

Department of Management Services

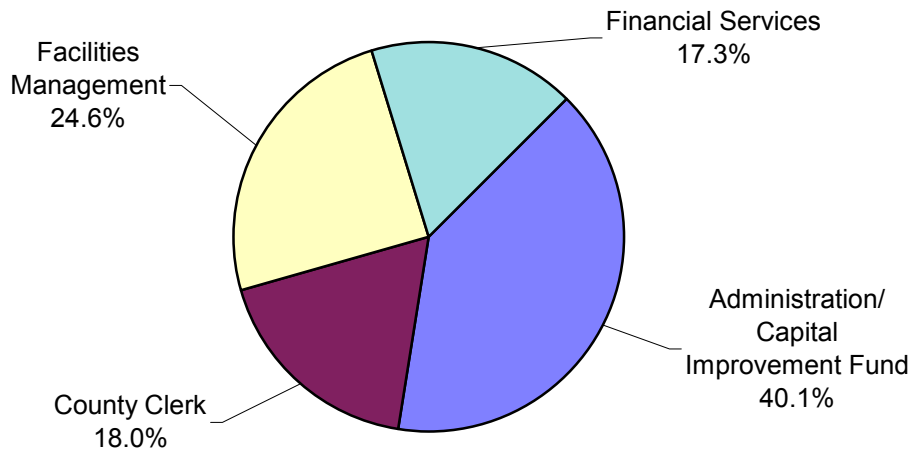
Department Purpose

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, and to provide our public stakeholders quality government services in elections, recording and archiving.

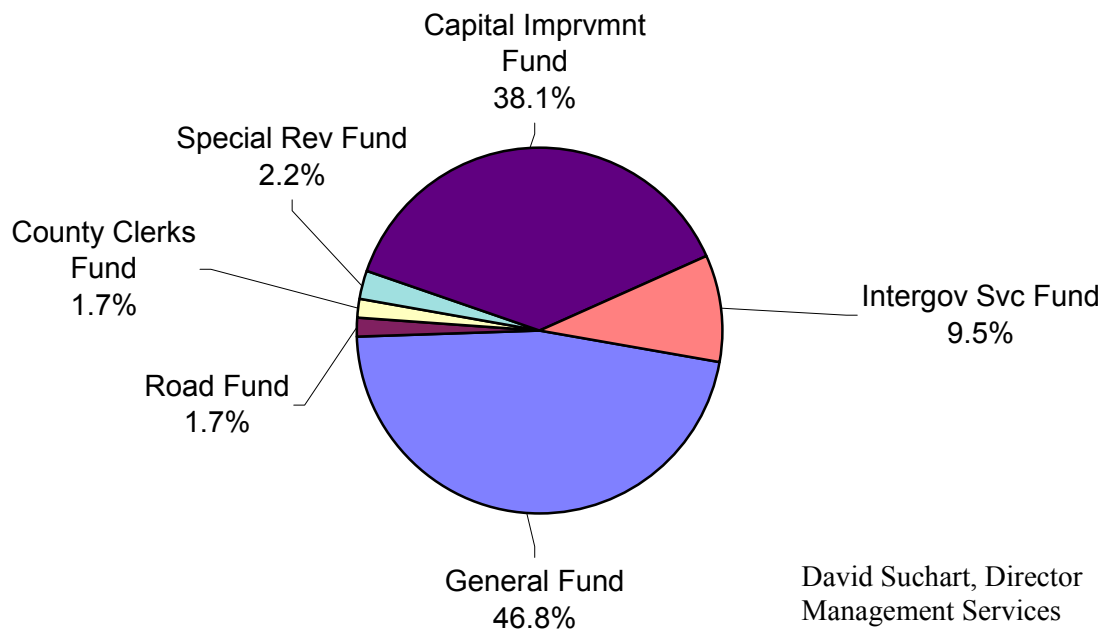
Total Expenditures

\$14,661,947

FY 07-08 Expenditures by Division



FY 07-08 Budget by Fund



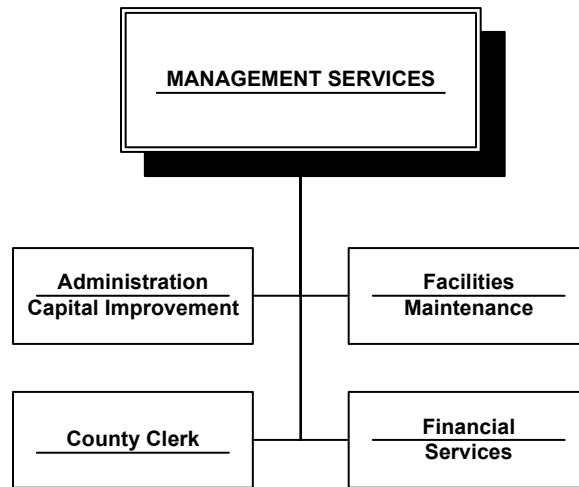
David Suchart, Director
Management Services
682-3699

Management Services

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:

- Financial Services (Accounts Payable, Payroll, Treasury and Purchasing)
- Facilities (Maintenance, Custodian, Landscape, Capital Projects, Property Management, Tax Foreclosed Property and Mailroom)
- County Clerk (Deeds and Recordation, Board of Property Tax Appeals, Elections, Marriage Licensing and Archives)



Strategic Goals & Objectives

- Implement remodel plans for new Public Health facility.
- Collaborate with Information Services and County Counsel to develop and implement workable e-commerce solutions countywide.
- Select and implement document imaging system to gain countywide efficiencies and provide timely, accessible information and document retrieval.
- Upgrade Public Service Building (PSB) passenger elevators.
- Hire and train a large pool of Elections extra help staff in preparation for the 2008 presidential elections.

Changes, Challenges & Opportunities

Department Environment/Challenges

Management Services faces ever-increasing demands for services in each of its divisions, while staffing levels remain static, and have even declined in several areas through attrition. Streamlined procurement processes have enabled Finance division to maintain service levels in spite of the loss of the Purchasing Manager in March 2007. Facilities Maintenance division has been operating without a Custodial Supervisor for over six months; however, with the addition of the building for the new Public Health facility, as well as increased demands due to aging buildings and equipment, available resources have been stretched beyond their means. County Clerk division has the added workload of preparing for the presidential elections in 2008, while working to overcome public misconceptions about ballot counting as a result of nationwide problems unrelated to vote-by-mail elections.

Management Services

Changes

Oversight of the Lane County Animal Regulation Authority moved from the Department of Management Services to the Department of Health and Human Services.

Opportunities

The current Purchasing Manager vacancy and the challenge of maintaining service levels with existing staff provides Finance division the opportunity to restructure processes and aggressively implement new procurement programs. Replacement of the access control security system at the Juvenile Justice Center provided equipment that will be recycled for use at the Elections building to further expand the County's proximity access identification card system for enhanced building security for this vital County service.

Key Accomplishments

- Completed the countywide roll out of a Procurement Card system to streamline procurement processes and eliminate paper handling for small dollar purchases.
- Implemented strengthened financial and reserve policies to help stabilize the County's financial position, preserve the current bond rating and enhance the County's ability to issue debt at an affordable rate.
- Acquired a building for a new Public Health facility.
- Partnered with key resources from Lane County's disabled community and the State to pilot, test and implement independent voting systems for the disabled.

Performance Management

- *Percent of small dollar purchases made with Procurement Card.* The program was rolled out countywide this year and many programs are just beginning Procurement Card use. This initiative allows us to streamline processes and gain efficiencies through reduced paper handling.
- *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. This is on target, and indications are that the FY 07/08 target will be realized as well.
- *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.

DEPARTMENT PERFORMANCE MEASURES						
Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Actual	2006-07 Target	2006-07 Perf. Index	2007-08 Target
% of purchases <\$500 made with Procurement Card	n/a	10%	22%	20%	On target	50%
# of properties in inventory at beginning/end of fiscal year	n/a	90 / 74	74 / 85	85 / 87	On target	87 / 67
% of documents recorded error free	n/a	98.87%	98.74%	99%	On target	99%

Management Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Taxes and Assessments	90,955	94,673	100,000	100,000	0	0.00%
Licenses and Permits	61,943	62,256	60,000	62,000	2,000	3.33%
Fines, Forf, and Penalties	1,148	2,175	2,000	2,000	0	0.00%
Property and Rentals	769,009	648,963	812,000	1,335,000	523,000	64.41%
Federal Revenues	0	104,275	0	75,612	75,612	100.00%
State Revenues	102,719	100,000	0	0	0	0.00%
Local Revenues	84,392	249,745	170,000	280,000	110,000	64.71%
Fees and Charges	3,128,271	3,417,737	2,752,000	2,799,000	47,000	1.71%
Administrative Charges	4,190,125	4,584,608	4,966,610	5,136,283	169,673	3.42%
Interest Earnings	304,043	386,346	327,500	341,000	13,500	4.12%
Total Revenue	8,732,605	9,650,778	9,190,110	10,130,895	940,785	10.24%
Resource Carryover	4,898,887	3,432,004	3,948,459	2,141,016	(1,807,443)	-45.78%
Fund Transfers In	725,460	1,580,192	1,995,692	1,759,111	(236,581)	-11.85%
TOTAL RESOURCES	14,356,951	14,662,971	21,460,865	14,031,022	(7,429,843)	-34.62%
EXPENDITURES:						
Personnel Services	3,557,877	3,834,994	4,441,388	4,541,578	100,190	2.26%
Materials and Services	4,025,599	4,240,141	5,407,846	5,579,248	171,402	3.17%
Capital Expenses	2,446,223	1,165,675	8,904,866	1,270,104	(7,634,762)	-85.74%
Fiscal Transactions	606,163	804,172	1,104,359	1,281,173	176,814	16.01%
Total Resrvs & Conting.	0	0	2,315,871	1,989,844	(326,027)	-14.08%
TOTAL EXPENDITURES	10,635,862	10,044,982	22,174,330	14,661,947	(7,512,383)	-33.88%
Total FTE	55.00	54.80	55.80	55.80	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	2,253,477	2,327,522	2,603,017	2,696,011	92,994	3.57%
Road Fund	200,059	232,910	247,563	245,558	(2,005)	-0.81%
Special Revenue & Svcs Fund	126,732	138,725	0	0	0	0.00%
Special Revenue Fund	0	0	327,521	327,521	0	0.00%
Intergovernmental Svcs Fund	259,873	208,070	340,279	340,279	0	0.00%
Funds Total	2,840,141	2,907,227	3,518,380	3,609,369	90,989	2.59%

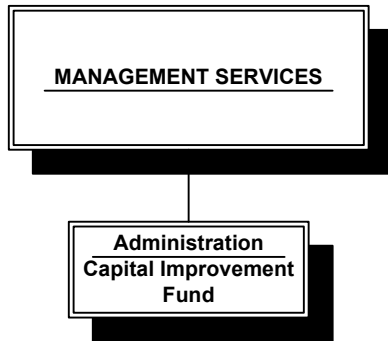
Management Services

DEPARTMENT POSITION LISTING	
<p><u>County Clerk</u></p> <p>1.00 Chief Deputy County Clerk</p> <p>2.00 Clerical Supervisor</p> <p>10.00 Office Assistant 2</p> <p><u>1.00</u> Office Assistant 2-Bilingual</p> <p>14.00 Division FTE Total</p> <p><u>Facilities Management</u></p> <p>1.00 Building Facilities Manager</p> <p>1.00 Building Maintenance Supv</p> <p>1.00 Custodial Supervisor</p> <p>9.00 Custodian</p> <p>1.00 Detention Custodian</p> <p>1.00 Landscape Technician</p> <p>1.00 Mail Clerk</p> <p>1.00 Maintenance Specialist 1</p> <p>5.00 Maintenance Specialist 2</p> <p>3.00 Maintenance Specialist 3</p> <p>1.00 Office Assistant 2</p> <p><u>1.00</u> Property Management Officer 2</p> <p>26.00 Division FTE Total</p>	<p><u>Financial Services</u></p> <p>1.00 Accountant</p> <p>1.80 Accounting Analyst</p> <p>1.00 Accounting Supervisor</p> <p>1.00 Administrative Analyst</p> <p>1.00 Financial Services Manager</p> <p>1.00 Payroll Specialist</p> <p>1.00 Purchasing Manager</p> <p>4.00 Sr Accounting Clerk</p> <p><u>1.00</u> Sr Stores Clerk</p> <p><u>1.00</u> Supervising Sr Accountant</p> <p>13.80 Division FTE Total</p> <p><u>Administration/Capital Improvement</u></p> <p>1.00 Executive Assistant</p> <p><u>1.00</u> Management Services Director</p> <p>2.00 Division FTE Total</p> <p>55.80 Department FTE Total</p>

Management Services: Administration & Capital Improvement Fund

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 ←

*Financial Services
Facilities Maintenance
County Clerk*

Management Services: Administration & Capital Improvement Fund

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Property and Rentals	7,798	21,630	107,000	630,000	523,000	488.79%
Federal Revenues	0	47,368	0	75,612	75,612	100.00%
State Revenues	102,719	100,000	0	0	0	0.00%
Fees and Charges	10,487	80,000	0	0	0	0.00%
Administrative Charges	1,357,858	1,648,602	1,830,712	1,873,359	42,647	2.33%
Interest Earnings	85,944	92,687	45,000	25,000	(20,000)	-44.44%
Total Revenue	1,564,806	1,990,287	1,982,712	2,603,971	621,259	31.33%
Resource Carryover	4,198,919	2,706,739	3,340,032	1,545,911	(1,794,121)	-53.72%
Fund Transfers In	665,470	1,515,623	1,929,164	1,692,000	(237,164)	-12.29%
TOTAL RESOURCES	6,429,194	6,212,648	13,578,512	5,841,882	(7,736,630)	-56.98%
EXPENDITURES:						
Personnel Services	182,134	215,727	244,123	248,054	3,931	1.61%
Materials and Services	796,561	951,966	1,728,293	1,613,328	(114,965)	-6.65%
Capital Expenses	2,446,223	979,432	8,794,866	1,270,104	(7,524,762)	-85.56%
Fiscal Transactions	412,512	739,603	1,037,831	1,214,062	176,231	16.98%
Total Resrvs & Conting.	0	0	1,832,459	1,528,037	(304,422)	-16.61%
TOTAL EXPENDITURES	3,837,429	2,886,728	13,637,572	5,873,585	(7,763,987)	-56.93%
Total FTE	2.00	2.00	2.00	2.00	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	212,389	242,702	273,646	280,203	6,557	2.40%
Capital Improvement Fund	3,625,040	2,644,025	13,363,926	5,593,382	(7,770,544)	-58.15%
Funds Total	3,837,429	2,886,727	13,637,572	5,873,585	(7,763,987)	-56.93%
DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Capital Projects	3,625,040	2,644,025	13,363,926	5,593,382	(7,770,544)	-58.15%
MS Administration	212,389	242,702	273,646	280,203	6,557	2.40%
Total Expenditures	3,837,429	2,886,728	13,637,572	5,873,585	(7,763,987)	-56.93%

Management Services: Administration & Capital Improvement Fund

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 07-08

- Maintain capital improvement program for all County facilities.
- Implement remodel plans for new Public Health facility.
- Relocate Parole & Probation division to new Public Health facility two years ahead of schedule due to eviction of program from State office building.

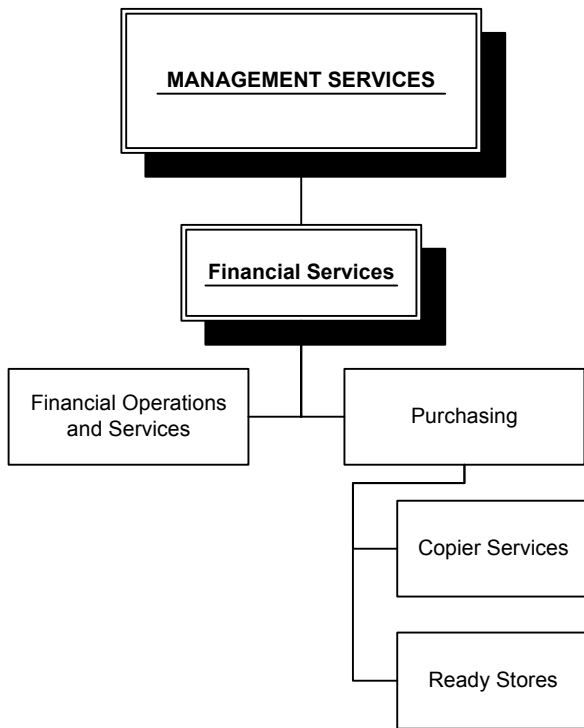
Changes, Challenges & Opportunities

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.

Key Accomplishments

- Acquisition of a building for a new County Public Health Facility.
- Access Security System upgrades at Mental Health & Juvenile Justice Center.
- Remodel of and improvements to the Medical Area of the Adult Corrections facility for increased capacity, enhanced security, and adherence to changes in health regulations.
- Replacement of deteriorated roof and installation of HVAC equipment at Armory building in anticipation of departure of the National Guard and remodel of facility as an Education Center for the Department of Youth Services.
- Remodel and relocation of Mail Room and Courts Probate Area offices.

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*

Financial Services ↖

*Facilities Maintenance
County Clerk*

Management Services: Financial Services

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Property and Rentals	0	3,512	0	0	0	0.00%
Fees and Charges	504,012	549,157	575,000	525,000	(50,000)	-8.70%
Administrative Charges	1,269,158	1,287,942	1,388,678	1,415,096	26,418	1.90%
Interest Earnings	209,874	275,078	271,500	305,000	33,500	12.34%
Total Revenue	1,983,044	2,115,689	2,235,178	2,245,096	9,918	0.44%
Resource Carryover	234,259	214,315	232,942	219,620	(13,322)	-5.72%
TOTAL RESOURCES	2,217,303	2,330,004	2,468,120	2,464,716	(3,404)	-0.14%
EXPENDITURES:						
Personnel Services	869,270	1,099,038	1,220,169	1,241,441	21,272	1.74%
Materials and Services	1,023,395	1,078,376	1,042,199	1,132,514	90,315	8.67%
Capital Expenses	0	0	100,000	0	(100,000)	-100.00%
Fiscal Transactions	50,000	0	0	0	0	0.00%
Total Resrvs & Conting.	0	0	184,550	169,800	(14,750)	-7.99%
TOTAL EXPENDITURES	1,942,665	2,177,414	2,546,918	2,543,755	(3,163)	-0.12%
Total FTE	14.00	13.80	13.80	13.80	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	1,208,310	1,368,494	1,467,476	1,494,135	26,659	1.82%
Intergovernmental Svcs Fund	734,354	808,920	1,079,442	1,049,620	(29,822)	-2.76%
Funds Total	1,942,664	2,177,414	2,546,918	2,543,755	(3,163)	-0.12%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Financial Services	1,214,496	1,416,814	1,560,914	1,608,880	47,966	3.07%
Purchasing	114,616	126,021	141,850	139,421	(2,429)	-1.71%
Ready Stores	361,565	365,050	497,912	498,534	622	0.12%
Copier Services	251,988	269,528	346,242	296,920	(49,322)	-14.24%
Total Expenditures	1,942,665	2,177,414	2,546,918	2,543,755	(3,163)	-0.12%

Management Services: Financial Services

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 07-08

- Continue efforts to streamline procurement functions by reorganizing central purchasing and providing education to County staff on efficient payment methods.
- Collaborate with Information Services and County Counsel to develop and implement workable e-commerce solutions countywide.
- Select and implement document imaging system to gain countywide efficiencies and provide timely, accessible information and document retrieval.

Changes, Challenges & Opportunities

The current Purchasing Manager vacancy presents challenges in providing service levels with existing staff, and also presents opportunities to restructure processes and aggressively implement new procurement programs.

The continued demands for information and services in a fast-paced environment provide the opportunity to deliver electronic commerce services to our partners and customers, and provide self-service programs for employees. Financial Services is embracing the opportunity to provide more accurate, up-to-date information to policy makers and executives in order to facilitate strategic decision-making.

Key Accomplishments

- Completed the countywide roll out of a Procurement Card system to streamline procurement processes and eliminate paper handling for small dollar purchases.
- Implemented strengthened financial and reserve policies to help stabilize the County's financial position, preserve the current bond rating and enhance the County's ability to issue debt at an affordable rate.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the fourth consecutive year.

Performance Management

Key Financial Services Division performance measures:

- *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. The certificate reflects on the accuracy and integrity of our financial records and processes.

Management Services: Financial Services

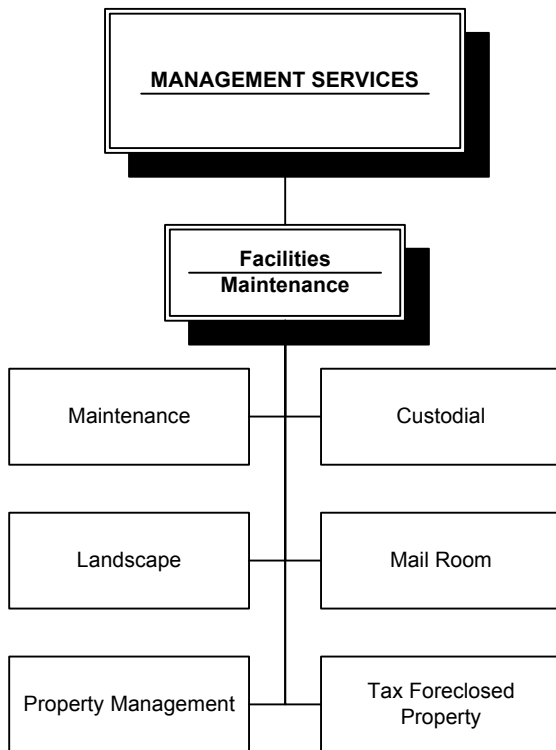
- *Investment return.* The investment program strives for a rate of return in excess of the Local Government Investment Pool (LGIP), while adequately preserving principal. Because our investment policy allows investment of up to three-year terms, this benchmark is stated on a three-year rolling average. Current year returns have dropped in comparison to the Pool because the County has longer-term investments, and the market is currently reflecting a flat yield curve – that is, interest rates on short-term investments are comparable to or better than interest rates on longer-term investments.
- *Percent of small dollar purchases made with Procurement Card.* The program was rolled out countywide this year and many programs are just beginning Procurement Card use. This initiative allows us to streamline processes and gain efficiencies through reduced paper handling.

DIVISION PERFORMANCE MEASURES						
Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Actual	2006-07 Target	2006-07 Perf. Index	2007-08 Target
Obtain GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	100%	On target	100%
Investment return as a percent of LGIP investment return	150%	123%	91%	100%	Below target	100%
% of purchases <\$500 made with Procurement Card	n/a	10%	22%	20%	On target	50%

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
Financial Services*

Facilities

Maintenance ↖

County Clerk

Management Services: Facilities Maintenance

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Fines, Forf, and Penalties	1,148	2,175	2,000	2,000	0	0.00%
Property and Rentals	761,211	623,821	705,000	705,000	0	0.00%
Federal Revenues	0	56,907	0	0	0	0.00%
Fees and Charges	202,224	225,040	250,000	250,000	0	0.00%
Administrative Charges	1,520,800	1,570,462	1,663,620	1,791,773	128,153	7.70%
Interest Earnings	(180)	11,552	2,000	2,000	0	0.00%
Total Revenue	2,485,203	2,489,957	2,622,620	2,750,773	128,153	4.89%
Resource Carryover	160,887	191,795	233,800	233,800	0	0.00%
TOTAL RESOURCES	2,646,090	2,681,752	2,856,420	2,984,573	128,153	4.49%
EXPENDITURES:						
Personnel Services	1,419,294	1,520,356	1,730,378	1,774,149	43,771	2.53%
Materials and Services	1,337,186	1,369,669	1,585,908	1,645,780	59,872	3.78%
Capital Expenses	0	17,203	0	0	0	0.00%
Fiscal Transactions	83,661	0	0	0	0	0.00%
Total Resrvs & Conting.	0	0	202,094	189,440	(12,654)	-6.26%
TOTAL EXPENDITURES	2,840,141	2,907,228	3,518,380	3,609,369	90,989	2.59%
Total FTE	26.00	26.00	26.00	26.00	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	2,253,477	2,327,522	2,603,017	2,696,011	92,994	3.57%
Road Fund	200,059	232,910	247,563	245,558	(2,005)	-0.81%
Special Revenue & Svcs Fund	126,732	138,725	0	0	0	0.00%
Special Revenue Fund	0	0	327,521	327,521	0	0.00%
Intergovernmental Svcs Fund	259,873	208,070	340,279	340,279	0	0.00%
Funds Total	2,840,141	2,907,227	3,518,380	3,609,369	90,989	2.59%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Building Maintenance	1,465,353	1,497,451	1,571,913	1,614,840	42,927	2.73%
Custodial	479,526	514,307	660,563	693,523	32,960	4.99%
Landscaping	81,805	66,793	94,960	104,098	9,138	9.62%
Mail Room	327,343	281,741	417,115	417,865	750	0.18%
Property Management	359,381	408,210	446,308	451,522	5,214	1.17%
Tax Foreclosed Property Sales	126,732	138,725	327,521	327,521	0	0.00%
Total Expenditures	2,840,141	2,907,228	3,518,380	3,609,369	90,989	2.59%

Management Services: Facilities Maintenance

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 sixteen 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 cleaning and disposal, graffiti removal, after-hours security checks, and dusting for eight 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.

Mailroom

Picks up mail from post office; 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 07-08

- Continue asbestos abatement when feasible.
- Continue upgrading lighting and mechanical systems for energy/cost savings.
- Institute off-site system monitoring/control.
- Install Remote Notification Option (RENO) on selected HVAC systems.
- Efficient use of parking lots.
- Reduce inventory of low value properties.
- Document facilities processes and procedures.
- Upgrade Public Service Building (PSB) passenger elevators.
- Repair remaining roof leaks in the PSB.
- Transition maintenance of new buildings into facilities.

Management Services: Facilities Maintenance

Changes, Challenges & Opportunities

Facilities division is in the process of filling the Custodial Supervisor position that has been vacant for six months. The challenge has been to keep janitorial quality and efficiency at a high level. Facilities is also in the process of transitioning new buildings into maintenance over the next two years. There is added workload to existing staff, with no increase in FTE. Older buildings have become difficult to maintain because the old, unreliable systems are failing. Maintaining within budgetary guidelines is an ongoing challenge.

Key Accomplishments

- Assisted in numerous remodel projects, such as Mailroom upgrade, Probate relocation, and 2nd Floor Courthouse remodel.
- Participated in the remodel of several Courthouse Judges' chambers.
- Advertised for bids the upgrade of the PSB passenger elevators. A contract has been awarded, and work will commence in October.
- Significantly reduced the number of roof leaks in the Courthouse and PSB.

Performance Management

- *The percentage of assigned preventative maintenance work orders completed with 2 weeks* is slightly below target. 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 above target. Considering the fluctuations in parking habits, and the turnover of County employees, this slight variation from target is negligible.
- *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. This is on target, and indications are that the FY 07/08 target will be realized as well.

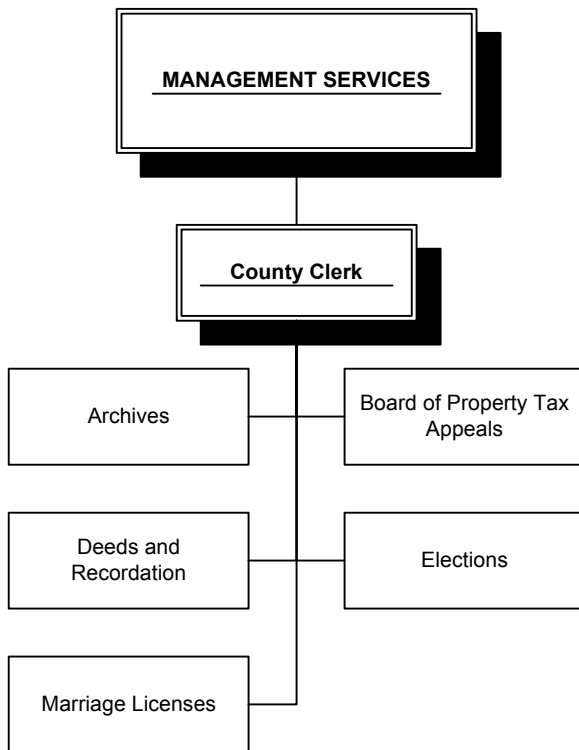
DIVISION PERFORMANCE MEASURES						
Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Actual	2006-07 Target	2006-07 Perf. Index	2007-08 Target
% of assigned preventative maintenance work orders completed within 2 weeks	n/a	98%	90%	98%	Below target	98%
% of County employees parking at County parking lots*	n/a	60%	64%	60%	Above target	60%
# of properties in inventory at beginning/end of fiscal year	n/a	90 / 74	74 / 85	85 / 87	On target	87 / 67

*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.

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
Financial Services
Facilities Maintenance*
County Clerk ←

Management Services

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Taxes and Assessments	90,955	94,673	100,000	100,000	0	0.00%
Licenses and Permits	61,943	62,256	60,000	62,000	2,000	3.33%
Local Revenues	84,392	249,745	170,000	280,000	110,000	64.71%
Fees and Charges	2,411,548	2,563,540	1,927,000	2,024,000	97,000	5.03%
Administrative Charges	42,309	77,602	83,600	56,055	(27,545)	-32.95%
Interest Earnings	8,405	7,029	9,000	9,000	0	0.00%
Total Revenue	2,699,552	3,054,845	2,349,600	2,531,055	181,455	7.72%
Resource Carryover	304,822	319,155	141,685	141,685	0	0.00%
Fund Transfers In	59,990	64,569	66,528	67,111	583	0.88%
TOTAL RESOURCES	3,064,364	3,438,567	2,557,813	2,739,851	182,038	7.12%
EXPENDITURES:						
Personnel Services	1,087,179	999,873	1,246,718	1,277,934	31,216	2.50%
Materials and Services	868,457	840,130	1,051,446	1,187,626	136,180	12.95%
Capital Expenses	0	169,040	10,000	0	(10,000)	-100.00%
Fiscal Transactions	59,990	64,569	66,528	67,111	583	0.88%
Total Resrvs & Conting.	0	0	96,768	102,567	5,799	5.99%
TOTAL EXPENDITURES	2,015,627	2,073,612	2,471,460	2,635,238	163,778	6.63%
Total FTE	14.00	14.00	14.00	14.00	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	1,930,600	1,794,441	2,220,775	2,384,553	163,778	7.37%
County Clerks Fund	85,026	279,171	250,685	250,685	0	0.00%
Funds Total	2,015,626	2,073,612	2,471,460	2,635,238	163,778	6.63%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Archives	34,611	44,004	43,895	43,173	(722)	-1.64%
Board Of Property Tax Appeals	61,592	55,728	70,914	65,595	(5,319)	-7.50%
County Clerk	85,026	261,184	250,685	250,685	0	0.00%
Elections	1,307,056	1,104,337	1,524,446	1,629,620	105,174	6.90%
Marriage Licenses	20,957	15,319	21,447	28,039	6,592	30.74%
Records	506,384	593,040	560,073	618,126	58,053	10.37%
Total Expenditures	2,015,627	2,073,612	2,471,460	2,635,238	163,778	6.63%

Management Services

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.

Archives Program:

Responsible for operations of the County Record and Archive Center.

Division Objectives for FY 07-08

- Meet federal Help America Vote Act (HAVA) requirement to provide access and privacy for voters with disabilities by implementing a yet to be determined, state selected, voting system.
- Continue to maintain accuracy and high quality customer service throughout the division.
- Continue to timely and efficiently process voter registration cards and record documents in the real property records.
- Reduce the number of telephone calls handled by staff by expanding division website.
- Hire and train a large pool of Elections extra help staff in preparation for the 2008 presidential elections.
- Improve customer access to records by continuing digital conversion of historical microfilm and documents.

Changes, Challenges & Opportunities

- Meet the federal Help America Vote Act (HAVA) requirement to provide appropriate and secure voting accommodations to disabled voters for federal elections.
- Overcome public misconceptions about ballot counting as a result of nationwide problems unrelated to vote-by-mail elections.
- Meet challenge of preparing for inconsistent flow of ballot returns from election to election.
- Meeting the 24x7 staffing demands of major elections.

Key Accomplishments

- Partnered with key resources from Lane County's disabled community and the State to pilot, test and implement independent voting systems for the disabled.
- Added 24 hour Elections ballot drop boxes in Junction City, Veneta and in the River Road area.
- Provided telephone voting and HTML ballots to Lane County's disabled community for the 2006 federal elections.

Management Services

- Effective utilization of division staff throughout division programs to support the high demands of major elections.
- Maintained a standard of same day document indexing, with verification within 24 hours of a document being recorded, ensuring accurate and timely document retrieval and distribution to the Regional Land Information Database (RLID).

Performance Management

The County Clerk Division developed performance measures for each of its programs. All measures have been used in the development of the proposed budget.

- *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 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.* This is an efficiency measure. 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.

DIVISION PERFORMANCE MEASURES						
Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Actual	2006-07 Target	2006-07 Perf. Index	2007-08 Target
% of documents recorded error free	n/a	98.87%	98.74%	99%	On target	99%
# of appeals processed	1,308	1,312	930	n/a	n/a	n/a
% of marriages indexed in 1 day	88%	92%	87%	90%	On target	90%
# of archive boxes retained > 6mos past purge date	154	170	53	50	On target	100
% of registrations – new & updated voters – completed without data entry error	n/a	92% (data only avail. for 02/06-06/06)	94.7%	95%	On target	95%

Management Services

DEPARTMENT REVENUE SUMMARY						
Revenue Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Other Assessment	90,955	94,673	100,000	100,000	0	0.00%
TAXES AND ASSESSMENTS	90,955	94,673	100,000	100,000	0	0.00%
Marriage	61,943	62,256	60,000	62,000	2,000	3.33%
LICENSES AND PERMITS	61,943	62,256	60,000	62,000	2,000	3.33%
Foreclosure Penalty	1,148	2,175	2,000	2,000	0	0.00%
FINES, FORF, AND PENALTIES	1,148	2,175	2,000	2,000	0	0.00%
Land Sales	215,468	95,368	180,000	180,000	0	0.00%
Miscellaneous Sales	28	3,512	0	0	0	0.00%
Rental	0	0	107,000	630,000	523,000	488.79%
Real Property	2	2	0	0	0	0.00%
Parking	391,150	383,380	360,000	360,000	0	0.00%
Rent - Other Properties	162,360	166,701	165,000	165,000	0	0.00%
PROPERTY AND RENTALS	769,009	648,963	812,000	1,335,000	523,000	64.41%
Health & Human Services	0	0	0	75,612	75,612	100.00%
Misc - Federal Revenue	0	56,907	0	0	0	0.00%
Reimbursements	0	47,368	0	0	0	0.00%
FEDERAL REVENUES		104,274	0	75,612	75,612	100.00%
Dept Of State Police	92,500	0	0	0	0	0.00%
Miscellaneous State	10,219	0	0	0	0	0.00%
STATE GRANT REVENUES	102,719	0	0	0	0	0.00%
State Reimbursements	0	100,000	0	0	0	
OTHER STATE REVENUES	0	100,000	0	0	0	0.00%
Special Elections	84,392	249,745	170,000	280,000	110,000	64.71%
LOCAL REVENUES	84,392	249,745	170,000	280,000	110,000	64.71%
Waste System Inspections	500	821	0	0	0	0.00%
Elections Fees	10,225	6,046	10,000	7,000	(3,000)	-30.00%
Recording Fees	2,271,295	2,421,830	1,800,000	1,900,000	100,000	5.56%
Marriage Ceremonies	10,260	10,960	12,000	12,000	0	0.00%
State Processing Fee	46,749	48,815	45,000	40,000	(5,000)	-11.11%
Maintenance Reimbursement	0	80,000	0	0	0	0.00%
Miscellaneous						
Fees/Reimbursement	10,551	66	0	0	0	0.00%
Miscellaneous Svc Charges	73,194	76,077	60,000	65,000	5,000	8.33%
Refunds & Reimbursements	(721)	10	0	0	0	0.00%
Cash Over & Under	(44)	2	0	0	0	0.00%
Mailroom Services	201,724	224,153	250,000	250,000	0	0.00%

Management Services

DEPARTMENT REVENUE SUMMARY						
Revenue Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Copier Services	203,777	210,403	250,000	200,000	(50,000)	-20.00%
Ready Stores	300,759	338,553	325,000	325,000	0	0.00%
FEES AND CHARGES	3,128,271	3,417,737	2,752,000	2,799,000	47,000	1.71%
County Administrative Charges	4,190,125	4,584,608	4,966,610	5,136,283	169,673	3.42%
ADMINISTRATIVE CHARGES	4,190,125	4,584,608	4,966,610	5,136,283	169,673	3.42%
Investment Earnings	304,043	386,346	327,500	341,000	13,500	4.12%
INTEREST EARNINGS	304,043	386,346	327,500	341,000	13,500	4.12%
Fund Balance	4,898,886	3,432,004	3,948,459	2,141,016	(1,807,443)	-45.78%
Transfer Fr General Fund	665,429	1,193,278	1,537,316	1,517,000	(20,316)	-1.32%
Transfer Fr Sp Rev Funds	59,990	64,569	66,528	67,111	583	0.88%
Transfer Fr Int Svc Fnds	41	0	0	0	0	0.00%
Intrafund Transfer	0	322,345	391,848	175,000	(216,848)	-55.34%
FISCAL TRANSACTIONS	5,624,346	5,012,196	12,270,755	3,900,127	(8,370,628)	-68.22%
TOTAL RESOURCES	14,356,951	14,662,972	21,460,865	14,031,022	(7,429,843)	-34.62%

Management Services

DEPARTMENT EXPENSE SUMMARY						
Expenditure Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Permanent Operating Salaries	2,037,704	2,241,599	2,323,962	2,368,992	45,030	1.94%
Extra Help	227,375	89,581	231,800	231,804	4	0.00%
Unclassified Temporary	8,328	63	0	0	0	0.00%
Overtime	51,930	8,038	42,384	40,884	(1,500)	-3.54%
Reduction Unfunded Vac Liab	30,371	36,220	64,301	64,889	588	0.91%
Compensatory Time	5,128	12,743	5,508	1,296	(4,212)	-76.47%
Employee Benefits	1,186,056	1,432,580	1,746,708	0	(1,746,708)	-100.00%
Risk Management Benefits	10,984	14,170	26,725	37,293	10,568	39.54%
Social Security Expense	0	0	0	160,915	160,915	100.00%
Medicare Insurance Expense	0	0	0	39,257	39,257	100.00%
Unemployment Insurance (State)	0	0	0	25,000	25,000	100.00%
Workers Comp	0	0	0	13,532	13,532	100.00%
Disability Insurance - Long-term	0	0	0	26,608	26,608	100.00%
PERS - OPSRP Employer rate	0	0	0	294,405	294,405	100.00%
PERS Bond	0	0	0	147,487	147,487	100.00%
PERS - 6% Pickup	0	0	0	147,947	147,947	100.00%
Health Insurance	0	0	0	718,368	718,368	100.00%
Dental Insurance	0	0	0	66,000	66,000	100.00%
Vision Insurance	0	0	0	14,112	14,112	100.00%
EE Assistance Pgm - IBH	0	0	0	4,032	4,032	100.00%
Life Insurance	0	0	0	10,752	10,752	100.00%
Flexible Spending	0	0	0	672	672	100.00%
Disability Insurance - Short Term	0	0	0	1,344	1,344	100.00%
Deferred Comp Employer Contribution	0	0	0	7,991	7,991	100.00%
Retiree Medical	0	0	0	117,998	117,998	100.00%
PERSONNEL SERVICES	3,557,876	3,834,994	4,441,388	4,541,578	100,190	2.26%
Professional & Consulting	582,046	468,096	892,271	748,467	(143,804)	-16.12%
Data Processing Services	0	0	0	512,360	512,360	100.00%
Public Safety Services	0	0	0	0	0	0.00%
Banking & Armored Car Svc	77,614	80,446	90,000	120,000	30,000	33.33%
Construction Services	0	0	1,500	1,500	0	0.00%
Training Services	0	100	0	0	0	0.00%
Intergovernmental Agreements	73,108	83,923	87,000	86,000	(1,000)	-1.15%
Agency Payments	13,986	12,484	74,000	14,000	(60,000)	-81.08%
Motor Fuel & Lubricants	235	302	1,200	1,200	0	0.00%
Machinery & Equipment Parts	26,867	20,254	16,000	29,000	13,000	81.25%
Refuse & Garbage	25,659	25,133	27,749	30,416	2,667	9.61%
Spec Handling & Haz Waste Disp	8,953	1,623	20,667	20,167	(500)	-2.42%
Light, Power & Water	394,943	399,783	444,961	501,861	56,900	12.79%
Telephone Services	36,755	38,268	37,407	45,257	7,850	20.99%
Purchased Insurance	7,887	7,596	17,765	11,804	(5,961)	-33.55%
Maintenance of Equipment	67,399	74,024	58,531	60,370	1,839	3.14%

Management Services

DEPARTMENT EXPENSE SUMMARY						
Expenditure Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Maintenance of Structures	87,871	153,298	195,486	169,984	(25,502)	-13.05%
Maintenance of Grounds	25,083	22,649	20,375	32,175	11,800	57.91%
Maintenance Agreements	228,482	205,655	201,178	149,678	(51,500)	-25.60%
Operating Licenses & Permits	15,767	14,393	27,500	23,500	(4,000)	-14.55%
External Equipment Rental	2,851	27,664	5,935	165,090	159,155	2681.63%
Real Estate & Space Rentals	1,903	1,989	2,500	3,885	1,385	55.40%
Fleet Services Rentals	17,053	18,519	6,810	16,824	10,014	147.05%
Copier Charges	10,996	9,014	11,875	11,875	0	0.00%
Mail Room Charges	14,693	12,122	15,495	14,795	(700)	-4.52%
Direct/Information Services	401,707	352,987	427,481	413,656	(13,825)	-3.23%
County Overhead Charges	504,942	607,747	587,871	735,254	147,383	25.07%
PC Replacement Services	35,742	26,550	27,828	39,880	12,052	43.31%
Office Supplies & Expense	197,294	24,423	28,375	34,972	6,597	23.25%
Educational Materials	0	1,408	0	0	0	0.00%
Membrshp/Professional Licenses	4,462	4,541	4,700	5,300	600	12.77%
Printing & Binding	129,688	87,405	206,175	205,550	(625)	-0.30%
Advertising & Publicity	22,424	11,615	16,900	17,600	700	4.14%
Photo/Video Supplies & Svcs	20	722	0	0	0	0.00%
Postage	228,797	264,520	350,425	350,425	0	0.00%
Radio/Communic Supplies & Svcs	0	0	50	50	0	0.00%
DP Supplies And Access	33,946	2,368	1,800	1,800	0	0.00%
DP Equipment	16,467	3,617	1,500	0	(1,500)	-100.00%
Furniture, Equipment & Tools	12,410	580,045	59,000	43,000	(16,000)	-27.12%
Library - Serials & Confs	1,401	786	850	850	0	0.00%
Miscellaneous Supplies	73	11	100	100	0	0.00%
Special Supplies	135,566	118,339	215,100	215,100	0	0.00%
Clothing & Personal Supplies	288	337	500	500	0	0.00%
Safety Supplies	6,994	9,150	3,400	3,400	0	0.00%
Janitorial Supplies	33,832	35,991	27,000	35,688	8,688	32.18%
Building Materials Supplies	2,883	955	4,300	2,800	(1,500)	-34.88%
Electrical Supplies	35,673	19,503	10,600	17,279	6,679	63.01%
Stores Inventory	307,952	372,853	345,000	335,000	(10,000)	-2.90%
Business Expense & Travel	8,337	12,449	10,350	9,850	(500)	-4.83%
Committee Stipends & Expense	10,203	12,274	15,000	15,000	0	0.00%
Awards & Recognition	690	690	690	690	0	0.00%
Outside Education & Travel	10,030	9,045	21,026	20,191	(835)	-3.97%
County Training Classes	1,867	1,593	3,255	3,255	0	0.00%
Training Services & Materials		520	1,350	1,350	0	0.00%
Miscellaneous Payments	(885)	319	515	500	(15)	-2.91%
Mortgage Reserves	0	0	780,500	300,000	(480,500)	-61.56%
Reimbursable Expenses	162,649	46	0	0	0	0.00%
MATERIALS & SERVICES	4,025,599	4,240,141	5,407,846	5,579,248	171,402	3.17%
Reproducing & Duplicating	0	0	100,000	0	(100,000)	-100.00%
Office Furniture	0	0	10,000	0	(10,000)	-100.00%

Management Services

DEPARTMENT EXPENSE SUMMARY						
Expenditure Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Office Machines	0	17,203	0	0	0	0.00%
Data Processing Equipment	0	0	292,881	0	(292,881)	-100.00%
Mortgage Capital Outlay	0	0	5,513,127	0	(5,513,127)	-100.00%
CAPITAL OUTLAY	0	17,203	5,916,008	0	(5,916,008)	-100.00%
Professional Services	537	0	0	0	0	0.00%
Acquisition & Construction	0	0	2,386,873	0	(2,386,873)	-100.00%
Testing & Inspection	3,453	0	0	0	0	0.00%
Improvements	2,435,172	1,148,472	601,985	1,270,104	668,119	110.99%
General Construction	7,060	0	0	0	0	0.00%
CAPITAL PROJECTS	2,446,223	1,148,472	2,988,858	1,270,104	(1,718,754)	-57.51%
Mortgage Issuance Costs	0	0	100,000	0	(100,000)	-100.00%
Mortgage Principal Pymt	0	0	25,000	100,000	75,000	300.00%
Mortgage Interest Pymt	0	0	100,000	520,000	420,000	420.00%
FISCAL TRANSACTIONS	0	0	225,000	620,000	395,000	175.56%
Fund Transfers					0	0.00%
Transfer To General Fund	153,521	64,569	66,528	67,111	583	0.88%
Transfer To Special Rev. Funds	37,522	0	0	0	0	0.00%
Transfer To Debt Service Funds	412,503	417,258	420,983	419,062	(1,921)	-0.46%
Transfer To Capital Proj. Funds	41	0	0	0	0	0.00%
Transfer To Enterprise Funds	1,999	0	0	0	0	0.00%
Transfer To Internal Svc Funds	568	0	0	0	0	0.00%
Intrafund Transfer	9	322,345	391,848	175,000	(216,848)	-55.34%
FUND TRANSFERS	606,163	804,172	879,359	661,173	(218,186)	-24.81%
Operational Contingency	0	0	1,800,156	1,989,844	189,688	10.54%
Operational Reserves	0	0	515,715	0	(515,715)	-100.00%
TOTAL RESERVES	0	0	2,315,871	1,989,844	(326,027)	-14.08%
TOTAL EXPENDITURES	10,635,860	10,044,981	22,174,330	14,661,947	(7,512,383)	-33.88%

Management Services

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