

# Department of Management Services

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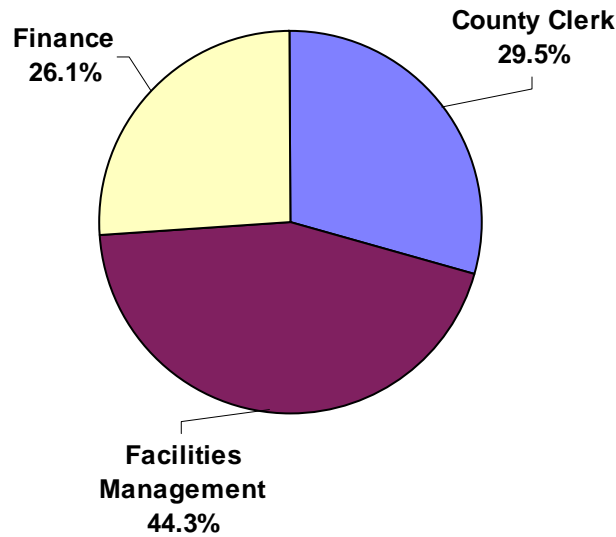
## Department Purpose

To support other County departments in serving Lane County's citizens by providing them with technical assistance in the use of financial and capital resources, to operate and maintain county facilities, and to provide our public stakeholders quality government services in elections, recording and archiving.

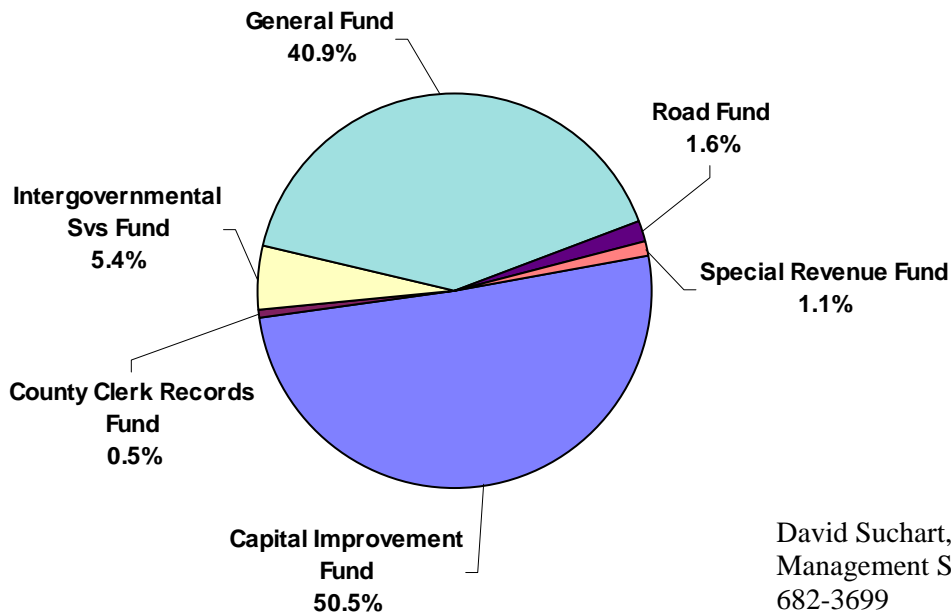
## Total Expenditures

\$18,523,570

### FY 09-10 Expenditures by Division



### FY 09-10 Budget by Fund



David Suchart, Director  
Management Services  
682-3699

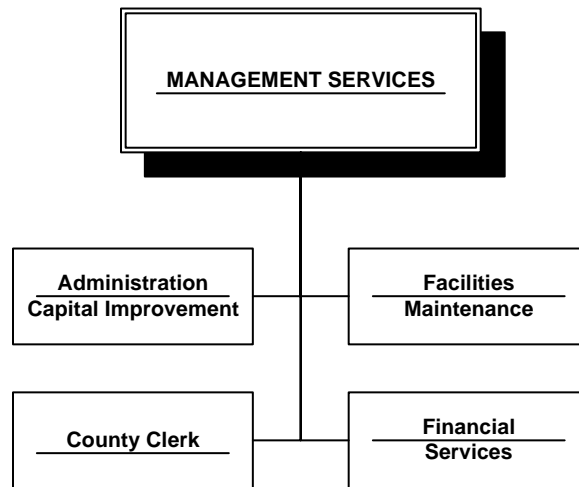
# Management Services

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## Department Overview

The Department of Management Services provides a diverse array of services to the citizens of Lane County, as well as other County departments and political agencies. Departmental responsibilities are detailed in Lane Manual, Section 3.080, and include:

- Administration/Capital Improvement (Oversight of department/division priorities, goals, and objectives; management of capital construction and renovation of county assets.)
- County Clerk (Deeds and Recordation, Board of Property Tax Appeals, Elections, Marriage Licensing, Domestic Partnership Registrations, and County Archives)
- Facilities (Maintenance, Custodial, Landscaping, Capital Projects, Property Management, Tax Foreclosed Property, and Mailroom)
- Financial Services (Accounts Payable, Accounts Receivable, Financial Analysis and Reporting, Debt Management, Payroll, Treasury, and Purchasing)



## Department Goals & Objectives

- Continue renovation of the Charnelton Place building for a new Public Health facility.
- Renovate a recently acquired building to relocate the Springfield FQHC Clinic (Riverstone) to more adequately and efficiently serve the citizens of Lane County.
- Install at Public Works' Delta facility a system compatible with that which has been installed in recent years at the CH/PSB, Mental Health, Elections, and the JJC buildings.
- Remodel the property formerly occupied by the Army National Guard for a Youth Services Education and Conference Center.
- Secure appropriate financing for planned capital projects.
- Manage the investment portfolio to ensure preservation of principal and adequate liquidity in times of a changing financial marketplace.
- Implement document imaging for Accounts Payable invoices on a county-wide basis.
- Upgrade PSB/CH electrical service.
- Determine cost/feasibility of new roof on PSB Plaza.
- Maintain a high level of maintenance, custodial, and landscaping support with existing workforce and increased facilities, without sacrificing health and safety requirements.
- Complete and document the District Formation process, which was previously handled by the Lane County Boundary Commission.
- Streamline processes that ultimately impact ballot counting to improve on timeliness of ballot count results, without compromising accuracy and critical audit requirements.

## **Management Services**

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- Continue full utilization of staff across all division programs to maximize work experience through proactive cross-training.

### **Key Accomplishments in FY 08-09**

- Improvements to the Courthouse and PSB to increase security and enhance customer access.
- Replacement of the defective exterior skin of the Charnelton Place building.
- Maintenance and security of the Forest Work Camp.
- Replacement of deteriorating roofs at the jail.
- Achievement of 99% accuracy rate on recorded real property records, while maintaining daily indexing and verification.
- Conversion of microfilm documents to optically scanned images, back to 1993, providing improved internal and external customer service access.
- Successful conduct of a major presidential general election with 87.66% county voter participation, which included the recruitment and training of 216 extra help employees.
- Took on maintenance responsibilities wholly or in part for Lane County Historical Museum, Armory building, Forest Work Camp, and Charnelton Place building (new Public Health facility).
- Upgraded and added improvements to the PSB Underground Diesel Storage Tank to meet DEQ standards and provide environmental safeguards.
- Repaired and replaced exterior windows on the PSB Plaza area.
- Upgrade of Deeds & Records recording system to implement “auto-indexing” to reduce staff hours to index documents.
- Enhancement of financial analysis through development of reporting tools, including a Debt Affordability Report, Annual Investment Report, and Quarterly Budget Monitoring Reports.
- Redemption of callable pension bonds, which reduced the interest payable by all County programs.
- Receipt of the Certificate of Achievement for Excellence in Financial Reporting from the GFOA.

### **Changes, Challenges & Opportunities for FY 09-10**

#### ***Department Environment/Challenges***

The Department continues to provide a high level of service with limited resources in the areas of capital construction and renovation, County facility access security, elections, deeds and recordation, archiving, custodial and maintenance, and financial services. The department has been fortunate to have low employee turnover, resulting in experienced and skilled staff. The greater difficulty will be when there is a natural turnover due to staff retirements, budgetary reductions, and unexpected changes. In preparation, the department consistently assesses, refines, and maintains process documentation, as well as active cross-training to minimize future impacts to department programs. The challenge is to maintain a level of service to safeguard county assets, employees, and the public, and comply with state and federal mandates, with a limited workforce and increased costs. For instance, the downturn in the economy has resulted in a reduction of recordings, forcing the County Clerk division to eliminate two full-time positions.

#### ***Changes***

Both federal and state legislation continue to challenge the need to closely monitor and address any bills introduced that have unfunded mandates potential, placing undue burdens on county general funds. Training was conducted for a second newly-developed accessibility voting system to be implemented for the 2010 Federal Elections to meet the requirements of the federal Help America Vote Act (HAVA). Reductions in County Clerk staffing have minimized the opportunity to fully leverage staff within the division. Increased custodial and maintenance responsibilities, with the purchase of the Charnelton Place building, the acquisition of the Armory facility, and shifting responsibility for the Lane County Historical

## Management Services

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Museum and Forest Work Camp continue to stretch limited staff. In light of these added encumbrances, there has been little turnover, and the remainder of Facilities' workforce remains static. Revenue for the Financial Services division is 100% from County indirect charges. Expenses have increased based on negotiated AFSCME rates. All controllable expenditures have been held flat or cut during the past years to balance the division's budget. The Ready Stores program has been phased out with the implementation of "just-in-time" ordering online.

### *Opportunities*

Facilities will evaluate resources, priorities, and procedures to determine what projects can be accomplished in-house, while keeping a high standard of support activities. The annual decrease and eventual loss of Federal funds challenges all County divisions, and the resulting reduction in support staff provides the Financial Services division the opportunity to centralize and standardize accounting related activities, which could result in higher efficiencies and tighter adherence to internal financial policies.

### **Performance Management**

- *Investment Return.* The investment program strives for a rate of return in excess of the Local Government Investment Pool (LGIP), while adequately preserving principal. Because our investment policy allows investment of up to three-year terms, this benchmark is stated on a three-year rolling average.
- *Number of properties in inventory at beginning/end of fiscal year.* The inventory represents tax foreclosed properties owned by Lane County. The inventory fluctuates, based on how many properties are acquired through tax foreclosure, and how long it takes to sell the properties. Disposing of these properties removes them from County ownership, and returns them to private ownership and, thereby, the active tax roll.
- *Percentage of documents recorded error free.* This is a measure of the accuracy of the recorded document indexes. Maintaining a high degree of accuracy ensures high quality customer service by providing accurate and timely property record searches to the public both in the Public Records Library and online through the Regional Land Information Database. Accurately indexing records reduces staff time by eliminating inaccurate index searches.

<b>DEPARTMENT PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
% Investment Return	91%	90%	102%	100%	On Target	100%
# of properties in inventory at beginning/end of fiscal year	74 / 85	85 / 72	60/58	72 / 67	On Target	60/55
% of documents recorded error free	98.74%	99.3%	99.1%	99%	On Target	99%

## Management Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Taxes and Assessments	85,339	71,093	70,000	56,300	(13,700)	-19.57%
Licenses and Permits	62,955	66,275	62,000	65,000	3,000	4.84%
Fines, Forf, and Penalties	0	719	2,000	1,500	(500)	-25.00%
Property and Rentals	831,528	1,872,156	903,472	864,778	(38,694)	-4.28%
Federal Revenues	13,758	8,982	75,612	75,612	0	0.00%
State Revenues	0	181,653	0	0	0	0.00%
Local Revenues	138,164	251,945	100,000	200,000	100,000	100.00%
Fees and Charges	3,117,398	2,506,082	2,358,720	1,548,500	(810,220)	-34.35%
Administrative Charges	4,966,609	5,136,283	5,219,499	5,401,327	181,828	3.48%
Interest Earnings	432,673	421,565	337,500	353,900	16,400	4.86%
<b>Total Revenue</b>	9,648,424	10,516,753	9,128,803	8,566,917	(561,886)	-6.16%
Resource Carryover	3,948,459	2,689,382	4,261,147	3,962,899	(298,248)	-7.00%
Interfund Loans	0	1,000,000	4,075,000	0	(4,075,000)	-100.00%
Fund Transfers In	2,004,190	2,108,204	1,724,275	1,781,879	57,604	3.34%
Other Financing	0	0	0	2,000,000	2,000,000	100.00%
<b>TOTAL RESOURCES</b>	21,927,675	16,314,337	19,189,225	16,311,695	(2,877,530)	-15.00%
<b>EXPENDITURES:</b>						
Personnel Services	4,093,253	4,313,027	4,828,048	4,867,771	39,723	0.82%
Materials and Services	5,190,892	5,491,379	6,182,696	5,864,334	(318,362)	-5.15%
Capital Expenses	8,755,842	915,757	5,603,344	1,798,402	(3,804,942)	-67.90%
Fiscal Transactions	1,055,302	1,617,025	1,463,862	2,226,651	762,789	52.11%
Total Resrvs & Conting.	0	0	2,491,705	3,766,412	1,274,707	51.16%
<b>TOTAL EXPENDITURES</b>	19,095,289	12,337,187	20,569,655	18,523,570	(2,046,085)	-9.95%
<b>Total FTE</b>	55.80	55.80	53.80	53.80	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
Capital Improvement Fund	11,521,023	4,407,213	11,532,921	9,404,580	(2,128,341)	-18.45%
County Clerk Records Fund	120,148	74,518	188,931	123,993	(64,938)	-34.37%
General Fund	6,085,198	6,507,533	7,301,152	7,550,499	249,347	3.42%
Intergovernmental Svcs Fd	1,043,786	947,262	1,124,016	1,001,395	(122,621)	-10.91%
Road Fund	194,347	223,678	243,509	254,359	10,850	4.46%
Special Revenue Fund	130,787	176,984	179,126	188,744	9,618	5.37%
<b>TOTAL FUNDS</b>	19,095,289	12,337,188	20,569,655	18,523,570	(2,046,085)	-9.95%

# Management Services

## DEPARTMENT POSITION LISTING

### Administration & Capital Improvement

1.00 Administrative Support Spec

1.00 Dept Director (MS)

**2.00 Division FTE Total**

### County Clerk

1.00 Manager

8.00 Office Assistant 2

1.00 Office Assistant 2-Bilingual

2.00 Program Supervisor

**12.00 Division FTE Total**

### Facilities Management

9.00 Custodian

1.00 Detention Custodian

1.00 Landscape Technician

1.00 Mail Clerk

6.00 Maintenance Specialist 2

3.00 Maintenance Specialist 3

1.00 Maintenance/Trades Supervisor

1.00 Maintenance/Trades Supv

1.00 Manager

1.00 Office Assistant 2

1.00 Property Management Officer 2

**26.00 Division FTE Total**

### Finance

1.00 Accountant

1.80 Accounting Analyst

4.00 Accounting Clerk, Sr

1.00 Administrative Analyst

1.00 Manager

1.00 Payroll Specialist

2.00 Prof/Tech Supervisor

1.00 Program Supervisor

1.00 Sr Stores Clerk

**13.80 Division FTE Total**

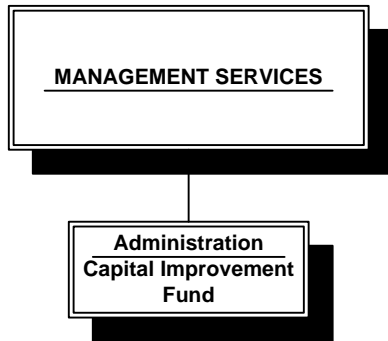
**53.80 Department FTE Total**

# Management Services: Administration/Capital Improvement Fund

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## Division Purpose Statement

*The administration program provides direction and management oversight to all division and program managers. It also coordinates issues and projects with internal and external agencies regarding Capital Improvements. The Department Director serves in an ex-officio capacity as County Clerk and County Treasurer.*



## Division Locator

### **Management Services**

#### ***Administration/Capital Improvement Fund*** ↙

*County Clerk  
Facilities Maintenance  
Financial Services*

## Management Services: Administration/Capital Improvement Fund

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Property and Rentals	184,542	1,199,372	345,000	309,778	(35,222)	-10.21%
Federal Revenues	60,024	6,532	75,612	75,612	0	0.00%
State Revenues	0	181,653	0	0	0	0.00%
Administrative Charges	1,830,711	1,873,359	1,875,883	1,909,961	34,078	1.82%
Interest Earnings	135,615	129,779	27,000	15,900	(11,100)	-41.11%
<b>Total Revenue</b>	<b>2,210,892</b>	<b>3,390,695</b>	<b>2,323,495</b>	<b>2,311,251</b>	<b>(12,244)</b>	<b>-0.53%</b>
Resource Carryover	3,340,032	2,054,122	3,796,294	3,620,067	(176,227)	-4.64%
Interfund Loans	0	1,000,000	4,000,000	0	(4,000,000)	-100.00%
Fund Transfers In	1,937,662	2,041,093	1,675,000	1,748,736	73,736	4.40%
Other Financing	0	0	0	2,000,000	2,000,000	100.00%
<b>TOTAL RESOURCES</b>	<b>13,815,189</b>	<b>8,485,909</b>	<b>11,794,789</b>	<b>9,680,054</b>	<b>(2,114,735)</b>	<b>-17.93%</b>
<b>EXPENDITURES:</b>						
Personnel Services	233,383	251,698	269,576	281,504	11,928	4.42%
Materials and Services	1,799,164	2,004,657	2,351,859	1,938,763	(413,096)	-17.56%
Capital Expenses	8,755,842	915,757	5,603,344	1,798,402	(3,804,942)	-67.90%
Fiscal Transactions	988,774	1,504,914	1,414,587	2,193,508	778,921	55.06%
Total Resrvs & Conting.	0	0	2,191,296	3,499,170	1,307,874	59.68%
<b>TOTAL EXPENDITURES</b>	<b>11,777,163</b>	<b>4,677,026</b>	<b>11,830,662</b>	<b>9,711,347</b>	<b>(2,119,315)</b>	<b>-17.91%</b>
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>EXPENDITURES BY FUND</b>						
Capital Improvement Fund	11,521,023	4,407,213	11,532,921	9,404,580	(2,128,341)	-18.45%
General Fund	256,140	269,814	297,741	306,767	9,026	3.03%
<b>TOTAL FUNDS</b>	<b>11,777,163</b>	<b>4,677,027</b>	<b>11,830,662</b>	<b>9,711,347</b>	<b>(2,119,315)</b>	<b>-17.91%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Capital Projects	11,521,023	4,407,213	11,532,921	9,404,580	(2,128,341)	-18.45%
MS Administration	256,140	269,814	297,741	306,767	9,026	3.03%
<b>TOTAL EXPENDITURES</b>	<b>11,777,163</b>	<b>4,677,026</b>	<b>11,830,662</b>	<b>9,711,347</b>	<b>(2,119,315)</b>	<b>-17.91%</b>

# **Management Services: Administration/Capital Improvement Fund**

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## **Division Overview**

The administration program provides direction and management oversight to all division and program managers within Management Services. Issues and projects having organization-wide impact, such as financial systems or new building construction, are coordinated through this program. The program prepares and monitors the department-operating budget.

The program also provides project management staff for the Capital Improvement Fund, which was established in 1998. The fund is intended to meet major capital requirements of the County's building and computer systems. Capital Improvement dollars are collected annually from Operating Funds on the basis of the County's federally approved indirect cost allocation plan. The Lane County Board of Commissioners annually approves specific projects focusing on fire/life/safety requirements as the highest priority, followed by preservation of County assets.

## **Division Objectives for FY 09-10**

- Maintain capital improvement program for all County facilities.
- Continue renovation and remodel of new Public Health facility.
- Implementation of recommended Energy Savings projects at the Lane County Jail.
- Renovate a recently acquired building to relocate the Springfield FQHC Clinic (Riverstone) to more adequately and efficiently serve the citizens of Lane County.
- Develop improved accessibility to Courthouse facilities per ADA Title II standards.

## **Key Accomplishments of FY 08-09**

- Commenced remodeling of the new Public Health facility, including repairs to the Exterior Insulation and Finish System (EIFS), and interior remodeling to accommodate the Veterans' Services division of Health and Human Services.
- Relocation of Parole & Probation to the Public Health Annex, and Veterans' Services to the new Public Health building in a very short period of time when the leases at the State office building were not renewed.
- Arrangement of the short-term relocation of the Child Advocacy Center to a vacant building on the Juvenile Justice Center campus, allowing the County to sell the former Child Advocacy Center property.
- Remodeling of space in the PSB for Relief Nursery Downtown drop-in child care services for children through age six, for caregivers and parents needing to take care of business at the Lane County Courthouse and Public Service building.
- Purchased a building for the relocation of the Springfield FQHC Clinic (Riverstone).

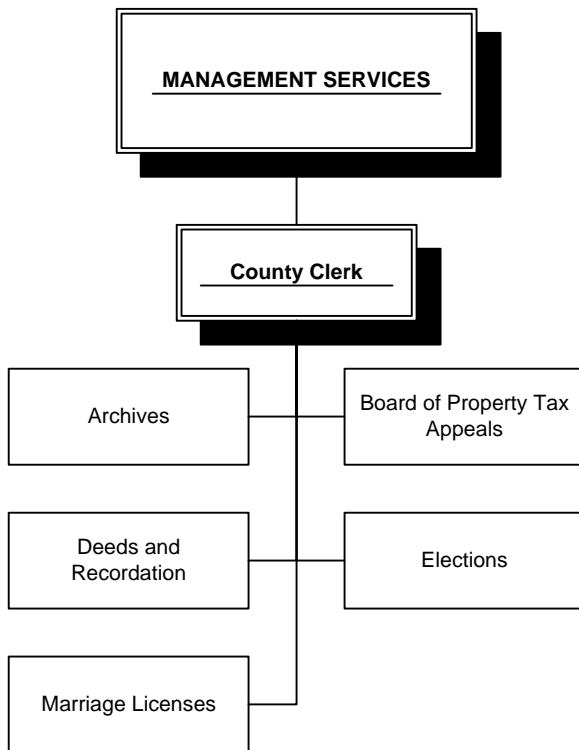
## **Changes, Challenges & Opportunities for FY 09-10**

Insufficient facility space, aging buildings and equipment, and requirements for greater security and increased services continue to strain available resources that have not kept pace with demand. Deteriorating conditions at the Public Health building necessitate replacing this facility as soon as possible to provide quality facilities for public health caregivers and service recipients. The acquisition of an existing building for this new Public Health facility enables the County to replace the current Public Health facility sooner and at a lower cost than would construction of a new building. The division continues to work with the other County departments to identify capital improvement priorities and the means to achieve them.

# Management Services: County Clerk

## Division Purpose Statement

*To provide accurate, efficient, and timely customer service to the citizens of Lane County to comply with federal, state, and local laws in the areas of elections and recordation.*



## Division Locator

### **Management Services**

*Administration/Capital Improvement  
Fund*

**County Clerk** ↙

*Facilities Maintenance  
Financial Services*

## Management Services: County Clerk

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Taxes and Assessments	85,339	71,093	70,000	56,300	(13,700)	-19.57%
Licenses and Permits	62,955	66,275	62,000	65,000	3,000	4.84%
Local Revenues	138,164	251,945	100,000	200,000	100,000	100.00%
Fees and Charges	2,325,806	1,840,060	1,872,000	1,081,500	(790,500)	-42.23%
Administrative Charges	83,600	56,055	44,372	42,849	(1,523)	-3.43%
Interest Earnings	6,515	5,467	3,500	1,500	(2,000)	-57.14%
<b>Total Revenue</b>	<b>2,702,379</b>	<b>2,290,895</b>	<b>2,151,872</b>	<b>1,447,149</b>	<b>(704,723)</b>	<b>-32.75%</b>
Resource Carryover	141,685	113,390	115,431	66,193	(49,238)	-42.66%
Fund Transfers In	66,528	67,111	49,275	33,143	(16,132)	-32.74%
<b>TOTAL RESOURCES</b>	<b>2,910,591</b>	<b>2,471,396</b>	<b>2,316,578</b>	<b>1,546,485</b>	<b>(770,093)</b>	<b>-33.24%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,128,326	1,249,902	1,411,408	1,265,521	(145,887)	-10.34%
Materials and Services	935,688	974,010	1,253,946	1,287,867	33,921	2.71%
Fiscal Transactions	66,528	67,111	49,275	33,143	(16,132)	-32.74%
Total Resrvs & Conting.	0	0	54,814	63,336	8,522	15.55%
<b>TOTAL EXPENDITURES</b>	<b>2,130,542</b>	<b>2,291,023</b>	<b>2,769,443</b>	<b>2,649,867</b>	<b>(119,576)</b>	<b>-4.32%</b>
<b>Total FTE</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>EXPENDITURES BY FUND</b>						
County Clerk Records Fund	120,148	74,518	188,931	123,993	(64,938)	-34.37%
General Fund	2,010,394	2,216,505	2,580,512	2,525,874	(54,638)	-2.12%
<b>TOTAL FUNDS</b>	<b>2,130,542</b>	<b>2,291,023</b>	<b>2,769,443</b>	<b>2,649,867</b>	<b>(119,576)</b>	<b>-4.32%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Archives	44,372	17,945	27,732	30,658	2,926	10.55%
Board Of Property Tax Appeals	58,047	46,044	53,805	58,265	4,460	8.29%
County Clerk	120,148	74,518	188,931	123,993	(64,938)	-34.37%
Elections	1,347,797	1,504,303	1,811,910	1,911,509	99,599	5.50%
Marriage Licenses	16,739	28,110	30,363	33,412	3,049	10.04%
Records	543,439	620,102	656,702	492,030	(164,672)	-25.08%
<b>TOTAL EXPENDITURES</b>	<b>2,130,542</b>	<b>2,291,023</b>	<b>2,769,443</b>	<b>2,649,867</b>	<b>(119,576)</b>	<b>-4.32%</b>

# Management Services: County Clerk

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## **Division Overview**

***Deeds and Recordation Program:*** Record legal documents, including contracts, deeds, and other conveyances of real property, maintaining records with indices for retrieval by the public.

***Elections Program:*** The County Clerk is statutorily charged to conduct all elections in accordance with Oregon law in the most efficient, economical and exacting manner possible, which includes various related election activities throughout the year.

***Board of Property Tax Appeals:*** Responsible for hearing appeals for the reduction of real property values in accordance with Oregon law. The Board also considers petitions to excuse liability for the penalty imposed by Oregon law for late filing of real and personal property returns.

***Marriage Program:*** Issue marriage licenses according to state law, maintaining records with indices for retrieval by the public. Perform civil marriage ceremonies by deputized staff.

***Domestic Partnership Registrations:*** Issue domestic partnership registrations according to state law, maintaining records with indices for retrieval by the public.

***County Archives Program:*** Responsible for operations of the County Record and Archive Center.

## **Division Objectives for FY 09-10**

- Complete and document the District Formation process, which was previously handled by the Lane County Boundary Commission.
- Streamline processes that ultimately impact ballot counting to improve on timeliness of ballot count results, without compromising accuracy and critical audit requirements.
- Continue full utilization of staff across all division programs to maximize work experience through proactive cross-training.
- Continue to seek a high level of expectation on timeliness, productivity, and customer service standards for all division staff and responsible programs.
- Continue to enhance customer service by reevaluating and updating instructions and information made available to the public.

## **Key Accomplishments of FY 08-09**

- Achievement of 98% accuracy rate on recorded real property records, while maintaining daily indexing and verification.
- Conversion of microfilm documents to optically scanned images, back to 1993, providing improved internal and external customer service access.
- Successful conduct of a major presidential general election with 87.66% county voter participation, which included the recruitment and training of 216 extra help employees.
- Upgrade of Deeds & Records recording system to implement “auto-indexing” to reduce staff hours to index documents.

## **Changes, Challenges & Opportunities for FY 09-10**

- The division has been fortunate to have low employee turnover, resulting in long term experienced and skilled staff, cross-trained across programs. The greater difficulty is when there is turnover due to budgetary reductions and unexpected changes.
- Reductions in County Clerk staffing have minimized the opportunity to fully leverage staff within the division.

## Management Services: County Clerk

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- Federal and state legislation continue to challenge the need to closely monitor and address any bills introduced that have unfunded mandates potentially placing undue burdens on county general funds.
- Training was conducted for a second, newly developed accessibility voting system implemented for the 2010 Federal Elections to meet the requirements of the federal Help America Vote Act (HAVA).

### **Performance Management**

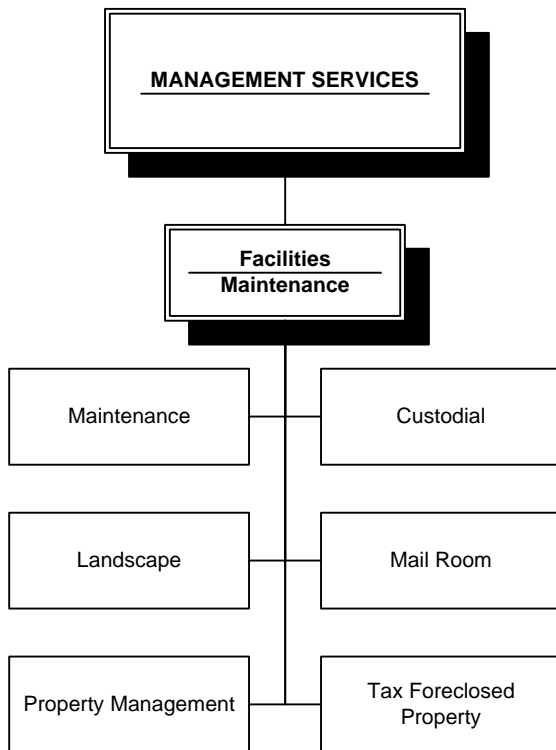
- *Percentage of documents recorded error free.* This is a measure of the accuracy of the recorded document indexes. Maintaining a high degree of accuracy ensures high quality customer service by providing accurate and timely property record searches to the public both in the Public Records Library and online through the Regional Land Information Database. Accurately indexing records reduces staff time by eliminating inaccurate index searches.
- *Number of appeals processed.* This measure is a count of the number of appeals heard by the Board of Property Tax Appeals. All appeals are heard in conformance with state law.
- *Percentage of marriages indexed in one day.* This is a measure of the percentage of marriage licenses indexed and scanned within one business day of receipt. This is a customer service and staff efficiency measure. Timely indexing provides customers access to certified copies of their marriage license for both their use and for other governmental agencies. Further, achieving the target indicates efficient performance by staff performing this function.
- *Number of archive boxes retained longer than 6 months past the purge date.* Retaining materials longer than statutorily required (the purge date) increases costs through reduction of available space and staff time required to track these materials. Timely destruction of materials, according to statutory schedules, minimizes use of warehouse and shelf space and staff time.
- *Percentage of registrations – new and updated voters – completed without data entry error.* This is a customer service measure. Maintaining a high degree of accuracy ensures that voters are correctly registered in accordance with state law allowing them to vote in any election for which they are eligible. Accurate data entry also reduces staff time necessary to research questions regarding voter registration or ballot errors.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
% of documents recorded error free	98.7%	99.3%	99.1%	99%	On Target	99%
# of appeals processed	930	791	1467	n/a	Doubled	n/a
% of marriages indexed in 1 day	87%	94%	98%	95%	On Target	95%
# of archive boxes retained > 6mos past purge date	53	60	57	100	Far Better Than Target	100
% of registrations – new & updated voters – completed without data entry error	95%	95%	89%	95%	Below Target	95%

# Management Services: Facilities Maintenance

## Division Purpose Statement

*To make sure county facilities' physical resources are properly operated, maintained and available, thereby ensuring departments, employees and the public are able to conduct business in a comfortable and safe environment.*



## Division Locator

### **Management Services**

*Administration/Capital  
Improvement Fund  
County Clerk*

**Facilities  
Maintenance** ↖  
*Financial Services*

## Management Services: Facilities Maintenance

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Fines, Forf, and Penalties	0	719	2,000	1,500	(500)	-25.00%
Property and Rentals	646,960	672,382	558,472	555,000	(3,472)	-0.62%
Federal Revenues	(46,266)	2,450	0	0	0	0.00%
Fees and Charges	203,264	197,059	225,000	225,000	0	0.00%
Administrative Charges	1,663,620	1,791,773	1,884,789	1,941,656	56,867	3.02%
Interest Earnings	11,738	3,604	2,000	1,500	(500)	-25.00%
<b>Total Revenue</b>	2,479,316	2,667,987	2,672,261	2,724,656	52,395	1.96%
Resource Carryover	233,800	274,728	121,655	153,803	32,148	26.43%
Interfund Loans	0	0	75,000	0	(75,000)	-100.00%
<b>TOTAL RESOURCES</b>	2,713,116	2,942,714	2,868,916	2,878,459	9,543	0.33%
<b>EXPENDITURES:</b>						
Personnel Services	1,584,888	1,706,183	1,881,074	2,005,045	123,971	6.59%
Materials and Services	1,390,407	1,408,787	1,646,098	1,712,263	66,165	4.02%
Fiscal Transactions	0	45,000	0	0	0	0.00%
Total Resrvs & Conting.	0	0	112,759	138,194	25,435	22.56%
<b>TOTAL EXPENDITURES</b>	2,975,295	3,159,969	3,639,931	3,855,502	215,571	5.92%
<b>Total FTE</b>	26.00	26.00	26.00	26.00	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	2,458,968	2,565,033	2,887,767	3,085,840	198,073	6.86%
Intergovernmental Services Fnd	191,193	194,275	329,529	326,559	(2,970)	-0.90%
Road Fund	194,347	223,678	243,509	254,359	10,850	4.46%
Special Revenue Fund	130,787	176,984	179,126	188,744	9,618	5.37%
<b>TOTAL FUNDS</b>	2,975,295	3,159,970	3,639,931	3,855,502	215,571	5.92%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Copier Services	262,495	273,052	315,839	296,979	(18,860)	-5.97%
Financial Services	1,467,881	1,558,159	1,671,297	1,736,533	65,236	3.90%
Purchasing	97,709	102,731	129,338	214,968	85,630	66.21%
Ready Stores	384,204	275,228	213,145	58,374	(154,771)	-72.61%
<b>TOTAL EXPENDITURES</b>	2,212,289	2,209,169	2,329,619	2,306,854	(22,765)	-0.98%

# Management Services: Facilities Maintenance

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## **Division Overview**

### ***Maintenance***

Ensures a functional, safe and secure work environment by providing preventive and corrective maintenance, emergency repair service, operational control, and project implementation to eighteen County owned or leased facilities, with associated equipment and systems. Implements energy and cost saving measures; oversees contractors and provides project management.

### ***Custodial***

Provides a clean, healthy and safe building environment through trash removal, restroom sanitizing and restocking, hard floor care, carpet cleaning, window cleaning, biohazard clean-up and disposal, graffiti removal, after-hours security checks, and dusting for nine County facilities. Maintains inventory records, MSDS sheets and cost analysis records. Implements cost savings measures.

### ***Landscape***

Maintains and cares for indoor plants and exterior grounds and landscape for eleven County buildings. Operates, repairs and maintains irrigation systems; conducts annual tests and maintenance on backflow devices; assists in maintaining parking lots and addresses related safety/security issues; oversees contractors and provides project input.

### ***Mailroom***

Sorts mail and delivers by department; picks up mail from departments, affixes postage and prepares mail for post office; receives parcels and works with vendors to maintain postage machine and mail service.

### ***Property Management***

Manages County-owned, general fund, real property. Negotiates, prepares and administers real property leases and service contracts (janitorial, maintenance, etc.). Administers county parking program, cafeteria, and contracts with vendors. Maintains inventory of County-owned real property. Administers easements and licenses for use of county property.

### ***Tax Foreclosed Property***

Manages County-owned tax foreclosed real property. Prepares and negotiates all sales, easements, leases, use licenses and service contracts for tax foreclosed property. Conducts appraisals and analysis for the disposition or retention of county tax foreclosed property. Prepares properties for sale for both Sheriff's Department auctions and private sales throughout the year. Works with non-profit and public organizations for transfer of County property for affordable housing. Provides service to general public on all matters concerning County-owned tax foreclosed property.

## **Division Objectives for FY 09-10**

- Continue asbestos abatement when feasible.
- Continue upgrading lighting and mechanical systems for energy/cost savings.
- Use existing resources to complete more project work, thereby saving contractor costs.
- Upgrade PSB/CH electrical service.
- Institute off-site system monitoring/control.
- Efficient use of parking lots.
- Reduce inventory of low value properties.
- Document facilities processes and procedures.
- Determine cost/feasibility of new roof on PSB Plaza.
- Transition maintenance of new buildings into facilities.

## Management Services: Facilities Maintenance

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### Key Accomplishments of FY 08-09

- Upgraded PSB emergency generator equipment
- Took on maintenance/custodial responsibilities wholly or in part for four new county sites.
- Significantly reduced the number of roof leaks in the Courthouse and PSB.
- Oversaw the major structural repair and installation of store front windows at the PSB.
- Instituted more reliable and user-friendly parking machines.

### Changes, Challenges & Opportunities for FY 09-10

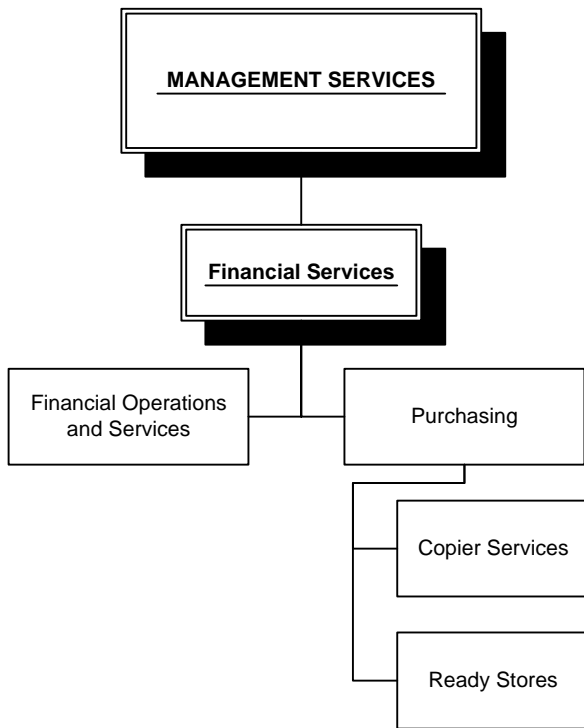
The most significant change will be the additional responsibility of four new buildings and site: Charnelton Building, Historic Museum, Armory, and Forest Work Camp. Down the road will be the new building for the FQHC Springfield Clinic (“Riverstone”). The biggest challenge will be to maintain a high standard in both maintenance and custodial with existing FTE and budget guidelines. This will be the opportunity to refine our maintenance programs and procedures for maximum efficiency.

### Performance Management

- *The percentage of assigned preventative maintenance work orders completed within 2 weeks* is again below target. While we will maintain the target of 98%, in light of the added workload with additional facilities and the unreliable and outdated systems in the County’s older facilities, with no increase in FTE for the division, this is deemed acceptable.
- *The percentage of County employees parking at County parking lots* is slightly below target. Considering the fluctuations in parking habits, and the turnover of County employees, this slight variation from target is negligible. The percentage of space allocated to County employees is 64% of the total County-owned parking, due to the necessity of having space available for non-employees to park on a daily basis. The target of 60% of County employees parking at County parking lots corresponds to the amount of space allocated.
- *Number of properties in inventory at beginning/end of fiscal year.* The inventory represents tax foreclosed properties owned by Lane County. The inventory fluctuates, based on how many properties are acquired through tax foreclosure, and how long it takes to sell the properties. Disposing of these properties removes them from County ownership and returns them to private ownership, thereby, returning them to the active tax roll.

DIVISION PERFORMANCE MEASURES						
Performance Measures	2006-07 Actual	2007-08 Actual	2008-09 Actual	2008-09 Target	Comment	2009-10 Target
% of assigned preventative maintenance work orders completed within 2 weeks	90%	92%	90%	98%	On Target	95%
% of County employees parking in County lots	64%	57%	69%	60%	On Target	60%
# of properties in inventory at beginning/end of fiscal year	74 / 85	85 / 72	60/58	72 / 67	On Target	60/55

# Management Services: Financial Services



## Division Purpose Statement

*To provide quality financial services, information and guidance to Lane County direct service providers, administrators, policy makers and citizens in order to promote the financial stability and integrity of the organization and to enable the conduct of its financial business.*

## Division Locator

### **Management Services**

*Administration/Capital*

*Improvement Fund*

*County Clerk*

*Facilities Maintenance*

***Financial Services*** ←

## Management Services: Financial Services

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Property and Rentals	26	402	0	0	0	0.00%
Fees and Charges	588,328	468,963	261,720	242,000	(19,720)	-7.53%
Administrative Charges	1,388,678	1,415,096	1,414,455	1,506,861	92,406	6.53%
Interest Earnings	278,805	282,715	305,000	335,000	30,000	9.84%
<b>Total Revenue</b>	2,255,837	2,167,176	1,981,175	2,083,861	102,686	5.18%
Resource Carryover	232,942	247,142	227,767	122,836	(104,931)	-46.07%
<b>TOTAL RESOURCES</b>	2,488,779	2,414,318	2,208,942	2,206,697	(2,245)	-0.10%
<b>EXPENDITURES:</b>						
Personnel Services	1,146,656	1,105,244	1,265,990	1,315,701	49,711	3.93%
Materials and Services	1,065,633	1,103,925	930,793	925,441	(5,352)	-0.57%
Total Reserves & Conting.	0	0	132,836	65,712	(67,124)	-50.53%
<b>TOTAL EXPENDITURES</b>	2,212,289	2,209,169	2,329,619	2,306,854	(22,765)	-0.98%
<b>Total FTE</b>	13.80	13.80	13.80	13.80	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	1,359,696	1,456,181	1,535,132	1,632,018	96,886	6.31%
Intergovernmental Services Fnd	852,593	752,988	794,487	674,836	(119,651)	-15.06%
<b>TOTAL FUNDS</b>	2,212,289	2,209,169	2,329,619	2,306,854	(22,765)	-0.98%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Copier Services	262,495	273,052	315,839	296,979	(18,860)	-5.97%
Financial Services	1,467,881	1,558,159	1,671,297	1,736,533	65,236	3.90%
Purchasing	97,709	102,731	129,338	214,968	85,630	66.21%
Ready Stores	384,204	275,228	213,145	58,374	(154,771)	-72.61%
<b>TOTAL EXPENDITURES</b>	2,212,289	2,209,169	2,329,619	2,306,854	(22,765)	-0.98%

# Management Services: Financial Services

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## **Division Overview**

The Financial Services division provides centralized financial management, oversight and operational services to promote the financial stability and integrity of the organization. Financial reporting and analysis services include issuance of financial reports, the Comprehensive Annual Financial Report and the provision of expert consulting services to County departments on complex financial issues. Treasury services include cash management, investment services and the issuance and servicing of bonded and long-term debt. Operational activities include the accurate and timely payment of County obligations and centralized payroll and fringe benefit processing. Financial Services also administers procurement activity and surplus equipment disposal to ensure compliance with public contracting laws. Financial Services division provides these services while complying with ORS, Internal Revenue Service regulations, labor laws, GASB and the Securities and Exchange Commission rules.

## **Division Objectives for FY 09-10**

- Implement document imaging for Accounts Payable invoices on a county-wide basis.
- Secure appropriate financing for planned capital projects.
- Manage the investment portfolio to ensure preservation of principal and adequate liquidity in times of a changing financial marketplace.

## **Key Accomplishments of FY 08-09**

- Developed and implemented a standardized accounts receivable system for county-wide use.
- Maintained and enhanced strengthened financial policies, which resulted in affirmation of the County's bond rating and removal of the "negative outlook."
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA.

## **Changes, Challenges & Opportunities for FY 09-10**

The step-down in Federal funds, coupled with the global economic downturn, challenges all County divisions, and has resulted in vacant positions. The Financial Services Division strives to continue to provide accurate, on-demand management information while monitoring banking and investment relationships in a turbulent climate.

## **Performance Management**

- *GFOA Certificate of Excellence in Financial Reporting.* The County was able to obtain this prestigious award for the first time for our annual report submitted as of 6/30/2003, and has received it annually since. The certificate reflects on the accuracy and integrity of our financial records and processes.
- *Investment return.* The investment program strives for a rate of return in excess of the Local Government Investment Pool (LGIP), while adequately preserving principal. Because our investment policy allows investment of up to three-year terms, this benchmark is stated on a three-year rolling average.
- *Percent of small dollar purchases made with Procurement Card.* The Procurement Card program was initiated two years ago, and the Finance Division encourages use of procurement cards for small dollar purchases. This initiative allows us to streamline processes and gain efficiencies through reduced paper handling.

## Management Services: Financial Services

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<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
Obtain GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	On Target	Yes
Investment return as a percent of LGIP investment return	91%	90%	102%	100%	On Target	100%
% of purchases <\$500 made with Procurement Card	22%	38%	41%	50%	Improving	50%

## Management Services

<b>DEPARTMENT REVENUE SUMMARY</b>						
<b>REVENUE ACCOUNTS</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
Other Assessment	85,339	71,093	70,000	56,300	(13,700)	-19.57%
<b>TAXES AND ASSESSMENTS</b>	<b>85,339</b>	<b>71,093</b>	<b>70,000</b>	<b>56,300</b>	<b>(13,700)</b>	<b>-19.57%</b>
Marriage	62,955	65,575	62,000	63,000	1,000	1.61%
Domestic Partnership Fee	0	700	0	2,000	2,000	100.00%
<b>LICENSES AND PERMITS</b>	<b>62,955</b>	<b>66,275</b>	<b>62,000</b>	<b>65,000</b>	<b>3,000</b>	<b>4.84%</b>
Foreclosure Penalty	0	719	2,000	1,500	(500)	-25.00%
<b>FINES, FORF, AND PENALTIES</b>	<b>0</b>	<b>719</b>	<b>2,000</b>	<b>1,500</b>	<b>(500)</b>	<b>-25.00%</b>
Sale Of Capital Assets	0	537,825	0	0	0	0.00%
Land Sales	126,180	88,571	85,000	135,000	50,000	58.82%
Miscellaneous Sales	26	402	0	0	0	0.00%
Rental	159,085	627,603	345,000	309,778	(35,222)	-10.21%
Parking	368,498	441,016	386,600	360,000	(26,600)	-6.88%
Rent - Other Properties	177,740	176,739	86,872	60,000	(26,872)	-30.93%
<b>PROPERTY AND RENTALS</b>	<b>831,528</b>	<b>1,872,156</b>	<b>903,472</b>	<b>864,778</b>	<b>(38,694)</b>	<b>-4.28%</b>
Health & Human Services	0	0	75,612	75,612	0	0.00%
Misc - Federal Revenue	(46,266)	2,450	0	0	0	0.00%
Reimbursements	60,024	6,532	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>13,758</b>	<b>8,982</b>	<b>75,612</b>	<b>75,612</b>	<b>0</b>	<b>0.00%</b>
State Reimbursements	0	181,653	0	0	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>0</b>	<b>181,653</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Special Elections	138,164	251,945	100,000	200,000	100,000	100.00%
<b>LOCAL REVENUES</b>	<b>138,164</b>	<b>251,945</b>	<b>100,000</b>	<b>200,000</b>	<b>100,000</b>	<b>100.00%</b>
Elections Fees	9,549	3,114	8,000	2,500	(5,500)	-68.75%
Recording Fees	2,193,172	1,721,735	1,750,000	1,000,000	(750,000)	-42.86%
Marriage Ceremonies	10,935	8,075	12,000	0	(12,000)	-100.00%
State Processing Fee	44,070	36,821	37,000	24,000	(13,000)	-35.14%
Misc. Fees/Reimbursement	376	228	0	0	0	0.00%
Miscellaneous Svc Charges	67,901	88,772	65,000	55,000	(10,000)	-15.38%
Refunds & Reimbursements	0	12	0	0	0	0.00%
Cash Over & Under	1	0	0	0	0	0.00%
Mailroom Services	202,888	196,830	225,000	225,000	0	0.00%
Copier Services	212,382	203,581	261,720	217,000	(44,720)	-17.09%
Ready Stores	375,606	246,914	0	25,000	25,000	100.00%
Miscellaneous Internal Services	520	0	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>3,117,398</b>	<b>2,506,082</b>	<b>2,358,720</b>	<b>1,548,500</b>	<b>(810,220)</b>	<b>-34.35%</b>

## Management Services

<b>DEPARTMENT REVENUE SUMMARY</b>						
<b>REVENUE ACCOUNTS</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
County Administrative Charges	4,966,609	5,136,283	5,219,499	5,401,327	181,828	3.48%
<b>ADMINISTRATIVE CHARGES</b>	<b>4,966,609</b>	<b>5,136,283</b>	<b>5,219,499</b>	<b>5,401,327</b>	<b>181,828</b>	<b>3.48%</b>
Investment Earnings	432,672	421,565	337,500	353,900	16,400	4.86%
<b>INTEREST EARNINGS</b>	<b>432,672</b>	<b>421,565</b>	<b>337,500</b>	<b>353,900</b>	<b>16,400</b>	<b>4.86%</b>
Mortgage Capital Revenue	6,326,603	0	0	0	0	0.00%
Proceeds from Issuance of Debt	0	0	0	2,000,000	2,000,000	100.00%
Fund Balance	3,948,459	2,689,382	4,261,147	3,962,899	(298,248)	-7.00%
Interfund Loan Received	0	1,000,000	4,075,000	0	(4,075,000)	-100.00%
Transfer Fr General Fund	1,537,316	1,516,917	1,500,000	1,500,000	0	0.00%
Transfer Fr Sp Rev Funds	66,528	117,111	49,275	33,143	(16,132)	-32.74%
Intrafund Transfer	400,347	474,175	175,000	248,736	73,736	42.13%
<b>FISCAL TRANSACTIONS</b>	<b>12,279,252</b>	<b>5,797,586</b>	<b>10,060,422</b>	<b>7,744,778</b>	<b>(2,315,644)</b>	<b>-23.02%</b>
<b>TOTAL RESOURCES</b>	<b>21,927,674</b>	<b>16,314,338</b>	<b>19,189,225</b>	<b>16,311,695</b>	<b>(2,877,530)</b>	<b>-15.00%</b>

## Management Services

<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>EXPENDITURE ACCOUNTS</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
Permanent Operating Salaries	2,243,202	2,284,886	2,462,348	2,511,215	48,867	1.98%
Extra Help	146,228	223,627	225,948	202,944	(23,004)	-10.18%
Overtime	18,206	19,421	76,032	45,024	(31,008)	-40.78%
Reduction Unfunded Vac Liab	43,720	51,000	75,279	81,725	6,446	8.56%
Compensatory Time	5,144	4,477	3,996	5,496	1,500	37.54%
Employee Benefits	1,464,524	0	0	0	0	0.00%
Risk Management Benefits	26,725	37,293	43,578	63,793	20,215	46.39%
Social Security Expense	0	154,936	168,756	170,194	1,438	0.85%
Medicare Insurance Expense	0	36,344	41,352	41,247	(105)	-0.25%
Unemployment Insurance (State)	0	32,718	26,918	25,972	(946)	-3.51%
Workers Comp	0	8,804	8,558	8,538	(20)	-0.23%
Disability Insurance - Long-term	0	18,523	25,718	25,989	271	1.05%
PERS - OPSRP Employer rate	0	276,293	343,025	275,471	(67,554)	-19.69%
PERS Bond	145,503	147,487	132,914	198,260	65,346	49.16%
PERS - 6% Pickup	0	136,394	170,160	170,717	557	0.33%
Health Insurance	0	666,191	776,228	782,282	6,054	0.78%
Dental Insurance	0	62,655	67,701	68,550	849	1.25%
Vision Insurance	0	12,376	16,915	17,442	527	3.12%
EE Assistance Pgm - IBH	0	3,461	3,360	3,240	(120)	-3.57%
Life Insurance	0	7,633	10,752	10,368	(384)	-3.57%
Flexible Spending	0	501	672	648	(24)	-3.57%
Disability Insurance - Short Term	0	1,316	1,344	1,296	(48)	-3.57%
Defer. Comp Employer Contrib.	0	9,623	8,428	19,114	10,686	126.79%
Retiree Medical	0	117,067	138,066	138,246	180	0.13%
<b>PERSONNEL SERVICES</b>	<b>4,093,253</b>	<b>4,313,026</b>	<b>4,828,048</b>	<b>4,867,771</b>	<b>39,723</b>	<b>0.82%</b>
Professional & Consulting	548,540	742,260	794,900	851,400	56,500	7.11%
Data Processing Services	22	533,158	886,846	633,543	(253,303)	-28.56%
Banking & Armored Car Svc	88,839	87,333	120,000	130,000	10,000	8.33%
Construction Services	0	0	1,500	1,500	0	0.00%
Intergovernmental Agreements	71,695	68,184	86,000	86,000	0	0.00%
Agency Payments	42,168	12,465	14,000	17,000	3,000	21.43%
Motor Fuel & Lubricants	236	704	1,100	800	(300)	-27.27%
Machinery & Equipment Parts	24,612	22,106	27,750	27,250	(500)	-1.80%
Refuse & Garbage	25,648	35,857	34,312	35,662	1,350	3.93%
Spec Handling/Haz Waste Disp	2,534	3,086	3,000	2,500	(500)	-16.67%
Light, Power & Water	436,110	448,399	511,738	549,788	38,050	7.44%
Telephone Services	43,209	55,929	49,866	53,610	3,744	7.51%
Purchased Insurance	15,707	11,804	12,139	13,007	868	7.15%
Damage Claims	0	127	0	500	500	100.00%
Vehicle Repair	0	0	0	1,000	1,000	100.00%
Maintenance of Equipment	58,516	79,184	65,134	77,783	12,649	19.42%
Maintenance of Structures	229,735	269,728	371,384	283,463	(87,921)	-23.67%
Maintenance of Grounds	14,371	39,734	39,500	18,863	(20,637)	-52.25%

## Management Services

DEPARTMENT EXPENSE SUMMARY						
EXPENDITURE ACCOUNTS	FY 06-07	FY 07-08	FY 08-09	FY 09-10	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Maintenance Agreements	139,051	118,851	149,363	191,712	42,349	28.35%
Operating Licenses & Permits	11,738	33,758	23,850	22,600	(1,250)	-5.24%
External Equipment Rental	105,559	101,647	100,500	125,200	24,700	24.58%
Real Estate & Space Rentals	1,831	0	2,000	2,700	700	35.00%
Fleet Services Rentals	19,704	19,937	22,863	47,265	24,402	106.73%
Copier Charges	6,460	6,081	9,100	8,525	(575)	-6.32%
Mail Room Charges	13,100	11,659	14,480	13,850	(630)	-4.35%
Direct/Information Services	449,730	492,655	603,960	586,150	(17,810)	-2.95%
County Overhead Charges	587,871	735,254	780,114	818,435	38,321	4.91%
PC Replacement Services	27,828	39,880	39,880	34,960	(4,920)	-12.34%
Office Supplies & Expense	39,539	28,355	34,175	31,075	(3,100)	-9.07%
Membrshp/Professional Licenses	2,845	3,814	6,305	6,150	(155)	-2.46%
Printing & Binding	147,846	151,234	205,000	204,250	(750)	-0.37%
Advertising & Publicity	10,742	2,119	14,600	10,950	(3,650)	-25.00%
Photo/Video Supplies & Svcs	0	3,131	0	0	0	0.00%
Postage	271,322	248,995	355,425	355,000	(425)	-0.12%
Radio/Comm. Supplies & Svcs	0	0	50	50	0	0.00%
DP Supplies And Access	6,244	8,075	1,800	2,050	250	13.89%
DP Equipment	295,924	0	0	0	0	0.00%
Furniture, Equipment & Tools	28,236	365,871	106,990	107,790	800	0.75%
Library - Serials & Conts	650	675	850	850	0	0.00%
Miscellaneous Supplies	17	317	50	100	50	100.00%
Special Supplies	136,922	98,185	211,670	153,100	(58,570)	-27.67%
Clothing & Personal Supplies	180	0	300	350	50	16.67%
Safety Supplies	13,137	6,757	2,550	2,500	(50)	-1.96%
Janitorial Supplies	40,142	39,309	38,501	42,350	3,849	10.00%
Traffic Supplies	40	0	0	0	0	0.00%
Building Materials Supplies	(250)	362	0	0	0	0.00%
Electrical Supplies	21,840	20,422	19,508	19,508	0	0.00%
Stores Inventory	381,994	283,146	62,000	30,000	(32,000)	-51.61%
Business Expense & Travel	15,597	19,777	23,450	23,600	150	0.64%
Committee Stipends & Expense	13,408	10,869	10,798	16,000	5,202	48.18%
Awards & Recognition	690	690	690	690	0	0.00%
Outside Education & Travel	18,656	7,415	18,750	16,500	(2,250)	-12.00%
County Training Classes	415	1,250	3,355	3,205	(150)	-4.47%
Training Services & Materials	95	0	500	500	0	0.00%
Miscellaneous Payments	202	74	0	2,650	2,650	100.00%
Mortgage Reserves	779,643	220,724	300,000	200,000	(100,000)	-33.33%
Reimbursable Expenses	0	31	100	50	(50)	-50.00%
<b>MATERIALS &amp; SERVICES</b>	<b>5,190,892</b>	<b>5,491,379</b>	<b>6,182,696</b>	<b>5,864,334</b>	<b>(318,362)</b>	<b>-5.15%</b>
Mortgage Capital Outlay	5,513,127	0	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>5,513,127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Professional Services	0	0	35,720	36,634	914	2.56%
Acquisition & Construction	2,386,873	0	0	0	0	0.00%

## Management Services

<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>EXPENDITURE ACCOUNTS</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
Improvements	855,842	915,757	5,567,624	1,761,768	(3,805,856)	-68.36%
<b>CAPITAL PROJECTS</b>	<b>3,242,714</b>	<b>915,757</b>	<b>5,603,344</b>	<b>1,798,402</b>	<b>(3,804,942)</b>	<b>-67.90%</b>
Mortgage Issuance Costs	75,242	0	0	0	0	0.00%
Mortgage Principal Payment	18,782	82,221	85,000	85,000	0	0.00%
Mortgage Interest Payment	85,148	529,154	530,000	530,000	0	0.00%
Int Pd Interfund Loan	0	0	0	110,000	110,000	100.00%
<b>FISCAL TRANSACTIONS</b>	<b>179,172</b>	<b>611,376</b>	<b>615,000</b>	<b>725,000</b>	<b>110,000</b>	<b>17.89%</b>
Transfer To General Fund	66,528	67,111	249,275	33,143	(216,132)	-86.70%
Transfer To Special Rev. Funds	0	45,000	0	0	0	0.00%
Transfer To Debt Service Funds	409,256	419,363	424,587	219,772	(204,815)	-48.24%
Intrafund Transfer	400,347	474,175	175,000	248,736	73,736	42.13%
Prin Pd Interfund Loan	0	0	0	1,000,000	1,000,000	100.00%
<b>FUND TRANSFERS</b>	<b>876,131</b>	<b>1,005,649</b>	<b>848,862</b>	<b>1,501,651</b>	<b>652,789</b>	<b>76.90%</b>
Operational Contingency	0	0	1,927,811	3,200,359	1,272,548	66.01%
Reserves - Future Projects	0	0	563,894	566,053	2,159	0.38%
<b>TOTAL RESERVES</b>	<b>0</b>	<b>0</b>	<b>2,491,705</b>	<b>3,766,412</b>	<b>1,274,707</b>	<b>51.16%</b>
<b>TOTAL EXPENDITURES</b>	<b>19,095,289</b>	<b>12,337,188</b>	<b>20,569,655</b>	<b>18,523,570</b>	<b>(2,046,085)</b>	<b>-9.95%</b>