,640	12,055,210	12,638,197
Materials & Services	5,016,949	5,296,933	6,469,208	6,057,686	6,888,559
Capital Outlay	95,516	38,340	114,653	137,500	118,500
Contingency	0	0	0	2,500,000	2,500,000
Ending Balance & Reserves	0	0	0	385,000	385,000
Total Fund Expenditures:	15,259,033	15,562,271	17,202,501	21,135,396	22,530,256



FUND 600 – CAPITAL PROJECTS FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	0	300,000	0	0
43100 Local Government Sources	88,881	0	0	0	0
Subtotal:	88,881	0	300,000	0	0
All Other Resources					
52100 Interest Revenue	4,109	-3,999	13,639	0	0
Subtotal:	4,109	-3,999	13,639	0	0
Interfund Transfers					
54100 Interfund Transfers	430,000	445,000	0	400,000	500,000
54500 Interdepartmental Charges	84,125	0	0	0	0
Subtotal:	514,125	445,000	0	400,000	500,000
Subtotal of Revenues:	607,115	441,001	313,639	400,000	500,000
Expenditures:					
Materials & Services					
64500 Property Maintenance/ Utilities	511,345	422,656	0	0	0
Subtotal:	511,345	422,656	0	0	0
Capital Outlay					
68200 Capital Outlay-Buildings	497,045	13,931	271,474	400,000	500,000
Subtotal:	497,045	13,931	271,474	400,000	500,000
Subtotal of Expenditures:	1,008,390	436,587	271,474	400,000	500,000

FUND 600 – CAPITAL PROJECTS FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	88,881	0	300,000	0	0
All Other Resources	4,109	-3,999	13,639	0	0
Interfund Transfers	514,125	445,000	0	400,000	500,000
Total Fund Revenues:	607,115	441,001	313,639	400,000	500,000
Expenditures:					
Materials & Services	511,345	422,656	0	0	0
Capital Outlay	497,045	13,931	271,474	400,000	500,000
Total Fund Expenditures:	1,008,390	436,587	271,474	400,000	500,000



FUND 612 – STREET IMPROVEMENT FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	164,983	60,099	60,377	40,000	25,000
Subtotal:	164,983	60,099	60,377	40,000	25,000
All Other Resources					
52100 Interest Revenue	6,818	-10,901	26,645	10,000	25,000
Subtotal:	6,818	-10,901	26,645	10,000	25,000
Fund Balance					
58100 Fund Balance	0	0	0	1,267,000	1,133,795
Subtotal:	0	0	0	1,267,000	1,133,795
Subtotal of Revenues:	171,801	49,198	87,022	1,317,000	1,183,795
Expenditures:					
Debt Service					
72100 Debt Service	17,977	24,440	33,220	54,000	0
Subtotal:	17,977	24,440	33,220	54,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,263,000	1,183,795
Subtotal:	0	0	0	1,263,000	1,183,795
Subtotal of Expenditures:	17,977	24,440	33,220	1,317,000	1,183,795

FUND 612 – STREET IMPROVEMENT FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	164,983	60,099	60,377	40,000	25,000
All Other Resources	6,818	-10,901	26,645	10,000	25,000
Fund Balance	0	0	0	1,267,000	1,133,795
Total Fund Revenues:	171,801	49,198	87,022	1,317,000	1,183,795
Expenditures:					
Debt Service	17,977	24,440	33,220	54,000	0
Ending Balance & Reserves	0	0	0	1,263,000	1,183,795
Total Fund Expenditures:	17,977	24,440	33,220	1,317,000	1,183,795



FUND 613 – GREENWAY FUND

Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	3,019	-4,593	9,926	5,000	5,000
Subtotal:	3,019	-4,593	9,926	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	462,341	482,000
Subtotal:	0	0	0	462,341	482,000
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Subtotal of Revenues:	3,019	-4,593	9,926	467,341	487,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	43,000	0	0	0
Subtotal:	0	43,000	0	0	0
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	467,341	487,000
Subtotal:	0	0	0	467,341	487,000
<hr/>					
Subtotal of Expenditures:	0	43,000	0	467,341	487,000

FUND 613 – GREENWAY FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources	3,019	-4,593	9,926	5,000	5,000
Fund Balance	0	0	0	462,341	482,000
Total Fund Revenues:	3,019	-4,593	9,926	467,341	487,000
Expenditures:					
Materials & Services	0	43,000	0	0	0
Ending Balance & Reserves	0	0	0	467,341	487,000
Total Fund Expenditures:	0	43,000	0	467,341	487,000



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	757,174	808,875	798,973	625,000	625,000
Subtotal:	757,174	808,875	798,973	625,000	625,000
All Other Resources					
52100 Interest Revenue	10,262	-21,659	31,724	12,000	15,000
Subtotal:	10,262	-21,659	31,724	12,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	179,000	923,000
Subtotal:	0	0	0	179,000	923,000
Subtotal of Revenues:	767,436	787,216	830,697	816,000	1,563,000
Expenditures:					
Materials & Services					
64100 Contracted Services	60,450	65,375	67,134	75,000	79,000
Subtotal:	60,450	65,375	67,134	75,000	79,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	1,400,000	1,700,000	0	0
Subtotal:	0	1,400,000	1,700,000	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	741,000	1,484,000
Subtotal:	0	0	0	741,000	1,484,000
Subtotal of Expenditures:	60,450	1,465,375	1,767,134	816,000	1,563,000

FUND 614 – ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges	757,174	808,875	798,973	625,000	625,000
All Other Resources	10,262	-21,659	31,724	12,000	15,000
Fund Balance	0	0	0	179,000	923,000
Total Fund Revenues:	767,436	787,216	830,697	816,000	1,563,000
Expenditures:					
Materials & Services	60,450	65,375	67,134	75,000	79,000
Interfund Transfers	0	1,400,000	1,700,000	0	0
Ending Balance & Reserves	0	0	0	741,000	1,484,000
Total Fund Expenditures:	60,450	1,465,375	1,767,134	816,000	1,563,000



FUND 615 – PARKS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	62,906	59,978	41,236	30,000	50,000
Subtotal:	62,906	59,978	41,236	30,000	50,000
All Other Resources					
52100 Interest Revenue	210	-428	2,116	0	0
Subtotal:	210	-428	2,116	0	0
Fund Balance					
58100 Fund Balance	0	0	0	79,213	175,000
Subtotal:	0	0	0	79,213	175,000
Subtotal of Revenues:	63,116	59,550	43,352	109,213	225,000
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	50,000	0	0	0	0
Subtotal:	50,000	0	0	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	109,213	225,000
Subtotal:	0	0	0	109,213	225,000
Subtotal of Expenditures:	50,000	0	0	109,213	225,000

FUND 615 – PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Fees & Other Service Charges	62,906	59,978	41,236	30,000	50,000
All Other Resources	210	-428	2,116	0	0
Fund Balance	0	0	0	79,213	175,000
Total Fund Revenues:	63,116	59,550	43,352	109,213	225,000
Expenditures:					
Interfund Transfers	50,000	0	0	0	0
Ending Balance & Reserves	0	0	0	109,213	225,000
Total Fund Expenditures:	50,000	0	0	109,213	225,000



FUND 630 – ECSO CAPITAL PROJECT FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	163,717	-231,968	540,592	300,000	200,000
Subtotal:	163,717	-231,968	540,592	300,000	200,000
Fund Balance					
58100 Fund Balance	0	0	0	24,803,163	23,697,872
Subtotal:	0	0	0	24,803,163	23,697,872
<hr/>					
Subtotal of Revenues:	163,717	-231,968	540,592	25,103,163	23,897,872
Expenditures:					
Capital Outlay					
68200 Capital Outlay-Buildings	2,370,040	275,126	976,489	25,103,163	23,522,993
Subtotal:	2,370,040	275,126	976,489	25,103,163	23,522,993
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	0	374,879
Subtotal:	0	0	0	0	374,879
<hr/>					
Subtotal of Expenditures:	2,370,040	275,126	976,489	25,103,163	23,897,872

FUND 630 – ECSO CAPITAL PROJECT FUND

SUMMARY

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
All Other Resources	163,717	-231,968	540,592	300,000	200,000
Fund Balance	0	0	0	24,803,163	23,697,872
Total Fund Revenues:	163,717	-231,968	540,592	25,103,163	23,897,872
Expenditures:					
Capital Outlay	2,370,040	275,126	976,489	25,103,163	23,522,993
Ending Balance & Reserves	0	0	0	0	374,879
Total Fund Expenditures:	2,370,040	275,126	976,489	25,103,163	23,897,872



FUND 631 – ECSO DEBT SERVICE FUND

Dept 09 – Fiduciary

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	74,757	0	0	0
Subtotal:	0	74,757	0	0	0
Property Tax Revenues					
46100 Current Property Tax Revenue					
	1,843,516	1,795,322	1,795,153	1,816,278	1,879,848
Subtotal:	1,843,516	1,795,322	1,795,153	1,816,278	1,879,848
All Other Resources					
52100 Interest Revenue	-2	-8,204	23,925	8,000	12,000
52500 Prior Year Property Tax Revenue	15,626	30,818	29,861	25,000	25,000
Subtotal:	15,624	22,614	53,786	33,000	37,000
Fund Balance					
58100 Fund Balance	0	0	0	358,874	398,373
Subtotal:	0	0	0	358,874	398,373
Subtotal of Revenues:	1,859,140	1,892,693	1,848,939	2,208,152	2,315,221
Expenditures:					
Materials & Services					
64100 Contracted Services	5,106	0	0	5,000	5,000
Subtotal:	5,106	0	0	5,000	5,000
Debt Service					
72100 Debt Service	1,759,465	1,760,645	1,762,810	1,758,650	1,763,250
Subtotal:	1,759,465	1,760,645	1,762,810	1,758,650	1,763,250
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	444,502	546,971
Subtotal:	0	0	0	444,502	546,971
Subtotal of Expenditures:	1,764,571	1,760,645	1,762,810	2,208,152	2,315,221



FUND 631 – ECSO DEBT SERVICE FUND**SUMMARY**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	74,757	0	0	0
Property Tax	1,843,516	1,795,322	1,795,153	1,816,278	1,879,848
All Other Resources	15,624	22,614	53,786	33,000	37,000
Fund Balance	0	0	0	358,874	398,373
Total Fund Revenues:	1,859,140	1,892,693	1,848,939	2,208,152	2,315,221
Expenditures:					
Materials & Services	5,106	0	0	5,000	5,000
Debt Service	1,759,465	1,760,645	1,762,810	1,758,650	1,763,250
Ending Balance & Reserves	0	0	0	444,502	546,971
Total Fund Expenditures:	1,764,571	1,760,645	1,762,810	2,208,152	2,315,221



GRAND TOTAL ALL FUNDS

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Adopted	2024-2025 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	103,341,439	122,209,912	121,921,805	123,803,691	159,092,934
Fees & Other Service Charges	36,047,774	39,711,134	40,808,529	39,919,641	36,338,746
Property Tax	44,292,233	46,399,156	48,405,848	49,607,713	52,345,938
All Other Resources	4,518,786	-12,554,626	20,043,441	5,099,803	8,471,419
Interfund Transfers	44,333,080	48,314,091	52,913,452	51,510,474	56,451,471
Fund Balance	0	0	0	341,633,130	327,779,258
Grand Total Revenues:	232,533,312	244,079,667	284,093,075	611,574,452	640,479,766
Expenditures:					
Personnel Services	94,718,628	93,809,153	99,655,303	121,378,586	127,702,035
Materials & Services	80,652,490	76,476,769	95,646,498	117,533,333	125,236,437
Capital Outlay	11,939,241	13,415,485	26,536,772	107,163,848	96,034,379
Debt Service	4,354,336	2,675,391	2,686,757	2,772,202	2,877,296
Special Payments	514,501	12,430,871	2,056,483	1,183,599	1,085,599
Interfund Transfers	9,266,299	13,023,010	14,113,013	10,127,386	11,134,791
Contingency	0	0	0	23,177,067	27,841,282
Ending Balance & Reserves	0	0	0	228,238,431	248,567,947
Grand Total Expenditures:	201,445,495	211,830,679	240,694,826	611,574,452	640,479,766



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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.

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.

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.

Annual Comprehensive Financial Report. A financial report that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

Appropriation. An expenditure level approved by the governing body allocating funds for a specific purpose during a fiscal year.

American Rescue Plan Act. Enacted in 2021, this Act provides Federal funding for pandemic response and other eligible causes.

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 in every fund.

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 financial resources measurement focus that differs from the basis of accounting in the treatment of the budget presentation, Beginning Fund Balances, Capital Outlay in proprietary funds, compensated absences, and Debt Service.

Beginning Fund Balance. This is a revenue classification indicating those financial resources which, because they were not expended in one fiscal year, are available in the following year. Included in this total are projects known as carry-forwards. Those projects that were budgeted in the prior fiscal year, were not completed, and were re-appropriated for the current fiscal year. Also included are the Unappropriated Ending Fund Balances, Contingencies, Reserves, and any excess revenue or under-expenditures from the prior fiscal year.



Benchmark. A point of reference against which department measures may be compared.

Bond. A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

Bond Proceeds. This form of revenue stems from the sale of voter approved or revenue bonds for capital construction projects.

Bond Rating. A grade that indicates the credit quality of the bond.

Boulder Care. A service that provides comprehensive online care for people with addictions.

Budget. A written report showing the County's comprehensive financial plan for one fiscal year.

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/Program. An annual, updated plan and/or program 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 items which generally have a useful life of one or more years, and is in excess of \$5,000.

Capital Project. Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Projects Fund. The fund type used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets (excluding capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments).

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.

Chargebacks. Allocates the costs of Internal Services departments that are required to manage the County and provide support to all funds.

Community Works. A non-profit organization serving Jackson County that supports and empowers anyone impacted by domestic and sexual violence.

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.

Custodial 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. Oregon budget law calls these funds Trust and Agency Funds.

Debt Service. An expenditure category encompassing the repayment of loans, bonds, and other borrowing.

Debt Service Fund. A fund established to account for the payment of general long-term debt principal and interest.

Dedicated Revenue. Revenue that, by law, is dedicated, appropriated, or set aside for a limited object or purpose.

Department. An organizational unit within the County led by an individual selected through the County's hiring process.

Department Goal. The goal set by the organizational unit to meet the County's Strategic Plan Goal.

Department Request. The annual budgetary alternative prepared by department directors indicating an appropriate, justified, and needed level of service for their department together with associated revenues and expenditures.

Department's Strategic Plan Goal. The outcome a department is achieving to meet through the services provided to County citizens as part of the County's Strategic Plan Goals.

Depreciation. The charging of a capital asset as an expense over the estimated service life of that asset.

Emergency Communications of Southern Oregon. This is a combined emergency dispatch facility located in Medford, Oregon, that serves the population of Jackson County.

Ending Fund Balance and Reserves. This amount represents the funds' total Unappropriated Ending Fund Balance and Reserves.

Encumbrance. An obligation chargeable to an appropriation and for which part of the appropriation is reserved.

Enterprise Funds. Funds that are financed and operate in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. These funds are generally self-supporting.

Entitlement. Cities and counties that receive Community Development Block Grant funding directly from the United States Department of Housing and Urban Development.

Expenditure. A fund liability incurred for operation, capital outlay, or other requirements during a budgetary period.

Extra Help Employee. A County employee who fills a temporary or short-term position. Such employees provide contingency staffing for County operations during peak workloads, or to address temporary staffing needs. Extra help employees are paid on a per-hour basis.

Fees and Other Service Charges. These are revenues the County receives for providing services to the general public.

Fiduciary. A program set up in the General Fund and the Internal Services Fund to act as a bank account to received funds and make disbursements that cannot be easily attributed to a specific operating program.



Fiduciary Fund. This fund category is used to account for resources held for the benefit of parties outside of the government. Fiduciary Funds are not budgeted by the County because the resources of the funds cannot be used to support County programs. This fund category includes Custodial and Trust 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 difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources.

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 Custodial and Trust.

General Fund. A fund established for the purpose of accounting for all financial resources and liabilities of the County except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General Obligation Bonds. This type of bond is backed by the full faith, credit, and taxing power of the government.

Goals. Statement of intended results that will be the focus of strategic efforts.

Government Finance Officers Association. An organization whose members are made up of Federal, State, and local finance employees.

Governmental Funds. This fund category is used to account for governmental-type activities and includes: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Grants, Gifts, Allocations and Donations. Revenues given to the County by Federal, State, and local governments, and private entities for specific programs.

Interdepartmental Charges. An expenditure and revenue classification for those expended charged to one department by another 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 (also known as chargebacks).



Infrastructure. Long lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets, such as roads and bridges.

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.

Mark to Market. An accounting method whereby investments are recorded at their current market values.

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-Entitlement. Cities and counties that must apply to their state for Community Development Block Grant funding and do not receive direct funds from the United States Department of Housing and Urban Development.

Non-Major Fund. For budgeting purposes, smaller funds that do not meet the Major Fund calculation are grouped into fund types and presented together.

Non-Operating Revenue. Revenue derived from sources which are unpredictable or continually fluctuate. Such revenue is only used to fund non-recurring expenses such as capital projects.

Non-Recurring Capital Outlay. Assets which are over \$10,000 in value and generally not budgeted each year on a replacement cycle. Examples of non-recurring Capital Outlay include land acquisitions, purchase or construction of buildings, improvements adding building square footage, and special purpose equipment.

Office. An organizational unit within the County led by an individual elected by the citizens of the County; often referred to as a department.

Operating Budget. That portion of the County's annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, and ending fund balance; that is, the combined categories of personnel services and materials and services.



Order. A formal directive of Jackson County's governing body; of lower legal status than an Ordinance. Other local governments may refer to this type of directive as a Resolution.

Ordinance. A formal legislative enactment by the Board of Commissioners. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the County.

Oregon Administrative Rules (OAR). Rules established by a given State department who have authority granted by an ORS to operate a specific function. For example: the Oregon Department of Revenue (DOR) has authority to provide oversight of County Assessors. DOR, therefore, writes administrative rules to interpret those ORS which govern collection of property taxes.

Oregon K Plan. A Medicaid state plan option authorized under the Affordable Care Act.

Oregon Revised Statutes (ORS). The set of laws established by a vote of the people or the State legislature.

Outcome. Tracking of progress in achieving the department's and the County's Strategic Plan Goals.

Pathfinder Network. An organization that provides justice system-impacted individuals and families the tools and support they need to be safe and thrive in the community.

Performance Measures. Explanation of the department goal that the organizational unit is trying to achieve.

Personnel Services. An expenditure classification encompassing all expenditures relating to County employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

Policy. A course of action adopted by the Board of Commissioners.

Pro Se Litigants. Individuals who represent themselves in court without the help of an attorney.

Program. A group of related activities to accomplish a major service or function for which the County is responsible.

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 by the local government on real estate, personal property, and land.

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.

Quasi-Judicial. A proceeding conducted by an administrative or executive official or organization that is similar to a court proceeding.

Real ID Act. A 2005 Act of Congress that establishes minimum security standards that must be met for drivers' licenses and identification cards issued by US states and territories.



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 line item requirement which identifies funds to be "saved" for expenditure in future fiscal years. Since the initial intent when the budget is adopted is not to spend the amount reserved for future expenditure, it is not included in the Order making appropriations. If the need arises during the fiscal year to spend this money, a supplemental budget may be adopted to appropriate the expenditure.

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 proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Strategic Plan Goals. A set of created goals used to identify the intended accomplishments of the County's organizational units.

Supplemental Budget. A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge (SDC). A fee paid at the time of construction which goes to projects which will mitigate the impact on a specific service. The County has two SDCs: one to increase the park facilities and the other for road development.

Tax Levy. The total amount eligible to be raised by general property taxes.

Tax Rate. The amount of tax levied for each \$1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the total amount.

Trust and Custodial 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. Oregon budget law calls these funds Trust and Agency Funds.

Unappropriated Ending Fund Balance. This is the amount set aside in the budget to be used as a cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County



Treasurer in November. This amount cannot generally be transferred by resolution (i.e. Order) or used through a Supplemental Budget unless there is a qualifying emergency (ORS 294.398).

Volunteers. An unpaid County worker who provides services to the County as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.

ACRONYMS

TERM	STANDS FOR	USED BY
ACOE	Army Corps of Engineers	Roads and Parks
ACFR	Annual Comprehensive Financial Report	Budget Summary
ADA	Americans with Disabilities Act	Capital
ADU	Accessory Dwelling Unit	Dev Svcs
AIC	Adults-in-Custody	Sheriff
AOS	Adults on Supervision	CJ
ARFF	Aircraft Rescue and Firefighting	Airport/5-Year Proj
ARPA	American Rescue Plan Act	Various
ATCT	Airport Traffic Control Tower	Bud Msg/5-Year Proj
BIL	Bipartisan Infrastructure Law	Capital
BoC	Board of Commissioners	Various
BoPTA	Board of Property Tax Appeals	Assessor/Clerk
BOR	Bureau of Reclamation	Roads and Parks
BRIC	Building Resilient Infrastructure Communities	Dev Svcs
CAFFA	County Assessment Function Funding Assistance	Assessor
CAO	County Administrator's Office/County Administration	Various
CATS	Crisis and Transition Services	HHS
CBA	Collective Bargaining Agreement	Budget Msg
CFC	Customer Facility Charge	Airport
CFM	Certified Floodplain Manager	Dev Svcs
CIP	Capital Improvement Plan and/or Program	Capital
CJ	Community Justice	Various
CMS	Centers for Medicare and Medicaid Services	HHS
CORS	Continuously Operating Reference Stations	Capital/5-Year Proj
COVID	Coronavirus Disease (Pandemic)	Various
CPEP	Cost Per Enplaned Passenger	Airport
CPI	Consumer Price Index	Budget Msg/Airport
CPI-U	Consumer Price Index For All Urban Consumers	Airport
CTE	Career Technical Technician	CJ
DA	District Attorney	Various
DDA	Deputy District Attorney	DA
DEQ	Department of Environmental Quality (Oregon)	Dev Svcs
DOGAMI	Department of Geology and Mineral Industries	Dev Svcs
DOR	Department of Revenue (Oregon)	Assessor/Glossary
E1	EnterpriseOne	IT



TERM	STANDS FOR	USED BY
ECSCO	Emergency Communications of Southern Oregon	Various
EDI	Equity, Diversity, and Inclusion	CJ
EFU	Exclusive Farm Use (a land use zoning designation)	Dev Svcs
EMS	Emergency Medical Services	Capital
EOC	Emergency Operations Center	CAO
EOP	Emergency Operations Plan	CAO
EPH	Environmental Public Health	HHS
ERIC	Electronic Registration Information Center	Clerk
FAA	Federal Aviation Administration	Various
FEMA	Federal Emergency Management Agency	Various
FFA	Future Farmers of America	Expo
FOPPO	Federation of Oregon Parole and Probation Officers	Various
FOTAs	Friends of the Animals	HHS
FTE	Full-Time Equivalent (Employees/Positions)	Various
FY	Fiscal Year	Various
GA	General Aviation	5-Year Proj
GCC	Government Coordinating Council	Clerk
GED	General Educational Diploma	CJ
GAAP	Generally Accepted Accounting Principles	Bud Summary
GAFR	Government Accounting, Auditing, and Financial Reporting	Bud Summary
GFOA	Government Finance Officers Association	Finance
GIS	Geographic Information System	Various
GPS	Global Positioning System	Capital/5-Year Proj
HAVA	Help America Vote Act	Clerk
HB	House Bill	Various
HHS	Health and Human Services	Various
HIV	Human Immunodeficiency Virus	HHS
HPV	Human Papillomavirus	HHS
HTML	HyperText Markup Language	Clerk
HVAC	Heating/Ventilation/Air Conditioning	5-Year Proj
I/DD	Intellectual and Developmental Disabilities	HHS
ICC	International Code Council	Dev Svcs
IGA	Intergovernmental Agreement	Roads and Parks
IIJA	Infrastructure Investment and Jobs Act PL 117-58	5-Yr Proj
IMET	Interagency Marijuana Eradication Team	Dev Svcs/DA/Sheriff
IT	Information Technology	Various
JCMH	Jackson County Mental Health	HHS
JCPH	Jackson County Public Health	HHS
JCSEA	Jackson County Sheriff's Employees' Association	Various
JRI	Justice Reinvestment Initiative	CJ
LATCF	Local Assistance and Tribal Consistency Fund	Bud Message
LDO	Land Development Ordinance	BoC/Dev Svcs
LGIP	Local Government Investment Pool	Finance



TERM	STANDS FOR	USED BY
LID	Local Improvement District	Budget Message
LMHA	Local Mental Health Authority	HHS
LUBA	Land Use Board of Appeals	BoC/Dev Svcs
MADGE	Medford Area Drug and Gang Enforcement	Dev Svcs/DA/Sheriff
MADIU	Major Assault/Death Investigation Unit	DA
MAT	Medication-Assisted Treatment	CJ
MAV	Maximum Assessed Value	5-Year Proj/Glossary
MFR	Rogue Valley International-Medford Airport	Airport
MTC	Metropolitan Transportation Commission	Roads and Parks
MWAP	Municipal Wildfire Assistance Program	Dev Svcs
NBI	National Bridge Inventory	Roads and Parks
NHMP	Natural Hazard Mitigation Plan	CAO
NIMS	National Incident Management System	CAO
NW	Northwest	5-Year Proj
NOAA	National Oceanic and Atmospheric Administration	Airport
O&C	Oregon and California Railroad Lands	Various
OAR	Oregon Administrative Rules	Various
OCVR	Oregon Centralized Voter Registration	Clerk
ODDS	Oregon Office of Developmental Disabilities Services	HHS
ODOT	Oregon Department of Transportation	Various
OHA	Oregon Health Authority	CAO/HHS
ONA	Oregon Needs Assessment	HHS
OPEU	Oregon Public Employees Union	CAO
OPRD	Oregon Parks and Recreation Department	Roads and Parks
ORCATS	Oregon Counties Assessment and Taxation System	Clerk
ORS	Oregon Revised Statutes	Various
ORVIS	Oregon Registered Voter Information System	Clerk
OSHA	Occupational Safety and Health Administration	CAO/Dev Svcs
OWRD	Oregon Water Resources Department	Various
PAFR	Popular Annual Financial Report	CAO
PC	Personal Computer	IT
PCI	Pavement Condition Index	Various
PFC	Passenger Facility Charge	Bud Msg/Airport
PILT	Payment in Lieu of Taxes	Bud Msg
PL	Federal Public Law	Fiduciary/5-Year Proj
PSAP	Public Safety Answering Point	Capital
QRTP	Qualified Residential Treatment Program	CJ
RMP	Resource Management Plan	Bud Msg/5-Year Proj
RMV	Real Market Value	5-Year Proj/Glossary
RPS	Regional Problem Solving	BoC
RTK	Real Time Kinematic	Capital
RV	Recreational Vehicle	Roads and Parks
RVCOG	Rogue Valley Council of Governments	CAO



TERM	STANDS FOR	USED BY
RVTD	Rogue Valley Transportation District	Roads and Parks
SAR	Search and Rescue	Sheriff
SDC	System Development Charges	Roads and Parks
SEIU	Service Employees International Union	Various
SOCET	Southern Oregon Child Exploitation Team	DA
SOFFAST	Southern Oregon Financial Fraud and Security Team	DA
SORED	Southern Oregon Regional Economic Development, Inc.	CAO
SRS	Secure Rural Schools	Bud Msg/Bud Summ
STEAM	Science, Technology, Engineering, the Arts, and Math	CJ
STAR	Serious Traffic Accident Reconstruction Team	DA
STI	Sexually Transmitted Infection	HHS
SUD	Substance Use Disorder	HHS
SVU	Special Victims Unit	Sheriff
TANF	Temporary Assistance for Needy Families	DA
TB	Tuberculosis	HHS
TMDL	Total Maximum Daily Load	CAO/Dev Svcs
TSA	Transportation Security Administration	Airport/5-Year Proj
UGB	Urban Growth Boundary	Dev Svcs
UGBA	Urban Growth Boundary Amendment	Dev Svcs
UOCAVA	Uniformed and Overseas Citizens Absentee Voting Act	Clerk
URA	Urban Renewal Agency of Jackson County	Capital/Fiduciary
USDOT-FAA	US Department of Transportation – Federal Aviation Administration	Airport
WCELED	White City Enhanced Law Enforcement District	Bud Msg/Sheriff
WIC	Women, Infants, and Children	Budget Message
WR	Woodland Resource (a land use zoning designation)	Dev Svcs
WRPC	Wildfire Resiliency Permit Center	Dev Svcs



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