

DESCHUTES COUNTY, OREGON
FY 2022-23 ADOPTED BUDGET



DESCHUTES COUNTY

Adopted Budget

Fiscal Year 2022-2023

Budget Committee

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Anthony DeBone, Vice-Chair
Phil Chang, Commissioner

Bruce Barrett
Jim Fister
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Budget and Financial Planning

Nick Lelack, County Administrator
Erik Kropp, Deputy County Administrator
Whitney Hale, Deputy County Administrator
Wayne Lowry, Interim Chief Financial Officer
Dan Emerson, Budget Manager
Betsy Tucker, Senior Budget Analyst



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Budget Presentation
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**Deschutes County
Oregon**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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Budget Message

Nick Lelack, County Administrator

On behalf of the entire Deschutes County team, I am pleased to present to you the Adopted FY 2023 budget. This budget is the result of all of our departments and offices working together to advance the Board of Commissioners' goals and priorities.

Deschutes County continues to maintain a strong financial position. Regional growth continues to translate into a growing tax base and the need, in certain areas, to expand staff and programming to meet increased service demands for our growing and changing County. This growth is also resulting in a FY 2023 capital budget that will position us to meet current and future service demands.

The adopted budget for FY 2023, including County Service Districts, is \$675,836,055. This represents an increase of \$35,295,681 or 5.5% from the FY 2022 revised budget.

Major changes and funding for new initiatives include:

- The allocation and payment of \$38 million in American Rescue Plan Act funds for pandemic recovery and response.
- An increase of \$6.9 million in capital investments, including road construction and maintenance and Solid Waste improvements, including the Negus Transfer station project in Redmond.
- An increase of almost \$2 million in transient room tax revenues due to projected FY 2023 collections.
- Increases in payroll and related costs of \$11.5 million (A 7.5% increase from FY 2022).
- \$1,000,000 to establish a coordinated office to strengthen our regional response to homelessness. This new funding is allocated through HB 4123, which designated Deschutes County and local cities as one of eight pilots in the state.

The total operating budget, which best reflects the County's actual spending, as it excludes contingency, unappropriated balances and internal transactions is \$407.9 million. This represents an increase over the FY 2022 revised operating budget of \$24.8 million or 6.5%. FTEs included in this budget represents an increase of 24.55 or 2.06% from the FY 2022 revised budget due to the creation of new positions and conversion of limited duration positions to regular.

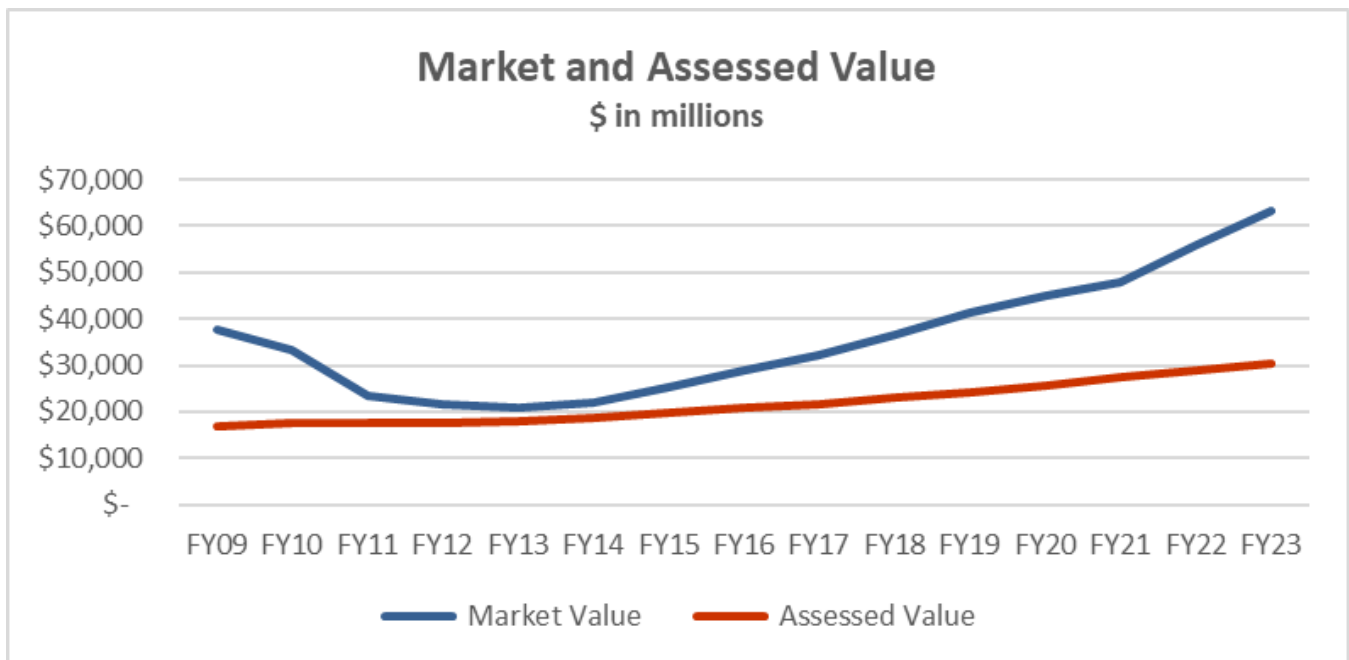
The County continues to experience challenges filling vacant positions. As of May 1, the County has 134 vacancies out of 1,211 approved positions. In order to help fill positions and retain our valued employees, the Board of County Commissioners recently granted a 2% pay adjustment to take effect July 1, 2022 for all staff.

The County continues to focus on implementing a five-year capital improvement plan. Upcoming major capital projects include the courthouse expansion, which is projected to begin in FY 2024 and has an estimated cost of \$40 million, an extensive remodel of two buildings on the North County Campus in Redmond for several departments and the completion of the Adult Parole and Probation expansion. Funding these projects will likely be an ongoing topic of conversation with the Board of County Commissioners and the Budget Committee.

Budget Highlights

Locally, housing and construction markets are growing at a record pace but are unable to keep up with demand, which is resulting in a significant increase in home prices and associated impacts. Tourism is at an all-time high. Permit levels in our Community Development Department are expected to continue at current robust levels.

Assessed values are projected to increase 5.55% in FY 2023. This assumption includes the statutory 3% increase in assessed value and the projected added value brought onto the property tax roll through new construction. Next year's forecast is consistent with FY 2020 and FY 2021 actual increases of 5.4%. This supports all property tax funded services, including those funded by the General Fund, the Sheriff's Office, Extension/4-H, and the 9-1-1 Service District. The following graph shows the history of both County market values (MV) and assessed values (AV) since FY 2009.



Capital spending of \$88.3 million, including County service districts, is included in the FY 2023 budget. The capital budget includes transportation system improvements, capital equipment additions and replacements for various departments, technology improvements and various other routine department level capital expenditures intended to support the delivery of services. Total capital spending for FY 2023 is \$6.9 million more than FY 2022. Major projects include \$28.3 million in transportation improvements and \$29.1 million in Solid Waste improvements including the Negus transfer station in Redmond.

This budget message includes summary information that is intended to provide an overview of the County's finances, service delivery and spending limitations. The program budget includes summary information and detailed budget information for all County departments and funds. There is a separate section for capital improvements and debt service payments, information on positions, and budget information for several County service districts. The adopted budget document is meant to clearly set forth our legal adopted budget and help our community better understand the financial structure and operations of their County.

REVENUE AND EXPENDITURE ISSUES AND PROJECTIONS

Property Taxes

The County has five authorized property tax levies that it uses to fund certain County Services. The County General Fund receives property tax revenues from its permanent property tax rate of \$1.2783/1,000 of assessed value. The budget committee voted to reduce this rate by \$0.03 for FY 2018 and another \$0.03 for FY 2019. There is no change in the rate adopted for FY 2023.

Property taxes are also levied by the Deschutes County Sheriff's Office to fund county law enforcement activities. Capacity exists in these levies as the maximum amounts approved by the voters has not yet been reached. The rates in the Sheriff's FY 2023 adopted budget for the County-wide Law Enforcement District tax rate remains unchanged at \$1.05. The Rural Law Enforcement District rate has been increased by \$0.09 to \$1.43.

Property taxes are also used to fund the Extension/4-H District and the 9-1-1 County Service District. There is no change to these two levies for FY 2023.

Property tax assumptions are provided by the elected county assessor. As referenced in the Budget Highlights section above, assessed values are projected to increase 5.55% in FY 2023 - this includes the statutory 3% increase in assessed value plus the projected value of new construction. Total property tax revenue included in the FY 2023 budget is \$90,267,000 and represents an increase of \$6,179,000 or 7.3%. Adopted rates and the revenue expected to be raised by each levy is shown in the table below:

| Levy | Maximum Rate* | FY 2022-23 Adopted Rate* | FY 2022-23 Estimated Collections |
|-----------------------------|---------------|--------------------------|----------------------------------|
| County Permanent Rate | \$ 1.2783 | \$ 1.2183 | \$ 35,533,168 |
| Sheriff Countywide District | \$ 1.2500 | \$ 1.0500 | \$ 30,282,049 |
| Sheriff Rural District | \$ 1.5500 | \$ 1.4300 | \$ 13,400,541 |
| 9-1-1 District | \$ 0.4250 | \$ 0.3618 | \$ 10,402,834 |
| 4H/Extension | \$ 0.0224 | \$ 0.0224 | \$ 648,684 |

* Per \$1,000 assessed value

American Rescue Plan

The American Rescue Plan Act (ARPA) was signed into law on March 11, 2021. The bill included \$65.1 billion of direct, flexible aid to every county in the United States to focus on recovery from the pandemic. Deschutes County will receive more than \$38 million in American Rescue Plan Act funds. The County received its first payment of \$19.2 million in May 2021 and expects the final payment in May 2022. ARPA funds must be spent by December 31, 2024. The County has been conducting an ongoing process to allocate ARPA funds among local non-profits, businesses, and public health services. Requests were solicited, evaluated and awarded using the federal requirements of the program. The Board of Commissioners has allocated ARPA funds to more than 50 applicants, making critical investments in housing, childcare, small business support, public health response and more.

Transient Lodging Taxes

The tourism industry in Deschutes County has grown significantly over the past several years as indicated by solid increases in the County's 8% Transient Lodging Tax revenue. Actual FY 2021 revenue collections

represented a significant unexpected increase in collections as local, in-state travel was one of the few options with limited restrictions available to people during the pandemic. Adopted revenues for FY 2023 are \$13.6 million which is an increase of nearly \$1.1 million or 8.4% from the revised FY 2022 budget.

Lingering impacts of the pandemic are expected to continue to influence an increase in short term lodging during FY 2023 although not at the pace we've witnessed in the last two years. Therefore, the assumptions for this revenue source have been conservatively budgeted based on prior year actuals.

State Revenues

State revenues include state grants, state shared revenues, and other miscellaneous state payments, and comprise a major portion of the funding for several County departments. State revenues in FY 2023 are budgeted at \$83,477,000, a \$3.7 million (4.7%) increase from the FY 2022 revised budget. The largest recipient of state revenues in the FY 2023 budget is the Health Services Department at \$38.8 million followed by the Road Department at \$19.5 million. The largest changes from the prior year include a \$1.3 million increase in funding to the 9-1-1 Service District in State Reimbursements and Telephone Tax, a \$1 million state grant to fund the County's Coordinated Office on Houselessness, and a projected \$2 million increase in motor vehicle revenue in the Road Department.

Enterprise Fund Revenues

Enterprise Fund revenues are primarily received in the Solid Waste Department and the Fair & Expo Center. These two departments essentially function as businesses, with the general expectation that user fees will be sufficient to cover operating expenses and contributions to reserves for future capital needs. No rate changes were made for the Solid Waste Department. Revenues for FY 2023 are projected to be 7.89% higher than the FY 2022 revised budget based on increased disposal utilization. The adopted budget includes transfers of \$5,299,665 to reserves for implementation of the County's Solid Waste Management Plan.

The Fair & Expo Center depends on revenue from a variety of events using its facilities to sustain its operations. FY 2020 was an incredibly challenging year with most regular revenue producing events, including the annual county fair, being cancelled due to the pandemic. However, given that the County Fair was successful in FY 2022, we are optimistic for FY 2023 and the continued return of activities to the Fair & Expo Center. Total revenues for FY 2023 are budgeted at \$3.5 million. This is an increase in resources of \$253,000 or 2.67% over FY 2022

Long-term forecasts of increasing event revenue over the next several years have eliminated the need for General Fund support of the Fair & Expo Center operations in FY 2022 and FY 2023.

Interest Earnings

Prior to the start of the pandemic, interest earnings for FY 2020 across all County funds was \$4.2 million. Earnings declined dramatically for FY 2021 to \$2.4 million due to the pandemic-related impacts and Fed actions to lower short term interest rates. Earnings for FY 2022 are projected to be \$1.5 million. Earnings for FY 2023 are estimated at \$1.5 million but may be higher due to the Federal Reserve's aggressive schedule of interest rate increases in response to rapidly increasing inflation. The County's investment returns are significantly linked to Federal Reserve monetary policy as it applies to short term interest rates.

General Fund Resources

The General Fund derives its revenues primarily from the County's permanent property tax rate, along with filing fees in the Clerk's Office, state revenues, marijuana taxes and other miscellaneous income. It is the primary source of support for the following departments and programs: Assessor's Office, Clerk's Office, Board of Property Tax Appeals, District Attorney, Finance/Tax, Veterans' Services and Property Management operations. Other departments receiving General Fund transfers for their operating budgets include Community Justice, Health Services, the Fair & Expo Center, the Justice Court, Dog Control, Victim's Assistance and the Board of County Commissioners.

Beginning net working capital in the General Fund is estimated to be \$12,975,718. The policy level for General Fund net working capital at the end of FY 2023 is \$11,474,637 which is the amount budgeted as contingency. The General Fund is scheduled to transfer \$4,983,197 to reserves to provide for future capital needs. General Fund non-property tax revenues are budgeted at \$7,420,520 for FY 2023 projections.

Expenditures

The County employs more than 1,200 people to carry out the services provided to residents. Personnel costs are a significant expense for the County as they account for about half of total County operating expenses. Labor related costs are expected to increase overall by \$11.5 million or 7.5% from the FY 2022 revised budget. Several factors contribute to this increase including the addition of 24.55 new positions and a cost-of-living increase of 3.5%, a wage adjustment mentioned earlier of 2% for all staff and related increases in associated payroll and retirement costs. Other wage changes include the normal step increases where eligible. There is no increase in health insurance rates projected for FY 2023 as the County will continue to subsidize the health insurance costs with reserve funding.

This adopted budget includes 1,217.06 FTE. This is a 24.55 FTE increase or 2.1% over the number of approved positions in the FY 2022 revised budget. The increase is due to the creation of new positions and conversion of limited duration FTE positions set to expire in FY 2022 to regular duration positions.

In late 2020, the PERS Board issued new rates for the 2021-23 biennium which went into effect July 1, 2021 for the County's FY 2023 budget. The new rates, which include the 2019 reforms and new side account credit, will provide a cost reduction to the County of approximately \$2.3 million compared to original post-reform FY 2023 projections.

The County's self-insured health plan for employees has performed well since its inception. Health care costs are closely related to the claims experience of plan members. Claims experience changes from year to year based on many factors. Given the less volatile history of claims over the past several years, the increase to rates charged to departments for filled positions is becoming more consistent from one year to the next. Despite cost saving measures related to the Deschutes Onsite Clinic (DOC), the onsite pharmacy, increased employee participation in personal health assessments, and the County's wellness program, FY 2023 health care costs are expected to increase by 11.9%. This reflects increasing claims costs beginning in January 2022 due primarily to pent up medical services needs during the pandemic, an increase in unanticipated high-cost claims, and the increased cost of medical care and pharmaceuticals. We believe we will need a budget adjustment in FY 2022 of \$3 million to cover the higher than anticipated claims costs. We also believe this experience will continue into early FY 2023 but level off soon thereafter. As the Health Benefits Fund currently has a higher reserve than necessary, changes in the fee structure are being made slowly to reduce the fund balance to an industry benchmarked level. For FY

2023, charges to departments for self-insured health benefits are budgeted \$1,535 per person per month which is the same rate charged since FY 2020.

County departments pay internal service fees (ISF) to cover general liability, workers' compensation, auto, unemployment and property insurance. Overall, for FY 2023 as compared to FY 2022, general liability charges are down 5.5%, workers' compensation charges are down .4%, property charges are 1% more, vehicle insurance rates remain unchanged, and unemployment rates remain the same.

The budget contains eight internal service funds that charge their services out to other funds. They include Board of County Commissioners, County Administration, Finance, Human Resources, Information Technology, Information Technology Reserve, Legal Counsel and Facilities. Continued from FY 2021 is a fund that facilitated the replacement of the Finance/HR software system. The project was complete in FY 2020 but the fund will continue allocating the full costs of the project through FY 2023.

Indirect service charges will increase for FY 2023 by \$1,655,000 or 12.4%. This larger than usual increase is due to a wage adjustment of 2% and changes that were made in how indirect charges were calculated in FY 2021 when a planned reduction in contingency budgets of 8.3% to 3% was implemented and a one-time use of excess fund balances was used to reduce FY 2021 rates. In addition, 2.0 FTE were added to internal service funds staffing.

Community Development Department

Permit volumes in Community Development (CDD) have decreased on average 2% to 15% across all categories when compared to FY 21 but continue to exceed volumes experienced during FY 20. Overall, building permit revenue through April 2022 was greater than through April 2021 by 11%, Environmental Soils permit revenues decreased 11% and Planning permit revenues increased by 8%. Revenues included in the FY 2023 budget are projected to increase an additional 0% to 3% and include a fee increase in the current planning division. To manage current permitting volumes and new hire staff training, CDD requested two new positions in its building safety and planning divisions.

Health Services Department

The Health Services Department is funded by a variety of sources, including state and federal funds, grants, fees and charges and transfers from the General Fund. The General Fund transfer for FY 2023 is \$6,608,245, which is an increase of \$699,077 from the FY 2022 investment.

Health Services staffing for the department includes an increase of 5.55 FTE in the adopted FY 2023 budget. To gain a better understanding of the department's funding, we added one budget committee meeting in the schedule prior to the regular budget committee process to discuss the upcoming policy decisions of the Health department.

After opening the Crisis Stabilization Center in Bend to better address the needs of citizens in crisis who have been referred to law enforcement, the Health Services Department received \$2.4 million in grant funding to support a 24-hour operation at the Center through FY 2022. The Department was recently awarded the same grant funding for FY 2023 and FY 2024. Costs to sustain 24/7 operations of the facility are included in the adopted budget and include a \$620,000 transfer from the Sheriff's Office.

Sheriff's Office

The Sheriff's Office is funded through two voter approved law enforcement districts that levy property taxes. The Countywide District, with a maximum tax rate of \$1.25, supports countywide Sheriff functions including the Jail. The Rural District, with a maximum tax rate of \$1.55, supports unincorporated county Sheriff's services such as patrol and investigations. The adopted budget includes one change in levy as the Rural District increased from \$1.34 to \$1.43 per \$1,000 of assessed value. Property tax revenues for the two districts combined for FY 2023 are estimated at \$43,682,590. Lodging taxes collected in the unincorporated area and transferred to the Sheriff to fund Sheriff's operations in the unincorporated area are expected to be \$3,651,787, the same amount included in the FY 2022 budget. The Sheriff requested the continuation of the additional \$500,000 in Transient Room taxes that was granted on a one-time basis in FY 2022, that amount was approved in the adopted budget. The Sheriff's Office also provides law enforcement services in the cities of Sisters and La Pine through intergovernmental agreements.

County Clerk

Clerk's Office revenues are generated primarily through the recording of documents. Clerk revenues improved over the past several years and were more than \$2.7 million in FY 2021. Projections for FY 2023 however, have declined to just \$2.2 million. This reduction is due to changes in the volume of recorded documents from real estate transactions. These reductions are due to more cash sales than in the past and the drop off of refinancing transactions due to rising interest rates. In the past, the Clerk's Office has produced more revenue than expense. As an example, it contributed a net \$1,286,000 in FY 2021. Due to reduced revenues and increased expenses, it appears that it will require net General Fund resources in FY 2023 of \$134,000. One position was added to the Elections Division in FY 2022.

District Attorney's Office

Based on the completion of a staffing and operational study conducted by the Prosecutors' Center for Excellence, the District Attorney requested 2 FTE in new DA staff and 1.3 FTE for Victims Assistance. All but the 1.0 FTE for Victims Assistance was approved and is included in the adopted budget.

9-1-1 County Service District

The 9-1-1 Service District continues to implement plans to enhance regional radio system coverage through programming changes and the addition of new radio sites. In FY 2023, the District anticipates that it will add 3 new radio sites in North and West Deschutes County. Radio system enhancements will bolster communication capabilities throughout Central Oregon and beyond giving general government and public safety reliable communications when responding to emergencies. Since the inception of the radio project, funds have been allocated in each budget cycle for future replacement and improvements to the system, which puts the District in a good position to implement these projects.

In FY 2023, the District will also continue its CAD software update, as staff works to refine performance of the system. The District will also invest an estimated \$1.2 million in a 9-1-1 back-up facility that provides business continuity for dispatching and call taking services across two geographic locations. The new facility is providing much needed space and console count expansion from the current location.

The 9-1-1 center is funded by a permanent property tax levy that was approved by voters in May 2016 with a maximum rate of \$0.425. The levy rate for FY 2023 remains unchanged from prior years at \$0.3618.

Road Department

In FY 2023, the Road Department plans to implement \$13.4 million of road construction projects and contribute more than \$14.8 million to ODOT partner projects in Terrebonne and Tumalo. County delivered projects will include construction of a roundabouts at the intersection of Deschutes Market Road/Hamehook Road, Powell Butte Highway/Butler Market Road and pavement overlay of portions of Alfalfa Market Road, Deschutes Market Road, and Northwest Way. Bridge replacement projects at Smith Rock Way and Gribbling Road have also been budgeted for FY 2023. Inflation and supply chain issues will continue to significantly impact the department's operations. The department's FY 2023 budget reflects a re-budgeting of equipment that was not able to be purchased in FY 2022 due to supply chain and other availability issues.

Solid Waste

In FY 2022, the Department of Solid Waste continued to make progress on the new solid waste management facility (Landfill) siting process as well as planning for transfer station improvements for the Negus Transfer Station in Redmond. Those efforts will continue in FY 2023, as the department continues the landfill siting process and begins construction on the \$21.2 million Negus transfer station project.

Contingency

Most non-property tax supported funds in the budget meet the County financial policy minimum of 8.3% of operating budget or one month's worth of expenditures, to be budgeted in contingency. The policy also requires that tax supported operations budget at least four months of tax revenues in contingency to provide a cash flow cushion until property taxes are collected in November. An adjustment to the policy was made in FY 2021 for the internal service funds, lowering the contingency requirement from 8.3% to 3% to reflect the fact that internal service budgets are effectively a component of other County direct service budgets where contingency is already budgeted. Contingency levels in three County operating funds fall short of the policy level including the County Fair fund, the Victims' Assistance fund and Solid Waste fund. The County's financial policy allows the Chief Financial Officer to consider other reserves and cash flow from other revenues in the fund when applying this policy. The Chief Financial Officer has determined that the contingency levels in these funds are sufficient to allow the waiver of the policy for FY 2023.

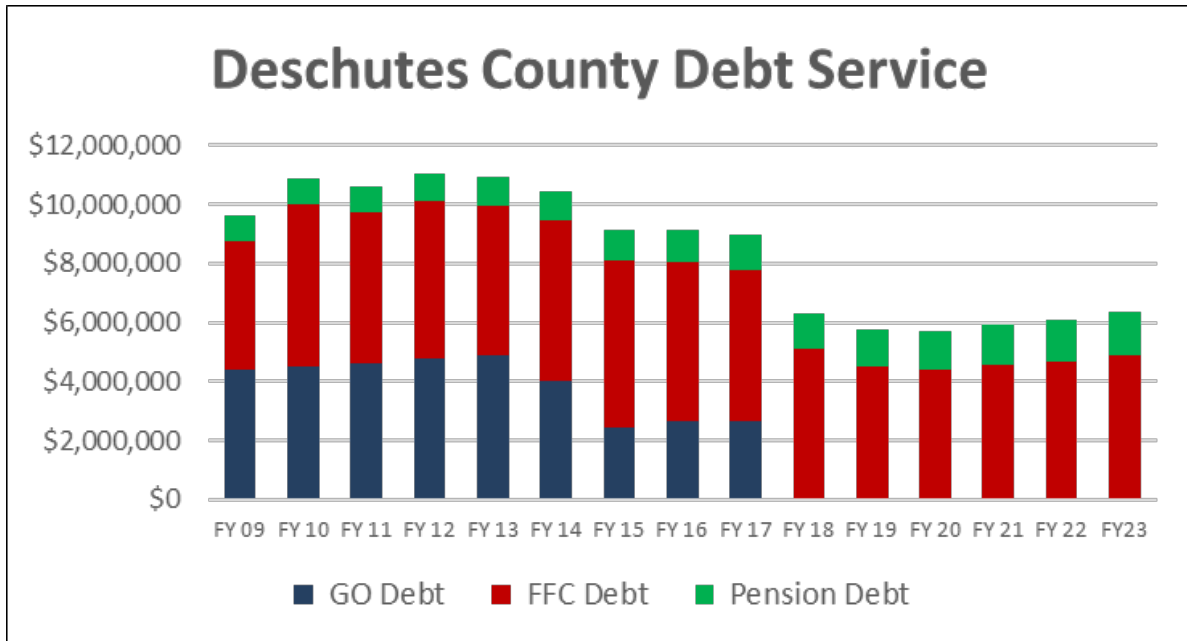
Debt Service

Expenditures to repay borrowed funds are budgeted at \$6,339,710 for FY 2023. This is 4.7% less than FY 2022. New debt was anticipated in the FY 2022 budget to fund the Negus Transfer Station improvements and are being included again in the FY 2023 budget as the project is now set to begin in FY 2023. The improvements are estimated to cost just over \$21 million. The courthouse expansion project is estimated to cost approximately \$40 million and construction is anticipated to begin in FY 2024. If approved, new debt would be issued in FY 2024.

Debt amounts have declined over previous years due to the completion of the debt service related to the Fair and Expo Center in FY17. In addition, two older bonds, series 2008 and 2009 were refinanced at substantially lower interest rates in FY19. Series 2010, which funded the construction of the Deschutes Recovery Center and carried interest coupons on the remaining bonds between 3% and 4%, was refunded using reserves in FY 2021 resulting in a future interest expense savings of \$165,000. The County completed the refinance of Series 2012 bonds in FY 2022 for a savings through 2032 of just over \$2.0 million.

All the County's remaining debt falls into the full faith and credit category and is payable from the County's current revenues. This type of County debt was used to fund the jail expansion, the Community Development building,

the 9-1-1 and Oregon State Police Center, the County Service Building and other facilities around the County. The following graph shows the history of the County’s major debt service categories since FY 2012.



In Conclusion

The adopted FY 2023 County budget is balanced and continues to support the delivery of quality services to our growing and changing community. There are many positive factors contributing to our economy, including long-term strength in the tourism and business environment, entrepreneurial spirit, strong construction activity, rising real estate values and manageable operating budget increases. Capital projects associated with federal dollars and prudent use of reserve funds represent a strong acknowledgement of the County’s intent to keep pace with continued growth in our region. With this budget, it is expected that the County will continue to sustain the provision of quality services. Further, it will provide the financial foundation to accomplish the Board of County Commissioners’ FY 2023 goals and objectives, as detailed in this document.

I would like to extend my appreciation to the employees in all County departments who carry out the services described in this budget document. In addition to the employees in each operating department that prepare the initial budget submittal, certain individuals play a large role in carrying the process forward to the Budget Committee, including Budget Manager Dan Emerson, and Senior Budget Analyst Betsy Tucker, interim CFO Wayne Lowry, Deputy County Administrator Erik Kropp, Deputy County Administrator Whitney Hale and Human Resources Director Kathleen Hinman. To them I extend my sincere thanks. Finally, I acknowledge and appreciate the thoughtful work of the Budget Committee in employing their extensive knowledge of Deschutes County, as well as their financial acumen, in their review and approval of the FY 2023 Budget Proposal.

Respectfully submitted,

Nick LeLack, County Administrator

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About this Budget Document

This budget document uses the widely recommended program budget format. The document provides expanded narrative descriptions of revenue and expenditure issues in the context of departmental goals, work plans and performance measures that tie into countywide goals and objectives developed by the Board of Commissioners. By budgeting this way, the County's budget document serves also as a strategic plan and a communication tool that the County uses to convey to the public easy-to-understand information about significant budgetary issues, trends and resource choices. A line-item budget, is also prepared and available for inspection by the Budget Committee and any other citizen.

While a line-item budget is an accounting document that provides an organization's numerical details, a program budget is a policy document and a long-range planning and communication document that, besides being a financial plan, provides summary information about the line-item detail. The program budget also gives the public a clear picture of exactly what it is buying with its money, and focuses Budget Committee and Board of Commissioner's attention on what the organization is trying to achieve with its budget decisions. A number of distinguishing characteristics of a program budget can be found in this document and are listed below:

- A coherent statement of financial policies.
- Non-financial countywide goals and objectives for FY 2023. Goals and objectives are reviewed, discussed and adopted by the Board of Commissioners at the annual retreat. As competing demands for resources are considered, they are matched against the adopted goals and objectives. Departments use the Board's adopted countywide goals and objectives to develop their own goals, objectives, action plans and performance measures.
- A capital improvements program. A capital improvement is defined as a project or purchase related to the acquisition, expansion or rehabilitation of the County's buildings, equipment, parks, streets and other public infrastructure. As a rule of thumb, these improvements will cost more than \$100,000. The program includes projects for which funding has been identified, as well as those for which funding is unknown or uncertain.
- A glossary of budget terms.
- An overview of all budgeted FTE positions.

In addition to the above items, each department budget contains the following elements:

- A description of department priorities as they related to the countywide goals and objectives.
- An organizational chart and summary of department functions.
- A description of current year successes.
- A description of significant issues and challenges forecast for the next fiscal year, as well as a description of the department's fiscal condition.
- A budget financial summary.
- Charts and graphs that provide a visual depiction of the department's budget.

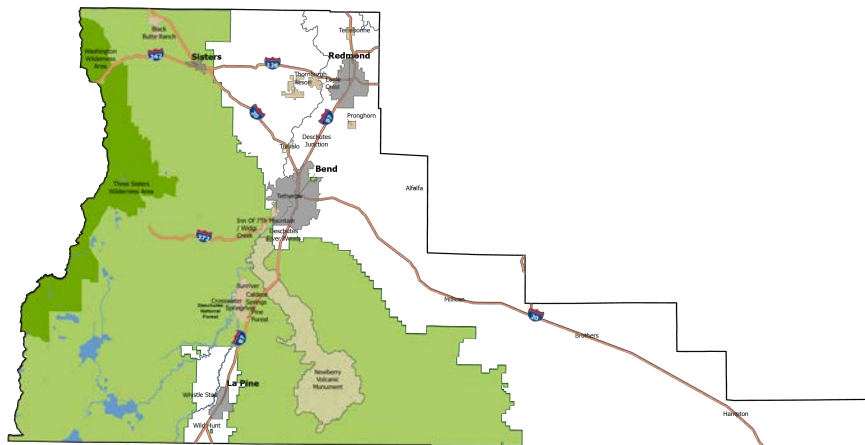
COUNTY PROFILE

French-Canadian fur trappers gave the name, “Riviere des Chutes” (River of the Falls), to one of Oregon’s most scenic rivers. It is from this river that the County of Deschutes takes its name. Located in the heart of Central Oregon, between the towering Cascade Mountain Range to the west and the high desert plateau to the east, Deschutes County is the outdoor recreation capital of Oregon. The county encompasses 3,055 square miles of scenic beauty, mild climate, diverse recreational opportunities and a growing economy. From humble beginnings, Deschutes County now experiences the most rapid population growth of any county in Oregon. It has developed into a bustling, exciting destination where progress, growth and unique beauty intertwine.

County Formation

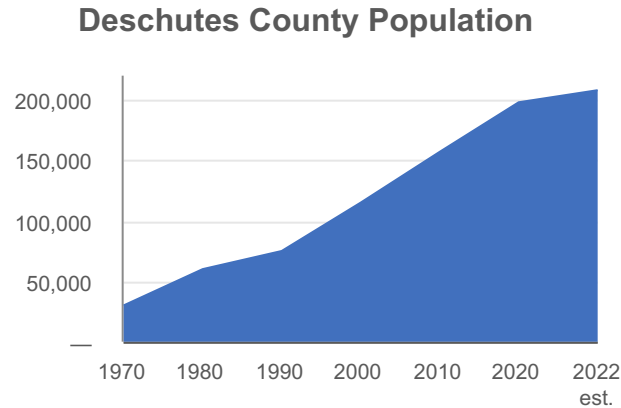
The Oregon Territory was established in 1846 and included the current states of Washington, Oregon, Idaho and parts of Montana and Wyoming. This territory was eventually split up when Oregon obtained its statehood on February 14, 1859. At that time, the area that is now Deschutes County was part of Wasco County. In 1882, Central Oregon seceded from Wasco County forming Crook County with Prineville as the county seat. In 1914, the northwest portion of Crook County separated to form Jefferson County. During this time, a movement was underway to move the county seat from Prineville to Bend. Although a vote to move the county seat narrowly failed, support for the establishment of a new county with Bend as the county seat eventually prevailed. It was not until December 13, 1916 that Deschutes County became a county in its own right. Created from the western portion of Crook County, Deschutes County was the last of Oregon’s current 36 counties to be established. The new county had its first meeting to organize county government in 1918 with the election of Judge William Barnes, Commissioners A.L. Mackintosh and Lew Smith, District Attorney Harvey DeArmond, Sheriff S.E. Roberts, Treasurer Clyde McKay, Coroner Elmer Niswonger, as well as a county clerk, assessor, surveyor, physician and superintendent of schools.

County Map



Population

When Deschutes County was formed in 1916, there were an estimated 5,000 residents. By 1920, the first U.S. Census held after its formation, the population had nearly doubled. Since that time population growth in Deschutes County has been swift. Over the last 20 years, Deschutes County's percentage of growth remains higher than any other Oregon county. This graph displays the population recorded by the U.S. Census Bureau between 1970 and 2020. The Population Research Center at Portland State University provided estimates for 2022.



DEMOGRAPHICS

Unless otherwise identified, all of the following demographic information about Deschutes County was drawn from the U.S. Census Bureau's 2016-2020 American Community Survey.

Race

Among Deschutes County's residents, 92% are white, 1% are Asian, 0.6% are American Indian, 0.6% are Black or African American, 2% are of another race, and the remaining 3.8% of two or more races. Hispanic or Latino of any race, represent 8.6% of the population.

Age

The median age of Deschutes County residents is 42.4 years old, which is slightly older than the U.S. median age of 38.2 years old. The County median age includes 19.9% of residents who are 65 years old or older and 20.0% under the age of 18.

Residence

Among current Deschutes County residents, 53.4% were born outside of Oregon, including 4.3% who were born outside the United States. It's estimated that 9,100 people moved to Central Oregon from a different state in 2020, while approximately 5,500 residents moved to the area from a different part of Oregon.

Education

High school graduates represent 93.8% of the population over the age of 25 years old. Those with a Bachelor’s degree or higher represent 37.2% of the County’s population.

Deschutes County consists of three school districts. The largest is the Bend-La Pine School District, the 5th largest school district in Oregon, with over 18,500 students. The second largest district is the Redmond School District with over 7,000 students. In addition to the City of Redmond, this district serves Alfalfa, Eagle Crest, Crooked River Ranch, Terrebonne and Tumalo. The third district is the Sisters School District serving over 1,100 students. There are also a number of private schools in the County.

Deschutes County is also home to the Central Oregon Community College (COCC). The main campus is located in Bend with satellite campuses in Redmond, Madras, and Prineville. There were 11,000 students enrolled at COCC in the 2020-21 school year. Among those enrolled, approximately 6,600 were taking classes for credit, and 5,500 were taking non-credit classes.

OSU-Cascades, formerly on a campus shared with COCC, opened its new Bend branch campus in 2016. It is the only baccalaureate and graduate degree granting institution based in Central Oregon. It compliments COCC course work, offering upper-division and graduate courses and currently offers 19 academic majors. Enrollment for Fall 2020 was 1,300 students, with plans to serve 3,000 to 5,000 students in the future.

Income and Employment

Historically, Deschutes County was dominated by wood product manufacturing. However, the local economy has undergone significant changes in the last two decades. Now dominated by retail trade, health care and tourism, Deschutes County attracts visitors and consumers from neighboring counties and around the state. Beginning in 2007, the economy slowed down significantly led by a stalled housing market. According to the State of Oregon Employment Department and the U.S. Department of Labor, Bureau of Labor Statistics, the unemployment rate in Deschutes County in January 2022 was 4.7%, higher than both the state unemployment rate (4.2%) and the national rate (4.0%) during the same period. The median household income in Deschutes County, based on data published by the 2016-2020 American Community Survey from the US Census Bureau, was \$65,667.

LARGEST EMPLOYERS IN DESCHUTES COUNTY (2022)

| Employer | # Employees | % Total Employment | Type of Business |
|-------------------------------------|-------------|--------------------|----------------------------|
| 1. St. Charles Medical Center | 4,097 | 32.49 % | Health Care |
| 2. Bend-La Pine School District | 2,160 | 17.13 % | Education |
| 3. Deschutes County | 1,043 | 8.27 % | Government |
| 4. Sunriver Resort | 1,000 | 7.93 % | Accommodation |
| 5. Redmond School District | 987 | 7.83 % | Education |
| 6. Mt. Bachelor | 894 | 7.09 % | Accommodation & Recreation |
| 7. City of Bend | 702 | 5.57 % | Government |
| 8. Central Oregon Community College | 678 | 5.38 % | Education |
| 9. Summit Medical Group | 607 | 4.81 % | Health Care |
| 10. OSU Cascades | 442 | 3.51 % | Education |

County Health

The Robert Wood Johnson Foundation, in collaboration with the University of Wisconsin Population Health Institute, developed the County Health Rankings in 2009 which utilizes health-related data from various sources. State-specific reports were created and counties within the state were ranked based on multiple factors, and data measures.

Since 2009 almost every county in the United States is ranked annually within their state in two general areas: health factors and health outcomes. These rankings are based on a model of population health that emphasizes the many factors that contribute to the health of a community. They are standardized and combined using scientifically-informed weights. In 2022, Deschutes County received an overall ranking of 5th out of 35 Oregon counties.

- Health Factors include health behaviors, clinical care, social and economic factors, and the physical environment. Deschutes County was ranked 4th out of 35 counties in Oregon.
- Health Outcomes measures the length and quality of life. Deschutes County was ranked 5th in the state in this category.

HISTORY

People have inhabited what is now Deschutes County for approximately 11,500 years. Native American people regularly passed through the region following the Klamath Trail along the Deschutes River from southern Oregon north to the Columbia River. They would collect seasonal foods, hunt wild game and fish for salmon in the area's rivers. The area was primarily inhabited by three native tribes when British and French fur trappers arrived in the early to mid-1800's. In the North, Wasco bands fishing the Columbia River would travel south to trade with other native tribes. The Walla-Wallas (later Warm Springs bands), living on the Columbia River tributaries, would travel between summer and winter camps. They relied on fish, as well as game, roots and berries for food and traded regularly with the Wascos. The Paiute bands from the southeast, having little contact with the other tribes, migrated great distances following game across the high plains of Oregon, Utah, Idaho and Nevada. The Treaty of 1855 established the Warm Springs Reservation just north of Deschutes County for the Wascos and Walla-Wallas. The Paiutes joined the reservation in 1879.

A party from the American Fur Trading Company is believed to be the first non-native travelers to pass through Deschutes County in 1813. Peter Skene Ogden, a fur trader with the Hudson's Bay Company, was the first European visitor to spend time in Deschutes County in 1825 while undertaking a trapping expedition. Throughout the late 1820's and 1830's, small groups of fur traders began passing through the County.

In the 1840s, large groups of settlers began traveling west along the Oregon Trail headed to new farming communities developing on the west side of the Cascade Mountains. The typical route followed a path several hundred miles north of Deschutes County along the Columbia River. In 1845, however, Stephen Meek led a large party west from Fort Boise in search of a shorter route that brought them to Deschutes County. Unfortunately, no viable shortcut was discovered and Meek's party paid a heavy physical toll, with several members of the party losing their lives.

While the Deschutes River offered a path for traveling north and south during this time, the nearest east-west travel route was the Barlow Road located several hundred miles north in The Dalles. This changed in 1853 with the establishment of the Willamette Pass, located just across the southern border of Deschutes County. This route

crossed the Cascade Mountains connecting the area to Eugene. Eventually two routes were established in Deschutes County - the Scott Trail over the McKenzie Pass in 1862 and the Santiam Wagon Road in 1866.

First Permanent Settlers

The establishment of travel routes across the Cascade Mountains brought four cattlemen in 1859, Deschutes County's first semi-permanent settlers. John Craig, Robert Millican, Felix Scott Jr. and Marion Scott brought 900 head of cattle eastward through the mountains in the spring to graze their stock in Central Oregon. They would pass back across the mountains before the advent of winter. Soon other cattle ranchers began grazing their herds in Deschutes County. Later, sheep herders began summering in the higher elevations of the Cascades bringing their flocks down to lower elevations when the weather got too cold. The appearance of both cattle ranchers and sheep herders in the area touched off what became known as "range wars" in Deschutes County. These conflicts were common in communities across the western United States during this time. Cattle ranchers blamed sheep herders for overgrazing and sheep herders blamed cattle ranchers for excluding them from public lands and monopolizing limited water sources.

Other than cattle ranchers and sheep herders, Central Oregon did not attract many settlers in the 19th Century. This could be attributed to limited access to and from other communities, an absence of railroad service and non-irrigated lands ill equipped for agriculture. The Carey Act of 1894 and the Newlands Reclamation Act of 1902 provided federal support to irrigate large tracts of public land and distribute them to new settlers. This legislation initiated large irrigation ventures and led to a significant number of new settlers arriving in Central Oregon.

Railroads

James J. Hill, of the Great Northern and North Pacific railroads, bought the Oregon Trunk Railway for a planned route up the Deschutes River. E.H. Harriman, who controlled the Union Pacific Railway and the Southern Pacific Railway, seeking a similar route, incorporated the Des Chutes Railway. In 1909, the Oregon Trunk and Des Chutes Railroads began building parallel railroads on opposite sides of the Deschutes River in a race to provide rail service to Deschutes County. Dynamiting, sabotage, and brawls punctuated the "Deschutes Canyon War" as both tried to be the first railroad to reach the growing communities in Deschutes County. Eventually, an agreement was worked out in May 1910 to provide for joint operation of the rails. Passenger rail service reached Redmond on September 21, 1911 and Bend three months later. Railroad was soon followed by the construction of several major highways along the earlier established east-west trails, further connecting Deschutes County to the rest of the state.

Timber Industry

The ponderosa pine forests of Deschutes County attracted the attention of pine lumber producers who began acquiring timber lands as early as 1895. With the establishment of the Deschutes National Forest in 1908, the abundance of timber in Central Oregon was no longer a secret. Soon after railroad service became available, lumber companies built mills to process the harvesting of the region's pine forests. Within a decade nearly every community in the County had railroad service and a lumber mill. During this time, Bend emerged as one of the nation's great pine production centers. Shevlin-Hixon and Brooks-Scanlon, two prominent lumber companies at the time, both built large mills in Bend in 1915. Less than a year later, the two mills were producing 750,000 board feet of lumber per day and employing thousands of people. Lumber mills served as the primary economic driver in Deschutes County for the next several decades peaking during World War II when 700 million board feet was being produced each year in the county. After the war, however, the industry started to decline. In 1950, Shevlin-Hixon was purchased by Brooks-Scanlon and mills began closing. Brooks-Scanlon was eventually acquired and

their mill in Bend ceased operation in 1994. By the end of the 20th century, no operating mills remained in Deschutes County.

Outdoor Recreation

In 1928, four Scandinavian mill workers, Chris Kostol, Emil Nordeen, Nels Skjersaa and Nils Wulfberg, formed the Bend Skyliners mountaineering club. This club is credited with introducing winter sports to Deschutes County by sponsoring races, conducting mountain rescues and promoting competitive skiing. Bill Healy, after developing a great interest in winter sports as a member of the 10th Mountain Division during World War II, moved to Bend after the war and joined the Skyliners. In 1957, Healy, with other investors, developed a ski area on Bachelor Butte. The peak would be renamed Mount Bachelor and become a popular winter sports attraction and a prominent destination in Deschutes County.

As more travelers visited Deschutes County during the 1950's, attention was drawn to the blue skies, snow-capped mountains, green parks, and scenic waterways the area had to offer. Vacationers came to enjoy outdoor recreational activities including fishing, hunting, mountaineering, and summer camping. Leisure, tourism and outdoor recreational pursuits began taking root supplanting the declining timber industry as the County's new economic driver and remain so today.

A Metropolitan Economy

Deschutes County's rapid population growth, particularly in the early 2000s, dramatically transformed the economy of the region. Although tourism, construction, and wood product manufacturing continue to be important components of the local economy we have seen the emergence of more professional, specialized, and technical industry sectors over the past two decades. These new sectors include advanced manufacturing, bioscience/ pharmaceuticals, high tech, and professional services, such as engineering, design, marketing, advertising, and other consulting services. The growth in these sectors have largely been driven by small companies relocating to Central Oregon in order to pursue a healthier work/ life balance. These changes over the past twenty years have pushed Deschutes County to the 4th most diverse economy in Oregon of 36 counties, according to the Hachman Diversification index. The expansion of the professional sector has led to Bend and more broadly Deschutes County looking much more like a traditional metropolitan area. This transition is likely to continue into the future as the region continues to grow, the labor force thickens, and diverse businesses open or relocate to the region.

COMMUNITIES

Deschutes County contains residential communities offering a variety of urban and rural lifestyles. There are six specific community types located in the county: incorporated cities, unincorporated urban communities, rural communities, rural service centers, resort communities and destination resorts. The U.S. Census Bureau also recognized additional communities as census designated places.

Incorporated Cities

For a community to become an incorporated city, it requires the vote of 50% of residents. Once incorporated, a city is permitted to levy taxes on residents and is required to provide services such as electricity, sewer and water. There are four incorporated cities in Deschutes County.

Bend: Serving as the county seat, Bend is the largest city in Deschutes County and the seventh largest city in Oregon. The name was derived from "Farewell Bend," a designation used by early pioneers referring to the bend in the Deschutes River marking one of the few points where the river could be crossed. In 1860, John Young

Todd, Bend's first settler, built a bridge across the Deschutes River at Sherar's Falls and established the Farewell Bend Ranch. In 1877, Cort Allen and William Staats, would become the first permanent residents in what would eventually be the City of Bend. By the turn of the century, only 21 residents inhabited the area and raising livestock was the only industry. This changed with the arrival of Alexander Drake in 1900, who began purchasing land along the Deschutes River. He purchased vast tracks of timber land and set up a mill in 1901. Forming the Pilot Butte Development Company, Drake constructed a canal system to irrigate the land and deliver water to the residents. In 1904, the Pilot Butte Development Company platted the city, the Bend Post Office was established and the first phone lines were installed connected Bend to Prineville. At Drake's urging, 500 residents voted to create the City of Bend in 1905. With the arrival of the railroad in 1911, Bend became a booming timber town. Drake Park was created in 1920 by a city bond levy and Shevlin Park was donated by Shevlin-Hixon. A year later, the first streets of Bend were paved. Today, Bend is a popular tourist destination centrally located to many of Deschutes County's amenities. Bend, as the largest Oregon city east of the Cascade Mountains, also serves as a regional center for commercial, industrial and cultural activity.

La Pine: Although people have lived in La Pine for more than a century, it remained Oregon's last unincorporated town until December 7, 2006 when residents voted to incorporate. Platted in 1910, next to the small town of Rosland, La Pine would soon overtake the smaller community. The name was suggested by Alfred A. Aya referencing the abundance of pine trees in the area. This community formed as a stop for travelers following the Huntington Road, a common path of travel during the late 1800's alongside the Deschutes River. La Pine is located in southern Deschutes County near the Deschutes and Little Deschutes Rivers, as well as the Cascade Lakes. Nestled among tall pine forests, La Pine offers panoramic views of the Cascade Mountains and convenient access to many outdoor recreational opportunities. It is a growing community with a strong, rural character.

Redmond: Named for Frank and Josephine Redmond, this community is home of Roberts Field Regional Airport and the Deschutes County Fair. The Redmonds were homesteaders who fortuitously pitched a tent next to the main irrigation canal and adjacent to the projected path of the railroad in 1904. The next year, the town was platted and in 1906 water reached the emerging community. The city was incorporated in 1910 with a post office being established in 1915. In the early years, Redmond prospered as a market town serving farms and ranches in northern Deschutes County. The city gained statewide attention with the construction of the Redmond Hotel in 1928, billed as the finest hotel east of the Cascade Mountains. With the establishment of Camp Redmond in 1939, the largest Civilian Conservation Corps camp on the West Coast, the community experienced a small population spurt. Roberts Field, which was constructed in 1940, was leased by the U.S. Air Force for use as a training base for B-17 bombers and P-38's during World War II. After the war, the airport began offering commercial air service. Today, it provides the only commercial air service for the Central Oregon region. Redmond is strategically located at the heart of Central Oregon. Due to its central proximity to the county seats of Deschutes, Crook and Jefferson Counties (Bend, Prineville and Madras), Redmond often serves as a hub for regional activities and events.

Sisters: Incorporated in 1946, Sisters is located at the foot of the Cascade Mountains in northwestern Deschutes County. The community was originally established in 1865, just west of its current location, as Camp Polk, in response to reports of Indian attacks. The camp was soon abandoned when no Indian problems were discovered. In 1888, the post office at Camp Polk was moved to the present city site at the junction of the Santiam and McKenzie Passes. The name was changed in recognition of the three Cascade peaks on the city's western skyline, collectively known as the Three Sisters. Originally serving as an outpost and supply depot for wagon travel across the Cascade Mountains, Sisters honors its history by maintaining downtown storefronts designed in

a turn-of-the-century style. Today tens of thousands of visitors come to Sisters for the internationally recognized Sisters Outdoor Quilt Show. Sisters also hosts a Professional Rodeo Cowboys of America-sanctioned rodeo.

Urban Unincorporated Communities

This type of community must have at least 150 permanent residential dwellings, have three or more land uses and be served by community sewer and water systems. Deschutes County has one urban unincorporated community.

Sunriver: Located 15 miles south of Bend, Sunriver is one of Oregon's premier resort communities. It was constructed on the former grounds of Camp Abbot, a World War II training facility which was abandoned in 1944. In 1965, a master plan was developed and construction began two years later. Sunriver has many of the conveniences of a small city and encompasses approximately 3,375 acres. Although there are an estimated 1,733 permanent residents, Sunriver's population expands to more than 12,000 temporary and permanent residents during peak tourist season.

Rural Communities

These communities are comprised primarily of permanent residential dwellings. They also contain commercial, industrial and public land that serve the community and surrounding area. Deschutes County has two rural communities.

Terrebonne: This community, located about six miles north of Redmond, was platted in 1909. It was originally named Hillman after James Hill and E.H. Harriman, the two railroad magnates. Stimulated by the arrival of the railroad, many lots in the newly platted town were being sold, in some cases sight unseen. This activity soon led to fraudulent land sales tarnishing Hillman's reputation and eventually prompting the town to change its name to Terrebonne, which means "good earth." Terrebonne is located just east of the Deschutes River on Highway 97. This community has a population of about 1,100. Visitors often stop in Terrebonne on their way to Smith Rock State Park, one of the premier rock climbing venues in Oregon, located only two miles east of town.

Tumalo: Founded by A.W. Laidlaw, this community is located less than three miles northwest of Bend. The community is bisected by the Deschutes River with the Laidlaw Butte on the west and the bluff of the river canyon on the east. The community was originally settled with the incorporation of the Three Sisters Irrigation Company in 1899. Water was to be diverted from the Deschutes River and Tumalo Creek to irrigate as many as 60,000 acres of land. The town, originally named Laidlaw for its founder, was platted in 1904. The community envisioned becoming the population and commercial center for Central Oregon with the arrival of the railroad. However, when it was announced that the railroad would be passing through Bend, a similar-sized community at the time, instead of Tumalo such hopes were dashed. The community officially changed its name to Tumalo in 1915, a Klamath word meaning "wild plum." Today, Tumalo is a small farming community with most farms on fewer than five acres.

Resort Communities

These are typically planned communities established and used for recreation or resort purposes. These communities were developed before the establishment of the destination resort designation. They contain permanent and temporary residential occupancy, as well as some commercial uses to serve the community. Deschutes County has two resort communities.

Black Butte Ranch: Located eight miles west of Sisters, Black Butte Ranch has served as a cattle ranch since the late 1800's. Today, a portion of Black Butte Ranch remains an operational cattle ranch. In 1970, Brooks-Scanlon, the lumber company, purchased 1,280 acres and develop a community of homes while trying to

preserve the natural setting. They were marketed across the state as second homes. Black Butte Ranch has grown to 1,830 acres in the main development with 1,252 lots for both permanent and seasonal residents, as well as 82 acres for industrial uses in support of the community.

Inn of the 7th Mountain & Widgi Creek: Located about five miles southwest of Bend, the Inn of the 7th Mountain was developed in the late 1960's as a standalone resort community with overnight lodging and recreational facilities. The initial 23-acre community, developed in the late 1960's, includes 230 condominium units in 22 buildings and some commercial businesses targeted toward residents and vacationers. A large portion of the units are inhabited on a seasonal basis. Widgi Creek was approved in 1983 as a 237-acre expansion of the Inn of the 7th Mountain. It includes a golf course, 107 single family homes and 103 condominium units. The community is entirely bordered by the Deschutes National Forest.

Destination Resorts

These communities are self-contained developments providing visitor accommodations and developed recreational facilities in a natural setting. When Oregon established statewide planning goals in 1975, development outside of urban growth boundaries was prohibited, effectively ending future resort communities similar to Sunriver and Black Butte Ranch. In 1982, the planning goals were revised to address destination resorts. A county could choose to permit destination resorts, provided a map of eligible areas and specific county plans and ordinances are created. In Deschutes County, a resort must have a minimum of 160 acres, half dedicated to permanent open space. A minimum of 150 overnight units are required and residential units cannot exceed twice the number of overnight units. Commercial uses are limited to serving the resort and an investment of at least \$7 million in visitor accommodations and recreational facilities is required. There are four destination resorts located in Deschutes County:

Caldera Springs: Directly south of Sunriver is this 400-acre gated resort that contains 320 home sites. Having broken ground in 2006, the resort includes 150 overnight lodging units, a 9-hole, par 3 golf course, manmade lakes for fishing or canoeing, more than 12 miles of bike and walking trails, a lodge, a lake house, and a pool and fitness facility.

Eagle Crest: Located six miles west of Redmond, this resort was established in 1985. Since that time, the resort has expanded to include 891 residential homes in three housing developments covering 13 subdivisions. Eagle Crest also includes time-share condominiums, three golf courses, a hotel, a restaurant, spa facilities, a 10,000 square-foot conference center, an equestrian center and fitness centers. There are also 13 miles of paved paths for biking, jogging, and walks and a two-mile hiking trail along the Deschutes River.

Pronghorn: Located on 640 acres south of Redmond, this resort and golf club is surrounded by 20,000 acres of protected federal land. In addition to 384 home sites and custom designed villas, the resort features Jack Nicklaus and Tom Fazio-designed golf courses, a 55,000 square foot clubhouse with a fitness center, spa, lounge and restaurant.

Tetherow: Located on 700 acres four miles west of downtown Bend, Tetherow is Deschutes County's newest destination resort. The resort includes various residential neighborhoods, an 18-hole championship golf course, a 50-room luxury hotel with a spa and restaurants, a recreation center, a conference center and a neighborhood park.

Rural Service Centers

This designation refers to an unincorporated community, developed prior to 1979, consisting primarily of commercial or industrial uses providing goods and services to rural areas of the county. Typically only a small number of permanent residents live near each center. Deschutes County has six rural service centers:

Alfalfa: Located 12 miles east of Bend, this small ranching community is home to about 400 families. The community was named for the primary crop grown in the area. Due to the short growing season, few other crops can be grown and the land has primarily been used for grazing livestock, mostly cattle. Most of the local ranches were established after the formation of the Alfalfa Irrigation District in the early 1900's brought water to the area. The Central Oregon Canal now passes through the community. Most parcels in the area are 40 to 200 acres in size. Until 1987, the Alfalfa Grade School, a one-teacher, two- room school served 18 students. Alfalfa is now a part of the Redmond School District. Alfalfa also had a post office between 1912 and 1922. The Alfalfa Store and the Alfalfa Community Hall are located at the heart of the community. The Alfalfa Rural Service Center boundary includes about 22 acres.

Millican: In the 1880's, George Millican settled a ranch about 25 miles southeast of Bend which eventually became known as Millican. Although it reached a population of 60 in the early 1900's, for most of Millican's existence it has been a one-man town. Highway 20 was built in 1930, by which time only one resident remained. Billy Rahn, the sole resident, moved the town closer to the new highway and remained the postmaster until he retired in 1942, and the post office was closed. Bill Mellin purchased the community in 1946 operating a post office, which closed for good in 1953, a gas station and a store. Mellin remained in Millican until his death in 1988. The 75-acre community has changed hands several times since then. The store was closed in 2005 when the family operating it moved to nearby Hampton. The Millican Rural Service Center boundary contains about 30 acres.

Brothers: On Highway 20 just about 15 miles southeast of Millican is the Brothers Rural Service Center, which is about 49 acres in size. A post office was established in Brothers in 1913. Today, the small community includes a school, a market, café, gas station, a highway rest area and a state highway maintenance field office. Brothers also has a public water system.

Hampton: Another 22 miles southeast of Brothers on Highway 20 is the Hampton Rural Service Center. About 35 acres in size, this community includes a café and RV park. It also has a public water system.

Whistlestop: The Whistlestop Rural Service Center, located just a few miles northwest of La Pine, is about 8 acres in size.

Wildhunt: The Wildhunt Rural Service Center, located a few miles southwest of La Pine, is about 11 acres in size.

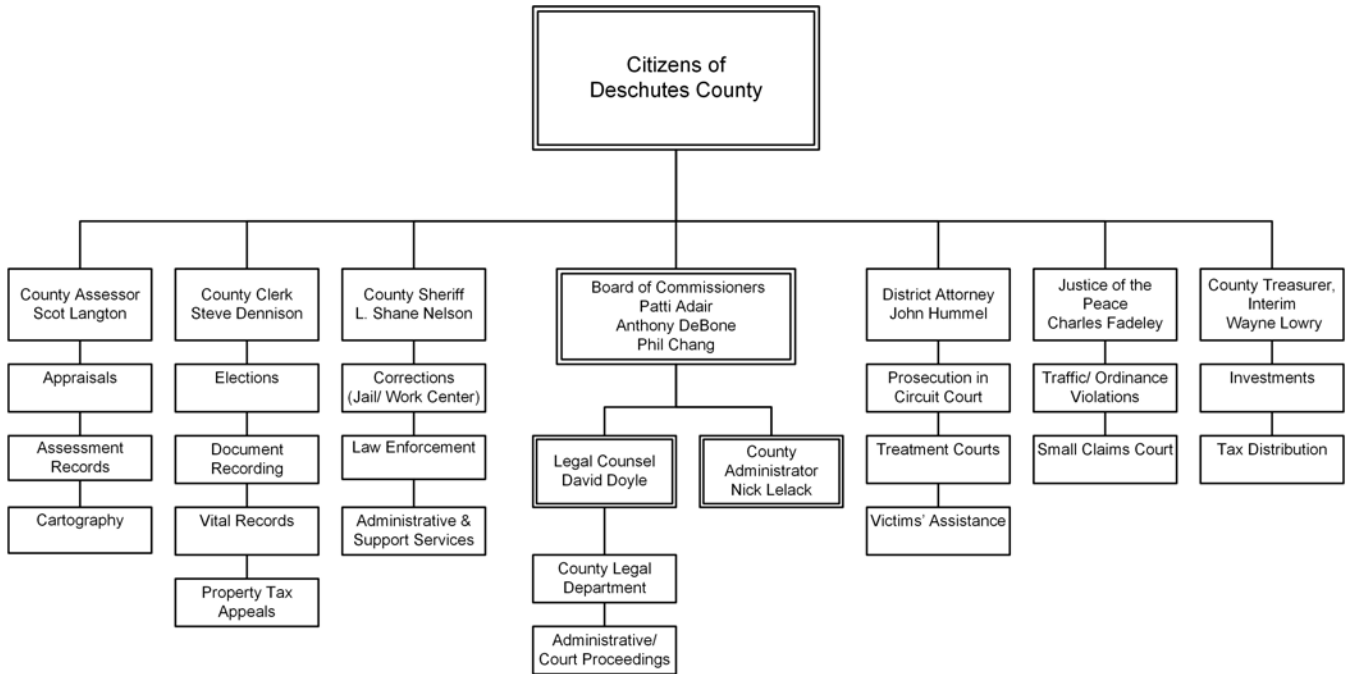
Census Designated Places

The U.S. Census Bureau, in an effort to capture unincorporated communities, identifies census designated places (CDPs). These communities resemble incorporated places, but lack a municipal government. Besides the urban unincorporated communities, rural communities, resort communities and destination resorts, Deschutes County had two additional communities identified as CDPs in the 2010 U.S. Census.

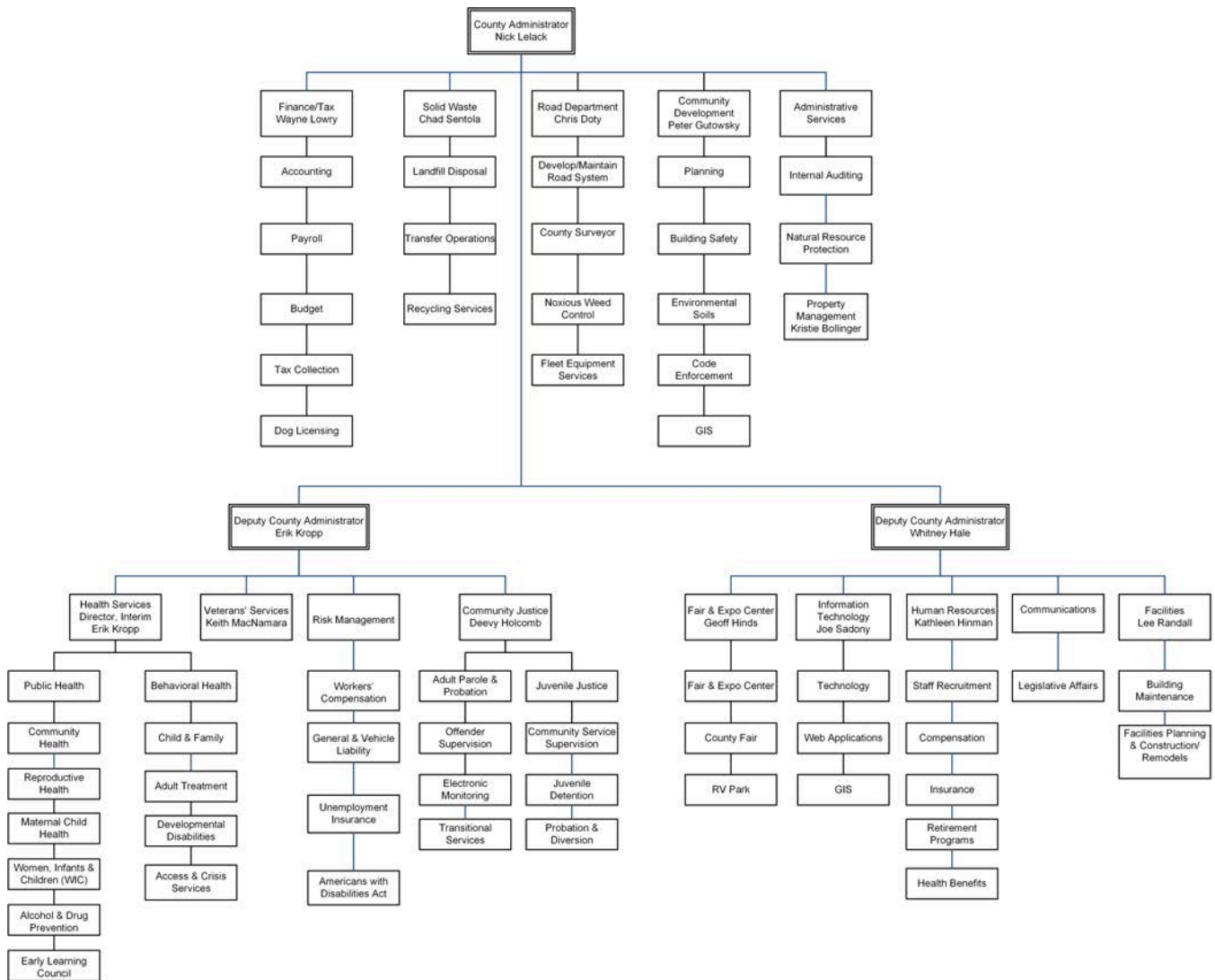
Deschutes River Woods: This community is located immediately south of Bend. Originally planned as a hunting and trapping resort, Deschutes River Woods emerged as a rural subdivision in the 1960s. At that time, the land was divided into parcels of one to five acres and re-zoned for family dwellings.

Three Rivers: Located between Sunriver and La Pine, Three Rivers incorporates a series of rural neighborhoods built near the Deschutes, Little Deschutes and Fall Rivers. Primarily developed in the 1950's and 1960's, these neighborhoods vary from subdivisions with small lots to large wooded acreages.

Deschutes County Organizational Chart



Deschutes County Organizational Chart





Fiscal Year 2023 Goals & Objectives

Enhancing the lives of citizens by delivering quality services in a cost-effective manner.

Every January, the Board of County Commissioners meets to establish goals and objectives to guide department operations in the coming year. In preparation for this, departments submit to the Board, the challenges and opportunities they face. The board reviews these submissions and often invites back specific departments to discuss their submissions in more detail. The outcome is the development of the following year's goals and objectives.

SAFE COMMUNITIES:

Protect the community through planning, preparedness and delivery of coordinated services.

- Provide safe and secure communities through coordinated public safety and crisis management services.
- Reduce crime and recidivism and support victim restoration and well-being through equitable engagement, prevention, reparation of harm, intervention, supervision and enforcement.
- Collaborate with partners to prepare for and respond to emergencies, natural hazards and disasters.

HEALTHY PEOPLE:

Enhance and protect the health and well-being of communities and their residents.

- Support and advance the health and safety of all Deschutes County's residents.
- Promote well-being through behavioral health and community support programs.
- Help to sustain natural resources and air and water quality in balance with other community needs.
- Continue to support pandemic response and community recovery, examining lessons learned to ensure we are prepared for future events.

A RESILIENT COUNTY

Promote policies and actions that sustain and stimulate economic resilience and a strong regional workforce.

- Update County land use plans and policies to promote livability, economic opportunity, disaster preparedness, and a healthy environment.
- Maintain a safe, efficient and economically sustainable transportation system.
- Manage County assets and enhance partnerships that grow and sustain businesses, tourism, and recreation.

HOUSING STABILITY AND SUPPLY:

Support actions to increase housing production and achieve stability.

- Expand opportunities for residential development on appropriate County-owned properties.
- Support actions to increase housing supply.
- Collaborate with partner organizations to provide an adequate supply of short-term and permanent housing and services to address housing insecurity.

SERVICE DELIVERY:

Provide solution-oriented service that is cost-effective and efficient.

- Ensure quality service delivery through the use of innovative technology and systems.
- Support and promote Deschutes County Customer Service “Every Time” standards.
- Continue to enhance community participation and proactively welcome residents to engage with County programs, services and policy deliberations.
- Preserve, expand and enhance capital assets, to ensure sufficient space for operational needs.
- Maintain strong fiscal practices to support short and long-term county needs.
- Provide collaborative internal support for County operations with a focus on recruitment and retention initiatives.

Department Performance Measures

Departments develop performance measures that align with the priorities established by the Board and monitor and report progress accordingly. These measures are listed below in relation to each individual goal and objective.

Safe Communities

Protect the community through planning, preparedness and delivery of coordinated services.

Objective #1: Provide safe and secure communities through coordinated public safety and crisis management services.

| Measure | Department |
|--|-----------------------|
| Meet and exceed the Emergency Medical Dispatch call taking protocol standards through monthly random call sampling for quality assurance. | 9-1-1 |
| Meet and exceed the Emergency Fire Dispatch call taking protocol standards through monthly random call sampling for quality assurance. | 9-1-1 |
| Develop partnerships with existing and future behavioral health crisis programs locally and statewide alongside local law enforcement to implement a more effective response and service delivery to mental health crisis calls. | 9-1-1 |
| Achieve 85% resolution of Code Compliance cases within 2 months. | Community Development |
| Achieve 90% voluntary compliance in Code Compliance cases. | Community Development |
| Create an additional restorative justice accountability process for young people referred to the juvenile department | Community Justice |
| Goal is to maintain over 90% of victims who report after case closure that they either agree or strongly agree that the victims' assistance program helped them make informed decisions about their situations. | District Attorney |
| Partner with County department stakeholders to implement the two remaining near-term components of the Public Safety Campus Master plan. | Facilities |
| Offer a behavioral health appointment that falls within the seven (7) day period post-discharge to 88.1% of individuals discharged from Sageview. | Health Services |
| Rate of collections on fines 50% or above within 90 days of judgment. | Justice Court |

Objective #2: Reduce crime and recidivism through prevention, intervention, supervision and enforcement.

| Measure | Department |
|--|-------------------|
| Supervised adults receive criminogenic risk assessments within 60 days of admission | Community Justice |
| Adult PO's ensure supervised adults have active and updated Behavior Change Plans | Community Justice |
| Safely maintain state prison utilization target | Community Justice |
| Appropriate and equitable use of incarceration as supervised adult sanction for non-compliance | Community Justice |
| Juvenile teams utilize Racial Equity Program Development planning process to develop, implement and monitor annual goal | Community Justice |
| A 2018 study of veteran treatment courts indicates that 14% of participating veterans, in a veteran's treatment court, experienced a new incarceration. Goal is to maintain a number of no greater than 20%. Most veteran court programs across the nation only engage with veterans with misdemeanor crimes, VIS allows veterans with felonies as well. | District Attorney |
| Currently the long-term, one-year average recidivism rate for 18-30 year olds in Deschutes County is 54.2%. Goal is to maintain a one-year recidivism rate for all enrolled EAP participants (18-24 year olds) of 35% or less . | District Attorney |
| Driving under the influence of intoxicants trial conviction rate. | District Attorney |

| | |
|--|-------------------|
| Achieve minimum 50 percent positive Deputy District Attorney survey (e.g. restitution, engagement and responsiveness): responses (total of "very good" and "good" responses) to the following questions: -Ability to call and/or meet with victims in a timely manner: from 25 percent to 50 percent . -Adequately Prepare for Trial: from 19 percent to 50 percent . -Ability to work on case follow-up tasks: from 20 percent to 50 percent . | District Attorney |
| Reduce recidivism by 60% among individuals served by the Forensic Diversion Program. | Health Services |
| By September 1, Behavioral Health and Law Enforcement will develop written protocol for responding to select calls without Law Enforcement. | Health Services |

Objective #3: Collaborate with partners to prepare for and respond to emergencies, natural hazards and disasters.

| Measure | Department |
|--|-----------------------|
| Coordinate with 9-1-1 and DCSO to increase the number of web-registered Deschutes Alerts subscribers | Administration |
| Develop plan to amend the Comprehensive Plan and County Code requiring defensible space and fire-resistant building materials per SB 762 - Wildfire Mitigation | Community Development |

Healthy People

Enhance and protect the health and well-being of communities and their residents.

Objective #1: Support and advance the health and safety of Deschutes County's residents.

| Measure | Department |
|---|-----------------|
| Ensure safe access to County facilities and services through inspection, repair, and replacement of sidewalk and parking lot inventory. Inspect 80% of sidewalk and parking lot inventory annually. | Facilities |
| Reduce outbreaks and spread of disease by completing 95% of communicable disease investigations within 10 days, as defined by the Oregon Health Authority. | Health Services |
| Reduce outbreaks and food-borne illness by inspecting a minimum of 95% of licensed facilities (e.g. restaurants, pools/spas/hotels, etc.) per state requirements. | Health Services |
| Assure 90% of women served in the DCHS clinic and at risk for unintended pregnancy use effective methods of contraception after receiving services. | Health Services |
| Assure 90% of pregnant women being served by DCHS receive prenatal care beginning in the first trimester. | Health Services |

Objective #2: Promote well-being through behavioral health and community support programs.

| Measure | Department |
|---|-----------------|
| See Behavioral Health Oregon Health Plan clients within state timelines. Routine: within 1 week | Health Services |

Objective #3: Help to sustain natural resources and air and water quality in balance with other community needs.

| Measure | Department |
|--|-----------------------|
| Achieve compliance with the M Alternative Treatment Technology (ATT) Septic System Operation and Maintenance (O&M) reporting requirements of 95% to protect groundwater. | Community Development |
| Continue to meet or exceed the general industry compaction standard of 1,200 lb/cy to ensure efficient use of the Knott Landfill resource. | Solid Waste |
| Work with solid waste service providers to increase the diversion rate and collect more recyclables than the average prior three year's 55,000 annual (13,750 per quarter) tons. | Solid Waste |
| Implement a landfill gas utilization project to get beneficial use of methane gas generated by Knott Landfill and a revenue source for the department. | Solid Waste |

Objective #4: Continue to support pandemic response and community recovery, examining lessons learned to ensure we are prepared for future events.

| Measure | Department |
|---|------------|
| County Legal will maintain ongoing 24/7 support of all things COVID | Legal |

A Resilient County

Promote policies and actions that sustain and stimulate economic resilience and a strong regional workforce.

Objective #1: Update County land use plans and policies to promote livability, economic opportunity, disaster preparedness, and a healthy environment.

| Measure | Department |
|---|-----------------------|
| City of Bend - Amend Urban Growth Boundary and County zoning to implement HB 4079 - Affordable Housing Project. | Community Development |
| Amend County Code to implement SB 391 - Rural Accessory Dwelling Units (ADU's) | Community Development |

Objective #2: Maintain a safe, efficient and economically sustainable transportation system.

| Measure | Department |
|---|-----------------------|
| City of Bend, La Pine and Sisters Housing: a. Amend the City of Bend Urban Growth Boundary to implement HB 4079, a pilot project to increase the supply of affordable housing projects. b. Support the County's Property Manager and City of La Pine to update the Newberry Neighborhood development regulations to facilitate urban housing development. c. Participate in the City of Sisters Comprehensive Plan Update and UGB expansion amendments, if initiated. | Community Development |
| Implement rural Accessory Dwelling Unit (ADU) legislation, if adopted by the 2021 Legislature. | Community Development |

Objective #3: Manage County assets and enhance partnerships that grow and sustain businesses, tourism, and recreation.

| Measure | Department |
|--|------------|
| Improve the structural resilience of County buildings through structural engineering reviews and seismic retrofits at targeted facilities. Complete constructability review and cost estimates for Gray Courthouse seismic improvements. Identify remaining buildings to be reviewed and implement a phasing plan. | Facilities |

Objective #4: Partner with organizations to manage County assets to attract business development, tourism and recreation.

| Measure | Department |
|--|---------------------|
| Leverage funds for job creation and business recruitment, support and diversification through County economic development loan program. | Administration |
| Achieve more than \$48 million in annual economic impact generated from Fair & Expo events and facilities. This measure uses economic multipliers established by Travel Oregon and updated with the Travel Industries of America travel index. | Fair & Expo |
| Provide a safe, modern event venue that attracts visitors annually. | Fair & Expo |
| Further refine and adjust to a facility marketing plan, with focus on creation of target market segments. Create and use local partnerships to increase awareness of Deschutes County Fair & Expo and the Deschutes County region. | Fair & Expo |
| Identify County-owned assets to market for sale outside of the public auction process | Property Management |

Objective #5: Support regional economic recovery from the COVID pandemic.

| Measure | Department |
|--|------------|
| Coordinate with the Board of Commissioners to distribute ARPA and other consistent updates to the community on the investment of ARPA funds. | Finance |

Housing Stability and Supply

Support actions to increase housing production and achieve stability.

Objective #1: Expand opportunities for residential development on appropriate County-owned properties.

| Measure | Department |
|---|---------------------|
| Procure a consultant to assist with drafting an RFP for the master planning process of Newberry Neighborhoods 3 & 4 in La Pine. | Property Management |

Objective #2: Collaborate with partner organizations to provide an adequate supply of short-term and permanent housing and services to address housing insecurity.

| Measure | Department |
|--|---------------------|
| Provide project support and assistance to Oasis Village and other collaborative like-projects. | Property Management |

Service Delivery

Provide solution-oriented service that is cost-effective and efficient.

Objective #1: Ensure quality service through the use of innovative technology and systems.

| Measure | Department |
|--|------------------------|
| Written approval by the Department of Revenue for the Assessor's Certified Ratio Study. | Assessor's Office |
| Percentage of tax statements mailed by Oct. 25. | Assessor's Office |
| Written certification from the Department of Revenue approving the County Assessment Function Assistance (CAFFA) program. | Assessor's Office |
| Compares election staff FTE to voter registration. Target: 80-110% of Comparable Counties. | Clerk's Office |
| Compares recording staff FTE to the number of pages recorded. | Clerk's Office |
| Achieve 6-10 inspection stops per day to provide quality service. | Community Development |
| Achieve 90-100% of pre-over inspections completed the same day as requested. | Community Development |
| Achieve an average turnaround time on building plan reviews of 8-10 days to meet or exceed state requirements. | Community Development |
| Sustain the issuance of land use administrative decisions with notice within 45 days of completed application. | Community Development |
| Sustain the issuance of land use administrative decisions without notice within 21 days of completed application. | Community Development |
| Achieve 100% of employee action changes processed in good order (timely and accurately.) | Human Resources |
| Improve cybersecurity profile through the development of an automated networked device asset inventory connected to the employee owner of the asset. | Information Technology |
| Improve cybersecurity profile by completing a cybersecurity assessment with an outcome of establishing goals for the next three years. | Information Technology |

Objective #2: Support and promote Deschutes County Customer Service “Every Time” standards.

| Measure | Department |
|--|--------------------|
| Continue to meet and exceed the National Emergency Number Association (NENA) standard for call answering times by regularly auditing operational and technical practices internally as it related to call answering. | 9-1-1 |
| Implement goals and system improvements identified within the Long-Term Radio Enhancement Plan to public safety radio communications in Deschutes County. | 9-1-1 |
| Continue to innovate and evolve dispatch operations related to the Tyler CAD system and implement procedural enhancements and changes in cooperation with our public safety partners. | 9-1-1 |
| Election personnel cost comparison per 1,000 ballots tallied for countywide elections. Target: Cost to remain within 10% of similar-type election. | Clerk's Office |
| Percentage of customers rating levels of service as very good to excellent. | Clerk's Office |
| Achieve 100% of classification reviews delivered for consideration within one month of receipt of final draft from department. | Human Resources |
| Attendant cash transaction error percentage be at or below the average prior three year's error rate of 0.06%. | Solid Waste |
| Based on the customer satisfaction survey responses, have 75% or more satisfied with the waste management system. | Solid Waste |
| Maintain 10 day or less wait time for appointments | Veterans' Services |

Objective #3: Continue to enhance community participation and proactively welcome residents to engage with County programs, services and policy deliberations.

| Measure | Department |
|--|-----------------|
| Transition the County's electronic newsletter from quarterly to monthly. | Administration |
| Partner with OSU-Cascades Diversity, Equity and Inclusion Laboratory to complete DEI organizational assessment. | Administration |
| Comparison of percent of County workforce in relationship to percent in community population for women and for minorities. | Human Resources |
| 90% resolution of small claim cases before trial. | Justice Court |

Objective #4: Preserve, expand and enhance capital assets, to ensure sufficient space for operational needs.

| Measure | Department |
|---|----------------|
| Maintain Risk Management reserve at the 80% confidence level of adequacy, based on an actuarial study of the County's workers' compensation and general liability claims. | Administration |
| Refine and expand space planning efforts and capital project execution through facility master planning, capital improvement budgeting, and capital project management. Complete the year-4 update to the Public Safety Campus Master Plan, develop Sheriff's Office projects through schematic design, and initiate master planning for the downtown campus. | Facilities |
| Complete construction of the Negus Transfer Station facility improvements to accommodate population growth in the Redmond area and improve facility safety. | Solid Waste |
| Complete cell 9 construction by June 30, 2023 in order to ensure adequate disposal capacity is available. | Solid Waste |
| As part of the solid waste management facility (landfill) siting process, have the Solid Waste Advisory Committee (SWAC) narrow the site selection to the top 3 locations for Board consideration by June 30, 2023. | Solid Waste |

Objective #5: Maintain strong fiscal practices to support short and long-term county needs.

| Measure | Department |
|---|-----------------|
| Comparison of percent of directors, managers, and supervisors in County workforce in relationship to percentage in community population for women and for minorities. | Human Resources |
| Health Benefits Fund balance meets County policy requirements. | Human Resources |

Objective #6: Provide collaborative internal support for County operations with a focus on recruitment and retention initiatives..

| Measure | Department |
|--|------------------------|
| Overall quality of internal audit reports as determined through survey of readers. | Administration |
| Number of workplace accidents that require days away from work, or transferred workers per 100 employees (DART Rate). | Administration |
| Record Center / Archive Activity Target: 99% Returned within 24 hours. | Clerk's Office |
| Increase annual employee training participation hours. | Human Resources |
| Complete the implementation of the Microsoft365 cloud software suite. Create the necessary information and training opportunities for staff for promoting technology adoption. | Information Technology |
| County Legal provides all departments with real time legal counsel and support | Legal |
| Percentage of county-wide light fleet out of life-cycle. (Long term target is 0%, annual goal is a downward trend). | Road |

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The Annual Budget Process and Basis of Budgeting

In Deschutes County, before departments are asked to prepare their budgets for the upcoming year, budget committee members are convened to discuss the major assumptions and issues expected to be included in the budget that will be submitted to them by the budget officer for their approval. By law, the budget committee consists of the members of the governing body and an equal number of members of electors (lay members), who are appointed by the governing body. Members of the budget committee are appointed for three-year terms and cannot receive any compensation for their services, as stated in the Oregon Revised Statutes.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized in the year for which they are levied. Grants and similar items are recognized as revenue if all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. The Deschutes County budget is also prepared using the modified accrual basis for all funds. Basically, the modified accrual basis means that budgeted revenues, and other resources such as bond proceeds, must be available and measurable, to finance expenditures in the budget year. Expenditures are recognized when incurred.

The budget officer draws together necessary information from the various department directors and other staff, and prepares the proposed budget. As part of the proposed budget, the budget officer must submit a “budget message” that describes the important features of the budget document, and explains the reasons for significant changes from the previous year. The budget committee reviews the proposed budget and may revise it before it is formally approved. The budget committee also approves any recommended tax rate levies. The budget approved by the budget committee is later submitted to the Board of County Commissioners for adoption. The Board of County Commissioners can reduce the approved budget by any amount, but cannot increase appropriations in any fund by more than \$5,000, or 10%, whichever is greater. The budget must be adopted before the budget year begins on July 1.

During each day of budget presentation and review, there are opportunities for public input. All budget meetings are open to the public. Oregon’s Local Budget Law, Chapter 294, has two important objectives: (1) it establishes standard procedures for preparing, presenting, and administering the budget, and (2) it provides for citizen involvement in preparing the budget and public exposure of the budget before its formal adoption.

After the budget is adopted, changes in appropriations are sometimes necessary. The governing body may make additional appropriations to: (1) expend new grant revenues received during the fiscal year, (2) adopt a supplemental budget for occurrences or needs not foreseen at the time the budget was adopted, and (3) approve appropriation transfers. All of the above require approval of the Board of County Commissioners.

Fiscal Year 2023 Budget Preparation Calendar

| Date | Item | Participants |
|---------------------------------|---|-------------------------------------|
| November/December 2021 | | |
| Tuesday, November 23, 2021 | Budget orientation and review of assumptions with Budget Officer | ADM, FIN, HR |
| Monday, December 13, 2021 | Budget Committee FY 2022 Mid-year Update | Budget Committee, ADM, FIN, HR |
| January 2022 | | |
| Tuesday, January 11, 2022 | Hold for 2nd orientation meeting with Budget Officer | ADM, FIN, HR |
| Friday, January 14, 2022 | Send property tax forecast to taxing districts | GM |
| Thursday, January 20, 2022 | BOCC Retreat - Set Goals and Objectives | BOCC, ADM |
| February 2022 | | |
| Monday, February 14, 2022 | CPI available for COLA calculation | FIN |
| Friday, February 18, 2022 | FY 2023 staffing projections available/Munis open for budgeting | FIN, All Depts |
| Tuesday, February 22, 2022 | ISF Budget Kick-Off Meeting | ISF Depts, FIN |
| March 2022 | | |
| Tuesday, March 1, 2022 | ISF budgets due in Munis with payroll allocations | ISF Departments |
| Tuesday, March 8, 2022 | ISF Depts meet with Budget Officer to discuss Requested Budgets & review ISF fees | ISF Depts, ADM, FIN, HR |
| Friday, March 11, 2022 | Budget kick-off meeting information and fee schedules distributed | FIN |
| Friday, March 11, 2022 | ISF budgets/allocations available in Munis | FIN |
| Tuesday, March 15, 2022 | Budget Kick-Off Meeting | Dept Heads & Staff, ADM, FIN, HR |
| Friday, March 18, 2022 | Budget meetings as requested by Departments | As requested, ADM, FIN, HR |
| Tuesday, March 22, 2022 | Budget meetings as requested by Departments | As requested, ADM, FIN, HR |
| Wednesday, March 30, 2022 | Requested Budgets completed in Munis | All |
| April 2022 | | |
| Monday, April 4, 2022 | FY 2023 proposed fee schedules due to Finance | All fee based departments, FIN |
| Tuesday, April 5, 2022 | Narratives and Performance Measures due to Whitney Hale | Dept Heads |
| Friday, April 8, 2022 | Finance distributes requested line item budgets | FIN |
| Tuesday, April 12, 2022 | Depts meet with Budget Officer to discuss Requested Budgets | Dept Heads & Staff, ADM, FIN, HR |
| Thursday, April 14, 2022 | Depts meet with Budget Officer to discuss Requested Budgets | Dept Heads & Staff, ADM, FIN, HR |
| Friday, April 15, 2022 | Depts meet with Budget Officer to discuss Requested Budgets | Dept Heads & Staff, ADM, FIN, HR |
| Tuesday, April 19, 2022 | Budget Officer & Staff - review/balance budgets (as needed) | ADM, FIN |
| Wednesday, April 27, 2022 | Last day for changes to Proposed Budget | All |
| May 2022 | | |
| Thursday, May 5, 2022 | Health Services Budget Committee review | Full Budget Committee, HS, ADM, FIN |
| Monday, May 9, 2022 | Publish notice of Budget Committee meetings | FIN |
| Monday, May 16, 2022 | Proposed budgets printed and assembled | FIN |
| Wednesday, May 18, 2022 | Proposed FY 2023 fee schedule presented to BOCC | FIN |
| Friday, May 20, 2022 | Proposed budget document distributed to Budget Committee | FIN |
| Friday, May 20, 2022 | Press release that proposed budget is posted on County website | WH |
| Monday, May 23, 2022 | Budget Committee week | Budget Committee, All County Depts |
| Tuesday, May 24, 2022 | Budget Committee week | Budget Committee, All County Depts |
| Wednesday, May 25, 2022 | Budget Committee week | Budget Committee, All County Depts |
| Thursday, May 26, 2022 | Budget Committee week and budget approval | Budget Committee, All County Depts |
| June 2022 | | |
| Friday, June 10, 2022 | Publish notice of budget hearing and LB-1 forms | FIN |
| Wednesday, June 22 and 29, 2022 | Public hearings and Budget Adoptions | FIN |
| July 2022 | | |
| Friday, July 8, 2022 | File LB-50 and budget resolution with Assessor | FIN |
| Friday, July 29, 2022 | File copy of adopted budget with Clerk | FIN |

Changes from Proposed Budget to Adopted Budget

The FY 2023 Deschutes County Proposed Budget, as presented to the Budget Committee, totaled \$583,189,773. The Adopted Budget, which includes changes approved by the Budget Committee, is \$587,692,019, an increase of \$4,502,246 over the Proposed Budget. The largest single factor for the increase is due to transferring \$3.5 million in unallocated Transient Room Tax revenue to the General Fund Reserve for future capital projects. In addition, a total of 13.20 FTE were added from the Proposed to Adopted Budget, for public health and public safety functions, increasing personnel costs by \$2,129,000, much of which was offset by reductions of contingency and reserves, and by an increase in state and local grant revenue.

Below is a summary of special requests that were presented to the Budget Committee and if approved, implemented within the FY 2023 Deschutes County Adopted Budget.

| Special Request | Approved | FTE | Total Cost |
|--|----------|--------------|------------------|
| District Attorney | | | |
| Administrative Supervisor | Yes | 1.00 | 106,000 |
| IT Analyst | Yes | 1.00 | 110,000 |
| Approved Total | | 2.00 | 216,000 |
| Victims' Assistance | | | |
| Victims' Advocate | Yes | 0.30 | 32,000 |
| Victims' Advocate | No | | — |
| Approved Total | | 0.30 | 32,000 |
| Sheriff's Office | | | |
| Administrative Assistant | Yes | 2.00 | 183,000 |
| IT Analyst II | Yes | 1.00 | 113,000 |
| Legal Assistant | Yes | 1.00 | 95,000 |
| Approved Total | | 4.00 | 391,000 |
| Health Services | | | |
| Behavioral Health Front Office Administrative Support Technician | Yes | 1.00 | 81,000 |
| Heath Officer | Yes | 0.50 | 337,000 |
| Public Health Educator II (Health Schools Program) | Yes | 2.40 | 266,000 |
| Intellectual and Developmental Disabilities | Yes | 3.00 | 806,000 |
| Convert Public Information Officer from Limited Duration to Regular Duration | No | | — |
| Approved Total | | 6.90 | 1,490,000 |
| Total County | | 13.20 | 2,129,000 |

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Budget Information & Summary Tables

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Fund Structure

| GOVERNMENTAL FUNDS | | |
|---|---|--|
| General Fund | | |
| Public Safety | Support Services | |
| District Attorney Medical Examiner | Property Management Tax Office | Veterans' Services |
| Direct Services | | |
| Assessor | Board of Property Tax Appeal | Clerk/Elections |
| Special Revenue Funds | | |
| Public Safety | | |
| Adult Parole & Probation Communication Systems Reserve Community Justice Juvenile | Court Facilities Justice Court | Sheriff's Office Victims Assistance |
| Direct Services | | |
| Assessment/Clerk/Tax Reserve Community Development (CDD) CDD Facilities Reserve CDD Building Program Reserve CDD Electrical Program Reserve CDD Groundwater CDD Operating Reserve | Code Abatement County Clerk Records Dog Control Federal Forest Title III GIS Dedicated Newberry Neighborhood | Natural Resource Protection Public Land Corner Preservation Road Road Building & Equipment Surveyor Transportation SDC |
| Health Services | | |
| Acute Care Reserve | Health Services | OHP - Mental Health Services |
| Support Services | | |
| American Rescue Plan Act Coordinated Effort on Houselessness County School Court Technology Reserve Economic Development Foreclosed Land Sales General County Projects | General Capital Reserve Law Library Park Acquisition & Development Park Development Fees PERS Reserve Project Development & Debt Reserve | Special Transportation Statewide Transportation Improvement Taylor Grazing Transient Room Tax Transient Room Tax 1% Video Lottery |
| Capital Project Funds | | |
| Capital Improvement Projects | | |
| Campus Improvement | Transportation CIP | |
| Debt Service Funds | | |
| Debt | | |
| OSP/9-1-1 FF&C Ref Series 2008 Jamison Property FF&C Ref Series 2009 Secure Treatment Facility FF&C Ref Series 2010 | County Buildings FF&C Ref Series 2012 Jail Project FF&C Ref Series 2013 | Remodel/Land FF&C Ref Series 2015 PERS Series 2002 and 2004 |
| PROPRIETARY FUNDS | | |
| Enterprise Funds | | |
| Direct Services | | |
| Annual County Fair Fair & Expo Capital Reserve Fair & Expo Center Landfill Closure | Landfill Post Closure RV Park RV Park Reserve | Solid Waste Capital Project Solid Waste Equipment Reserve Solid Waste Operations |
| Internal Service Funds | | |
| Support Services | | |
| Administration Board of County Commissioners Property & Facilities Finance | Finance Reserve Health Benefits Human Resources Information Technology | Information Technology Reserve Legal Insurance Vehicle Replacement & Maintenance |
| COUNTY SERVICE DISTRICTS | | |
| Countywide Law Enforcement District 1 Extension/4-H County Service District | Rural Law Enforcement District 2 | Deschutes County 9-1-1 Service District |

Deschutes County Funds Summary

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Adopted | Amount Change | % Chg FY 2023 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|
| RESOURCES | | | | | | |
| Beginning Net Working Capital | \$156,294,590 | \$157,366,973 | \$185,356,279 | \$211,656,814 | \$ 26,300,535 | 14.2 % |
| Property Tax | 31,229,436 | 32,429,966 | 33,877,109 | 35,833,168 | 1,956,059 | 5.8 % |
| Intergovernmental | 116,536,639 | 144,267,426 | 156,645,291 | 143,943,713 | (12,701,578) | (8.1)% |
| Charges for Services | 34,597,588 | 34,597,588 | 40,171,690 | 40,270,056 | 98,366 | 0.2 % |
| Other Revenues | 56,262,516 | 61,897,532 | 75,129,187 | 91,185,445 | 16,056,258 | 21.4 % |
| Interfund Transfers | 53,019,887 | 44,290,629 | 62,613,490 | 64,802,823 | 2,189,333 | 3.5 % |
| Total Revenues | \$291,646,066 | \$317,483,141 | \$368,436,767 | \$376,035,205 | \$ 7,598,438 | 2.1 % |
| Total Resources | \$447,940,656 | \$474,850,114 | \$553,793,046 | \$587,692,019 | \$ 33,898,973 | 6.1 % |
| REQUIREMENTS | | | | | | |
| Salaries | \$ 76,891,040 | \$ 81,972,223 | \$ 93,105,990 | \$101,047,131 | \$ 7,941,141 | 8.5 % |
| Benefits & Taxes | 43,720,577 | 43,759,450 | 51,616,022 | 55,163,859 | 3,547,837 | 6.9 % |
| Total Personnel Services | \$120,611,617 | \$125,731,673 | \$144,722,012 | \$156,210,990 | \$ 11,488,978 | 7.9 % |
| Total Materials & Services | 94,132,655 | 94,220,021 | 153,110,748 | 162,079,578 | 8,968,830 | 5.9 % |
| Debt - Principal | \$ 3,588,215 | \$ 4,719,600 | \$ 4,636,842 | \$ 4,602,900 | \$ (33,942) | (0.7)% |
| Debt - Interest | 2,123,544 | 1,785,777 | 2,015,374 | 1,736,810 | (278,564) | (13.8)% |
| Total Debt Service | \$ 5,711,759 | \$ 6,505,377 | \$ 6,652,216 | \$ 6,339,710 | \$ (312,506) | (4.7)% |
| Capital Outlay | 16,197,766 | 18,260,681 | 78,663,924 | 83,324,071 | 4,660,147 | 5.9 % |
| Transfers Out | 53,919,887 | 44,407,029 | 62,613,399 | 64,803,078 | 2,189,679 | 3.5 % |
| Total Expenditures & Transfers | \$290,573,684 | \$289,124,781 | \$445,762,299 | \$472,757,427 | \$ 26,995,128 | 6.1 % |
| Contingency | — | — | 83,652,691 | 74,199,631 | (9,453,060) | (11.3)% |
| Unappropriated Ending Fund Balance/ Reserve for Future Expenditure | — | — | 24,378,056 | 40,734,961 | 16,356,905 | 67.1 % |
| Total Requirements | \$290,573,684 | \$289,124,781 | \$553,793,046 | \$587,692,019 | \$ 33,898,973 | 6.1 % |

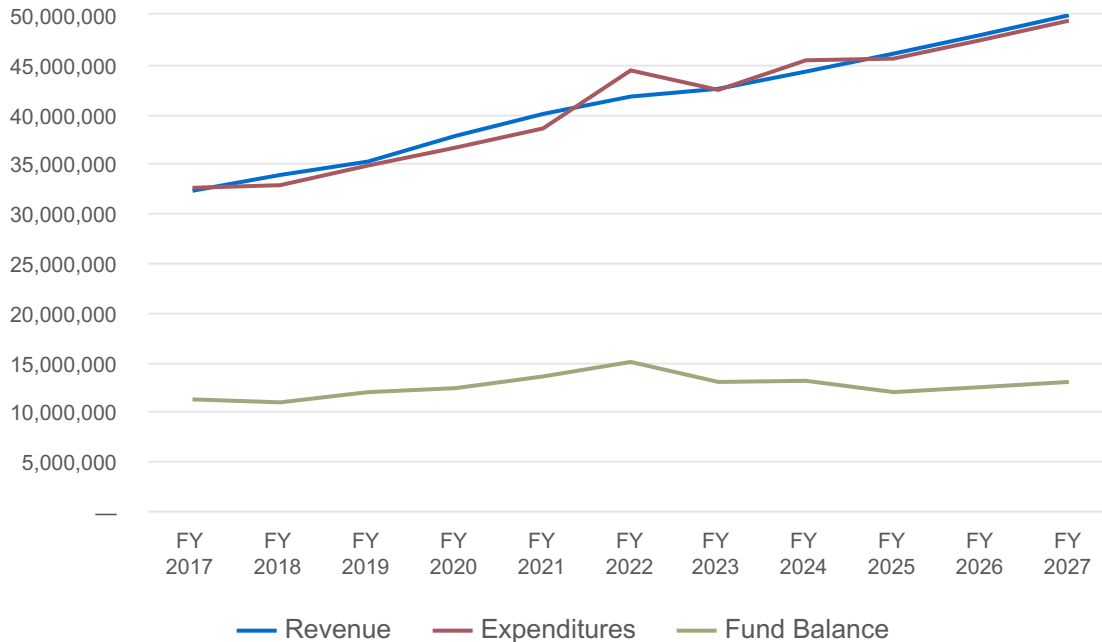
Capital Outlay Summary

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Adopted | Amount Change | Percent Change |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| DEPARTMENTS | | | | | | |
| <u>Operating Funds</u> | | | | | | |
| General Fund | 75,455 | 14,263 | 10,300 | 46,164 | 35,864 | 348.2 % |
| County Clerk Records | — | — | 31,500 | — | (31,500) | (100.0)% |
| General County Projects | 146,363 | 1,001,483 | 394,500 | 310,000 | (84,500) | (21.4)% |
| Health Services | — | 131,664 | — | — | — | — % |
| Internal Service Funds | 222,705 | 106,761 | 418,834 | 444,695 | 25,861 | 6.2 % |
| Other Operating Funds | 11,000 | 41,992 | 150,051 | 875,786 | 725,735 | 483.7 % |
| Park Acquisition & Development | — | — | 230,500 | 300,000 | 69,500 | 30.2 % |
| Road | 27,706 | 17,944 | 264,500 | 23,260 | (241,240) | (91.2)% |
| Sheriff's Office | 1,215,914 | 2,405,410 | 2,103,126 | 1,798,360 | (304,766) | (14.5)% |
| Solid Waste | 11,724 | 29,523 | 53,141 | 264,000 | 210,859 | 396.8 % |
| Total Operating Funds | \$ 1,710,867 | \$ 3,749,040 | \$ 3,656,452 | \$ 4,062,265 | \$ 405,813 | 11.1 % |
| <u>Capital Project Funds</u> | | | | | | |
| Campus Improvement | \$ 1,148,045 | \$ 41,007 | \$ 9,874,215 | \$12,840,000 | \$ 2,965,785 | 30.0 % |
| Transportation Improvement | 5,752,905 | 11,583,557 | 29,612,821 | 28,259,526 | (1,353,295) | (4.6)% |
| Total Capital Project Funds | \$ 6,900,950 | \$11,624,564 | \$39,487,036 | \$41,099,526 | \$ 1,612,490 | 4.1 % |
| <u>Reserve Funds</u> | | | | | | |
| Court Technology Reserve | \$ 72,416 | \$ 46,464 | \$ 42,712 | \$ 78,352 | \$ 35,640 | 83.4 % |
| Fair and Expo Center | 180,946 | 73,613 | 388,000 | 650,000 | 262,000 | 67.5 % |
| General Capital Reserve | — | — | 6,938,571 | 1,984,796 | (4,953,775) | (71.4)% |
| Project Development and Debt Svc | 1,003,292 | — | 5,727,653 | 2,941,759 | (2,785,894) | (48.6)% |
| Road Building and Equipment | 1,096,617 | 953,282 | 1,821,500 | 2,982,373 | 1,160,873 | 63.7 % |
| RV Park Reserve | 1,694 | — | 100,000 | 100,000 | — | — % |
| Solid Waste Funds | 4,940,266 | 1,618,120 | 19,745,000 | 28,825,000 | 9,080,000 | 46.0 % |
| Vehicle Maint and Replacement | 290,718 | 195,599 | 600,000 | 600,000 | — | — % |
| Total Reserve Funds | \$ 7,585,949 | \$ 2,887,078 | \$35,363,436 | \$38,162,280 | \$ 2,798,844 | 7.9 % |
| Total County Capital Outlay | \$16,197,766 | \$18,260,682 | \$78,506,924 | \$83,324,071 | \$ 4,817,147 | 6.1 % |
| County Service Districts | 1,185,779 | 431,457 | 2,975,000 | 5,075,000 | 2,100,000 | 70.6 % |
| Total Capital Outlay | \$17,383,545 | \$18,692,139 | \$81,481,924 | \$88,399,071 | \$ 6,917,147 | 8.5 % |

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General Fund Long Term Financial Forecast

The County General Fund provides resources to support a number of critical County functions as shown on the General Fund schedules on the preceding pages. The following graph shows the projected future of General Fund ending fund balance for the following five years based on a series of assumptions related to increased costs and growth in general fund revenue:



Revenue – General Fund revenues are primarily from property taxes. Assessed value has grown over the past two years by an estimated 5.5% per year. Property taxes are a function of the assessed value growth multiplied by the tax collection rate. For the purposes of this projection, we estimate a 4.2% increase in property taxes year over year. Other general revenues are analyzed on an individual department level and are forecasted based on their historical growth percentages. For all departments within the General Fund, the aggregated average estimated increase in revenue growth other than property taxes is 3.2%, and is primarily driven by state grants and fees. The General Fund tax rate was reduced by \$.03 per \$1,000 of assessed value in both FY 2018 and 2019.

Expenditures – The General Fund expenditures are analyzed using the historical growth rate of individual departments. Deschutes County’s population continues to grow and the need to increase staffing to provide services to the community and support functions to other programs remains constant. Although each General Fund departments historical personnel increase varies, the fund as a whole has an average increase of 7.2% year over year. The aggregated General Fund average expenditure increase is 4.3% and is primarily driven by the aforementioned personnel costs, transfers out, and inflation.

Fund Balance – The contingency policy level for General Fund balance is 4 months of the next year’s property tax revenues. For 2023, that amount is \$11,474,637. Fund balance decreased in FY 2023 due to larger than anticipated capital transfers out to campus improvement because of deferred costs, supply chain and inflation pressures, and general increase in County capital needs. The County may have a slight decrease in General fund balance until FY 2026 due to projected capital transfer needs and a 20-30 year debt obligation on a major Courthouse expansion. The County’s General Fund remains fiscally strong.

General Fund Summary

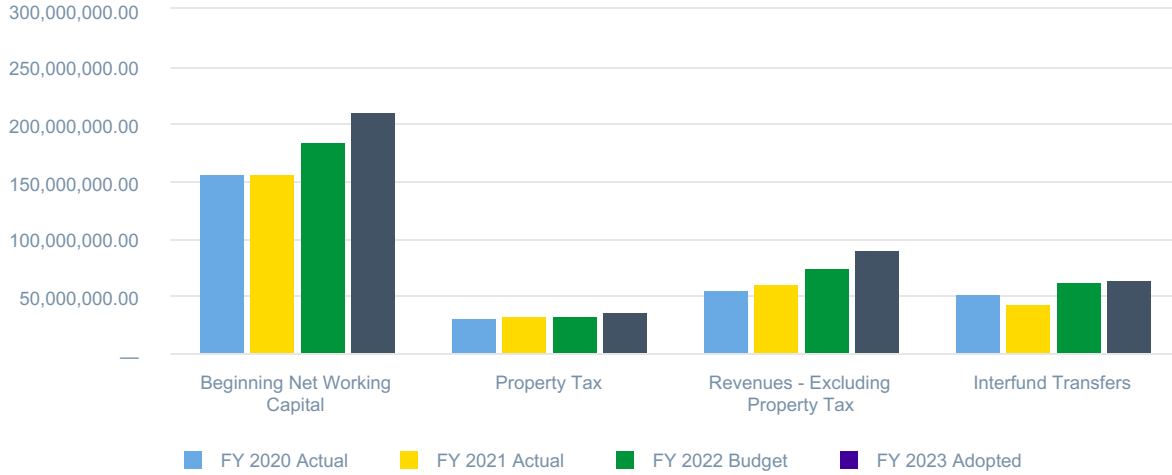
| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Adopted | Amount Change | % Chg FY 2023 |
|--|----------------------|----------------------|----------------------|----------------------|---------------------|------------------|
| RESOURCES | | | | | | |
| Beginning Net Working Capital | \$ 12,349,379 | \$ 13,529,514 | \$ 13,470,620 | \$ 12,975,718 | \$ (494,902) | (3.7)% |
| Property Tax | 30,281,663 | 31,441,994 | 32,860,716 | 34,758,173 | 1,897,457 | 5.8 % |
| Revenues - Excluding Property Tax | 7,201,204 | 16,169,163 | 7,643,452 | 7,160,520 | (482,932) | (6.3)% |
| Interfund Transfers | 291,723 | 310,051 | 260,000 | 260,000 | — | — % |
| Total Revenues | \$ 37,774,590 | \$ 47,921,208 | \$ 40,764,168 | \$ 42,178,693 | \$ 1,414,525 | 3.5 % |
| Total Resources | \$ 50,123,969 | \$ 61,450,722 | \$ 54,234,788 | \$ 55,154,411 | \$ 919,623 | 1.7 % |
| REQUIREMENTS | | | | | | |
| Salaries | \$ 8,183,203 | \$ 8,921,881 | \$ 9,811,668 | \$ 10,667,801 | \$ 856,133 | 8.7 % |
| Benefits & Taxes | 4,272,518 | 4,624,014 | 5,361,266 | 5,573,855 | 212,589 | 4.0 % |
| Total Personnel Services | \$ 12,455,721 | \$ 13,545,895 | \$ 15,172,934 | \$ 16,241,656 | \$ 1,068,722 | 7.0 % |
| Total Materials & Services | 4,885,477 | 12,667,548 | 6,115,575 | 6,373,595 | 258,020 | 4.2 % |
| Capital Outlay | 75,455 | 14,263 | 10,300 | 46,164 | 35,864 | 348.2 % |
| Transfers Out | 19,177,801 | 20,204,234 | 22,212,604 | 21,018,359 | (1,194,245) | (5.4)% |
| Total Expenditures & Transfers | \$ 36,594,454 | \$ 46,431,940 | \$ 43,511,413 | \$ 43,679,774 | \$ 168,361 | 0.4 % |
| Contingency | — | — | 10,723,375 | 11,474,637 | 751,262 | 7.0 % |
| Unappropriated Ending Fund Balance/ Reserve for Future Expenditure | — | — | — | — | — | |
| Total Requirements | \$ 36,594,454 | \$ 46,431,940 | \$ 54,234,788 | \$ 55,154,411 | \$ 919,623 | 1.7 % |

General Fund Transfers Out Summary

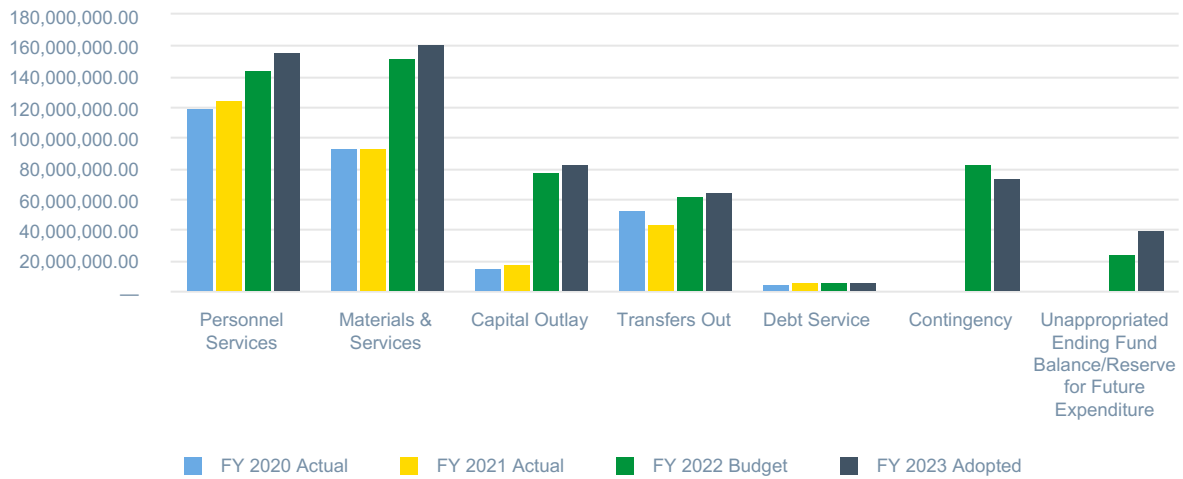
| Transfers Description | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Adopted | Amount Change | Percent Change |
|--|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------|
| Transfers Out - ACT Reserve | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ — | — % |
| Transfers Out - Admin ISF | 40,000 | 40,000 | 86,579 | 236,579 | 150,000 | 173.3 % |
| Transfers Out - Adult Parole & Probation | 285,189 | 285,189 | 662,045 | 536,369 | (125,677) | (19.0)% |
| Transfers Out - BOCC ISF | 285,889 | 361,445 | 365,838 | 301,626 | (64,212) | (17.6)% |
| Transfers Out - Community Development | 100,000 | — | 290,000 | 160,000 | (130,000) | (44.8)% |
| Transfers Out - Court Tech Reserve | 32,000 | 32,000 | 32,000 | 32,000 | — | — % |
| Transfers Out - Dog Control | 149,916 | 182,716 | 149,584 | 147,166 | (2,418) | (1.6)% |
| Transfers Out - Fair & Expo Center | 200,000 | 200,000 | — | — | — | — % |
| Transfers Out - FF&C 2009 | 221,000 | 221,750 | 225,000 | 222,250 | (2,750) | (1.2)% |
| Transfers Out - FF&C 2013 | 271,791 | 272,128 | 273,000 | 273,200 | 200 | 0.1 % |
| Transfers Out - General County Reserve | 2,035,033 | 4,119,194 | 7,069,320 | 4,983,197 | (2,086,123) | (29.5)% |
| Transfers Out - Health Services | 5,747,090 | 5,472,710 | 5,909,168 | 6,608,245 | 699,077 | 11.8 % |
| Transfers Out - Information Technology | 66,000 | 66,000 | — | — | — | — % |
| Transfers Out - Justice Court | — | 111,521 | — | — | — | — % |
| Transfers Out - Juvenile Justice | 5,961,465 | 6,034,966 | 6,304,397 | 6,529,064 | 224,667 | 3.6 % |
| Transfers Out - Legal | 146,961 | — | — | — | — | — % |
| Transfers Out - Miscellaneous | 900,000 | — | — | — | — | — % |
| Transfers Out - Natural Resource Prot. | 29,800 | 35,000 | 35,000 | 35,000 | — | — % |
| Transfers Out - PERS Reserve | 2,000,000 | 2,000,000 | — | — | — | — % |
| Transfers Out - Sheriff's Office | 240,249 | 240,290 | 121,950 | 70,000 | (51,950) | (42.6)% |
| Transfers Out - Vehicle Replacement | 49,770 | 47,593 | 48,783 | 46,097 | (2,686) | (5.5)% |
| Transfers Out - Victims' Assistance | 295,648 | 361,732 | 519,940 | 717,566 | 197,626 | 38.0 % |
| Total General Fund Transfers | \$ 19,177,801 | \$ 20,204,234 | \$ 22,212,604 | \$ 21,018,359 | \$ (1,194,245) | (5.4)% |

Resources & Requirements Charts

RESOURCES BY CATEGORY

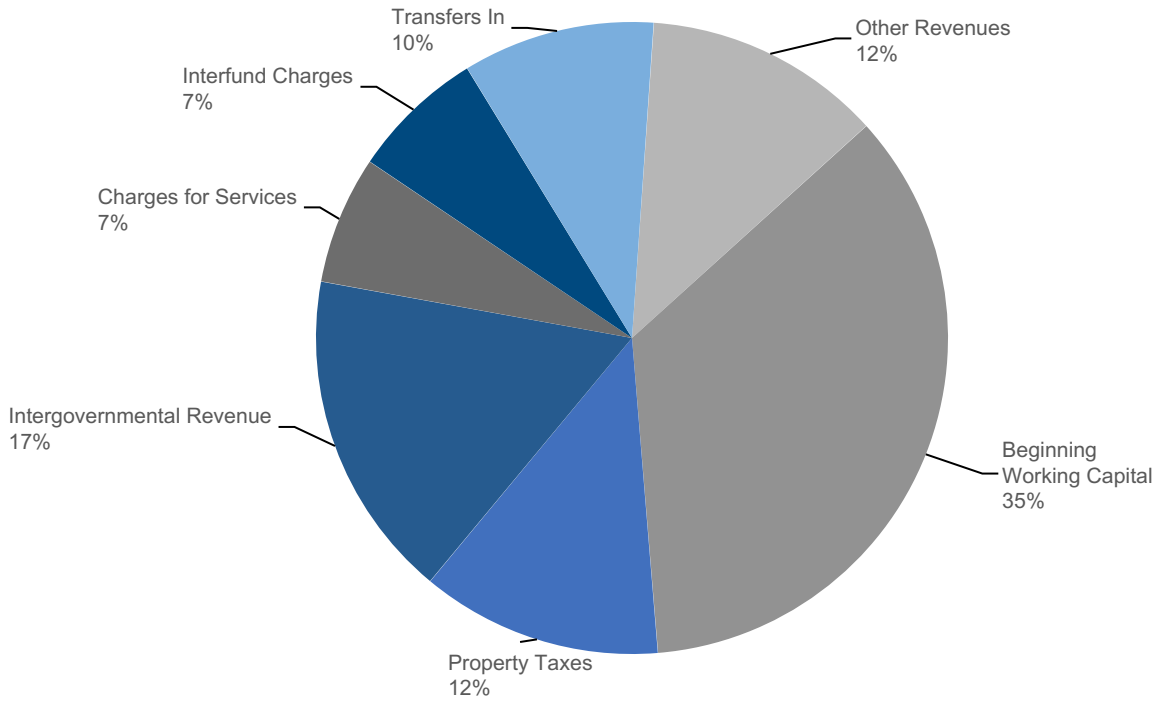


REQUIREMENTS BY CATEGORY

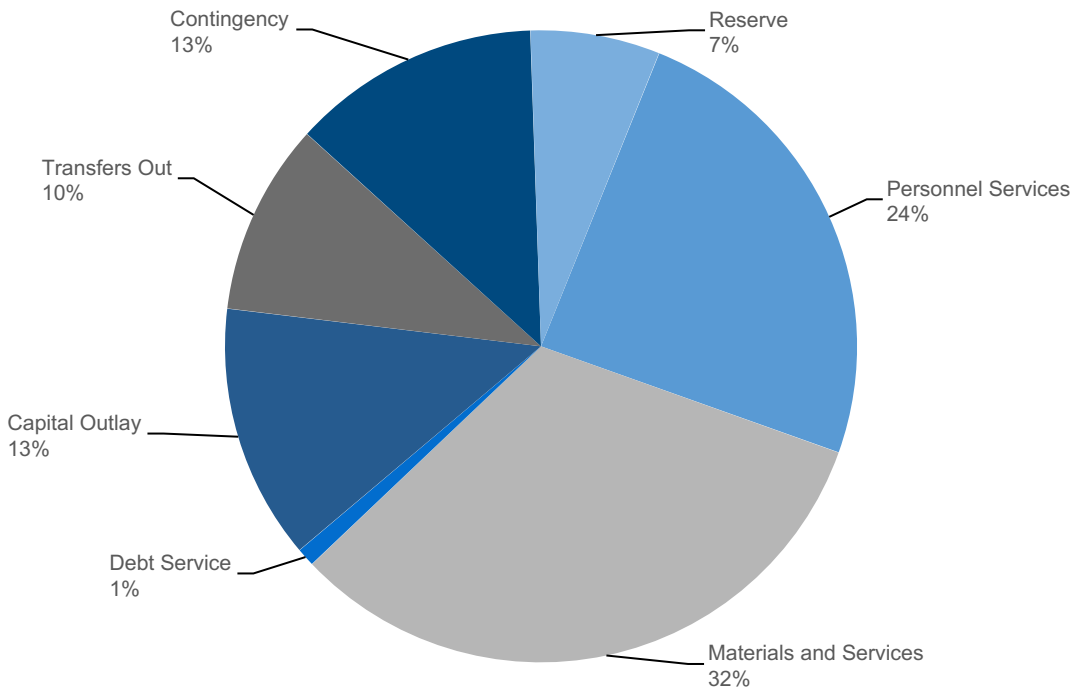


Resources & Requirements Charts

FY 2023 Resources



FY 2023 Requirements



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Summary of Resources & Requirements

| | Countywide Total | General Fund | Special Revenue Funds | | | |
|-----------------------------------|---------------------|-------------------|---------------------------|----------------------------|---|-----------------------------------|
| | | General (001) | A & T Reserve (010) | Code Abatement (020) | Community Justice - Juvenile (030) | Court Tech Reserve (040) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 211,656,814 | 12,975,718 | 1,542,204 | 121,682 | 1,100,001 | 125,543 |
| Property Tax - Current Year | 35,533,168 | 34,467,173 | — | — | — | — |
| Property Tax - Prior Year | 300,000 | 291,000 | — | — | — | — |
| Federal Government Payments | 8,425,163 | 641,835 | — | — | — | — |
| State Government Payments | 80,999,146 | 3,710,545 | — | — | 757,388 | — |
| Local Government Payments | 54,519,404 | 11,000 | — | — | — | — |
| Charges for Services | 40,270,056 | 2,432,609 | — | — | 64,000 | — |
| Transient Room Tax | 13,622,874 | 42,000 | — | — | — | — |
| Transfers In | 64,802,823 | 260,000 | 120,000 | — | 6,529,064 | 32,000 |
| Interfund Charges & Grants | 46,385,101 | 96,552 | — | — | 89,500 | — |
| Bond Proceeds | 21,200,000 | — | — | — | — | — |
| Licenses and Permits | 2,469,002 | 33,775 | — | — | — | — |
| Fines and Fees | 1,109,239 | 83,029 | — | — | — | — |
| Interest Revenue | 1,310,473 | 109,175 | 8,441 | 699 | 6,815 | 809 |
| Sales of Equipment | 1,347,500 | — | — | — | — | — |
| Other Non-Operational Revenue | 3,741,255 | — | — | — | 92,500 | — |
| Total Revenues | 376,035,205 | 42,178,693 | 128,441 | 699 | 7,539,267 | 32,809 |
| Total Resources | 587,692,019 | 55,154,411 | 1,670,645 | 122,381 | 8,639,268 | 158,352 |
| REQUIREMENTS | | | | | | |
| Salaries | 101,047,131 | 10,667,801 | — | — | 4,045,000 | — |
| Benefits | 55,163,859 | 5,573,855 | — | — | 2,287,160 | — |
| Personnel Services | 156,210,990 | 16,241,656 | — | — | 6,332,160 | — |
| Materials & Services | 162,079,578 | 6,373,595 | — | 122,381 | 1,527,992 | 80,000 |
| Debt Principal | 4,602,900 | — | — | — | — | — |
| Debt Interest | 1,736,810 | — | — | — | — | — |
| Total Debt Service | 6,339,710 | — | — | — | — | — |
| Capital Outlay | 83,324,071 | 46,164 | — | — | 68,386 | 78,352 |
| Transfers Out | 64,803,078 | 21,018,359 | — | — | 76,067 | — |
| Total Exp. & Transfers | 472,757,427 | 43,679,774 | — | 122,381 | 8,004,605 | 158,352 |
| Contingency | 74,199,631 | 11,474,637 | — | — | 634,663 | — |
| Reserve for Future Expenditures | 40,734,961 | — | 1,670,645 | — | — | — |
| Total Requirements | 587,692,019 | 55,154,411 | 1,670,645 | 122,381 | 8,639,268 | 158,352 |
| FY 2022 Budget As Revised | 547,848,522 | 54,234,788 | 1,549,832 | 124,729 | 8,174,046 | 122,712 |
| Inc (Dec) from FY 2022 | 39,843,497 | 919,623 | 120,813 | (2,348) | 465,222 | 35,640 |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--|--|--|---|-------------------------|---|
| | Economic Development Fund (050) | General Capital Reserve (060) | General County Projects (070) | Project Dev & Debt Reserve (090) | Law Library (120) | Park Acquisition & Development (130) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 255,474 | 6,900,848 | 633,846 | 2,605,101 | 170,000 | 672,487 |
| Property Tax - Current Year | — | — | 1,065,995 | — | — | — |
| Property Tax - Prior Year | — | — | 9,000 | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | — | — | — | 121,792 | 350,000 |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | 3,000 | 12,000 | — | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | — | 4,983,197 | 500,000 | — | — | — |
| Interfund Charges & Grants | — | 3,521,988 | 55,000 | 490,403 | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 1,065 | 51,195 | 5,695 | 12,845 | 1,367 | 3,977 |
| Sales of Equipment | — | — | — | 850,000 | — | — |
| Other Non-Operational Revenue | 26,109 | — | — | 364,064 | — | — |
| Total Revenues | 27,174 | 8,556,379 | 1,638,690 | 1,729,311 | 123,159 | 353,977 |
| Total Resources | 282,648 | 15,457,227 | 2,272,536 | 4,334,412 | 293,159 | 1,026,464 |
| REQUIREMENTS | | | | | | |
| Salaries | — | — | — | — | — | — |
| Benefits | — | — | — | — | — | — |
| Personnel Services | — | — | — | — | — | — |
| Materials & Services | 282,648 | 3,521,987 | 1,754,369 | 371,157 | 205,046 | 112,500 |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | 1,984,796 | 310,000 | 2,941,759 | — | 300,000 |
| Transfers Out | — | 9,950,444 | — | 1,021,496 | — | 190,000 |
| Total Exp. & Transfers | 282,648 | 15,457,227 | 2,064,369 | 4,334,412 | 205,046 | 602,500 |
| Contingency | — | — | 208,167 | — | 88,113 | 423,964 |
| Reserve for Future Expenditures | — | — | — | — | — | — |
| Total Requirements | 282,648 | 15,457,227 | 2,272,536 | 4,334,412 | 293,159 | 1,026,464 |
| FY 2022 Budget As Revised | 273,545 | 17,016,571 | 2,221,232 | 6,960,359 | 365,403 | 917,390 |
| Inc (Dec) from FY 2022 | 9,103 | (1,559,344) | 51,304 | (2,625,947) | (72,244) | 109,074 |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--------------------------------------|--------------------------|-----------------------------------|---------------------------|------------------------------------|---|
| | Park Development Fees (132) | PERS Reserve (135) | Foreclosed Land Sales (140) | County School (145) | Special Transportation (150) | Statewide Transportation Improvement (151) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 39,978 | 4,603,610 | 155,361 | — | 13,971 | 5,964,758 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | 305,000 | 45,868 | — |
| State Government Payments | — | — | — | 353,000 | 448,228 | 4,294,819 |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | 143,718 | — | — | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | — | — | — | — | — | — |
| Interfund Charges & Grants | — | — | — | — | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | 57,000 | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 104 | 26,539 | 778 | 782 | 1,124 | 41,918 |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | — | — | — | — | — | — |
| Total Revenues | 57,104 | 26,539 | 144,496 | 658,782 | 495,220 | 4,336,737 |
| Total Resources | 97,082 | 4,630,149 | 299,857 | 658,782 | 509,191 | 10,301,495 |
| REQUIREMENTS | | | | | | |
| Salaries | — | — | — | — | — | — |
| Benefits | — | 101,100 | — | — | — | — |
| Personnel Services | — | 101,100 | — | — | — | — |
| Materials & Services | 97,082 | — | 143,142 | 658,782 | 509,191 | 10,301,495 |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | — | — |
| Transfers Out | — | — | — | — | — | — |
| Total Exp. & Transfers | 97,082 | 101,100 | 143,142 | 658,782 | 509,191 | 10,301,495 |
| Contingency | — | — | 156,715 | — | — | — |
| Reserve for Future Expenditures | — | 4,529,049 | — | — | — | — |
| Total Requirements | 97,082 | 4,630,149 | 299,857 | 658,782 | 509,191 | 10,301,495 |
| FY 2022 Budget As Revised | 14,549 | 4,603,416 | 279,482 | 658,734 | 581,953 | 6,229,677 |
| Inc (Dec) from FY 2022 | 82,533 | 26,733 | 20,375 | 48 | (72,762) | 4,071,818 |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|----------------------------|-----------------------------------|---------------------------|-----------------------------------|--------------------------------------|--|
| | Taylor Grazing (155) | Transient Room Tax-7% (160) | Video Lottery (165) | Transient Room Tax-1% (170) | American Rescue Plan Act (200) | Coordinated Office on Houselessness (205) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 52,865 | 9,513,382 | 1,108,925 | — | 23,024,175 | — |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | 6,000 | — | 1,080,000 | — | — | 1,000,000 |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | — | — | — | — |
| Transient Room Tax | — | 11,883,265 | — | 1,697,609 | — | — |
| Transfers In | — | — | — | — | — | — |
| Interfund Charges & Grants | — | — | — | — | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 266 | 49,100 | 5,138 | 1,308 | 105,186 | — |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | — | — | — | — | — | — |
| Total Revenues | 6,266 | 11,932,365 | 1,085,138 | 1,698,917 | 105,186 | 1,000,000 |
| Total Resources | 59,131 | 21,445,747 | 2,194,063 | 1,698,917 | 23,129,361 | 1,000,000 |
| REQUIREMENTS | | | | | | |
| Salaries | — | 107,437 | — | 10,795 | 539,899 | 181,448 |
| Benefits | — | 64,099 | — | 6,008 | 160,722 | 93,216 |
| Personnel Services | — | 171,536 | — | 16,804 | 700,621 | 274,664 |
| Materials & Services | 29,131 | 12,915,046 | 1,164,056 | 9,832 | 21,629,815 | 225,336 |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | 798,925 | — |
| Transfers Out | 30,000 | 4,359,165 | — | 1,672,281 | — | — |
| Total Exp. & Transfers | 59,131 | 17,445,747 | 1,164,056 | 1,698,917 | 23,129,361 | 500,000 |
| Contingency | — | — | 1,030,007 | — | — | — |
| Reserve for Future Expenditures | — | 4,000,000 | — | — | — | 500,000 |
| Total Requirements | 59,131 | 21,445,747 | 2,194,063 | 1,698,917 | 23,129,361 | 1,000,000 |
| FY 2022 Budget As Revised | 53,461 | 16,096,507 | 1,881,797 | 1,453,271 | 33,800,000 | — |
| Inc (Dec) from FY 2022 | 5,670 | 5,349,240 | 312,266 | 245,646 | (10,670,639) | 1,000,000 |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--|----------------------------------|---------------------------|------------------------------|------------------------------|---|
| | Victims' Assistance Program (212) | County Clerk Records (218) | Justice Court (220) | Court Facilities (240) | Sheriff's Office (255) | Communication System Reserve (256) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | — | 357,389 | — | — | — | 321,634 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | 275,129 | — | — | — | 516,866 | — |
| State Government Payments | 101,980 | — | — | — | 2,196,096 | — |
| Local Government Payments | — | — | — | — | 52,561,512 | 50,000 |
| Charges for Services | — | 131,566 | — | — | 152,100 | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 717,566 | — | 263,217 | — | 3,721,787 | — |
| Interfund Charges & Grants | — | — | — | — | 298,232 | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | 525,000 | 63,000 | 404,500 | — |
| Interest Revenue | — | 2,003 | 32 | 137 | 1,526 | 1,569 |
| Sales of Equipment | — | — | — | — | 1,000 | — |
| Other Non-Operational Revenue | — | — | — | — | 48,115 | — |
| Total Revenues | 1,094,675 | 133,569 | 788,249 | 63,137 | 59,901,733 | 51,569 |
| Total Resources | 1,094,675 | 490,958 | 788,249 | 63,137 | 59,901,733 | 373,203 |
| REQUIREMENTS | | | | | | |
| Salaries | 663,138 | — | 364,951 | — | 28,325,489 | — |
| Benefits | 335,766 | — | 204,697 | — | 14,478,063 | — |
| Personnel Services | 998,904 | — | 569,648 | — | 42,803,552 | — |
| Materials & Services | 95,771 | 130,457 | 161,535 | 63,137 | 15,026,620 | — |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | 1,798,360 | — |
| Transfers Out | — | — | — | — | 273,200 | — |
| Total Exp. & Transfers | 1,094,675 | 130,457 | 731,183 | 63,137 | 59,901,733 | — |
| Contingency | — | 360,501 | 57,066 | — | — | — |
| Reserve for Future Expenditures | — | — | — | — | — | 373,203 |
| Total Requirements | 1,094,675 | 490,958 | 788,249 | 63,137 | 59,901,733 | 373,203 |
| FY 2022 Budget As Revised | 989,381 | 575,606 | 756,788 | 63,178 | 54,135,362 | 423,544 |
| Inc (Dec) from FY 2022 | 105,294 | (84,648) | 31,461 | (41) | 5,766,371 | (50,341) |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--|--------------------------|---------------------------------|-----------------------------------|--|-----------------------------------|
| | OHP- Mental Health Services (270) | Health Services (274) | Acute Care Services (276) | Community Development (295) | CDD Groundwater Partnership (296) | Newberry Neighborhood (297) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 13,827,440 | 11,228,719 | 612,458 | 2,096,504 | 78,177 | 75,700 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | 2,555,448 | — | — | — | — |
| State Government Payments | — | 38,763,576 | 434,013 | — | — | — |
| Local Government Payments | — | 1,153,417 | — | 30,000 | — | — |
| Charges for Services | — | 2,450,705 | — | 11,436,349 | 45,000 | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | — | 8,500,248 | — | 160,000 | — | — |
| Interfund Charges & Grants | — | 1,078,400 | — | 166,525 | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | 180,130 | — | — | — | — |
| Fines and Fees | — | 60 | — | 28,150 | — | — |
| Interest Revenue | 81,507 | 97,750 | 4,517 | 14,495 | 516 | 1,213 |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | — | 701,214 | — | — | — | 58,000 |
| Total Revenues | 81,507 | 55,480,948 | 438,530 | 11,835,519 | 45,516 | 59,213 |
| Total Resources | 13,908,947 | 66,709,667 | 1,050,988 | 13,932,023 | 123,693 | 134,913 |
| REQUIREMENTS | | | | | | |
| Salaries | — | 29,491,274 | — | 5,891,427 | — | — |
| Benefits | — | 17,208,489 | — | 3,297,325 | — | — |
| Personnel Services | — | 46,699,763 | — | 9,188,752 | — | — |
| Materials & Services | 244,762 | 14,438,892 | 439,840 | 2,044,552 | 123,693 | — |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | — | — |
| Transfers Out | 1,473,586 | 241,596 | — | 1,071,585 | — | — |
| Total Exp. & Transfers | 1,718,348 | 61,380,251 | 439,840 | 12,304,889 | 123,693 | — |
| Contingency | — | 5,329,416 | — | 1,627,134 | — | 134,913 |
| Reserve for Future Expenditures | 12,190,600 | — | 611,147 | — | — | — |
| Total Requirements | 13,908,947 | 66,709,667 | 1,050,988 | 13,932,023 | 123,693 | 134,913 |
| FY 2022 Budget As Revised | 15,317,552 | 65,114,931 | 1,106,929 | 11,302,683 | 222,334 | 1,027,391 |
| Inc (Dec) from FY 2022 | (1,408,605) | 1,594,736 | (55,941) | 2,629,340 | (98,641) | (892,478) |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--|-------------------------------------|---------------------------------------|--------------------------------------|---------------------------|-------------------|
| | Community Development Reserve (300) | CDD Building Reserve (301) | CDD Electrical Reserve (302) | CDD Capital Improvements (303) | GIS Dedicated (305) | Road (325) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 2,603,759 | 5,595,973 | 912,337 | — | 610,679 | 5,892,967 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | 3,132,502 |
| State Government Payments | — | — | — | — | 12,029 | 19,483,147 |
| Local Government Payments | — | — | — | — | — | 403,731 |
| Charges for Services | — | — | — | — | 320,000 | 71,400 |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 100,000 | 639,437 | 19,529 | 200,000 | — | — |
| Interfund Charges & Grants | — | — | — | — | — | 1,301,901 |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | 5,000 |
| Interest Revenue | 14,446 | 28,667 | 4,746 | — | 3,627 | 54,172 |
| Sales of Equipment | — | — | — | — | — | 436,000 |
| Other Non-Operational Revenue | — | — | — | — | — | 1,210 |
| Total Revenues | 114,446 | 668,104 | 24,275 | 200,000 | 335,656 | 24,889,063 |
| Total Resources | 2,718,205 | 6,264,077 | 936,612 | 200,000 | 946,335 | 30,782,030 |
| REQUIREMENTS | | | | | | |
| Salaries | — | — | — | — | 231,878 | 5,060,485 |
| Benefits | — | — | — | — | 121,338 | 2,741,786 |
| Personnel Services | — | — | — | — | 353,216 | 7,802,271 |
| Materials & Services | — | — | — | 50,000 | 153,538 | 8,363,465 |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | — | 23,260 |
| Transfers Out | — | — | — | — | — | 12,330,136 |
| Total Exp. & Transfers | — | — | — | 50,000 | 506,754 | 28,519,132 |
| Contingency | — | — | — | — | 439,581 | 2,262,898 |
| Reserve for Future Expenditures | 2,718,205 | 6,264,077 | 936,612 | 150,000 | — | — |
| Total Requirements | 2,718,205 | 6,264,077 | 936,612 | 200,000 | 946,335 | 30,782,030 |
| FY 2022 Budget As Revised | 2,615,440 | 4,676,902 | 799,001 | — | 942,313 | 29,013,481 |
| Inc (Dec) from FY 2022 | 102,765 | 1,587,175 | 137,611 | 200,000 | 4,022 | 1,768,549 |

Summary of Resources & Requirements

| Special Revenue Funds | | | | | | |
|-----------------------------------|--|---|-------------------|--|---------------------------------------|--|
| | Natural Resource Protection (326) | Federal Forest Title III (327) | Surveyor (328) | Public Land Corner Preservation (329) | Road Building & Equipment (330) | Trans SDC Improvement Fee (336) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 1,309,797 | 94,001 | 315,341 | 1,662,010 | 5,407,613 | 4,012,142 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | 862,515 | 90,000 | — | — | — | — |
| State Government Payments | — | — | — | — | — | — |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | 53,084 | — | — | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 65,000 | — | — | — | 2,551,415 | — |
| Interfund Charges & Grants | 160,000 | — | — | — | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | 168,347 | — | — | 1,800,000 |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 8,786 | 821 | 1,975 | 9,151 | 35,525 | 27,217 |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | — | — | — | — | — | 6,000 |
| Total Revenues | 1,096,301 | 90,821 | 223,406 | 9,151 | 2,586,940 | 1,833,217 |
| Total Resources | 2,406,098 | 184,822 | 538,747 | 1,671,161 | 7,994,552 | 5,845,359 |
| REQUIREMENTS | | | | | | |
| Salaries | 232,353 | — | — | — | — | — |
| Benefits | 102,204 | — | — | — | — | — |
| Personnel Services | 334,557 | — | — | — | — | — |
| Materials & Services | 737,663 | 120,000 | 251,758 | 471,566 | 680,915 | — |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | — | — | — | — | 2,982,373 | — |
| Transfers Out | 8,210 | — | — | — | — | 4,451,592 |
| Total Exp. & Transfers | 1,080,430 | 120,000 | 251,758 | 471,566 | 3,663,288 | 4,451,592 |
| Contingency | 1,325,668 | 64,822 | 286,989 | 1,199,595 | 4,331,264 | 1,393,767 |
| Reserve for Future Expenditures | — | — | — | — | — | — |
| Total Requirements | 2,406,098 | 184,822 | 538,747 | 1,671,161 | 7,994,552 | 5,845,359 |
| FY 2022 Budget As Revised | 2,194,857 | 215,557 | 502,035 | 1,768,955 | 6,272,941 | 4,961,923 |
| Inc (Dec) from FY 2022 | 211,241 | (30,735) | 36,712 | (97,794) | 1,721,611 | 883,436 |

Summary of Resources & Requirements

| | Special Revenue Funds | | Capital Project Funds | | Debt Service Funds | |
|-----------------------------------|-----------------------|--------------------------------------|---|----------------------|-------------------------------|-------------------------------|
| | Dog Control (350) | Adult Parole & Probation (355) | Public Safety Campus Improvement (463) | Road CIP (465) | FF & C, 2005/2012 (535) | FF & C, 2005/2015 (536) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 51,042 | 3,100,000 | 8,177,350 | 24,548,274 | 72,674 | — |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | 6,014,867 | — | 1,818,500 | — | — |
| Local Government Payments | — | — | — | — | 133,650 | — |
| Charges for Services | — | 500 | — | — | — | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 147,166 | 536,369 | 9,450,444 | 14,230,313 | 785,796 | 235,700 |
| Interfund Charges & Grants | — | 100,000 | 560,000 | — | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | 229,750 | — | — | — | — | — |
| Fines and Fees | — | 500 | — | — | — | — |
| Interest Revenue | 545 | 18,151 | 37,206 | 124,563 | 559 | — |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | 5,500 | — | — | — | 689,427 | — |
| Total Revenues | 382,961 | 6,670,387 | 10,047,650 | 16,173,376 | 1,609,433 | 235,700 |
| Total Resources | 434,003 | 9,770,387 | 18,225,000 | 40,721,650 | 1,682,107 | 235,700 |
| REQUIREMENTS | | | | | | |
| Salaries | 56,981 | 3,604,254 | — | — | — | — |
| Benefits | 30,230 | 2,079,568 | — | — | — | — |
| Personnel Services | 87,211 | 5,683,822 | — | — | — | — |
| Materials & Services | 314,954 | 1,883,614 | 5,385,000 | 127,640 | 1,000 | — |
| Debt Principal | — | — | — | — | 1,415,000 | 221,500 |
| Debt Interest | — | — | — | — | 206,107 | 14,200 |
| Total Debt Service | — | — | — | — | 1,621,107 | 235,700 |
| Capital Outlay | — | 8,475 | 12,840,000 | 28,259,526 | — | — |
| Transfers Out | — | 69,277 | — | — | — | — |
| Total Exp. & Transfers | 402,165 | 7,645,187 | 18,225,000 | 28,387,166 | 1,622,107 | 235,700 |
| Contingency | 31,838 | 605,877 | — | 12,334,484 | — | — |
| Reserve for Future Expenditures | — | 1,519,323 | — | — | 60,000 | — |
| Total Requirements | 434,003 | 9,770,387 | 18,225,000 | 40,721,650 | 1,682,107 | 235,700 |
| FY 2022 Budget As Revised | 439,211 | 9,242,071 | 11,251,715 | 35,039,151 | 1,517,700 | 233,700 |
| Inc (Dec) from FY 2022 | (5,208) | 528,316 | 6,973,285 | 5,682,499 | 164,407 | 2,000 |

Summary of Resources & Requirements

| | Debt Service Funds | | | | Enterprise Funds | |
|-----------------------------------|--|---|--|---|-------------------------|------------------------------|
| | FF & C, 2008 OSP/9-1-1 Building (538) | FF & C, 2009A Jamison Property (539) | Jail Project Debt Service (556) | PERS Series 2002/2004 Debt Service (575) | Solid Waste (610) | Landfill Closure (611) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 212,671 | — | — | 115,113 | 3,107,198 | 5,944,704 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | — | — | — | — | — |
| Local Government Payments | 176,095 | — | — | — | — | — |
| Charges for Services | — | — | — | 1,489,265 | 14,451,000 | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | — | 222,250 | 546,400 | — | — | 750,000 |
| Interfund Charges & Grants | — | — | — | — | — | — |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 1,920 | — | — | 2,546 | 30,498 | 31,002 |
| Sales of Equipment | — | — | — | — | 22,000 | — |
| Other Non-Operational Revenue | 562,115 | — | — | — | 1 | — |
| Total Revenues | 740,130 | 222,250 | 546,400 | 1,491,811 | 14,503,499 | 781,002 |
| Total Resources | 952,801 | 222,250 | 546,400 | 1,606,924 | 17,610,697 | 6,725,706 |
| REQUIREMENTS | | | | | | |
| Salaries | — | — | — | — | 2,055,023 | — |
| Benefits | — | — | — | — | 1,222,661 | — |
| Personnel Services | — | — | — | — | 3,277,684 | — |
| Materials & Services | 500 | 1,000 | 1,044 | — | 6,473,358 | 549,100 |
| Debt Principal | 515,000 | 165,000 | 285,000 | 1,040,000 | 756,000 | — |
| Debt Interest | 174,250 | 56,250 | 260,356 | 439,947 | 571,000 | — |
| Total Debt Service | 689,250 | 221,250 | 545,356 | 1,479,947 | 1,327,000 | — |
| Capital Outlay | — | — | — | — | 264,000 | — |
| Transfers Out | — | — | — | — | 5,299,665 | — |
| Total Exp. & Transfers | 689,750 | 222,250 | 546,400 | 1,479,947 | 16,641,707 | 549,100 |
| Contingency | — | — | — | — | 968,989 | 6,176,606 |
| Reserve for Future Expenditures | 263,050 | — | — | 126,977 | — | — |
| Total Requirements | 952,801 | 222,250 | 546,400 | 1,606,924 | 17,610,697 | 6,725,706 |
| FY 2022 Budget As Revised | 901,677 | 225,250 | 546,000 | 1,688,400 | 16,322,834 | 5,929,997 |
| Inc (Dec) from FY 2022 | 51,124 | (3,000) | 400 | (81,476) | 1,287,863 | 795,709 |

Summary of Resources & Requirements

| Enterprise Funds | | | | | | |
|-----------------------------------|----------------------------------|---|--|--------------------------------|--------------------------------------|---|
| | Landfill Postclosure (612) | Solid Waste Capital Projects (613) | Solid Waste Equipment Reserve (614) | Fair & Expo Center (615) | Deschutes County Fair (616) | Fair & Expo Center Capital Reserve (617) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 1,408,142 | 7,800,997 | 592,804 | 971,352 | 384,715 | 1,299,942 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | — | — | — | 53,167 | — |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | — | 1,164,313 | 1,460,000 | — |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 100,000 | 3,685,703 | 750,000 | 1,131,342 | 75,000 | 1,149,827 |
| Interfund Charges & Grants | — | — | — | — | — | — |
| Bond Proceeds | — | 21,200,000 | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 7,672 | 25,070 | 2,973 | 5,221 | 2,713 | 7,414 |
| Sales of Equipment | — | — | — | — | 3,500 | — |
| Other Non-Operational Revenue | — | — | — | 239,000 | 330,000 | — |
| Total Revenues | 107,672 | 24,910,773 | 752,973 | 2,539,876 | 1,924,380 | 1,157,241 |
| Total Resources | 1,515,814 | 32,711,770 | 1,345,777 | 3,511,228 | 2,309,095 | 2,457,183 |
| REQUIREMENTS | | | | | | |
| Salaries | — | — | — | 875,204 | 108,780 | — |
| Benefits | — | — | — | 551,946 | 60,665 | — |
| Personnel Services | — | — | — | 1,427,150 | 169,445 | — |
| Materials & Services | 1,000 | 829,926 | 25,162 | 1,239,634 | 1,682,585 | 220,000 |
| Debt Principal | — | — | — | 47,900 | — | — |
| Debt Interest | — | — | — | 4,600 | — | — |
| Total Debt Service | — | — | — | 52,500 | — | — |
| Capital Outlay | — | 28,175,000 | 650,000 | — | — | 650,000 |
| Transfers Out | — | — | — | 427,215 | 231,706 | — |
| Total Exp. & Transfers | 1,000 | 29,004,926 | 675,162 | 3,146,498 | 2,083,737 | 870,000 |
| Contingency | — | 3,706,844 | 670,615 | 364,730 | 225,358 | — |
| Reserve for Future Expenditures | 1,514,814 | — | — | — | — | 1,587,183 |
| Total Requirements | 1,515,814 | 32,711,770 | 1,345,777 | 3,511,228 | 2,309,095 | 2,457,183 |
| FY 2022 Budget As Revised | 1,366,732 | 22,554,078 | 774,756 | 3,257,910 | 1,635,500 | 1,839,108 |
| Inc (Dec) from FY 2022 | 149,082 | 10,157,692 | 571,021 | 253,318 | 673,595 | 618,075 |

Summary of Resources & Requirements

| | Enterprise Funds | | Internal Service Funds | | | |
|-----------------------------------|------------------|-----------------------------|-------------------------------|-------------------------------------|--|------------------|
| | RV Park (618) | RV Park Reserve (619) | Building Services (620) | Administrative Services (625) | Board of County Commissioners (628) | Finance (630) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 116,415 | 1,172,718 | 617,362 | 249,392 | 109,254 | 112,739 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | — | — | — | — | — |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | 23,700 | — | 577,476 | 50 | — | 90,446 |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | 180,000 | 261,750 | — | 236,579 | 301,626 | — |
| Interfund Charges & Grants | — | — | 3,841,005 | 1,746,509 | 398,218 | 2,118,937 |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 552 | 6,298 | 5,364 | 2,261 | 821 | 260 |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | 618,000 | — | — | — | — | — |
| Total Revenues | 822,252 | 268,048 | 4,423,846 | 1,985,399 | 700,665 | 2,209,643 |
| Total Resources | 938,667 | 1,440,766 | 5,041,208 | 2,234,791 | 809,919 | 2,322,382 |
| REQUIREMENTS | | | | | | |
| Salaries | 111,153 | — | 1,826,699 | 1,290,714 | 353,450 | 869,892 |
| Benefits | — | — | 1,183,358 | 598,276 | 150,414 | 500,711 |
| Personnel Services | 111,153 | — | 3,010,058 | 1,888,990 | 503,864 | 1,370,603 |
| Materials & Services | 259,755 | — | 1,767,617 | 282,644 | 278,576 | 884,406 |
| Debt Principal | 157,500 | — | — | — | — | — |
| Debt Interest | 10,100 | — | — | — | — | — |
| Total Debt Service | 167,600 | — | — | — | — | — |
| Capital Outlay | — | 100,000 | 15,000 | — | — | — |
| Transfers Out | 261,566 | — | 71,810 | — | 3,715 | — |
| Total Exp. & Transfers | 800,074 | 100,000 | 4,864,485 | 2,171,634 | 786,155 | 2,255,009 |
| Contingency | 138,593 | — | 176,723 | 63,157 | 23,764 | 67,373 |
| Reserve for Future Expenditures | — | 1,340,766 | — | — | — | — |
| Total Requirements | 938,667 | 1,440,766 | 5,041,208 | 2,234,791 | 809,919 | 2,322,382 |
| FY 2022 Budget As Revised | 677,524 | 924,054 | 4,492,885 | 1,826,055 | 744,576 | 2,077,074 |
| Inc (Dec) from FY 2022 | 261,143 | 516,712 | 548,323 | 408,736 | 65,343 | 245,308 |

Summary of Resources & Requirements

| | Internal Service Funds | | | | | |
|-----------------------------------|--------------------------|------------------|--------------------------|---------------------------------|---------------------|--------------------|
| | Finance Reserve (631) | Legal (640) | Human Resources (650) | Information Technology (660) | IT Reserve (661) | Insurance (670) |
| RESOURCES | | | | | | |
| Beginning Net Working Capital | 174,898 | 120,253 | 162,313 | 339,843 | 722,507 | 7,687,180 |
| Property Tax - Current Year | — | — | — | — | — | — |
| Property Tax - Prior Year | — | — | — | — | — | — |
| Federal Government Payments | — | — | — | — | — | — |
| State Government Payments | — | — | — | — | — | — |
| Local Government Payments | — | — | — | — | — | — |
| Charges for Services | — | — | 100 | 800 | — | 36,180 |
| Transient Room Tax | — | — | — | — | — | — |
| Transfers In | — | — | — | — | — | — |
| Interfund Charges & Grants | 261,257 | 1,547,532 | 1,777,316 | 3,483,554 | 164,002 | 3,225,951 |
| Bond Proceeds | — | — | — | — | — | — |
| Licenses and Permits | — | — | — | — | — | — |
| Fines and Fees | — | — | — | — | — | — |
| Interest Revenue | 1,439 | 860 | 946 | 2,520 | 6,301 | 49,346 |
| Sales of Equipment | — | — | — | — | — | — |
| Other Non-Operational Revenue | — | — | — | — | — | — |
| Total Revenues | 262,696 | 1,548,392 | 1,778,362 | 3,486,874 | 170,303 | 3,311,477 |
| Total Resources | 437,594 | 1,668,645 | 1,940,675 | 3,826,717 | 892,810 | 10,998,657 |
| REQUIREMENTS | | | | | | |
| Salaries | 90,923 | 987,776 | 961,660 | 1,830,589 | — | 210,659 |
| Benefits | 46,537 | 432,624 | 532,739 | 888,170 | — | 110,130 |
| Personnel Services | 137,460 | 1,420,400 | 1,494,398 | 2,718,759 | — | 320,789 |
| Materials & Services | 3,000 | 194,705 | 371,549 | 990,327 | 125,500 | 5,567,017 |
| Debt Principal | — | — | — | — | — | — |
| Debt Interest | — | — | — | — | — | — |
| Total Debt Service | — | — | — | — | — | — |
| Capital Outlay | 36,695 | 5,000 | — | — | 388,000 | — |
| Transfers Out | 260,439 | — | — | 6,468 | — | 3,500 |
| Total Exp. & Transfers | 437,594 | 1,620,105 | 1,865,947 | 3,715,554 | 513,500 | 5,891,306 |
| Contingency | — | 48,540 | 74,728 | 111,163 | — | 5,107,351 |
| Reserve for Future Expenditures | — | — | — | — | 379,310 | — |
| Total Requirements | 437,594 | 1,668,645 | 1,940,675 | 3,826,717 | 892,810 | 10,998,657 |
| FY 2022 Budget As Revised | 510,612 | 1,540,667 | 1,661,186 | 3,195,689 | 1,059,170 | 11,476,088 |
| Inc (Dec) from FY 2022 | (73,018) | 127,978 | 279,489 | 631,028 | (166,360) | (477,431) |

Summary of Resources & Requirements

Internal Service Funds

| | Health Benefit Trust (675) | Vehicle Maintenance & Replacement (680) |
|-----------------------------------|---|--|
| RESOURCES | | |
| Beginning Net Working Capital | 11,925,656 | 1,764,739 |
| Property Tax - Current Year | — | — |
| Property Tax - Prior Year | — | — |
| Federal Government Payments | — | — |
| State Government Payments | — | — |
| Local Government Payments | — | — |
| Charges for Services | 3,660,695 | — |
| Transient Room Tax | — | — |
| Transfers In | — | 664,098 |
| Interfund Charges & Grants | 19,902,319 | — |
| Bond Proceeds | — | — |
| Licenses and Permits | — | — |
| Fines and Fees | — | — |
| Interest Revenue | 95,686 | 11,042 |
| Sales of Equipment | — | 35,000 |
| Other Non-Operational Revenue | — | — |
| Total Revenues | <u>23,658,700</u> | <u>710,140</u> |
| Total Resources | <u>35,584,356</u> | <u>2,474,879</u> |
| REQUIREMENTS | | |
| Salaries | — | — |
| Benefits | — | — |
| Personnel Services | <u>—</u> | <u>—</u> |
| Materials & Services | <u>26,769,217</u> | <u>217,000</u> |
| Debt Principal | — | — |
| Debt Interest | — | — |
| Total Debt Service | <u>—</u> | <u>—</u> |
| Capital Outlay | — | 600,000 |
| Transfers Out | — | — |
| Total Exp. & Transfers | <u>26,769,217</u> | <u>817,000</u> |
| Contingency | 8,815,139 | 1,657,879 |
| Reserve for Future Expenditures | — | — |
| Total Requirements | <u>35,584,356</u> | <u>2,474,879</u> |
| | | |
| FY 2022 Budget As Revised | 37,799,795 | 2,484,819 |
| Inc (Dec) from FY 2022 | (2,215,439) | (9,940) |

Summary of Appropriations & Reserves for Future Expenditures

As part of the formal budget adoption process, a resolution is submitted to the Board of County Commissioners with the legal appropriations made by program or organizational (org) unit. The program or org unit appropriation amounts include only personnel services, materials and services and capital outlay budget. All other budget categories are appropriated separately for any personnel services, materials and services or capital outlay not allocated to an org unit or program, and for debt service, special payments, transfers and operating contingency. Reserves for future expenditures and the unappropriated ending fund balance (UEFB) are never appropriated.

| Fund | Fund Description | Program or Org Unit | Debt Service | Transfers Out | Contingency | Appropriation Total | Reserves for Future Expenditure | Total Requirements |
|--------|--------------------------------------|----------------------|--------------|---------------------|----------------------|----------------------|---------------------------------|----------------------|
| 001 | General Fund | | | | | | | |
| 001-02 | Assessor | 5,910,478 | — | 29,808 | — | 5,940,286 | — | 5,940,286 |
| 001-05 | Clerk/Elections | 2,432,710 | — | — | — | 2,432,710 | — | 2,432,710 |
| 001-06 | Board of Property Tax Appeals | 87,177 | — | — | — | 87,177 | — | 87,177 |
| 001-11 | District Attorney | 10,153,207 | — | 9,659 | — | 10,162,866 | — | 10,162,866 |
| 001-12 | Medical Examiner | 438,702 | — | — | — | 438,702 | — | 438,702 |
| 001-18 | Finance/Tax | 905,262 | — | — | — | 905,262 | — | 905,262 |
| 001-23 | Veterans' Services | 780,264 | — | 3,232 | — | 783,496 | — | 783,496 |
| 001-25 | Property Management Admin | 508,359 | — | 3,398 | — | 511,757 | — | 511,757 |
| 001-45 | Non-Departmental | 1,445,256 | — | 20,972,262 | 11,474,637 | 33,892,155 | — | 33,892,156 |
| 10 | A & T Reserve | — | — | — | — | — | 1,670,645 | 1,670,645 |
| 20 | Code Abatement | 122,381 | — | — | — | 122,381 | — | 122,381 |
| 30 | Community Justice - Juvenile | 7,928,538 | — | 76,067 | 634,663 | 8,639,268 | — | 8,639,267 |
| 40 | Court Technology Reserve | 158,352 | — | — | — | 158,352 | — | 158,352 |
| 50 | Economic Development | 282,648 | — | — | — | 282,648 | — | 282,648 |
| 60 | General Capital Reserve | 5,506,783 | — | 9,950,444 | — | 15,457,227 | — | 15,457,227 |
| 70 | General County Projects | 2,064,369 | — | — | 208,167 | 2,272,536 | — | 2,272,536 |
| 90 | Project Development & Debt Reserve | 3,312,916 | — | 1,021,496 | — | 4,334,412 | — | 4,334,412 |
| 680 | Vehicle Maintenance & Replacement | 817,000 | — | — | 1,657,879 | 2,474,879 | — | 2,474,879 |
| | Total General Fund | \$ 42,854,402 | \$ — | \$32,066,366 | \$ 13,975,346 | \$ 88,896,114 | \$ 1,670,645 | \$ 90,566,759 |
| 120 | Law Library | 205,046 | — | — | 88,113 | 293,159 | — | 293,160 |
| 130 | Park Acquisition & Development | 412,500 | — | 190,000 | 423,964 | 1,026,464 | — | 1,026,464 |
| 132 | Park Development Fees | 97,082 | — | — | — | 97,082 | — | 97,082 |
| 135 | PERS Reserve | 101,100 | — | — | — | 101,100 | 4,529,049 | 4,630,149 |
| 140 | Foreclosed Land Sales | 143,142 | — | — | 156,715 | 299,857 | — | 299,856 |
| 145 | County School | 658,782 | — | — | — | 658,782 | — | 658,782 |
| 150 | Special Transportation | 509,191 | — | — | — | 509,191 | — | 509,191 |
| 151 | Statewide Transportation Improvement | 10,301,495 | — | — | — | 10,301,495 | — | 10,301,495 |
| 155 | Taylor Grazing | 29,131 | — | 30,000 | — | 59,131 | — | 59,131 |
| 160 | Transient Room Tax | 13,086,582 | — | 4,359,165 | — | 17,445,747 | 4,000,000 | 21,445,747 |
| 165 | Video Lottery | 1,164,056 | — | — | 1,030,007 | 2,194,063 | — | 2,194,063 |
| 170 | Transient Room Tax-1% | 26,636 | — | 1,672,281 | — | 1,698,917 | — | 1,698,917 |
| 200 | American Rescue Plan | 23,129,361 | — | — | — | 23,129,361 | — | 23,129,361 |
| 205 | Joint Houselessness Task Force | 500,000 | — | — | — | 500,000 | 500,000 | 1,000,000 |
| 212 | Victims' Assistance Program | 1,094,675 | — | — | — | 1,094,675 | — | 1,094,675 |

Summary of Appropriations & Reserves for Future Expenditures

| Fund | Fund Description | Program or Org Unit | Debt Service | Transfers Out | Contingency | Appropriation Total | Reserves for Future Expenditure | Total Requirements |
|-----------------------------|----------------------------------|----------------------|--------------------|---------------------|---------------------|----------------------|---------------------------------|----------------------|
| 218 | County Clerk Records | 130,457 | — | — | 360,501 | 490,958 | — | 490,958 |
| 220 | Justice Court | 731,183 | — | — | 57,066 | 788,249 | — | 788,249 |
| 240 | Court Facilities | 63,137 | — | — | — | 63,137 | — | 63,137 |
| 255 | Sheriff's Office | 59,628,533 | — | 273,200 | — | 59,901,733 | — | 59,901,733 |
| 256 | Communications System Reserve | — | — | — | — | — | 373,203 | 373,203 |
| 274 | Health Services | 61,823,257 | — | 1,715,182 | 5,329,416 | 68,867,855 | 12,801,747 | 81,669,603 |
| 295 | Community Development | 11,283,304 | — | 1,071,585 | 1,627,134 | 13,982,023 | 10,068,894 | 24,050,917 |
| 296 | CDD-Groundwater Partnership | 123,693 | — | — | — | 123,693 | — | 123,693 |
| 297 | Newberry Neighborhood | — | — | — | 134,913 | 134,913 | — | 134,913 |
| 305 | GIS Dedicated | 506,754 | — | — | 439,581 | 946,335 | — | 946,335 |
| 325 | Road | 19,852,284 | — | 12,330,136 | 6,594,162 | 38,776,582 | — | 38,776,582 |
| 326 | Natural Resource Protection | 1,072,220 | — | 8,210 | 1,325,668 | 2,406,098 | — | 2,406,098 |
| 327 | Federal Forest Title III | 120,000 | — | — | 64,822 | 184,822 | — | 184,822 |
| 328 | Surveyor | 251,758 | — | — | 286,989 | 538,747 | — | 538,748 |
| 329 | Public Land Corner Preservation | 471,566 | — | — | 1,199,595 | 1,671,161 | — | 1,671,161 |
| 336 | Countywide Trans SDC Imprv Fee | — | — | 4,451,592 | 1,393,767 | 5,845,359 | — | 5,845,359 |
| 350 | Dog Control | 402,165 | — | — | 31,838 | 434,003 | — | 434,002 |
| 355 | Community Justice - Adult | 7,575,910 | — | 69,277 | 605,877 | 8,251,064 | 1,519,323 | 9,770,387 |
| 463 | Campus Public Safety | 18,225,000 | — | — | — | 18,225,000 | — | 18,225,000 |
| 465 | Road CIP | 28,387,166 | — | — | 12,334,484 | 40,721,650 | — | 40,721,650 |
| 500 | Full Faith & Credit Debt Service | 3,544 | 4,792,610 | — | — | 4,796,154 | 450,027 | 5,246,180 |
| 610 | Solid Waste | 40,245,231 | 1,327,000 | 5,299,665 | 11,523,054 | 58,394,950 | 1,514,814 | 59,909,764 |
| 615 | Fair and Expo Center | 5,388,814 | 52,500 | 658,921 | 590,088 | 6,690,323 | 1,587,183 | 8,277,505 |
| 618 | RV Park | 470,908 | 167,600 | 261,566 | 138,593 | 1,038,667 | 1,340,766 | 2,379,433 |
| 620 | Property & Facilities | 4,792,675 | — | 71,810 | 176,723 | 5,041,208 | — | 5,041,209 |
| 625 | Administrative Services | 2,171,634 | — | — | 63,157 | 2,234,791 | — | 2,234,792 |
| 628 | Board of County Commissioners | 782,440 | — | 3,715 | 23,764 | 809,919 | — | 809,919 |
| 630 | Finance | 2,255,009 | — | — | 67,373 | 2,322,382 | — | 2,322,382 |
| 631 | Finance Reserve | 177,155 | — | 260,439 | — | 437,594 | — | 437,594 |
| 640 | Legal | 1,620,105 | — | — | 48,540 | 1,668,645 | — | 1,668,644 |
| 650 | Human Resources | 1,865,947 | — | — | 74,728 | 1,940,675 | — | 1,940,675 |
| 660 | Information Technology | 3,709,086 | — | 6,468 | 111,163 | 3,826,717 | — | 3,826,717 |
| 661 | IT Reserve Fund | 513,500 | — | — | — | 513,500 | 379,310 | 892,810 |
| 670 | Insurance | 5,887,806 | — | 3,500 | 5,107,351 | 10,998,657 | — | 10,998,657 |
| 675 | Health Benefits | 26,769,217 | — | — | 8,815,139 | 35,584,356 | — | 35,584,356 |
| Total Appropriations | | \$401,614,639 | \$6,339,710 | \$64,803,078 | \$74,199,631 | \$546,957,058 | \$40,734,961 | \$587,692,019 |



Public Safety Departments

COMMUNITY JUSTICE

| | |
|---|----|
| Community Justice – Juvenile (Fund 030) | 75 |
| Adult Parole & Probation (Fund 355) | 79 |

DISTRICT ATTORNEY’S OFFICE

| | |
|--|----|
| District Attorney’s Office (Fund 001-11) | 81 |
| Victims’ Assistance (Fund 212) | 86 |
| Medical Examiner (Fund 001-12) | 86 |

JUSTICE COURT

| | |
|--------------------------------|----|
| Justice Court (Fund 220) | 87 |
|--------------------------------|----|

SHERIFF’S OFFICE

| | |
|--|----|
| Sheriff’s Office (Fund 255) | 89 |
| Countywide Law Enforcement District (Fund 701) | 96 |
| Rural Law Enforcement District (Fund 702) | 96 |
| Court Facilities (Fund 240) | 97 |
| Communications System Reserve (Fund 256) | 97 |

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COMMUNITY JUSTICE

Protect the public by addressing root causes of and repairing the harm of crime, reducing risk of new crime, and facilitating opportunities for accountability and behavior change with those on supervision.

Department Overview

The Community Justice Department is comprised of two funds, one each financing Juvenile Community Justice (Juvenile Division) and Adult Parole & Probation (Adult Division). Both share an administration, support and fiscal management unit.

Juvenile Detention is a secure juvenile correctional facility for youth awaiting adjudication and disposition. Juvenile Field Services provides probation and informal supervision, community service crew and community based volunteer service, cognitive behavioral programming and electronic monitoring, new offense intake and assessment, juvenile behavioral health, and juvenile court services.

Adult Parole & Probation includes supervision and services for persons on felony and specified misdemeanor probation, parole and post-prison supervision, and transitional leave from prison. Services include community service crew and community based volunteer services, cognitive behavioral programming and electronic monitoring of supervised persons. Community Safety and Restoration monitors and supervises persons on misdemeanor probation and contractual management of pretrial electronic monitoring services.

Department Director: Deevy Holcomb

☎: Juvenile Division: 541-388-6671

Adult Division: 541-385-3246

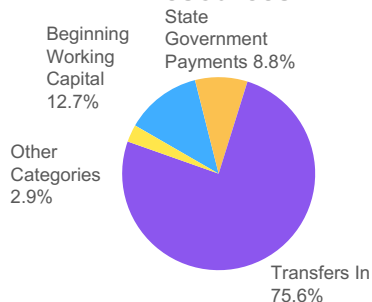
✉ juvsvcs@deschutes.org

parole@deschutes.org

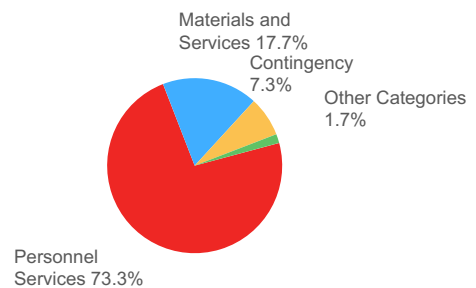
| Juvenile Community Justice | |
|----------------------------|--------------|
| Total Budget | \$ 8,639,268 |
| Budget Change | 5.69 % |
| Total Staff | 47.90 FTE |
| Staff Change | — |

| Adult Parole & Probation Summary | |
|----------------------------------|--------------|
| Total Budget | \$ 9,770,387 |
| Budget Change | 5.72 % |
| Total Staff | 40.85 FTE |
| Staff Change | — |

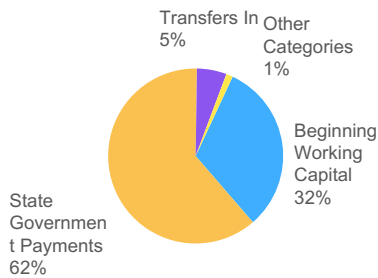
Community Justice Juvenile Resources



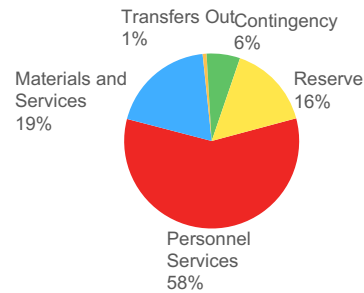
Community Justice Juvenile Requirements



Adult Parole & Probation Resources



Adult Parole & Probation Requirements



COMMUNITY JUSTICE: SUCCESSES & CHALLENGES

Significant Accomplishments

In FY 2022 the department protected public safety through maintaining foundational services in the second year of the COVID 19 pandemic, and engaging with partners, staff, clients and community members to innovate services and strive for equitable supervision outcomes. Accomplishments included:

- Maintained public safety, victim reparation, risk reduction and client behavior change in the face of a dynamic economic, public health and public safety outlook. 88% of young people paid their entire restitution obligation to victims, 69% of young people completed their community service obligations despite restrictions on community service crew activity, and 80% of young people reduced their risk to re-offend by the time they completed their supervision. Approximately 74% of adults on supervision received a comprehensive risk and needs assessment within 60 days of admission, a cornerstone for building supervision plans that balance immediate public safety needs with our obligation to promote long-term behavior change. We maintained a 26% reduction in prison usage without negative impact on recidivism, and in some cases, decreasing recidivism.
- Engaged with community members and staff to understand and eliminate disparities in public safety outcomes experienced by Black, Latinx and Indigenous people in Deschutes County. Juvenile division staff continue to partner with local agencies and school districts to implement restorative justice principles to create welcoming and inclusive environments, as well as respond to negative behavior within organizations that work with young people, including our own. The adult division is engaged with a community workgroup to create culturally responsive services and supervision. Projects include partnering with a local nonprofit to provide a culturally-specific support program for Black men and modernizing and improving the way in which we collect, use and respond to our clients' racial, ethnic and gender identities.
- Engaged with clients and other public safety partners to innovate and maintain productive and efficient staff and client activity despite continuing need to conduct many activities virtually. The adult division identified the need to support our 911 and law enforcement partners by piloting a program that allows Parole & Probation officers in the field to access and document their whereabouts and status directly into area dispatch systems, freeing up dispatcher radio traffic. Juvenile division staff created a workgroup to investigate ways to support and provide quality substance use disorder treatment as local resources are insufficient for current demand of young people on supervision. For the second year staff provided virtual-only cognitive behavioral groups, and continued to conduct client skill building sessions over the phone or video conference platforms. This experience confirms that phone or video conference interaction supports equitable treatment and outcomes

by removing barriers to interaction and engagement such as taking time off work, finding child care, or other difficulties in making in-person office visits. Staff continued to hold virtual team, staff and workgroup meetings to identify and solve problems, keep professional relationships strong and build new programming. We will continue to innovate and use virtual platforms into the future.

- Department leadership strengthened opportunities for staff to engage with staff in strategic planning and operations, and offered new mechanisms for staff leadership and professional growth during FY 2022. These are crucial areas not just to advance department priorities in a sustainable and widespread manner, but for staff retention and engagement, two challenges in the current labor environment. The adult division created two new “Core Correctional Practices” staff instructor positions to advance staff ability to fulfill the “coach” role that Parole & Probation Officers can play in clients’ lives. The juvenile division continued team-level focus on goal creation that aligns with a 10 year strategic plan, monthly restorative practice circles for staff to engage with one another about division priorities, and created internal leadership opportunities for staff to implement restorative practice innovations and advance learning and addressing racial and ethnic disparities.

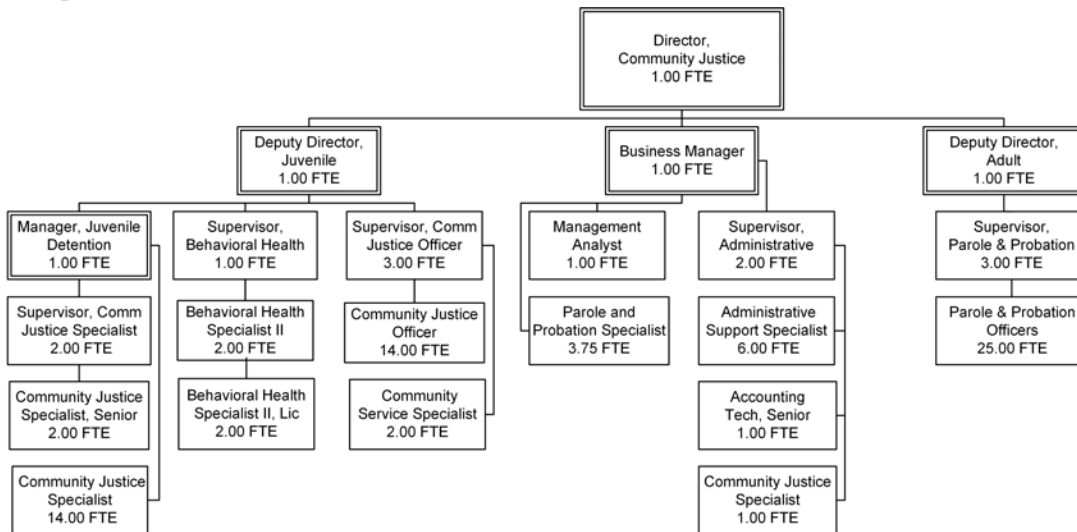
Fiscal Issues

- The juvenile division enters FY 2023 in good financial position, requesting a 3.6% increase in general fund transfer since FY 2022. This year, as in past years, the juvenile budget reflects prudent spending and responsiveness to state and national trends in juvenile populations: declining or flat numbers of young people referred to the department, partnered with a focus on intensive work with higher risk youth. Since a significant staff downsizing between FY10 and FY14, FTE has remained steady and overall expenses have increased just under 2% year over year.
- Delays in FY 2022 will transfer some juvenile detention facility capital expense to required additional expenditures in FY 2023 to replace security cameras, and upgrade software and hardware that manages internal control of doors, video surveillance cameras and intercoms.
- The adult division enters FY 2023 in a strong financial position. Largely funded by state revenue provided as a biennial allocation to supervise adults sentenced on a felony, our FY 2023 revenue projections reflect the fact that we were allocated more state revenue for the current biennium than was budgeted in FY 2022, as state revenue was not yet finalized at the time of FY 2022 budgeting.
- The adult division expects substantial reduction in state revenues overall starting in the FY 2023-25 biennium, based on a declining population of adults sentenced to either felony probation or prison over the past two years. From FY 2019 through FY 2021, the division increased its proportion of state revenue that we share with the sheriff’s office for felony supervision and local control (ability for county jail to house people sentenced to one year or less in prison). We have continued to keep the bulk of our larger allocation in contingency, in anticipation of shrinking future state revenue overall. Current projections indicate that the contingency may need to be fully utilized for operational expenses starting in FY 2025, at which time new revenue or reduced services may become necessary to maintain operations.
- State Department of Corrections revenue (including revenue reserved for future expenditure) does not include funding to supervise adults with most misdemeanor convictions. The county has prioritized and supported this work in the past through a General Fund allocation. The FY 2023 budget reduces its FY 2022 general fund transfer request by 19%, in response to reduction in number of county-funded adults on supervision for misdemeanors, which is a result of state legislation that increases the type of misdemeanors funded with state revenue.

Operational Challenges

- The adult and juvenile divisions will continue capital renovations and/or expansion in FY 2023. Construction contracts have been awarded and work has begun to expand the adult division's main Bend office, which will disrupt services and staffing for a short while. Architectural design is in motion to remodel the first floor of the juvenile division's main Bend facility to better allow for meeting and administrative space for detention staff, and larger training area for all staff and community members.
- Volatility in the public safety system and client population during the COVID 19 pandemic will likely continue in FY 2023. Additionally, Oregon voters and lawmakers continue to reduce the footprint of the public safety system's involvement with juveniles and adults possessing or using drugs, or struggling with addiction. Understanding and incorporating these changes into operations is a key priority, including supporting staff in new and changed roles, understanding and adjusting to new referral or sentencing patterns, and keeping steadfast attention on best practices with the populations we continue to work with.
- Addressing affordable housing for community justice clients who are both particularly vulnerable and can pose a public safety risk to others, and who are disproportionately lower income with criminal records is a continuing challenge. We will be working with the numerous collaborative efforts now underway in the region to address homelessness and affordable housing needs to ensure that the needs of individuals involved with juvenile and adult supervision remain part of the conversation and solutions.
- The juvenile and adult divisions have experienced a 6% and 9% personnel vacancy rate respectively in FY 2022 to date. Particularly in the juvenile division, this has been driven by attrition, a dynamic seen in many parts of the labor market. We will remain vigilant to healthy recruitment, onboarding, training and retention strategies in partnership with the county's Human Resources efforts.

Organizational Chart



Budget Summary – Juvenile Justice (Fund 030)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,296,490 | 1,069,720 | 968,506 | 1,100,000 | 1,100,000 | 1,100,001 | 13.58 % |
| State Government Payments | 572,233 | 716,814 | 613,900 | 757,388 | 757,388 | 757,388 | 23.37 % |
| Charges for Services | 102,527 | 67,396 | 89,000 | 64,000 | 64,000 | 64,000 | (28.09)% |
| Fines and Fees | 4,811 | 2,452 | — | — | — | — | — % |
| Interest Revenue | 26,491 | 13,796 | 14,243 | 6,815 | 6,815 | 6,815 | (52.15)% |
| Other Non-Operational Revenue | 100,087 | 85,909 | 94,500 | 92,500 | 92,500 | 92,500 | (2.12)% |
| Interfund Charges | 20,000 | 89,500 | 89,500 | 89,500 | 89,500 | 89,500 | 0.00 % |
| Transfers In | 5,961,465 | 6,034,966 | 6,304,397 | 6,529,064 | 6,529,064 | 6,529,064 | 3.56 % |
| Total Resources | 8,084,105 | 8,080,553 | 8,174,046 | 8,639,267 | 8,639,267 | 8,639,268 | 5.69 % |
| Personnel Services | 5,650,045 | 5,762,391 | 6,082,895 | 6,332,160 | 6,332,160 | 6,332,160 | 4.10 % |
| Materials and Services | 1,277,340 | 1,233,835 | 1,363,409 | 1,522,709 | 1,527,992 | 1,527,992 | 12.07 % |
| Capital Outlay | — | 41,992 | 50,051 | 68,386 | 68,386 | 68,386 | 36.63 % |
| Transfers Out | 87,000 | 77,112 | 81,010 | 76,067 | 76,067 | 76,067 | (6.10)% |
| Contingency | — | — | 596,681 | 639,946 | 634,663 | 634,663 | 6.37 % |
| Total Requirements | 7,014,385 | 7,115,330 | 8,174,046 | 8,639,267 | 8,639,267 | 8,639,268 | 5.69 % |

Budget Summary – Adult Parole & Probation (Fund 355)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 2,754,005 | 3,119,990 | 2,739,775 | 3,100,000 | 3,100,000 | 3,100,000 | 13.15 % |
| State Government Payments | 6,181,598 | 5,697,284 | 5,520,557 | 6,014,867 | 6,014,867 | 6,014,867 | 8.95 % |
| Charges for Services | 15,583 | 1,179 | 2,000 | 500 | 500 | 500 | (75.00)% |
| Fines and Fees | 203,870 | 193,431 | 172,500 | 500 | 500 | 500 | (99.71)% |
| Interest Revenue | 64,896 | 43,276 | 45,193 | 18,151 | 18,151 | 18,151 | (59.84)% |
| Interfund Charges | 105,000 | 105,000 | 100,000 | 100,000 | 100,000 | 100,000 | 0.00 % |
| Transfers In | 285,189 | 285,189 | 662,046 | 536,369 | 536,369 | 536,369 | (18.98)% |
| Total Resources | 9,610,140 | 9,445,348 | 9,242,071 | 9,770,387 | 9,770,387 | 9,770,387 | 5.72 % |
| Personnel Services | 4,753,486 | 4,950,715 | 5,379,503 | 5,683,821 | 5,683,821 | 5,683,822 | 5.66 % |
| Materials and Services | 1,663,665 | 1,414,886 | 1,700,412 | 1,878,301 | 1,883,614 | 1,883,614 | 10.77 % |
| Capital Outlay | 11,000 | — | — | 8,475 | 8,475 | 8,475 | — |
| Transfers Out | 62,000 | 97,693 | 190,974 | 69,277 | 69,277 | 69,277 | (63.72)% |
| Contingency | — | — | 561,902 | 611,190 | 605,877 | 605,877 | 7.83 % |
| Reserve | — | — | 1,409,280 | 1,519,323 | 1,519,323 | 1,519,323 | 7.81 % |
| Total Requirements | 6,490,151 | 6,463,294 | 9,242,071 | 9,770,387 | 9,770,387 | 9,770,387 | 5.72 % |

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DISTRICT ATTORNEY'S OFFICE

There shall be elected by districts comprised of one or more counties, a sufficient number of prosecuting Attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law and general police as the Legislative Assembly may direct.



John Hummel, District Attorney

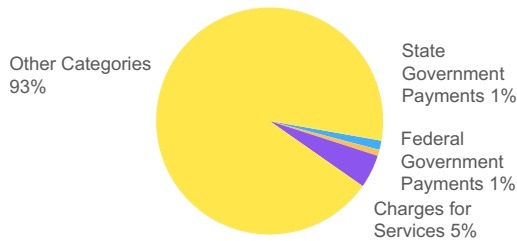
Deschutes County District Attorney since 2014.

☎: 541-388-6520

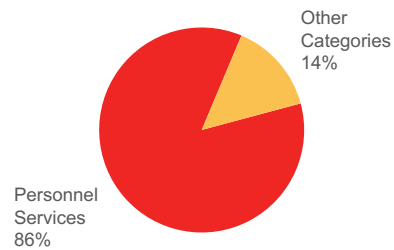
🌐: www.dcda.us

| District Attorney Summary | |
|---------------------------|---------------|
| Total Budget | \$ 10,162,866 |
| Budget Change | 4.47 % |
| Total Staff | 60.60 FTE |
| Staff Change | 2.00 |

District Attorney's Office Resources



District Attorney's Office Requirements



Department Overview

The Office of District Attorney is created by the Oregon Constitution, which states:

There shall be elected by districts comprised of one or more counties, a sufficient number of prosecuting Attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law and general police as the Legislative Assembly may direct.

The District Attorney's Office is headed by the elected District Attorney, who directs staff consisting of 2 Chief Deputy District Attorneys, 2 Deputy District Attorney Supervisors, 20.5 Deputy District Attorneys, 23.5 Trial Assistants, 2 Investigators, 1 Executive Assistant, 1 Operations Manager, 1 Administrative Manager, 1.1 Management Analysts, 2 IT staff, 1.5 Administrative Staff, 1 Victims' Advocate Program Manager and 7 Victims' Advocates.

The primary goal of the District Attorney's Office is to ensure Deschutes County is a safe place to live, work and raise a family. We achieve this goal by working with the community to prevent crime, and by holding offenders accountable when crimes occur.

Trial Assistants

The deputy district attorneys are supported by Trial Assistant. The Trial Assistants perform a multitude of tasks for the office. Their primary function is to provide support for their assigned deputy district attorney and to process/maintain files. There are currently 23.5 FTEs devoted to the trial assistant position and 25 people that fill those positions.

Our goal is to provide efficient help and support to the deputy district attorneys as they prosecute criminal cases in Deschutes County. A trial assistant's duties are administrative in nature.

In the future, the trial assistant team would like to focus on additional training to help build skills around case research and evidence review. These additional skills would allow the trial assistant to provide additional support to the deputy district attorney and create practices that are more efficient.

Operations

The main objective of the Operations Department is to provide timely and professional internal and external customer service. This team supports day-to-day operations in our office to alleviate pressure from members of management, internal staff and the public. This support includes:

Operations team members seek to create a consistent, welcoming and respectful environment throughout the DA's Office. To ensure we are a diverse, equitable and inclusive unit providing service that reflects the County's Every Time Standards.

Information Technology (IT)

The Information Technology (IT) team is responsible for providing maintenance and support for all information technology equipment and computer program systems. The department consists of two FTE- Supervisor, Application System Analyst II and Staff, Applications System Analyst I.

Victims' Assistance Program

The District Attorney administers the Victims' Assistance Program, which provides services for victims of crime. Services include providing information and assistance regarding the criminal justice system, crime victims' compensation, victims' rights, court hearing notification, victim notification on defendant custody status, resource referrals, parole board hearings and all other vital information and services.

The program's primary goal is to provide timely and effective services for all crime victims in the community. The services delivered by this program provides are not replicated by any other agency in our community and are required under Oregon Statute.

DISTRICT ATTORNEY'S OFFICE: SUCCESSSES & CHALLENGES

Significant Accomplishments

PREVENTING CRIME:

Clean Slate – A Crime Prevention Initiative

Deschutes County has a drug problem: each year the number of drug arrests grows. This rise is primarily due to known offenders being rearrested for drug possession or committing other crimes such as theft. Our recidivism rates are high because our traditional prosecution strategy too harshly penalizes individuals with addictions and is too lenient on individuals manufacturing and selling drugs. In collaboration with law enforcement and our medical community, District Attorney Hummel launched Goldilocks: a three-tiered program that targets the intervention that is just right for each criminal suspect. Regarding the Clean Slate component of the program, program participants are 27% less likely to recidivate people who are prosecuted the traditional way.

Enrollment in Clean Slate over the last fiscal year has dropped dramatically due to the passing of Measure 110 that decriminalized the possession of small quantities of illicit drugs. The State's new plan to address drug use and criminal activity differs from our Clean Slate model in that anyone cited for possession can pay a \$100 fine or enroll in drug treatment to avoid a violation. Clean Slate enrolled all higher risk/need individuals that engaged into primary care and offered care to even lower risk participants. Although the two programs differ in implementation, their premises are similar and we are proud to have been on the forefront of this trend to address low level drug use. Clean Slate Documentary - <https://bradleylanphear.com/project/clean-slate/>

PROSECUTION:

- Pandemic protocols resulted in systemic changes to the Criminal Justice System, as directed by the Chief Justice's and the Deschutes County Presiding Judge. Challenges include:
- Deputy District Attorneys providing coverage for 1-2 DDAs on leave and for unfilled positions. DDAs have been rotating coverage for these positions for over a year.
- Successfully on-boarded two brand new prosecutors, training them from day one of their first prosecution jobs to representing the state successfully on their own.
- Since 2020 DCDA has successfully completed a number of trials at the Deschutes County Fairgrounds, including a complex child abuse case that spanned three weeks from start to finish. Trials at the Fairgrounds are difficult because of the commute, logistics, and increased level of coordination and planning required. Deputy DA's, Trial Assistants, and Victims' Assistants had work together to overcome these obstacles. Trials at the Fairgrounds tend to take longer and present more issues than trials at the courthouse. Despite these added difficulties, everyone worked together successfully.
- Addressing the backlog of trials, hearing and the Bench Warrant Queue. The court has held more than 1300 warrants due to the limited capacity of the jail and court system during the Pandemic. Due to limited space available for trials, fewer trials than normal have been conduct in the last two years. This has created a backlog of trials that will have to be addressed in the near future.
- The average number of homicide cases continues to remain between 10-12 pending per year since the high of 13 in 2018.
- DCDA has assumed the civil forfeiture responsibilities for the Central Oregon Drug Enforcement Team. Previously, all civil forfeiture work for the CODE team was assigned to the Crook County District Attorney's Office. DCDA is now responsible for all of the civil forfeiture cases generated by the CODE team.
- DCDA worked with the Deschutes County Illegal Marijuana Enforcement Grant team to expand the investigation and prosecution focus to include an assessment of Environmental Crimes.

PROTECTING THE INNOCENT:

- We provided a thorough review of the evidence in all alleged criminal offenses that were presented to our office. This resulted in us declining to file criminal charges in numerous cases based on our belief that the suspect was innocent or the suspect's guilt could not be proven, the evidence was obtained contrary to the law, or the interests of justice compelled our decision.

COMMUNITY COLLABORATION:

- The IMPACTS funding opportunity aims to reduce the number of jail bookings and reliance on emergency departments and Oregon State Hospital beds while improving capacity for community-based treatment, supports and services to provide better outcomes for involved individuals, and more efficiently use local and state resources, and maintain public safety.
- DCDA created a DEI team internally and members of the team presented to the Community Latino Association about who the DA's Office is and what we do.

INNOVATION:

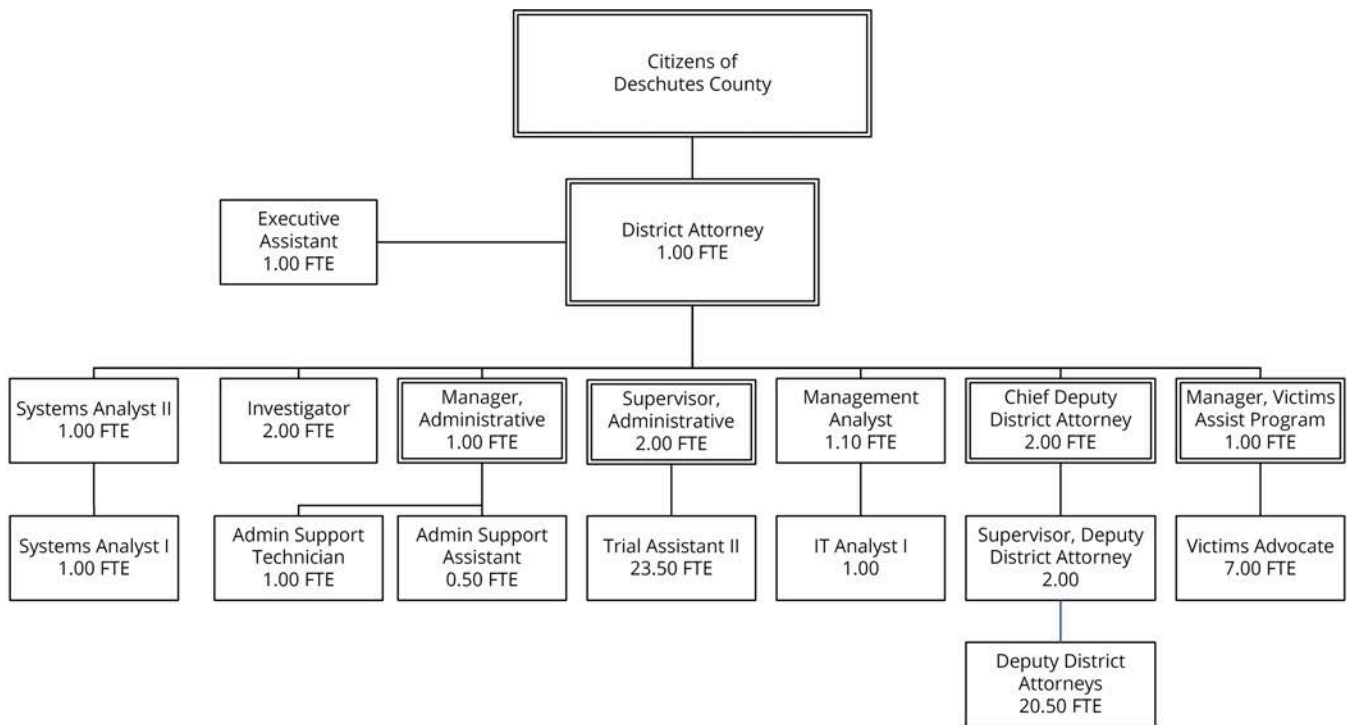
- Emerging Adult team to address criminal justice disparities among young adults (18-24-years-old). The program concept was initiated during the Prosecutor Impact training. The program plan includes restorative justice methodologies and Dr. Laub's research and training on how a positive impact at this pivotal age can change the trajectory of a person's life.
- DCDA launched the Veterans Intervention Strategy in November 2020 to address the needs of service members within our community that have been negatively impacted by their military service to the country, which resulted in drug addiction and/or mental health challenges. The program overcame a decade-old barrier that has prevented the launch of a traditional Veterans Treatment Court (VTC), while allowing us to implement many VTC best practices. The collaborative inter-agency team uses legal incentives and targeted veteran specific services and resources to help these veterans improve their life outcomes.
- At the beginning of March 2022, we launched CANNAFACTS an informational website to educate residents and visitors to Deschutes County on the laws related to legal cannabis activity.
- Expungement process-SB819
- DCIMME-addition of environmental crimes
- Creation of the Forensic Team Lead
- Implementing PCE

Operational Challenges

- Employee retention. In 2020, we anticipated that the pandemic would be our biggest operational challenge, but we were wrong. In 2021, while adjusting to the impact of COVID-19, we experienced high rates of attorney and staff turn-over. The impact on work efficiency, productivity and morale was significant.
- Our biggest challenge remains our issues with staffing. There has been considerable turnover amongst the DDA's and we have struggled to replace those individuals. The main reason why DDA's have left and why we have struggled to replace them is that the cost of living in Deschutes County has skyrocketed, but our pay has remained stagnant. A number of experienced attorneys around the state have expressed interest in working for our office, but simply cannot afford to live here based on the salary we offer.

- The low staffing levels create serious morale issues. Simply put, there are very few DDA's that can take on the major cases. This creates major strain on those that can. The experienced DDA's cannot take the time to mentor younger DDAs or perform any other functions.
- Body Worn Cameras (BWC) and Electronic data evidence exceeded our expectations and our capabilities.
- Implementation of the Prosecutors' Center for Excellence's recommendations is not occurring at the pace we desired. Constant turn-over and increased workload means the changes recommended to improve the office cannot be made. Supervisors are taking on more line work as part of "coverage" and spending less time supervising than before the assessment.

Organizational Chart



Budget Summary – District Attorney (Fund 001-11)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Federal Government Payments | 144,739 | 87,028 | 144,887 | 141,835 | 141,835 | 141,835 | (2.11)% |
| State Government Payments | 118,226 | 238,767 | 269,314 | 92,128 | 92,128 | 92,128 | (65.79)% |
| Local Government Grants | 1,000 | — | 11,000 | 11,000 | 11,000 | 11,000 | 0.00 % |
| Charges for Services | 61,806 | 95,958 | 20,000 | — | — | — | (100.00)% |
| Other Non-Operational Revenue | 5,000 | — | — | — | — | — | — |
| Interfund Charges | 3,000 | 4,861 | 3,000 | 3,000 | 3,000 | 3,000 | 0.00 % |
| General Fund Subsidy | 7,284,834 | 7,742,348 | 9,279,737 | 9,692,831 | 9,914,903 | 9,914,903 | 6.84 % |
| Total Resources | 7,618,606 | 8,168,962 | 9,727,938 | 9,940,794 | 10,162,866 | 10,162,866 | 4.47 % |
| Personnel Services | 6,537,559 | 7,173,158 | 8,273,429 | 8,476,256 | 8,692,744 | 8,692,744 | 5.07 % |
| Materials and Services | 1,054,143 | 984,196 | 1,432,278 | 1,408,715 | 1,414,299 | 1,414,299 | (1.26)% |
| Capital Outlay | 15,000 | — | 10,000 | 46,164 | 46,164 | 46,164 | 361.64 % |
| Transfers Out | 11,904 | 11,608 | 12,231 | 9,659 | 9,659 | 9,659 | (21.03)% |
| Total Requirements | 7,618,606 | 8,168,962 | 9,727,938 | 9,940,794 | 10,162,866 | 10,162,866 | 4.47 % |

Budget Summary – Victims’ Assistance (Fund 212)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Net Working Capital | 59,347 | 939 | 92,984 | — | — | — | (100.00) |
| Federal Government Payments | 341,850 | 360,397 | 299,477 | 275,129 | 275,129 | 275,129 | (8.13)% |
| State Government Payments | 101,980 | 101,980 | 101,980 | 101,980 | 101,980 | 101,980 | 0.00 % |
| Charges for Services | 6,520 | 50 | — | — | — | — | — |
| Interest Revenue | (2,077) | (121) | — | — | — | — | — |
| Other Non-Operational Revenue | — | 10 | — | — | — | — | — |
| Transfers In | 295,648 | 361,732 | 519,940 | 685,496 | 717,566 | 717,566 | 38.01 % |
| Total Resources | 803,268 | 824,988 | 1,014,381 | 1,062,605 | 1,094,675 | 1,094,675 | 7.92 % |
| Personnel Services | 766,676 | 784,825 | 927,489 | 967,484 | 998,904 | 998,904 | 7.70 % |
| Materials and Services | 35,653 | 40,163 | 86,892 | 95,121 | 95,771 | 95,771 | 10.22 % |
| Total Requirements | 802,329 | 824,988 | 1,014,381 | 1,062,605 | 1,094,675 | 1,094,675 | 7.92 % |

Budget Summary – Medical Examiner (Fund 001-12)

The Medical Examiner services are provided via contract with a local physician and administratively overseen by the District Attorney’s office.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| General Fund Subsidy | 197,772 | 220,618 | 242,652 | 438,535 | 438,702 | 438,702 | 80.79 % |
| Total Resources | 197,772 | 220,618 | 242,652 | 438,535 | 438,702 | 438,702 | 80.79 % |
| Materials and Services | 197,772 | 220,618 | 242,652 | 438,535 | 438,702 | 438,702 | 80.79 % |
| Total Requirements | 197,772 | 220,618 | 242,652 | 438,535 | 438,702 | 438,702 | 80.79 % |

JUSTICE COURT

Provide the citizens of Deschutes County with timely access to justice at a convenient time and location.

Charles Fadeley, Justice of the Peace



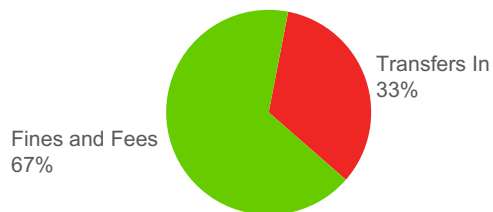
Deschutes County Justice of the Peace since 2004.

☎: 541-617-4758

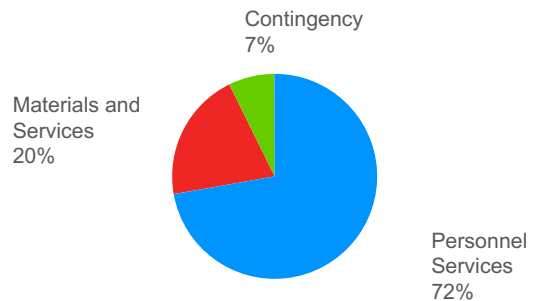
🌐: www.deschutes.org/court

| Justice Court Summary | |
|-----------------------|------------|
| Total Budget | \$ 788,249 |
| Budget Change | (0.45)% |
| Total Staff | 4.60 FTE |
| Staff Change | — |

Justice Court Resources



Justice Court Requirements



Department Overview

The Justice Court is a State court administered by the County under the direction of an elected Justice of the Peace. Justice Court handles small claims and certain civil matters, as well as traffic and ordinance violations under contract with the City of Sisters and the City of Redmond. This system has allowed these cities to close their municipal courts. Justice Court locations include facilities in the cities of Redmond, La Pine, and Sisters.

Justice Court holds evening hearings at each of the court locations to make attending court more convenient for the public and to allow police officers and Sheriff's deputies to remain in their assigned locations while still making their court appearances.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Continued to operate at full capacity, including court sessions performed with COVID 19 restrictions, during worldwide pandemic.
- Reopened in-person court sessions in La Pine and Sisters.
- Maintained a healthy and supportive office environment.

- Awarded a challenge coin from Black Butte Police Department for exemplary service.

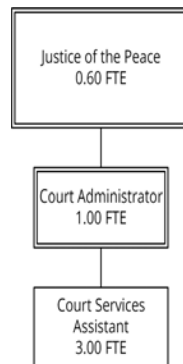
Fiscal Issues

- Adjusting expenditures and designing creative new collection processes to address the loss of revenue caused by the COVID 19 pandemic and legislated constraints.

Operational Challenges

- Maintaining the current level of service while adhering to ever changing restrictions and guidelines put in place by the Oregon Health Authority in order to slow the spread of COVID 19.
- Keeping apprised of the daily changes in information related to conducting business during a worldwide pandemic.
- Keeping court staff and the public safe from infection while continuing to conduct court business.
- Keeping office morale up while dealing with continued restrictions and a progressively growing percentage of frustrated and challenging clientele.

Organizational Chart



Budget Summary – Justice Court (220)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 144,227 | 37,842 | — | — | — | — | 0.00 % |
| State Government Payments | 3,030 | 736 | 737 | — | — | — | (100.00)% |
| Fines and Fees | 556,877 | 500,818 | 550,000 | 525,000 | 525,000 | 525,000 | (4.55)% |
| Interest Revenue | 1,706 | 9 | 95 | 32 | 32 | 32 | (66.32)% |
| Transfers In | — | 111,521 | 240,956 | 263,217 | 263,217 | 263,217 | 9.24 % |
| Total Resources | 705,839 | 650,926 | 791,788 | 788,249 | 788,249 | 788,249 | (0.45)% |
| Personnel Services | 522,073 | 519,707 | 577,494 | 569,648 | 569,648 | 569,648 | (1.36)% |
| Materials and Services | 145,925 | 131,219 | 158,648 | 161,038 | 161,535 | 161,535 | 1.82 % |
| Contingency | — | — | 55,646 | 57,563 | 57,066 | 57,066 | 2.55 % |
| Total Requirements | 667,997 | 650,926 | 791,788 | 788,249 | 788,249 | 788,249 | (0.45)% |

SHERIFF'S OFFICE

Proudly serving our community by delivery superior public safety and service.



L. Shane Nelson, Deschutes County Sheriff

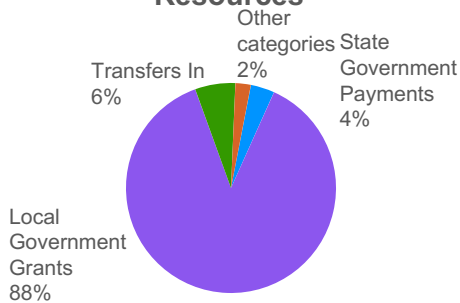
Deschutes County Sheriff since 2016.

☎: 541-388-6655

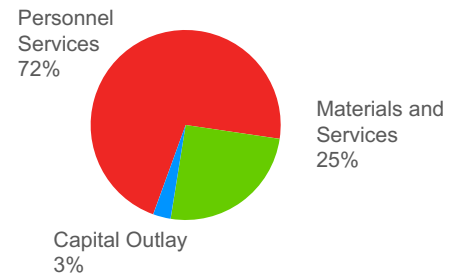
🌐: www.sheriff.deschutes.org

| Sheriff's Office Summary | |
|--------------------------|---------------|
| Total Budget | \$ 59,901,733 |
| Budget Change | 10.65 % |
| Total Staff | 263.00 FTE |
| Staff Change | 4.00 |

Sheriff's Office Resources



Sheriff's Office Requirements



Department Overview

The Sheriff's Office is the lead law enforcement agency in Deschutes County, dedicated to providing a wide range of professional public safety services. The Sheriff's Office is led by an elected sheriff who has statutory authority for organizing the work of the Sheriff's Office. Services of the Sheriff's Office include:

ADMINISTRATION: Includes business management, human resources, information technology, legal and command staff.

CORRECTIONS: Includes the adult jail, work center, court security transports and maintenance.

COURT SECURITY: Provides a security checkpoint, which conducts a security screen for each visitor to the DA's Office and Courthouse, including the grand jury, trial juries and the public.

PATROL: Responsible for crime prevention, responding to 9-1-1 calls for service, enforcement of traffic laws, and investigation of traffic crashes and apprehension of suspects. Special functions include school resource, K-9 and reserve deputies.

CIVIL: Responsible for receiving and serving all court documents presented to the Sheriff, processing paperwork on all towed or impounded vehicles, assisting with Sheriff's auctions and other civil activities.

AUTOMOTIVE/COMMUNICATIONS: Maintains the Sheriff's Office vehicle fleet and communication network.

RECORDS: Responsible for all storage, dissemination and transcription of deputy reports.

TRAINING: Responsible for planning, scheduling, preparing, conducting, maintaining and coordinating initial and continual training for all sworn and non-sworn personnel.

DETECTIVES: Investigates crimes that include homicide, domestic violence, narcotics, forgery, child pornography, child and elderly abuse and sexual assault.

STREET CRIMES/CODE/DIGITAL FORENSICS: Consists of membership in the Central Oregon Drug Enforcement Team (CODE), street crimes, digital forensics, and concealed handgun licensing.

SPECIAL SERVICES: Provides the coordination of search and rescue missions and marine patrol on county lakes and rivers. Other functions include off-road vehicle, marine and snowmobile patrol.

EMERGENCY SERVICES: Responsible for all emergency disaster planning and preparedness.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Continued to improve community service in the Concealed Handgun License Unit by expanding ability to process applications, renewals, and payments to provide convenience and safety due to the pandemic.
- Worked with Courts and other law enforcement agencies to reduce the jail population while keeping the potentially most dangerous offenders in custody. This initiative helped avoid a serious COVID outbreak among the jail population as well as among staff..
- Completed the upgrade to the exterior façade and windows of the main office. This measure fixed leaks from the window frames that were causing dry rot and long-term damage to the exterior structure.
- Completed the implementation of a new Body Camera system for deputies and patrol car cameras to aid in the performance of duties and provide transparency and information to both prosecutors and the public.
- Provided support to organizations that lost significant numbers of volunteers due to COVID concerns, such as La Pine Senior Center.
- The online reporting System for community members to file non-emergency reports continues to be a success. Though work crews were discontinued as a precaution due to COVID 19, deputies performed the work on their own, cleaning up 67 graffiti sites and removing over 38,880 pounds of trash from illegal dump sites.
- Signed a new three-year contract with the Deschutes County Sheriff's Employee Association (DCSEA) that provides full health benefits for retirees after 25 years of service, aligning health benefits with PERS retirement and past practice.
- Added mobile spike strips and Star Chase devices to our patrol cars as tools to end pursuits quickly and reduce risk.

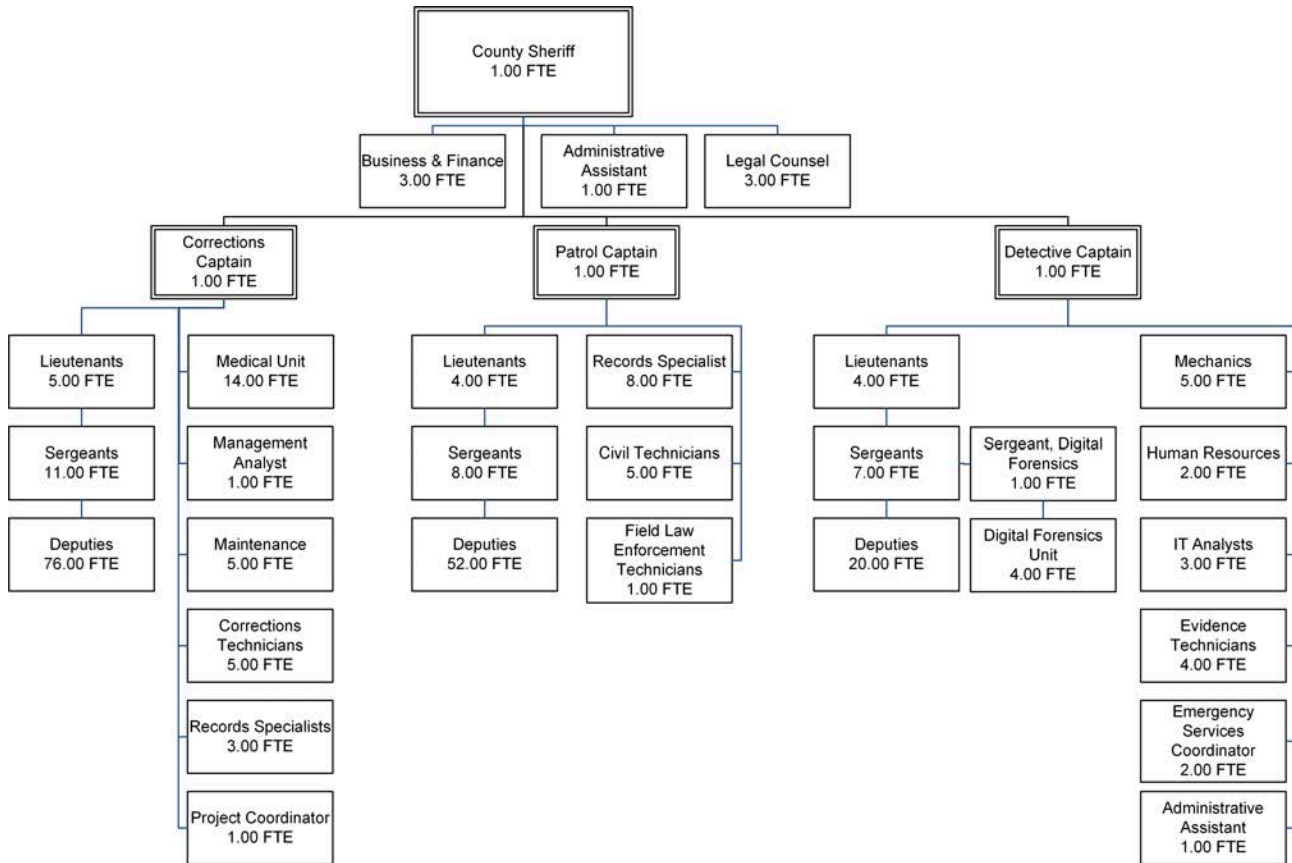
Fiscal Issues

- The continued uncertainty surrounding the COVID 19 recovery, along with reductions in State and Federal revenue, create several unknowns, requiring flexibility. Additionally, as restrictions are lifted and the economy comes back to life, we continue to struggle with hiring shortages. This, supply-chain shortages and inflation create a great deal of uncertainty going forward.
- New technology and maintenance costs often outpace the funds available for such purchases.
- As technology evolves and case law and legislation change, training must be adapted to apply new systems or practices surrounding its use. This often necessitates changes to existing training plans and budget.
- The cost of providing medical and behavioral health care to inmates continues to increase.
- As we grow, the cost to remodel aging building systems and operating equipment continues to increase.
- Staffing levels and the ability to fill open positions remain a challenge for both Patrol and Corrections. The investment in hours on behavioral health-related patrol calls continues to grow, which in turn decreases the number of deputies available for calls. Efficient staffing levels limit coverage during employee absences due to trainings, light duty, vacations or sick leave.

Operational Challenges

- The lifting of restrictions, hiring shortages, supply-chain disruptions, and inflation continue to impact the Office on many levels. Recruiting, hiring, and training processes take additional time and revenue from state programs remains uncertain.
- Managing staffing levels due to COVID 19, along with the challenges of operating at optimum levels while balancing staff availability and absences due to vacation, Family and Medical Leave Act (FMLA), illness and injury. Despite higher unemployment, the pool of applicants has decreased in recent years, as it has for the law enforcement profession altogether.
- The increase in arrests for driving under the influence of intoxicants (DUI) drug impaired drivers and citations for minors in possession of marijuana over the last few years continue to require additional resources. The recent decriminalization of recreational drugs will require resources and continued training. Calls for marijuana grows operating outside the law, or in violation of county code, continue to rise.
- Responding to behavioral health issues. The increase in persons experiencing a behavioral health crisis requires Patrol deputies to devote extra attention to such calls. This can impact availability for other calls for service, response times, and deputy safety. Additionally, more resources are needed to meet the behavioral health needs of inmates.
- Adjusting to inmate housing restrictions. Inmates are currently housed based on classification, which limits the types of offenders that can be housed in a unit.
- Addressing limited visitation space, which is resulting in delays for visits by attorneys and other professionals.
- Recruiting and hiring qualified teammates to fill vacancies and meet the operational needs of the Sheriff's Office. Providing competitive pay and benefits to meet the needs of a diverse workforce with the intent of retaining quality employees.
- The homeless crisis continues to be an issue, as calls related to encampments are increasing.

Organizational Chart



Budget Summary – Sheriff’s Office (Fund 255)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Beginning Working Capital | — | — | — | — | — | — | — % |
| Federal Government Payments | 150,667 | 402,837 | 308,320 | 516,866 | 516,866 | 516,866 | 67.64 % |
| State Government Payments | 2,594,275 | 2,300,937 | 1,805,141 | 2,196,096 | 2,196,096 | 2,196,096 | 21.66 % |
| Local Government Grants | 37,521,670 | 42,663,243 | 47,261,311 | 52,207,441 | 52,561,512 | 52,561,512 | 11.21 % |
| Charges for Services | 352,304 | 158,966 | 154,300 | 152,100 | 152,100 | 152,100 | (1.43)% |
| Fines and Fees | 459,440 | 538,801 | 422,600 | 404,500 | 404,500 | 404,500 | (4.28)% |
| Interest Revenue | 2,117 | 7,701 | 9,798 | 1,526 | 1,526 | 1,526 | (84.42)% |
| Other Non-Operational Revenue | 84,971 | 35,175 | 68,505 | 48,115 | 48,115 | 48,115 | (29.76)% |
| Interfund Charges | 347,508 | 330,287 | 291,500 | 298,232 | 298,232 | 298,232 | 2.31 % |
| Transfers In | 3,392,036 | 3,392,077 | 3,773,737 | 3,651,787 | 3,721,787 | 3,721,787 | (1.38)% |
| Sales of Equipment | 49,073 | 67,351 | 40,150 | 1,000 | 1,000 | 1,000 | (97.51)% |
| Total Resources | 44,954,062 | 49,897,376 | 54,135,362 | 59,477,662 | 59,901,733 | 59,901,733 | 10.65 % |
| Personnel Services | 35,025,533 | 36,659,884 | 39,200,019 | 42,414,098 | 42,803,552 | 42,803,552 | 9.19 % |
| Materials and Services | 8,440,824 | 10,559,953 | 12,559,217 | 14,992,004 | 15,026,620 | 15,026,620 | 19.65 % |
| Capital Outlay | 1,215,914 | 2,405,410 | 2,103,126 | 1,798,360 | 1,798,360 | 1,798,360 | (14.49)% |
| Transfers Out | 271,791 | 272,128 | 273,000 | 273,200 | 273,200 | 273,200 | 0.07 % |
| Total Requirements | 44,954,062 | 49,897,376 | 54,135,362 | 59,477,662 | 59,901,733 | 59,901,733 | 10.65 % |

Budget Summary - Corrections Program

This division consists of the adult jail, work center, court security / transports and building maintenance. The primary responsibility of the division is to provide safe, secure and humane detention facilities for inmates in custody, admission and release services, medical, maintenance, food services, court security and transport services.

Work crews are expected to generate \$10,000 in revenue in FY 2023. State funding for inmate housing continues in FY 2023, including \$1,183,613 for inmates resulting from Senate Bill 1145 legislation and \$250,000 for incarcerating repeat DUII offenders.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 1,621,068 | 1,569,526 | 1,253,221 | 1,597,521 | 1,597,521 | 1,597,521 | 27.47 % |
| Local Government Grants | 16,312,960 | 16,963,245 | 19,914,976 | 20,705,050 | 20,718,999 | 20,718,999 | 4.04 % |
| Charges for Services | 251,704 | 105,145 | 126,500 | 127,000 | 127,000 | 127,000 | 0.40 % |
| Fines and Fees | 43 | 148 | — | — | — | — | 0.00 % |
| Interfund Charges | 14,063 | 41,132 | 12,000 | 12,000 | 12,000 | 12,000 | 0.00 % |
| Sales of Equipment | 1,000 | 5,801 | — | — | — | — | — |
| Total Resources | 18,200,838 | 18,696,695 | 21,306,697 | 22,441,571 | 22,455,520 | 22,455,520 | 5.39 % |
| Personnel Services | 15,223,835 | 15,596,470 | 16,935,757 | 18,409,489 | 18,409,489 | 18,409,489 | 8.70 % |
| Materials and Services | 2,567,428 | 2,505,364 | 3,763,940 | 3,720,565 | 3,734,513 | 3,734,513 | (0.78)% |
| Capital Outlay | 137,784 | 322,734 | 334,000 | 38,317 | 38,317 | 38,317 | (88.53)% |
| Transfers Out | 271,791 | 272,128 | 273,000 | 273,200 | 273,200 | 273,200 | 0.07 % |
| Total Requirements | 18,200,838 | 18,696,695 | 21,306,697 | 22,441,571 | 22,455,520 | 22,455,520 | 5.39 % |

Budget Summary - Law Enforcement Services

This program includes Patrol Investigations, Civil Records, Special Services, Search & Rescue and Emergency Services. Patrol continues to successfully impact traffic safety issues of DUII, speeding and aggressive driving through innovative use of focused patrols. However, investigators are also experiencing a need to keep current with changing technology that allows criminals to become more creative and attempt more brazen crimes. The Sheriff's Office is seeing an increase in substance abuse, burglary/major theft, suicides/death investigations, child sex abuse, sexual assault and more violence-related incidents in Deschutes County. In addition, child pornography, dealing with the mentally ill and suicidal subjects requires more resources and training. The Deschutes County Search and Rescue organization is one of the busiest units in the state. Maintaining the volunteer membership and preventing turnover continues to be a significant challenge.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Federal Government Payments | 150,667 | 377,984 | 308,320 | 430,249 | 430,249 | 430,249 | 39.55 % |
| State Government Payments | 936,270 | 715,813 | 551,920 | 598,575 | 598,575 | 598,575 | 8.45 % |
| Local Government Grants | 14,345,305 | 16,946,798 | 18,202,035 | 20,218,001 | 20,163,195 | 20,163,195 | 10.77 % |
| Charges for Services | 78,997 | 38,533 | 16,000 | 15,200 | 15,200 | 15,200 | (5.00)% |
| Fines and Fees | 459,338 | 538,653 | 422,600 | 404,500 | 404,500 | 404,500 | (4.28)% |
| Other Non-Operational Revenue | 84,971 | 34,425 | 68,505 | 48,115 | 48,115 | 48,115 | (29.76)% |
| Interfund Charges | 333,445 | 289,155 | 279,500 | 286,232 | 286,232 | 286,232 | 2.41 % |
| Transfers In | 3,392,036 | 3,392,077 | 3,773,737 | 3,651,787 | 3,721,787 | 3,721,787 | (1.38)% |
| Sales of Equipment | 48,073 | 60,150 | 1,000 | 1,000 | 1,000 | 1,000 | 0.00 % |
| Total Resources | 19,829,102 | 22,393,587 | 23,623,617 | 25,653,658 | 25,668,853 | 25,668,853 | 8.66 % |
| Personnel Services | 16,809,789 | 18,089,977 | 19,107,499 | 20,028,084 | 20,028,084 | 20,028,084 | 4.82 % |
| Materials and Services | 2,068,594 | 2,438,057 | 2,820,992 | 3,976,675 | 3,991,870 | 3,991,870 | 41.51 % |
| Capital Outlay | 950,719 | 1,865,553 | 1,695,126 | 1,648,899 | 1,648,899 | 1,648,899 | (2.73)% |
| Total Requirements | 19,829,102 | 22,393,587 | 23,623,617 | 25,653,658 | 25,668,853 | 25,668,853 | 8.66 % |

Budget Summary - Administrative & Support Program

This program consists of two divisions:

- Administration – Includes business management, human resources, information technology, and legal counsel. Sheriff's Office Administration is led by professional managers who develop and implement programs to increase human capital and promote the use of cost effective law enforcement technology and management programs. The Division ensures compliance with County policy relating to budget, personnel, labor negotiations and records management, sets policy for the Sheriff's Office and coordinates public information.
- Support Services – Includes administration and maintenance of the vehicle fleet and radio/data communications systems as well as new employee training and all Sheriff's Office employee mandated training.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Federal Government Payments | — | 13,156 | — | 86,617 | 86,617 | 86,617 | — |
| State Government Payments | 36,938 | 15,597 | — | — | — | — | — |
| Local Government Grants | 6,863,405 | 8,753,200 | 9,144,300 | 11,284,390 | 11,679,318 | 11,679,318 | 27.72 % |
| Charges for Services | 21,602 | 15,289 | 11,800 | 9,900 | 9,900 | 9,900 | (16.10)% |
| Fines and Fees | 60 | — | — | — | — | — | — |
| Interest Revenue | 2,117 | 7,701 | 9,798 | 1,526 | 1,526 | 1,526 | (0.84) |
| Sales of Equipment | — | 1,400 | 39,150 | — | — | — | (1.00) |
| Total Resources | 6,924,122 | 8,807,094 | 9,205,048 | 11,382,433 | 11,777,360 | 11,777,361 | 27.94 % |
| Personnel Services | 2,991,908 | 2,973,437 | 3,156,762 | 3,976,524 | 4,365,979 | 4,365,979 | 38.31 % |
| Materials and Services | 3,804,802 | 5,616,532 | 5,974,286 | 7,294,764 | 7,300,237 | 7,300,237 | 22.19 % |
| Capital Outlay | 127,411 | 217,124 | 74,000 | 111,145 | 111,145 | 111,145 | 50.20 % |
| Total Requirements | 6,924,122 | 8,807,094 | 9,205,048 | 11,382,433 | 11,777,360 | 11,777,361 | 27.94 % |

Budget Summary - Law Enforcement District 1 - Countywide (Fund 701)

The Countywide Law Enforcement District was approved and created by election of Deschutes County voters on November 7, 2006. Its principal purpose is to ensure a permanent source of funding for law enforcement services that are provided to all County residents. These services include operation of the Adult Jail and Work Center, Search and Rescue, Emergency Services and Civil Process Services. Funding sources include countywide property tax revenue and interest. All revenue generated in this fund is

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 9,723,900 | 12,338,761 | 13,180,593 | 13,178,521 | 13,178,521 | 13,178,521 | (0.02)% |
| Property Taxes | 27,258,171 | 28,382,091 | 28,778,529 | 30,612,049 | 30,612,049 | 30,612,049 | 6.37 % |
| Other Tax | — | 109,451 | — | — | — | — | — |
| Interest Revenue | 287,276 | 170,066 | 147,416 | 89,119 | 89,119 | 89,119 | (39.55)% |
| Sales of Equipment | 21,380 | 33,522 | — | — | — | — | — |
| Total Resources | 37,290,727 | 41,033,891 | 42,106,538 | 43,879,689 | 43,879,689 | 43,879,689 | 4.21 % |
| Materials and Services | 24,951,965 | 27,656,540 | 30,955,911 | 37,066,812 | 37,363,328 | 37,363,328 | 20.70 % |
| Contingency | — | — | 11,150,627 | 6,812,877 | 6,516,361 | 6,516,361 | (41.56)% |
| Total Requirements | 24,951,965 | 27,656,540 | 42,106,538 | 43,879,689 | 43,879,689 | 43,879,689 | 4.21 % |

Budget Summary - Law Enforcement District 2 - Rural (Fund 702)

The Rural Law Enforcement District was approved and created by Deschutes County voters on November 7, 2006. Its principal purpose is to ensure a permanent source of funding for law enforcement services in areas that are not served by city or special service district law enforcement agencies. These services include patrol and investigative services for areas in Deschutes County outside the cities of Bend, Redmond and Sisters, as well as the Sunriver and Black Butte Service Districts. Funding sources include rural property tax revenue and interest. Revenue generated in this fund is transferred to the Sheriff's Office.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 7,094,760 | 6,494,206 | 4,693,918 | 1,236,020 | 1,236,020 | 1,236,020 | (73.67)% |
| Property Taxes | 11,027,754 | 11,463,845 | 11,958,562 | 13,545,541 | 13,545,541 | 13,545,541 | 13.27 % |
| Interest Revenue | 160,208 | 72,488 | 69,274 | 22,716 | 22,716 | 22,716 | (67.21)% |
| Total Resources | 18,291,352 | 18,044,073 | 16,721,754 | 14,804,277 | 14,804,277 | 14,804,277 | (11.47)% |
| Materials and Services | 11,797,147 | 14,154,905 | 15,711,748 | 14,238,433 | 14,295,988 | 14,295,988 | (0.09) |
| Contingency | — | — | 1,010,006 | 565,844 | 508,289 | 508,289 | (49.67)% |
| Total Requirements | 11,797,147 | 14,154,905 | 16,721,754 | 14,804,277 | 14,804,277 | 14,804,277 | (11.47)% |

Budget Summary - Court Facilities (Fund 240)

The Sheriff is mandated to provide security to the courts. Corrections deputies monitor and search persons entering the courthouse for weapons and drugs and provide court and building security. Resources provided by the State partially cover these services and are accounted for in this fund

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Fines and Fees | 72,258 | 66,960 | 63,000 | 63,000 | 63,000 | 63,000 | — % |
| Interest Revenue | 271 | 213 | 178 | 137 | 137 | 137 | (0.23) |
| Total Resources | 72,529 | 67,173 | 63,178 | 63,137 | 63,137 | 63,137 | (0.06)% |
| Materials and Services | 72,529 | 67,173 | 63,178 | 63,137 | 63,137 | 63,137 | (0.06)% |
| Total Requirements | 72,529 | 67,173 | 63,178 | 63,137 | 63,137 | 63,137 | (0.06)% |

Budget Summary - Communications System Reserve (Fund 256)

This fund is maintained as a reserve for future communication system needs.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 162,929 | 267,501 | 320,465 | 321,634 | 321,634 | 321,634 | 0.36 % |
| Local Government Grants | 100,000 | — | 100,000 | 50,000 | 50,000 | 50,000 | (50.00)% |
| Interest Revenue | 4,571 | 2,972 | 3,079 | 1,569 | 1,569 | 1,569 | (49.04)% |
| Total Resources | 267,501 | 270,473 | 423,544 | 373,203 | 373,203 | 373,203 | (11.89)% |
| Reserve | — | — | 423,544 | 373,203 | 373,203 | 373,203 | (11.89)% |
| Total Requirements | — | — | 423,544 | 373,203 | 373,203 | 373,203 | (11.89)% |

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ASSESSOR'S OFFICE

To provide quality customer service through the appraisal and assessment of all taxable property as mandated by the State of Oregon in a manner that merits the highest degree of confidence in our integrity, efficiency and fairness.



County Assessor, Scot Langton

Deschutes County Assessor since 2001.

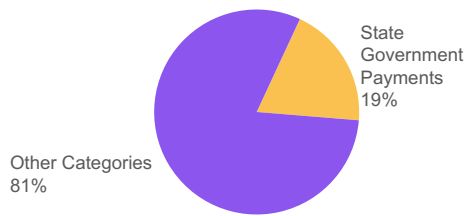
☎: 541-388-6508

✉: assessor@deschutes.org

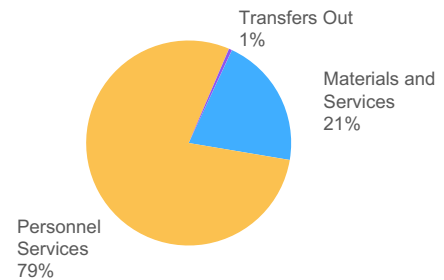
🌐: www.deschutes.org/assessor

| Assessor's Office Summary | |
|---------------------------|--------------|
| Total Budget | \$ 5,940,286 |
| Budget Change | 8.31 % |
| Total Staff | 35.26 FTE |
| Staff Change | — |

Assessor's Office Resources



Assessor's Office Requirements



Department Overview

The Assessor's Office, working under the direction of the Deschutes County Assessor, an elected official, is responsible for determining the real market and assessed value of all property in Deschutes County. The Assessor's Office is also responsible for calculating property taxes on behalf of more than 60 separate districts and entities. The department is comprised of three divisions:

- Appraisal Division is responsible for the appraisal of new construction, re-appraisals, appeal process, sales analysis, special assessments and annual adjustments of property values.
- Assessment Records Division is responsible for providing public information, administering deferral, exemption, and tax rate calculations.
- Cartography Division is responsible for mapping tax parcels, continuing creation and maintenance of the GIS parcels network, and processing deeds.

In FY 2022, Deschutes County had 110,637 taxable accounts representing \$56.1 billion in real market value and \$28.8 billion in taxable assessed value, generating \$456.0 million in property taxes and assessments.

SUCSESSES & CHALLENGES

Significant Accomplishments

- Improved staff knowledge, skills, resources and tools necessary to deliver top-quality products.
- Ensured all appraisal staff are current on state-required continuing education hours to maintain appraisal registration.
- Conducted other staff trainings, in topics that include: customer service, deed and real estate law, exemptions, and other related courses to stay current on Oregon property tax laws, practices and standards.
- Completed assigned work timely and accurately:
 - All new construction and new land partition appraisals completed timely.
 - Assessment and map records updated and completed timely.
 - Annual tax rolls completed and mailed timely adhering to statutory requirements.
 - Maximized usefulness and accuracy of GIS data ensuring quality products and services.

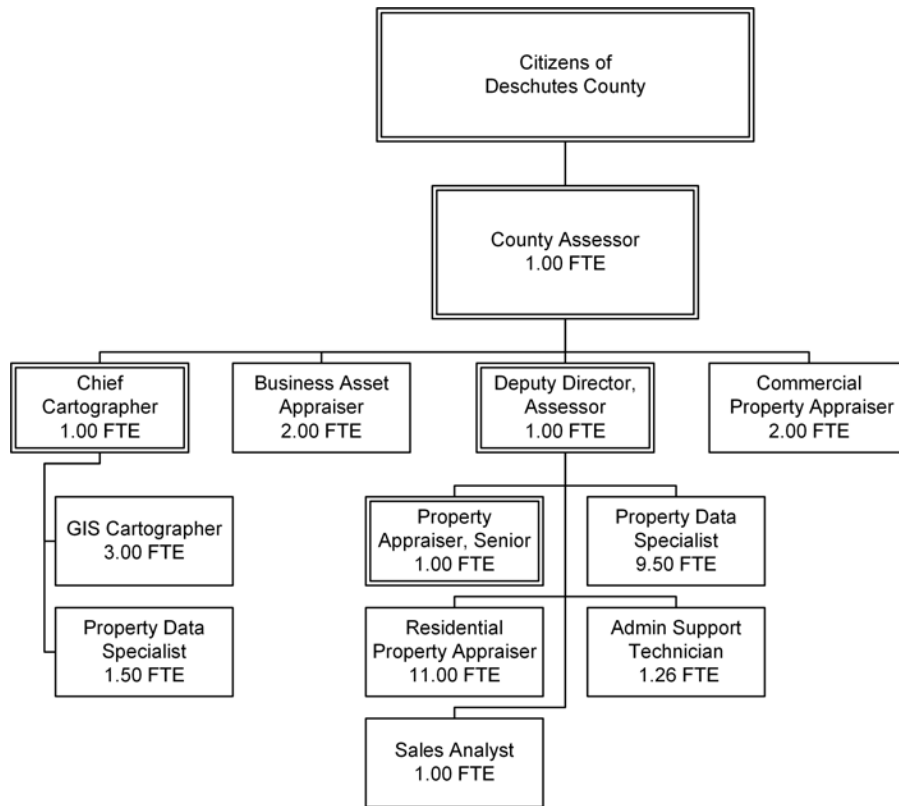
Fiscal Issues

Funding for the Assessor's Office comes primarily from the County's General Fund (approx. 80%), a state grant (18-20%), and the sale of maps, transfer of titles and moving permits for manufactured homes, and miscellaneous fees (1-2%). The state funds are a matching grant from Oregon Department of Revenue. As County resources appropriated to the Assessor's Office increase or decrease, state grant funds adjust proportionately.

Operational Challenges

- Deschutes County has seen continual rapid growth, both in real-estate appreciation and in the number of new building permits being issued. The COVID pandemic only seemed to accelerate this growth, therefore an ongoing challenge is to insure that the Office is able to accomplish the increased work volumes with quality outcomes in the most cost-effective manner.
- Following a very successful pilot study using iPads with vendor-provided software for field appraisals, the Office is now implementing the system for all appraisers. This change will improve both appraisal quality and efficiencies, resulting in cost savings and a higher quality product.

Organizational Chart



Budget Summary – County Assessor’s Office (Fund 001-02)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 901,652 | 1,233,483 | 941,911 | 905,246 | 905,246 | 905,246 | (3.89)% |
| Charges for Services | 40,911 | 57,707 | 45,500 | 59,000 | 59,000 | 59,000 | 29.67 % |
| General Fund Subsidy | 3,787,677 | 3,635,466 | 4,497,295 | 4,972,540 | 4,976,040 | 4,976,040 | 10.65 % |
| Total Resources | 4,730,239 | 4,926,686 | 5,484,706 | 5,936,786 | 5,940,286 | 5,940,286 | 8.31 % |
| Personnel Services | 3,824,451 | 3,927,836 | 4,374,830 | 4,679,694 | 4,679,694 | 4,679,694 | 6.97 % |
| Materials and Services | 874,758 | 969,695 | 1,079,954 | 1,227,284 | 1,230,784 | 1,230,784 | 13.97 % |
| Transfers Out | 31,030 | 29,155 | 29,922 | 29,808 | 29,808 | 29,808 | (0.38)% |
| Total Requirements | 4,730,239 | 4,926,686 | 5,484,706 | 5,936,786 | 5,940,286 | 5,940,286 | 8.31 % |

Budget Summary – Assessment / Tax / Clerk Reserve (Fund 010)

This fund includes transfers from the General Fund and other available resources and interest revenues for the upgrade or replacement of the assessment and taxation system as well as ballot tabulation systems for the Clerk's Office.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,136,764 | 1,279,954 | 1,414,809 | 1,542,204 | 1,542,204 | 1,542,204 | 9.00 % |
| Interest Revenue | 23,190 | 14,747 | 15,023 | 8,441 | 8,441 | 8,441 | (43.81)% |
| Transfers In | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | 0.00 % |
| Total Resources | 1,279,954 | 1,414,701 | 1,549,832 | 1,670,645 | 1,670,645 | 1,670,645 | 7.80 % |
| Reserve | — | — | 1,549,832 | 1,670,645 | 1,670,645 | 1,670,645 | 7.80 % |
| Total Requirements | — | — | 1,549,832 | 1,670,645 | 1,670,645 | 1,670,645 | 7.80 % |

CLERK'S OFFICE

A professional, knowledgeable and friendly team that takes pride in its work, providing excellent and timely service to customers while embracing and actively meeting change.



County Clerk, Steve Dennison

Deschutes County Clerk since August 2021.

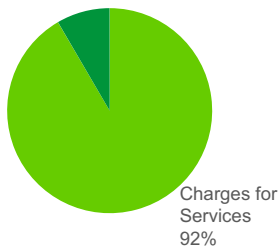
☎: 541-388-6547 (elections), 541-388-6549 (recording)

✉ elections@deschutes.org, recording@deschutes.org

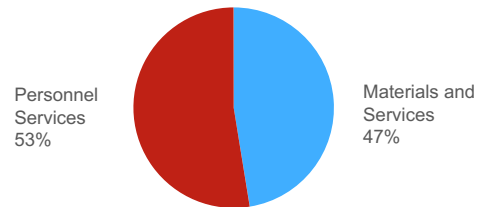
🌐: www.deschutes.org/clerk

| Clerk's Office Summary | |
|------------------------|--------------|
| Total Budget | \$ 2,432,710 |
| Budget Change | 16.92 % |
| Total Staff | 11.00 FTE |
| Staff Change | — |

Clerk's Office Resources



Clerk's Office Requirements



Department Overview

The Clerk's Office oversees elections, real property recording, Board of Property Tax Appeals and marriage licenses and serves as the custodian of historical records. Services also include:

- Records center and archives
- Voter registration and election administration
- Records microfilming and preservation
- Federal passport acceptance agent

SUCCESSES & CHALLENGES

Significant Accomplishments

- The Clerk's online Digital Research Room, one of the County's most visited sites, had deeds dating back to 1952. An additional 50 plus years of records were imported which completes all county deed records dating back to 1871. Having one source repository for a majority of deed records will produce lasting results for future generations. Additionally, software changes have been made to introduce "cart functionality" allowing customers to order and pay for records online.

- Recording staff in the Clerk's Office completed a multi-year project of indexing 1983 and 1984 real property records. Now, all "Official Records" are indexed and have an associated document.
- The Oregon Legislative Assembly completed the adoption of new congressional and legislative redistricting plans for Oregon on Sept. 27, 2021. Once the plans were signed into law and upheld by the courts, the Clerk's Office began applying the changes. Over 90% of Deschutes County voters had a change to either their districts or precinct. Voter Notification cards were mailed to affected voters informing them of their new districts and/or precincts.
- In response to retirements of long tenured employees and the growth of the county, succession planning continues to be reevaluated by the Clerk's Office. In January 2021, a two-year limited duration position was approved. In October 2021, the BOCC approved the request to reclassify this position to a "regular" position. The BOCC also approved the Clerk's request to add one more FTE for Elections, bringing the staffing levels of the office up to 11 FTE.

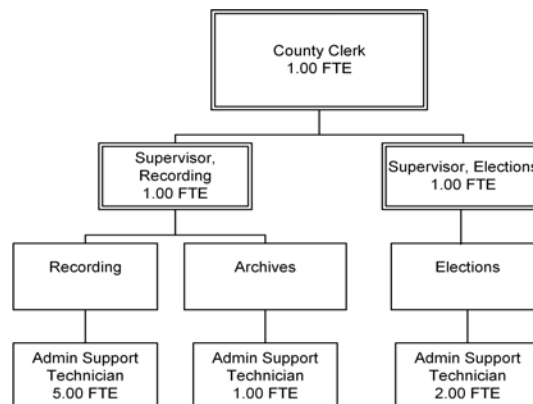
Fiscal Issues

- The primary revenue source for the Clerk's Office is recording fees. In FY 2022, recording revenues remained above historical averages; however, it is anticipated that rising interest rates might have a negative impact on revenues.
- Election revenues are cyclical. During even years, the state, cities and Soil and Water Conservation District, by statute, do not reimburse the County for their apportioned primary and general election costs. Election expenditures include the projection of four elections each fiscal year.

Operational Challenges

- The current space used for elections for the past 18 years is becoming increasingly insufficient for operations. The increased volume of balloting materials and required personnel highlights the need for additional space to conduct elections in the near future. In coordination with Facilities, Property Management and the Clerk's Office, a space study is underway with a local architect group. The intended goal is to identify solutions to ensure sufficient space for operational needs.
- Proposed federal and state legislation, if passed, would have significant impact on how elections are conducted and fiscal requirements.

Organizational Chart



Budget Summary - County Clerk's Office (Fund 001-05)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 27,684 | 36,798 | 17,000 | 15,000 | 15,000 | 15,000 | (11.76)% |
| Charges for Services | 2,162,549 | 3,076,810 | 2,668,629 | 2,228,209 | 2,228,209 | 2,228,209 | (16.50)% |
| Fines and Fees | 30 | 30 | — | 30 | 30 | 30 | — % |
| Interfund Charges | 18,282 | 18,134 | 21,811 | 21,552 | 21,552 | 21,552 | (1.19)% |
| Licenses and Permits | 33,525 | 36,425 | 33,775 | 33,775 | 33,775 | 33,775 | — % |
| General Fund Subsidy | (601,644) | (1,285,576) | (660,476) | 132,810 | 134,144 | 134,144 | (120.31)% |
| Total Resources | 1,640,426 | 1,882,622 | 2,080,739 | 2,431,376 | 2,432,710 | 2,432,710 | 16.92 % |
| Personnel Services | 892,556 | 1,053,482 | 1,067,531 | 1,278,484 | 1,278,513 | 1,278,513 | 19.76 % |
| Materials and Services | 692,659 | 814,877 | 1,013,208 | 1,152,892 | 1,154,197 | 1,154,197 | 13.92 % |
| Capital Outlay | 55,211 | 14,263 | — | — | — | — | — % |
| Total Requirements | 1,640,426 | 1,882,622 | 2,080,739 | 2,431,376 | 2,432,710 | 2,432,710 | 16.92 % |

Budget Summary - Board of Property Tax Appeals (Fund 001-06)

Funded through the State's Assessment and Tax Grant and General Fund to support the function for property owners to appeal their assessed property values.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 13,659 | 19,236 | 14,588 | 14,588 | 14,588 | 14,588 | — % |
| General Fund Subsidy | 58,710 | 56,806 | 68,323 | 72,536 | 72,589 | 72,589 | 6.24 % |
| Total Resources | 72,369 | 76,042 | 82,911 | 87,124 | 87,177 | 87,177 | 5.15 % |
| Personnel Services | 58,746 | 60,435 | 62,078 | 64,172 | 64,172 | 64,172 | 3.37 % |
| Materials and Services | 13,623 | 15,607 | 20,833 | 22,952 | 23,005 | 23,005 | 10.43 % |
| Total Requirements | 72,369 | 76,042 | 82,911 | 87,124 | 87,177 | 87,177 | 5.15 % |

Budget Summary - County Clerk Records (Fund 218)

Funds collected in accordance with ORS 205.320(18) are expended on storage and retrieval systems, maintaining and restoring records and the cost incurred in collecting the fee.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 317,745 | 344,501 | 412,529 | 357,389 | 357,389 | 357,389 | (13.37)% |
| Charges for Services | 131,151 | 179,094 | 159,200 | 131,566 | 131,566 | 131,566 | (17.36)% |
| Interest Revenue | 5,955 | 3,856 | 3,877 | 2,003 | 2,003 | 2,003 | (48.34)% |
| Total Resources | 454,851 | 527,452 | 575,606 | 490,958 | 490,958 | 490,958 | (14.71)% |
| Materials and Services | 110,350 | 121,284 | 136,850 | 130,115 | 130,457 | 130,457 | (4.67)% |
| Capital Outlay | — | — | 31,500 | — | — | — | (100.00)% |
| Contingency | — | — | 407,256 | 360,843 | 360,501 | 360,501 | (11.48)% |
| Total Requirements | 110,350 | 121,284 | 575,606 | 490,958 | 490,958 | 490,958 | (14.71)% |

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COMMUNITY DEVELOPMENT

Facilitate orderly growth and development in the Deschutes County community through coordinated programs of Land Use Planning, Environmental Soils, Building Safety, Code Compliance, education and service to the public.

Department Director: Peter Gutowsky

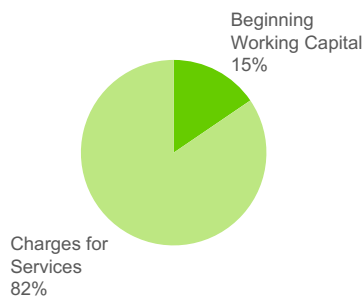
☎ 541-385-1709

✉ cdd-webmaster@deschutes.org

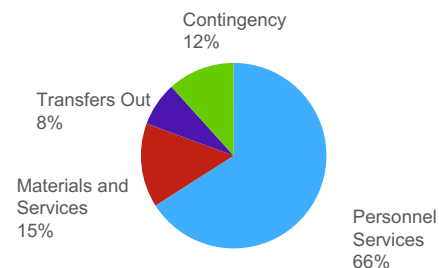
🌐 www.deschutes.org/cd

| Community Development Summary | |
|-------------------------------|---------------|
| Total Budget | \$ 13,932,023 |
| Budget Change | 23.26 % |
| Total Staff | 72.00 FTE |
| Staff Change | 2.00 |

Community Development Resources



Community Development Requirements



Department Overview

The Community Development Department (CDD) consists of Administrative Services and five divisions which provide coordinated planning and development services. The department is made up of the following divisions and programs:

ADMINISTRATIVE SERVICES: Provides oversight for all departmental operations and facilities, human resources, budget, customer service, technology and performance measures. Systems Analyst staff are responsible for the integration of technology across all CDD divisions and coordinates with the cities as well as providing direct service to the public via application training and support, web-based mapping, reporting services and data distribution.

COORDINATED SERVICES DIVISION: Provides coordination of permitting and “front line” direct services to customers at the main office in Bend and at the La Pine and Sisters City Halls.

CODE COMPLIANCE DIVISION: Responsible for investigating code violation complaints to ensure compliance with each of the codes and statutes administered by CDD and provides direct service on contract to the City of La Pine for solid waste violations.

BUILDING SAFETY DIVISION: Provides construction plan reviews, consultation and inspections to assure compliance with federal and state building codes in the rural County and cities of La Pine and Sisters.

ENVIRONMENTAL SOILS DIVISION: Regulates on-site wastewater treatment systems (septic) and monitors environmental factors for public health and resource protection.

PLANNING DIVISION: The Planning Division is separated into two operational areas: Current and Long Range Planning. Current Planning processes individual land use applications and provides information to the public on all land use related issues. Long Range Planning addresses the future needs of the community through updates to the comprehensive plan, changes to County Code and other special projects.

SUCCESSSES & CHALLENGES

Significant Accomplishments

- Welcomed a new CDD Director in the fall of 2021.
- Revised office lobby hours, closing to the public at 4:00 p.m. to provide staff opportunity to respond to an increased number of calls, email inquiries and online application submissions.
- Revised CDD's Fee Waiver Policy with Board of County Commissioners approval.
- Enhanced CDD's Planning Division's webpage to provide more information about land use public hearings, application materials and opportunities for the public to submit comments on pending applications.
- Continued to enforce County regulations to preserve rural quality of life by striving to achieve voluntary compliance in 90% of code compliance complaints and resolving 85% of cases within one year.
- Code Compliance Division implemented a Noxious Weed Program.
- Provided staff with field safety classes in coordination with Deschutes County Sheriff's Office.
- Implemented First Interstate Bank remote deposit feature in main office and satellite locations.
- Continued coordination with the Deschutes County/Neighbor Impact Loan Partnership program that provides financial assistance to South County property owners when a nitrogen-reducing Alternative Treatment Technology (ATT) system is required to repair a failing onsite system.
- Provided assistance and information regarding onsite wastewater treatment systems in Terrebonne to Parametrix, engineering consultant, for the Terrebonne Sewer Feasibility Study.
- Issued a Request for Proposal and selected a respondent for a Comprehensive Plan Update.
- Completed a Department of Land Conservation and Technical Assistance (TA) Grant to update the County's wildlife habitat inventory and consider wildfire hazard mitigation standards.
- Coordinated with Oregon Department of Transportation on a Transportation and Growth Management Grant to update the Tumalo Community Plan and implement the rural trails portion of the Sisters County Vision Action Plan.

Fiscal Issues

- Ensuring financial stability and sustained high quality services by establishing a financial contingency plan that provides a clear course of action if CDD's reserve funds decline.
- CDD is responding to significantly increased inquiries regarding rural development opportunities and many relate to complex properties or challenging conditions. Many of these inquiries require research and in-depth

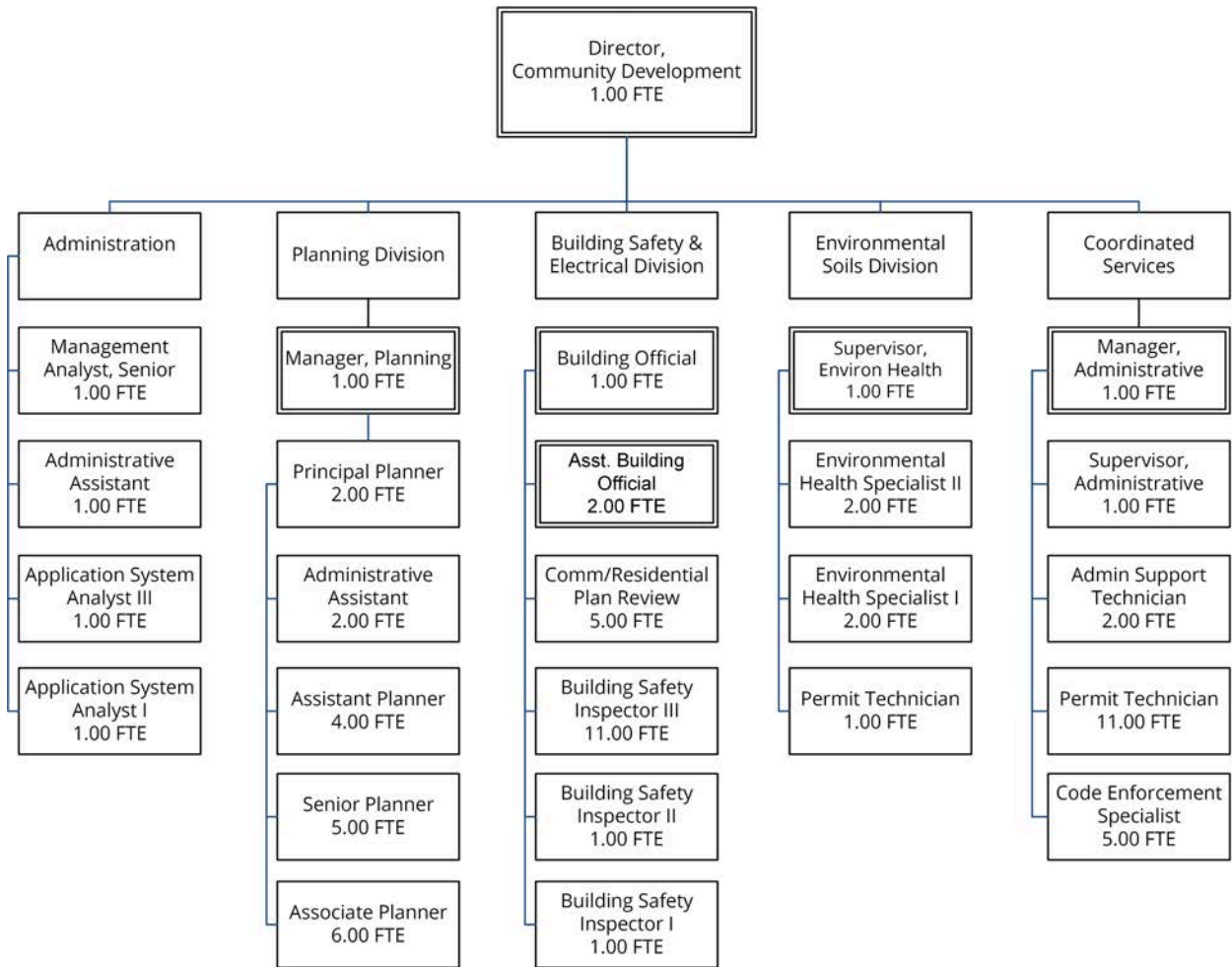
responses, but do not result in permits and corresponding revenues. This “non-fee generating” work, a public good, is consuming limited resources to efficiently process permits.

- Increasing opposition to and appeals of land use applications, including those in compliance with Deschutes County Code are causing the Planning Division to subsidize Hearings Officer public hearing costs.
- Staff turnover is creating additional costs to and resource re-allocations from service delivery to training across the department.

Operational Challenges

- Maintaining productivity while experiencing near record high levels of permitting volumes and significant staff turnover. During 2021, CDD welcomed 16 new staff, internally promoted 13 staff and ended the year with 10 positions in various stages of the recruitment process. An estimated 63% of CDD staff have 5 years or less experience with the department.
- Coordinating with Human Resources to develop and implement strategies to retain and recruit staff.
- Succession planning for upcoming staff retirements. An estimated 11% of current staff will be eligible for retirement within the next 6 to 8 years based on length of service.
- Sustaining high customer service levels while transitioning to and implementing post-pandemic business operations such as continued partial remote working, shared workspaces with increasing staff levels, adherence to ongoing public health and safety measures and continued expansion of CDD online services and meeting technologies.
- Improving post-pandemic public hearing and engagement strategies with in-person and remote/online participation opportunities.
- Implementing new laws from the 2022 Legislative Session.
- Processing complex and controversial code compliance cases.
- Processing complex and controversial land use applications and decisions.
- Addressing affordable housing through collaboration with cities, the County’s Property Manager, and exploring rural strategies.
- Continuing improvement of the department’s website and other electronic internal and external services to improve efficiencies and service delivery.

Organizational Chart



Budget Summary - Community Development (Fund 295)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,783,536 | 1,253,356 | 1,432,367 | 2,096,504 | 2,096,504 | 2,096,504 | 46.37 % |
| State Government Payments | 26,323 | 33,908 | 10,000 | — | — | — | (100.00)% |
| Local Government Grants | 77,022 | 49,719 | 30,000 | 30,000 | 30,000 | 30,000 | — % |
| Charges for Services | 7,754,924 | 9,427,268 | 9,344,990 | 11,436,349 | 11,436,349 | 11,436,349 | 22.38 % |
| Fines and Fees | 1,640 | 10,325 | 13,200 | 28,150 | 28,150 | 28,150 | 113.26 % |
| Interest Revenue | 36,769 | 20,708 | 20,166 | 14,495 | 14,495 | 14,495 | (28.12)% |
| Interfund Charges | 146,864 | 145,522 | 161,961 | 166,525 | 166,525 | 166,525 | 2.82 % |
| Transfers In | 100,000 | — | 290,000 | 140,000 | 160,000 | 160,000 | (44.83)% |
| Total Resources | 9,927,078 | 10,940,808 | 11,302,683 | 13,912,023 | 13,932,023 | 13,932,023 | 23.26 % |
| Personnel Services | 6,183,504 | 6,624,380 | 8,344,206 | 9,188,752 | 9,188,752 | 9,188,752 | 10.12 % |
| Materials and Services | 1,278,586 | 1,461,757 | 1,634,683 | 2,038,478 | 2,044,552 | 2,044,552 | 25.07 % |
| Transfers Out | 1,211,631 | 1,104,998 | 560,622 | 1,071,585 | 1,071,585 | 1,071,585 | 91.14 % |
| Contingency | — | — | 763,172 | 1,613,208 | 1,627,134 | 1,627,134 | 113.21 % |
| Total Requirements | 8,673,722 | 9,191,135 | 11,302,683 | 13,912,023 | 13,932,023 | 13,932,023 | 23.26 % |

Budget Summary - Code Abatement (Fund 020)

Available resources for enforcement of County solid waste and sanitation codes.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 107,126 | 121,782 | 123,332 | 121,682 | 121,682 | 121,682 | (1.34)% |
| Fines and Fees | 16,039 | — | — | — | — | — | — % |
| Interest Revenue | 2,255 | 1,345 | 1,397 | 699 | 699 | 699 | (49.96)% |
| Total Resources | 125,420 | 123,127 | 124,729 | 122,381 | 122,381 | 122,381 | (1.88)% |
| Materials and Services | 3,638 | 2,160 | 124,729 | 122,381 | 122,381 | 122,381 | (1.88)% |
| Total Requirements | 3,638 | 2,160 | 124,729 | 122,381 | 122,381 | 122,381 | (1.88)% |

Budget Summary - Groundwater Partnership (Fund 296)

Available resources from prior years' proceeds from land sales and loan repayments for La Pine Special Sewer District.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 46,747 | 77,787 | 109,000 | 78,177 | 78,177 | 78,177 | (28.28)% |
| Charges for Services | — | 37,500 | 112,500 | 45,000 | 45,000 | 45,000 | (60.00)% |
| Interest Revenue | 1,041 | 797 | 834 | 516 | 516 | 516 | (38.13)% |
| Total Resources | 107,787 | 116,084 | 222,334 | 123,693 | 123,693 | 123,693 | (44.37)% |
| Materials and Services | 30,000 | 33,750 | 222,334 | 123,693 | 123,693 | 123,693 | (44.37)% |
| Total Requirements | 30,000 | 33,750 | 222,334 | 123,693 | 123,693 | 123,693 | (44.37)% |

Budget Summary - Newberry Neighborhood (Fund 297)

Available resources from prior years' proceeds from land sales and loan repayments for La Pine Special Sewer District.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 167,456 | 167,492 | 395,000 | 75,700 | 75,700 | 75,700 | (80.84)% |
| Interest Revenue | 3,216 | 2,489 | 2,241 | 1,213 | 1,213 | 1,213 | (45.87)% |
| Other Non-Operational Revenue | 111,890 | 314,590 | 630,150 | 58,000 | 58,000 | 58,000 | (90.80)% |
| Total Resources | 282,563 | 484,571 | 1,027,391 | 134,913 | 134,913 | 134,913 | (86.87)% |
| Transfers Out | 115,071 | 55,202 | 568,803 | — | — | — | (100.00)% |
| Contingency | — | — | 458,588 | 134,913 | 134,913 | 134,913 | (70.58)% |
| Total Requirements | 115,071 | 55,202 | 1,027,391 | 134,913 | 134,913 | 134,913 | (86.87)% |

Budget Summary - Community Development Reserve (Fund 300)

Transfer from Community Development (Fund 295) to ensure long term financial stability and ongoing operations. This fund is intended to address future emergencies, temporary revenue shortfalls, technology enhancements and to provide stability during economic cycles.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 3,816,242 | 2,413,780 | 2,439,000 | 2,603,759 | 2,603,759 | 2,603,759 | 6.76 % |
| Interest Revenue | (1,778) | 26,820 | 27,781 | 14,446 | 14,446 | 14,446 | (48.00)% |
| Transfers In | (1,400,685) | — | 148,659 | 100,000 | 100,000 | 100,000 | (32.73)% |
| Total Resources | 2,413,780 | 2,440,599 | 2,615,440 | 2,718,205 | 2,718,205 | 2,718,205 | 3.93 % |
| Reserve | — | — | 2,615,440 | 2,718,205 | 2,718,205 | 2,718,205 | 3.93 % |
| Total Requirements | — | — | 2,615,440 | 2,718,205 | 2,718,205 | 2,718,205 | 3.93 % |

Budget Summary - Building Safety Program Reserve (Fund 301)

Transfer of surplus building safety program funds from Community Development (Fund 295) to ensure long term financial stability and ongoing operations. This fund is intended to address future emergencies, temporary revenue shortfalls, technology enhancements and provide stability during economic cycles.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,625,620 | 3,855,643 | 4,397,000 | 5,595,973 | 5,595,973 | 5,595,973 | 27.27 % |
| Interest Revenue | 107,735 | 44,159 | 44,722 | 28,667 | 28,667 | 28,667 | (35.90)% |
| Transfers In | 2,122,288 | 854,675 | 235,180 | 639,437 | 639,437 | 639,437 | 171.89 % |
| Total Resources | 3,855,643 | 4,754,477 | 4,676,902 | 6,264,077 | 6,264,077 | 6,264,077 | 33.94 % |
| Reserve | — | — | 4,676,902 | 6,264,077 | 6,264,077 | 6,264,077 | 33.94 % |
| Total Requirements | — | — | 4,676,902 | 6,264,077 | 6,264,077 | 6,264,077 | 33.94 % |

Budget Summary - Electrical Program Reserve (Fund 302)

Transfer of surplus electrical program funds from Community Development (Fund 295) to ensure long term financial stability and ongoing operations. This fund is intended to address future emergencies, temporary revenue shortfalls, technology enhancements and provide stability during economic cycles.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 203,549 | 623,447 | 714,500 | 912,337 | 912,337 | 912,337 | 27.69 % |
| Interest Revenue | 15,565 | 7,042 | 7,078 | 4,746 | 4,746 | 4,746 | (32.95)% |
| Transfers In | 404,333 | 149,805 | 77,423 | 19,529 | 19,529 | 19,529 | (74.78)% |
| Total Resources | 623,447 | 780,293 | 799,001 | 936,612 | 936,612 | 936,612 | 17.22 % |
| Reserve | — | — | 799,001 | 936,612 | 936,612 | 936,612 | 17.22 % |
| Total Requirements | — | — | 799,001 | 936,612 | 936,612 | 936,612 | 17.22 % |

Budget Summary - Facilities Reserve (Fund 303)

Transfer from Community Development (Fund 295) for future capital improvements for CDD's facilities.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Transfers In | — | — | — | 200,000 | 200,000 | 200,000 | — % |
| Total Resources | — | — | — | 200,000 | 200,000 | 200,000 | — % |
| Materials and Services | — | — | — | 50,000 | 50,000 | 50,000 | — % |
| Reserve | — | — | — | 150,000 | 150,000 | 150,000 | — % |
| Total Requirements | — | — | — | 200,000 | 200,000 | 200,000 | — % |

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FAIR & EXPO CENTER

Provide and operate a premiere multi-purpose facility offering exceptional customer service and an environment of fun while maximizing the economic potential of the facilities, as well as the economic impact for Deschutes County.

Department Director: Geoff Hinds

541-548-2711

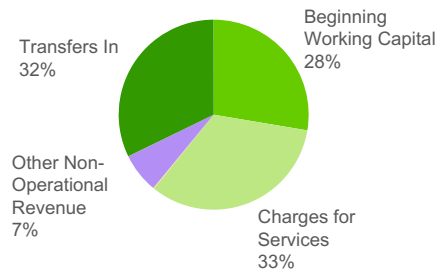
expo@deschutes.org

www.deschutes.org/fair

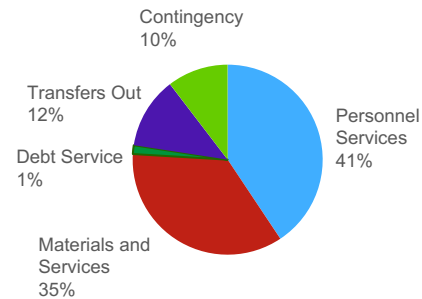
| Fair & Expo Center Summary | |
|----------------------------|--------------|
| Total Budget | \$ 3,511,228 |
| Budget Change | 2.67 % |
| Total Staff | 13.37 FTE |
| Staff Change | 1.00 |

| Deschutes County Fair Summary | |
|-------------------------------|--------------|
| Total Budget | \$ 2,309,095 |
| Budget Change | 41.19 % |
| Total Staff | 0.13 FTE |
| Staff Change | — |

Fair & Expo Center Resources



Fair & Expo Center Requirements



Department Overview

The Deschutes County Fair and Expo Center, located on a 320-acre site in Redmond, is the premier facility of its kind in the Northwest. The Fair and Expo Center is the venue for the annual Deschutes County Fair and the facility is used for more than 400 events annually with an emphasis on youth, agriculture and community.

The primary purpose of the Fair and Expo Center is to provide social, cultural, recreational, agricultural, commercial and educational opportunities for the citizens of Deschutes County. Fair and Expo Center staff are responsible for maintaining 167,000 square feet of exhibit space, 120,000 square feet of covered livestock and equestrian arenas, 400 horse stalls, and a 105-space RV park complex as well as a four acre county park.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Despite the continued impacts and limitations of COVID 19, Deschutes County Fair & Expo was able to successfully produce or host many returning and first time events in FY 2022

- Successfully produced the 2021 Deschutes County Fair & Rodeo, with phenomenal success. The 2022 event had highest ever attendance and earnings in virtually all categories
- Continued to play an important role in emergency response as an evacuation center for fires and other local disasters, as well as a staging area in preparation for incidents.
- Continues to serve as an offsite host facility for the Deschutes County Circuit Court, allowing justice to continue to be served within our community despite the impacts of COVID 19.

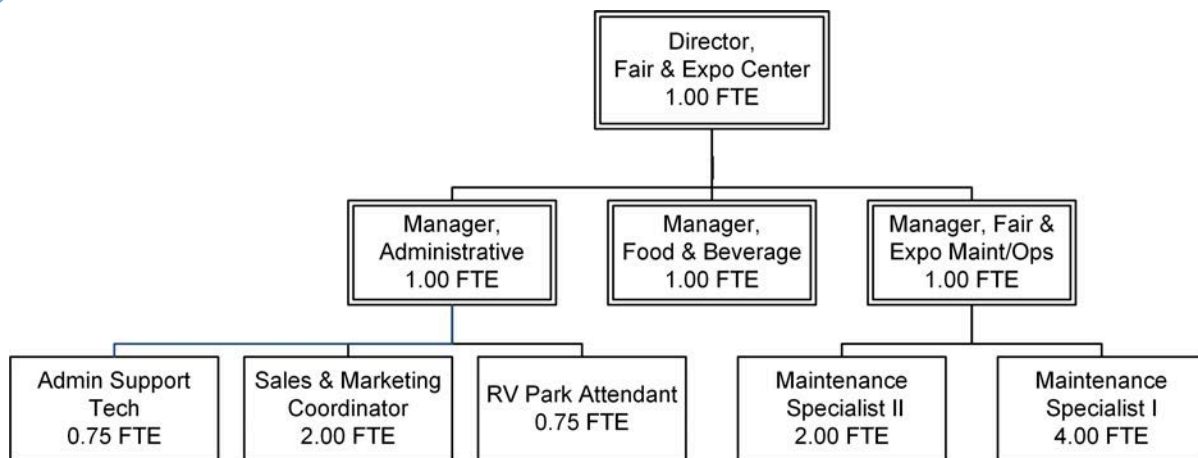
Fiscal Issues

- Fair & Expo continues to work toward development of a long-term capital repair and maintenance plan and concept funding models to remain the premier facility of its type in the Pacific Northwest.
- Due to the COVID 19 virus, FY 2022 forced continued adjustments to facility operations and revenues. These adjustments required continued event cancellations and/or postponements into the spring of 2022.

Operational Challenges

- While still the premier facility of its type in the Northwest, the Fair & Expo complex is now over 20 years old. An increase in repair and maintenance items is expected in order to keep the facility both first class and operational.
- The Board of Directors of Fair & Expo has created a Buildings & Grounds Subcommittee to focus on capital projects and a funding mechanism for these projects. Composed of a mixture of Deschutes County Fair & Expo team members, Board members, community partners, and facility users, this group will be instrumental in the creation of short and long-term capital projects lists that will provide a safer, more comfortable facility for thousands of yearly visitors.
- Repair or replacement of facility items that have reached the end of their useful life; including flooring surfaces and restrooms in the Three Sisters Conference Center, walking paths, and more.
- Upgrading the software program that manages the facility's HVAC system.

Organizational Chart



Budget Summary - Fair & Expo Center (Fund 615)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | (94,564) | (1,199) | 750,673 | 971,351 | 971,351 | 971,352 | 29.40 % |
| Charges for Services | 610,728 | 1,405,920 | 1,091,750 | 1,164,313 | 1,164,313 | 1,164,313 | 6.65 % |
| Interest Revenue | (5,006) | 1,051 | 474 | 5,221 | 5,221 | 5,221 | 1001.48 % |
| Other Non-Operational Revenue | 240,844 | 157,405 | 273,500 | 239,000 | 239,000 | 239,000 | (12.61)% |
| Interfund Charges | 143,956 | 226,786 | 30,000 | — | — | — | (100.00)% |
| Transfers In | 1,487,258 | 1,155,054 | 1,273,513 | 1,131,342 | 1,131,342 | 1,131,342 | (11.16)% |
| Total Resources | 2,383,216 | 2,945,690 | 3,419,910 | 3,511,227 | 3,511,227 | 3,511,228 | 2.67 % |
| Personnel Services | 1,267,165 | 1,196,961 | 1,300,573 | 1,427,149 | 1,427,149 | 1,427,150 | 9.73 % |
| Materials and Services | 1,005,309 | 710,960 | 1,101,304 | 1,238,408 | 1,239,634 | 1,239,634 | 12.56 % |
| Debt Service | 100,151 | 103,519 | 103,000 | 52,500 | 52,500 | 52,500 | (49.03)% |
| Transfers Out | 11,791 | 10,777 | 310,777 | 427,214 | 427,214 | 427,215 | 37.47 % |
| Contingency | — | — | 604,256 | 365,955 | 364,729 | 364,730 | (39.64)% |
| Total Requirements | 2,384,415 | 2,022,217 | 3,419,910 | 3,511,227 | 3,511,227 | 3,511,228 | 2.67 % |

Budget Summary - Deschutes County Fair (Fund 616)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 98,629 | (47,461) | — | 384,715 | 384,715 | 384,715 | — % |
| State Government Payments | 53,167 | 53,167 | 52,000 | 53,167 | 53,167 | 53,167 | 2.24 % |
| Charges for Services | 1,199,142 | — | 1,214,500 | 1,460,000 | 1,460,000 | 1,460,000 | 20.21 % |
| Interest Revenue | (166) | (129) | — | 2,713 | 2,713 | 2,713 | — % |
| Other Non-Operational Revenue | 211,810 | — | 294,000 | 330,000 | 330,000 | 330,000 | 12.24 % |
| Transfers In | 250,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | — % |
| Sales of Equipment | 5,246 | — | — | 3,500 | 3,500 | 3,500 | — % |
| Total Resources | 1,817,827 | 80,577 | 1,635,500 | 2,309,095 | 2,309,095 | 2,309,095 | 41.19 % |
| Personnel Services | 157,448 | 163,282 | 155,959 | 169,445 | 169,445 | 169,445 | 8.65 % |
| Materials and Services | 1,457,840 | 26,328 | 1,312,172 | 1,682,494 | 1,682,585 | 1,682,585 | 28.23 % |
| Transfers Out | 250,000 | — | 150,000 | 231,706 | 231,706 | 231,706 | 54.47 % |
| Contingency | — | — | 17,369 | 225,450 | 225,358 | 225,358 | 1197.48 % |
| Total Requirements | 1,865,288 | 189,611 | 1,635,500 | 2,309,095 | 2,309,095 | 2,309,095 | 41.19 % |

Budget Summary - Fair & Expo Center Reserve (Fund 617)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,143,224 | 726,169 | 1,101,663 | 1,299,942 | 1,299,942 | 1,299,942 | 18.00 % |
| Interest Revenue | 21,189 | 8,532 | 8,544 | 7,414 | 7,414 | 7,414 | (13.23)% |
| Transfers In | 286,687 | 385,418 | 798,901 | 1,149,827 | 1,149,827 | 1,149,827 | 43.93 % |
| Total Resources | 1,451,100 | 1,120,120 | 1,909,108 | 2,457,183 | 2,457,183 | 2,457,183 | 28.71 % |
| Materials and Services | 243,985 | 16,910 | 180,000 | 220,000 | 220,000 | 220,000 | 22.22 % |
| Capital Outlay | 180,946 | 73,613 | 388,000 | 650,000 | 650,000 | 650,000 | 67.53 % |
| Transfers Out | 300,000 | — | — | — | — | — | — % |
| Reserve | — | — | 1,341,108 | 1,587,183 | 1,587,183 | 1,587,183 | 18.35 % |
| Total Requirements | 724,931 | 90,523 | 1,909,108 | 2,457,183 | 2,457,183 | 2,457,183 | 28.71 % |

Budget Summary - RV Park (Fund 618)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 592,992 | 227,936 | — | 116,415 | 116,415 | 116,415 | — % |
| Charges for Services | 15,813 | 18,028 | 10,000 | 23,700 | 23,700 | 23,700 | 137.00 % |
| Interest Revenue | 10,746 | 1,636 | 2,024 | 552 | 552 | 552 | (72.73)% |
| Other Non-Operational Revenue | 418,895 | 634,541 | 505,500 | 618,000 | 618,000 | 618,000 | 22.26 % |
| Transfers In | 195,000 | 180,000 | 180,000 | 180,000 | 180,000 | 180,000 | — % |
| Total Resources | 1,233,446 | 1,062,140 | 697,524 | 938,667 | 938,667 | 938,667 | 34.57 % |
| Personnel Services | — | — | 19,456 | 111,153 | 111,153 | 111,153 | 471.31 % |
| Materials and Services | 281,699 | 291,093 | 310,805 | 259,501 | 259,755 | 259,755 | (16.43)% |
| Debt Service | 221,810 | 221,874 | 221,927 | 167,600 | 167,600 | 167,600 | (24.48)% |
| Transfers Out | 502,000 | 549,173 | 132,042 | 261,566 | 261,566 | 261,566 | 98.09 % |
| Contingency | — | — | 13,294 | 138,847 | 138,593 | 138,593 | 942.52 % |
| Total Requirements | 1,005,509 | 1,062,140 | 697,524 | 938,667 | 938,667 | 938,667 | 34.57 % |

Budget Summary - RV Park Reserve (Fund 619)

A transfer of surplus funds from the RV Park (Fund 618) to build up the reserve for capital replacement or improvement projects.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | — | 497,466 | 784,466 | 1,172,718 | 1,172,718 | 1,172,718 | 49.49 % |
| Interest Revenue | 3,801 | 7,787 | 7,546 | 6,298 | 6,298 | 6,298 | (16.54)% |
| Transfers In | 502,000 | 549,173 | 132,042 | 261,750 | 261,750 | 261,750 | 98.23 % |
| Total Resources | 505,801 | 1,054,426 | 924,054 | 1,440,766 | 1,440,766 | 1,440,766 | 55.92 % |
| Materials and Services | 6,641 | — | — | — | — | — | — % |
| Capital Outlay | 1,694 | — | 100,000 | 100,000 | 100,000 | 100,000 | — % |
| Reserve | — | — | 824,054 | 1,340,766 | 1,340,766 | 1,340,766 | 62.70 % |
| Total Requirements | 8,335 | — | 924,054 | 1,440,766 | 1,440,766 | 1,440,766 | 55.92 % |

ROAD DEPARTMENT

We strive to maintain the quality and improve the experience for all users of the Deschutes County transportation system.

Department Director: Chris Doty

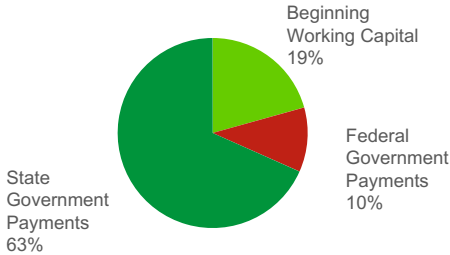
☎: 541-388-6581

✉: road@deschutes.org

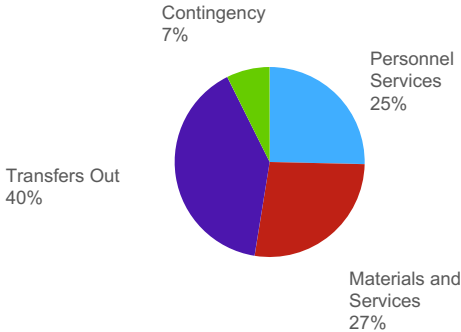
🌐: www.deschutes.org/road

| Road Department Summary | |
|-------------------------|---------------|
| Total Budget | \$ 30,782,030 |
| Budget Change | 6.10 % |
| Total Staff | 61.00 FTE |
| Staff Change | 4.00 |

Road Department Resources



Road Department Requirements



Department Overview

The Road Department is responsible for the development, operation, and maintenance of the County road system, consisting of 900 miles of roadway, of which over 700 miles are paved. The Road Department’s services include routine road maintenance such as chip sealing and pothole patching, snow and ice control, roadside vegetation management, capital project development, fleet and equipment maintenance, traffic signing and striping, bridge maintenance, and emergency response to roadway hazards. The department is made up of the following divisions and programs:

OPERATIONS DIVISION: Performs road maintenance duties and provides operational response to the network.

ENGINEERING/SURVEY DIVISION: Delivers capital projects and contracted work. Responsible for traffic safety program and signage. The Deschutes County Surveyor’s Office is managed within the Engineering/Survey Division.

FLEET/EQUIPMENT DIVISION: Provides heavy equipment maintenance and light fleet program administration for the County fleet, including procurement. The Department’s safety program is administered within the Fleet/Equipment Division.

ADMINISTRATIVE DIVISION: Budget, accounting, record keeping, customer service, and internal human resources functions are delivered within the Administrative Division.

GEOGRAPHIC INFORMATION SYSTEM/INFORMATION TECHNOLOGY (GIS/IT)

PROGRAM: The GIS/IT Program manages the Road Department network data and provides mapping and IT resources to the Department. This program is managed within the Department's Administrative Division.

VEGETATION MANAGEMENT PROGRAM: This program supports the County's Noxious Weed District and provides vegetation management services to partner agencies in addition to the Road Department. The program is managed within the Department's Operations Division.

SUCCESSSES & CHALLENGES

Significant Accomplishments

- In FY 2022, the Road Department completed its prescribed pavement maintenance program necessary to sustain the pavement condition index (low 80s) at its existing level. The Road Department completed 80 miles of chip seal, 9.2 miles of contracted slurry seal and 19.4 miles of contracted paving. Additional chip seal was performed for the cities of Bend, La Pine, and Sisters.
- The Road Department received \$1.24M in COVID Relief Funding from ODOT via the Federal Government. The Board directed expenditure of these funds to the US 20 bike-ped undercrossing in Tumalo in partnership with the ODOT-Deschutes County roundabout project at US 20 OB Riley-Cook Avenue.
- Significant capital projects completed in FY 2022 include the Rickard Road paving project, east of Bend, and the Negus-17th Street Reconstruction Project, east of Redmond.
- Significant overlay projects in FY 2022 included Cottonwood Road and portions of Hamby Road, Deschutes Market Road, and Alfalfa Market Road (spring 2022).
- In FY 2022, the Road Department initiated project development (design/engineering and/or right-of-way acquisition) for the Deschutes Market Road/Hamehook Road Roundabout Project, the Powell Butte Highway/ Butler Market Road Roundabout Project, and several bridge replacement projects (Gribbling Road and Wilcox Road). The Department continued with design finalization and right-of-way acquisition for the Hunnell Road Project (Loco to Tumalo).
- In FY 2022, the Road Department continued with its update to the County's Transportation System Plan as well as facilitated an update to the Wastewater Feasibility Study in Terrebonne. The Department also initiated a similar Wastewater Feasibility Study in the unincorporated community of Tumalo.

Fiscal Issues

- The COVID-19 pandemic resulted in a significant revenue reduction associated with reduced travel and associated fuel purchases, starting in FY 21. In FY 2022, the State Highway Fund exceeded State funding projections and the annual revenue stream to Deschutes County appears to have been restored to pre-pandemic levels. The estimated \$19.5M in revenue via the State Highway Fund for FY 2023 will exceed the budgeted FY 2022 Revenue by approximately \$2.0M. This revenue projection, provided via ODOT and the AOC County Road Program,
- In November 2021, the federal government passed the Infrastructure Investment and Jobs Act (IIJA), which has been described as a generational investment in infrastructure. IIJA funding will impact the Road

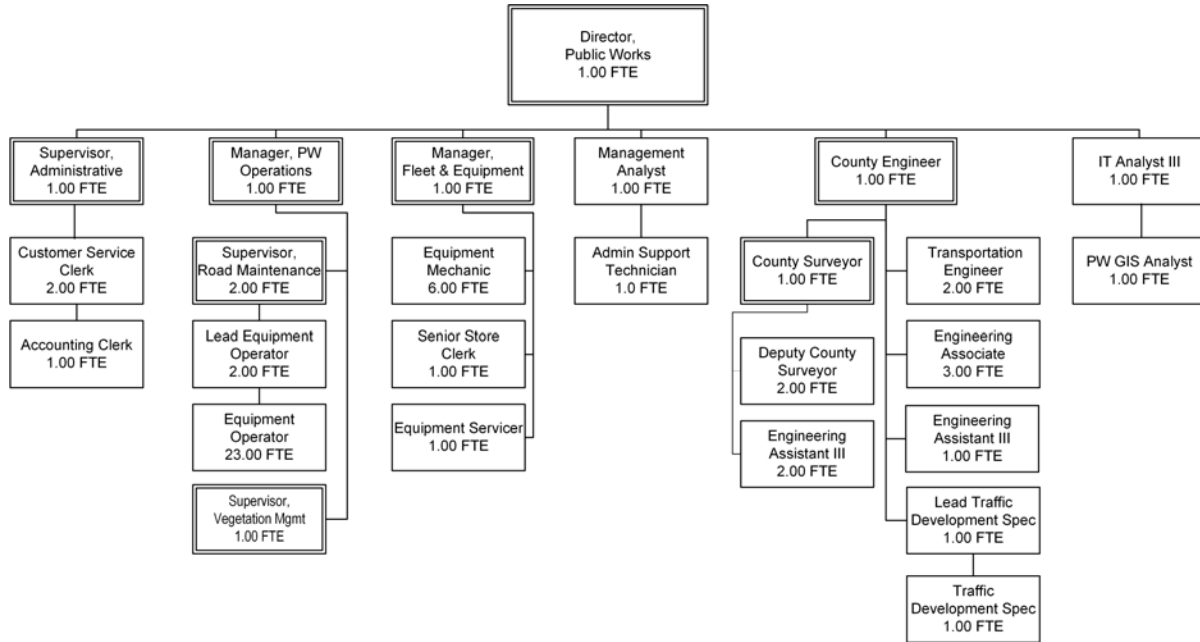
Department through formulaic increases in Surface Transportation Block Grant (STBG) and Secure Rural Schools (SRS) funding allocations. Primarily IIJA will fund competitive grant programs that will be available to the Road Department at the state and federal level.

- In June of 2017, the legislature passed a transportation funding package via HB 2017 which provided a 7-year phase-in of a 10-cent fuel tax increase, in addition to other funding mechanisms. On January 1, 2022, the second phase of the three-phase fuel tax increase (2-cents per gallon) took effect. The majority of new revenue will fund the Department's Capital Improvement Plan projects and other major maintenance projects within the Road CIP Fund (465).
- The FY 2023 Road Department budget has been prioritized to reflect the requisite investment to maintain and sustain the existing pavement system asset (approximate \$500M replacement value). The total FY 2023 Pavement Management Program investment of \$6.6M is projected to sustain the Pavement Condition Index (low 80s).
- The FY 2023 budget incorporates federal re-authorization of funding (\$3.1M total) of the Secure Rural Schools program and Payment in Lieu of Taxes program.

Operational Challenges

- The most significant operational challenge continues to be delivery of a very aggressive Capital Improvement Plan with \$12.4M of planned expenditures (construction and project development) in FY 2023 to be delivered by the Road Department and \$16.7M in cash contribution to ODOT partner projects (Terrebonne and Tumalo). Proposed expenditures are provided in detail in the Capital Improvement Program (Fund 465) section of the budget.
- FY 2022, the Road Department has budgeted for a contracted slurry seal on 10+ miles of County Road (local, residential streets). Slurry Seal is an emulsified asphalt seal coat with fine aggregate and mineral filler that is functionally in between a parking lot seal coat and a typical chip seal. A slurry seal program will supplement the chip seal program and provide a high quality pavement preservation treatment for local, low volume roads.
- Inflation and supply chain issues will continue to significantly impact Road Department operations. The FY 2023 budget will reflect a re-budgeting of equipment that was not able to be purchased in FY 2022 due to supply chain and other availability issues. Inflation has reduced the purchasing power of the Road Fund, as recent bids and pricing for road construction materials reflect a 15% to 30% increase from prior year cost.
- The Road Department is making a significant request in personnel in FY 2023, primarily in the area of Transportation Engineering and Surveying. To maintain responsiveness to work load related to growth/development and establish bench strength related to key services, the Department is requesting the addition of a Transportation Engineer, a Transportation Associate, and a Deputy County Surveyor position (fee revenue supported). Additionally, an Equipment Operator position is also requested to help meet additional maintenance objectives (stormwater) and operational response.

Organizational Chart



Budget Summary - Road (Fund 325)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| Beginning Working Capital | 6,726,840 | 4,217,071 | 6,383,832 | 5,892,967 | 5,892,967 | 5,892,967 | (7.69)% |
| Federal Government Payments | 3,446,551 | 3,867,783 | 2,783,958 | 3,132,502 | 3,132,502 | 3,132,502 | 12.52 % |
| State Government Payments | 16,821,382 | 17,349,102 | 17,485,000 | 19,483,147 | 19,483,147 | 19,483,147 | 11.43 % |
| Local Government Grants | 421,344 | 627,694 | 560,000 | 403,731 | 403,731 | 403,731 | (27.91)% |
| Charges for Services | 50,604 | 65,080 | 61,340 | 71,400 | 71,400 | 71,400 | 16.40 % |
| Fines and Fees | 39,344 | 27,485 | 5,000 | 5,000 | 5,000 | 5,000 | — % |
| Interest Revenue | 179,198 | 69,589 | 62,569 | 54,172 | 54,172 | 54,172 | (13.42)% |
| Other Non-Operational Revenue | 1,150 | 1,080 | 1,000 | 1,210 | 1,210 | 1,210 | 21.04 % |
| Interfund Charges | 1,070,000 | 1,198,004 | 1,221,632 | 1,301,901 | 1,301,901 | 1,301,901 | 6.57 % |
| Sales of Equipment | 465,999 | 333,109 | 449,150 | 436,000 | 436,000 | 436,000 | (2.93)% |
| Total Resources | 29,222,410 | 27,755,996 | 29,013,481 | 30,782,030 | 30,782,030 | 30,782,030 | 6.10 % |
| Personnel Services | 6,284,546 | 6,422,847 | 6,916,229 | 7,802,271 | 7,802,271 | 7,802,271 | 12.81 % |
| Materials and Services | 6,782,513 | 6,065,466 | 7,843,400 | 8,351,863 | 8,363,465 | 8,363,465 | 6.63 % |
| Capital Outlay | 27,706 | 17,944 | 264,500 | 23,260 | 23,260 | 23,260 | (91.21)% |
| Transfers Out | 11,910,575 | 6,683,218 | 11,757,547 | 12,330,136 | 12,330,136 | 12,330,136 | 4.87 % |
| Contingency | — | — | 2,231,806 | 2,274,500 | 2,262,898 | 2,262,898 | 1.39 % |
| Total Requirements | 25,005,339 | 19,189,475 | 29,013,481 | 30,782,030 | 30,782,030 | 30,782,030 | 6.10 % |

Budget Summary - County Surveyor (Fund 328)

The County Surveyor's Office is responsible for making survey measurements, reviewing subdivision and partition plats, and for filing survey documents. Detailed expenditures for the Surveyor's Office are accounted for in the Road Department. Resources accumulated in the Surveyor Fund are used to reimburse the Road Department for the actual costs of services.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 240,964 | 235,478 | 277,745 | 315,342 | 315,342 | 315,341 | 13.54 % |
| Licenses and Permits | 155,043 | 158,683 | 164,485 | 168,347 | 168,347 | 168,347 | 2.35 % |
| Charges for Services | 53,384 | 50,037 | 56,635 | 53,084 | 53,084 | 53,084 | (6.27)% |
| Interest Revenue | 6,239 | 3,473 | 3,170 | 1,975 | 1,975 | 1,975 | (37.70)% |
| Total Resources | 455,630 | 447,671 | 502,035 | 538,748 | 538,748 | 538,747 | 7.31 % |
| Materials and Services | 220,152 | 174,115 | 174,895 | 251,758 | 251,758 | 251,758 | 43.95 % |
| Contingency | — | — | 327,140 | 286,989 | 286,989 | 286,989 | (12.27)% |
| Total Requirements | 220,152 | 174,115 | 502,035 | 538,748 | 538,748 | 538,747 | 7.31 % |

Budget Summary - Public Land Corner Preservation (Fund 329)

Public land corners are the monuments used as the basis for all land surveys performed in the County. Public land corner preservation work is performed by the Surveyor's Office, which is an activity of the Road Department (Fund 325). Funds accumulated in the Public Land Corner Preservation Fund are used to reimburse the Road Department for corner preservation services.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 834,827 | 1,052,791 | 1,202,593 | 1,662,010 | 1,662,010 | 1,662,010 | 38.20 % |
| Charges for Services | 520,543 | 723,824 | 552,244 | — | — | — | (100.00)% |
| Interest Revenue | 20,840 | 14,950 | 14,118 | 9,151 | 9,151 | 9,151 | (35.18)% |
| Total Resources | 1,376,209 | 1,791,565 | 1,768,955 | 1,671,161 | 1,671,161 | 1,671,161 | (5.53)% |
| Materials and Services | 323,418 | 398,257 | | 471,566 | 471,566 | 471,566 | (2.70)% |
| Contingency | — | — | 1,284,318 | 1,199,595 | 1,199,595 | 1,199,595 | (6.60)% |
| Total Requirements | 323,418 | 398,257 | 1,768,955 | 1,671,161 | 1,671,161 | 1,671,161 | (5.53)% |

Budget Summary - Road Building & Equipment (Fund 330)

The Road Department periodically upgrades its facilities and replaces and updates the specialized equipment used to maintain the County's road system. The department's funding and acquisition of capital items related to fleet, equipment, building and grounds are reported in this fund.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 3,509,428 | 3,751,579 | 4,004,043 | 5,407,613 | 5,407,613 | 5,407,613 | 35.05 % |
| Interest Revenue | 82,161 | 52,398 | 55,373 | 35,525 | 35,525 | 35,525 | (35.84)% |
| Transfers In | 1,313,601 | 1,418,945 | 2,213,525 | 2,551,415 | 2,551,415 | 2,551,415 | 15.26 % |
| Total Resources | 4,905,191 | 5,222,922 | 6,272,941 | 7,994,552 | 7,994,552 | 7,994,552 | 27.45 % |
| Materials and Services | 56,995 | 192,770 | 398,060 | 677,415 | 680,915 | 680,915 | 71.06 % |
| Capital Outlay | 1,096,617 | 953,282 | 1,821,500 | 2,982,373 | 2,982,373 | 2,982,373 | 63.73 % |
| Contingency | — | — | 4,053,381 | 4,334,765 | 4,331,264 | 4,331,264 | 6.86 % |
| Total Requirements | 1,153,612 | 1,146,052 | 6,272,941 | 7,994,552 | 7,994,552 | 7,994,552 | 27.45 % |

Budget Summary - Countywide Transportation SDC Improvement Fee (Fund 336)

The Transportation System Development Charge (SDC) is a one-time fee imposed on new development in unincorporated Deschutes County that is collected at the time a certificate of occupancy is issued. The amount of the fee is based on the volume of trips generated by the particular usage and is intended to recover a fair share of the costs of transportation facilities that provide capacity to serve growth. Expenditures provide for capital improvements that increase capacity of the transportation system.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 3,218,540 | 3,684,676 | 3,404,664 | 4,012,142 | 4,012,142 | 4,012,142 | 17.84 % |
| Licenses and Permits | 1,219,274 | 1,581,719 | 1,500,000 | 1,800,000 | 1,800,000 | 1,800,000 | 20.00 % |
| Interest Revenue | 77,490 | 50,572 | 51,259 | 27,217 | 27,217 | 27,217 | (46.90)% |
| Other Non-Operational Revenue | 4,377 | 26,881 | 6,000 | 6,000 | 6,000 | 6,000 | — % |
| Total Resources | 4,519,681 | 5,343,849 | 4,961,923 | 5,845,359 | 5,845,359 | 5,845,359 | 17.80 % |
| Transfers Out | 835,005 | 1,555,339 | 2,649,895 | 4,451,592 | 4,451,592 | 4,451,592 | 67.99 % |
| Contingency | — | — | 2,312,028 | 1,393,767 | 1,393,767 | 1,393,767 | (39.72)% |
| Total Requirements | 835,005 | 1,555,339 | 4,961,923 | 5,845,359 | 5,845,359 | 5,845,359 | 17.80 % |

Budget Summary - Transportation Capital Improvement Program (Fund 465)

The purpose of Transportation Capital Improvement Program Fund is to isolate significant capital project expenditures from the Road Department's operating fund such that projects and associated funding can be developed over longer periods of time. Significant capital project expenditures within the Road Department include Capital Improvement Plan (CIP) projects as derived from the County's long term (20-year) and near-term (5-year) CIP which is reviewed and approved annually by the Board of County Commissioners. Additional projects within Fund 465 include major maintenance and other special projects necessitated by system need, including pavement preservation (contracted asphalt overlay projects).

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Beginning Working Capital | 17,759,555 | 25,512,586 | 20,374,044 | 24,548,274 | 24,548,274 | 24,548,274 | 20.49 % |
| State Government Payments | 1,668,168 | 2,670,996 | 2,191,461 | 1,818,500 | 1,818,500 | 1,818,500 | (17.02)% |
| Interest Revenue | 366,198 | 271,831 | 279,729 | 124,563 | 124,563 | 124,563 | (55.47)% |
| Interfund Charges | 111,340 | — | — | — | — | — | — % |
| Transfers In | 11,431,979 | 6,819,612 | 12,193,917 | 14,230,313 | 14,230,313 | 14,230,313 | 16.70 % |
| Total Resources | 31,337,240 | 35,275,026 | 35,039,151 | 40,721,650 | 40,721,650 | 40,721,650 | 16.22 % |
| Materials and Services | 71,748 | 158,465 | 109,870 | 122,895 | 127,640 | 127,640 | 16.17 % |
| Capital Outlay | 5,752,905 | 11,583,557 | 29,612,821 | 28,259,526 | 28,259,526 | 28,259,526 | (4.57)% |
| Contingency | — | — | 5,316,460 | 12,339,229 | 12,334,484 | 12,334,484 | 132.01 % |
| Total Requirements | 5,824,653 | 11,742,022 | 35,039,151 | 40,721,650 | 40,721,650 | 40,721,650 | 16.22 % |

Budget Summary - Vehicle Maintenance & Replacement (Fund 680)

The County maintains this reserve fund for the accumulation of resources for the replacement and maintenance of County-owned fleet vehicles. Funds are transferred to the Road Department (Fund 325) for maintenance services.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Beginning Working Capital | 1,118,495 | 1,336,007 | 1,659,594 | 1,764,739 | 1,764,739 | 1,764,739 | 6.34 % |
| Interest Revenue | 23,201 | 16,569 | 16,180 | 11,042 | 11,042 | 11,042 | (31.76)% |
| Transfers In | 607,797 | 714,975 | 759,045 | 664,098 | 664,098 | 664,098 | (12.51)% |
| Sales of Equipment | 77,839 | 72,813 | 50,000 | 35,000 | 35,000 | 35,000 | (30.00)% |
| Total Resources | 1,827,332 | 2,140,364 | 2,484,819 | 2,474,879 | 2,474,879 | 2,474,879 | (0.40)% |
| Materials and Services | 200,608 | 179,071 | 219,000 | 217,000 | 217,000 | 217,000 | (0.91)% |
| Capital Outlay | 290,718 | 195,599 | 600,000 | 600,000 | 600,000 | 600,000 | — % |
| Contingency | — | — | 1,665,819 | 1,657,879 | 1,657,879 | 1,657,879 | (0.48)% |
| Total Requirements | 491,325 | 374,670 | 2,484,819 | 2,474,879 | 2,474,879 | 2,474,879 | (0.40)% |

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NATURAL RESOURCES

Provide leadership, technical expertise and assistance to protect and enhance natural resources while reducing risks to life and property.

Department Overview

The Natural Resources Department assists communities in becoming more adapted to wildfire. Services include reducing hazardous wildland fuels in and around developed areas, providing fire preparedness education through Project Wildfire and encouraging citizen participation in the FireFree, Firewise and Ready, Set, Go programs. The Natural Resources Department works cooperatively with local, state and federal partners on wildfire resiliency programs including the Deschutes Collaborative Forest Project and the Central Oregon Shared Stewardship Alliance. The Natural Resource Department also provides public education, technical and financial assistance related to noxious weed control and eradication.

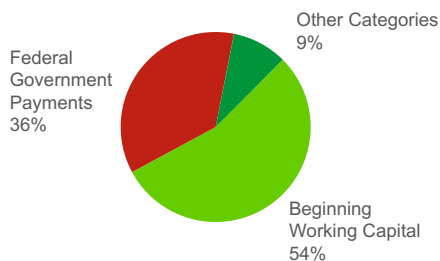
County Forester: Ed Keith

☎: 541-322-7117

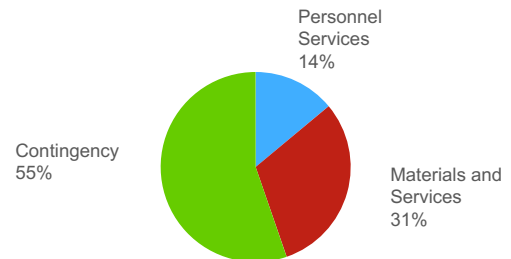
🌐: www.deschutes.org/forester

| Natural Resources Summary | |
|---------------------------|--------------|
| Total Budget | \$ 2,406,098 |
| Budget Change | 9.62 % |
| Total Staff | 2.00 FTE |
| Staff Change | — |

Natural Resources Resources



Natural Resources Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

- The FireFree Program is a continued success in Central Oregon with both spring and fall FireFree events which are coordinated through Project Wildfire. This year, Fire Free produced 57,000 cubic yards of defensible space material in the spring and another 9,000 yards in the fall. Collection days for the transfer stations have been expanded to allow more participation from rural County residents.

- Firewise USA communities in Deschutes County now total 52, and many other communities are likely to be recognized in 2022 and 2023.

Fiscal Issues

- Work with OEM and FEMA to complete implementation of the Hazard Mitigation Grant Program for eligible fuels reduction due to the Milli Fire. This effort is focused on the greater Redmond area.
- Utilizing a combination of PILT and Title III revenue sources funding for department operations.
- Work with partners, including the US Forest Service, Natural Resources Conservation Service, and the Oregon Department of Forestry, to implement the Buttes to Basin Joint Chiefs Landscape Restoration Project.
- Continue monitoring funding opportunities arising from the passage of SB 762.

Operational Challenges

- Expanding citizen participation in FireFree and Firewise communities in cooperation with Project Wildfire partners.
- Completing fuel reduction projects in high priority areas as identified in the Community Wildfire Protection Plans.
- Providing technical and financial assistance to landowners with high priority noxious weeds.
- Working with other public land managers through multiple efforts to improve resilient landscapes throughout the County, including the development of new initiatives.
- Implementing new statewide policy with local government requirements and opportunities that result from SB 762.

Budget Summary - Natural Resources (Fund 326)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 875,228 | 1,113,750 | 1,219,545 | 1,309,797 | 1,309,797 | 1,309,797 | 7.40 % |
| Federal Government Payments | 490,428 | 666,416 | 750,015 | 862,515 | 862,515 | 862,515 | 15.00 % |
| State Government Payments | — | 13,489 | — | — | — | — | — % |
| Charges for Services | 250 | — | — | — | — | — | — % |
| Interest Revenue | 22,989 | 14,320 | 15,297 | 8,786 | 8,786 | 8,786 | (42.56)% |
| Interfund Charges | 52,990 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | — % |
| Interfund Grant | 41,359 | 22,602 | 100,000 | 100,000 | 100,000 | 100,000 | — % |
| Transfers In | 35,300 | 50,000 | 50,000 | 65,000 | 65,000 | 65,000 | 30.00 % |
| Total Resources | 1,518,545 | 1,940,576 | 2,194,857 | 2,406,098 | 2,406,098 | 2,406,098 | 9.62 % |
| Personnel Services | 224,291 | 298,768 | 310,081 | 334,557 | 334,557 | 334,557 | 7.89 % |
| Materials and Services | 175,612 | 380,373 | 589,822 | 736,601 | 737,663 | 737,663 | 25.07 % |
| Transfers Out | 4,892 | 33,642 | 8,610 | 8,210 | 8,210 | 8,210 | (4.65)% |
| Contingency | — | — | 1,286,344 | 1,326,731 | 1,325,668 | 1,325,668 | 3.06 % |
| Total Requirements | 404,795 | 712,783 | 2,194,857 | 2,406,098 | 2,406,098 | 2,406,098 | 9.62 % |

Budget Summary - Federal Forest Title III (Fund 327)

Activities funded under Title III of the Secure Rural Schools Act include: Community Wildfire Protection Plans, Firewise Community planning, including fire prevention and education, and Search and Rescue operations on National Forest lands.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 244,991 | 186,886 | 143,072 | 94,001 | 94,001 | 94,001 | (34.30)% |
| Federal Government Payments | 77,932 | 72,503 | 70,334 | 90,000 | 90,000 | 90,000 | 27.96 % |
| Interest Revenue | 4,706 | 2,126 | 2,151 | 821 | 821 | 821 | (61.83)% |
| Total Resources | 327,629 | 261,516 | 215,557 | 184,822 | 184,822 | 184,822 | (14.26)% |
| Materials and Services | 140,743 | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | — % |
| Contingency | — | — | 95,557 | 64,822 | 64,822 | 64,822 | (32.16)% |
| Total Requirements | 140,743 | 120,000 | 215,557 | 184,822 | 184,822 | 184,822 | (14.26)% |

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SOLID WASTE

Provide environmentally sound and cost-effective solid waste management services that are in compliance with all laws and regulations to the citizens of Deschutes County.

Department Director: Chad Centola

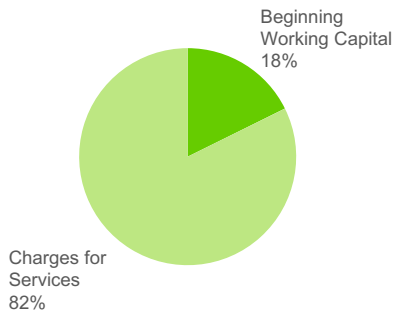
☎: 541-317-3163

✉: solidwaste@deschutes.org

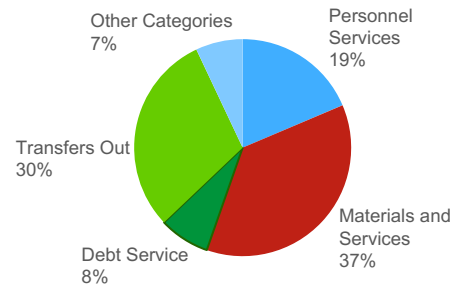
🌐: www.deschutes.org/solidwaste

| Solid Waste Summary | |
|---------------------|---------------|
| Total Budget | \$ 17,610,697 |
| Budget Change | 7.89 % |
| Total Staff | 28.00 FTE |
| Staff Change | — |

Solid Waste Resources



Solid Waste Requirements



Department Overview

The Department of Solid Waste manages the solid waste system in Deschutes County. The department's primary function is to manage the total system for efficiency, cost control, and conformance to regulatory requirements. Solid Waste's programs include:

Landfill Operations: Knott Landfill in Bend provides disposal for all solid waste generated in the County. The Landfill is expected to reach capacity in 2029.

Transfer Operations: Waste is received from generators at a series of transfer stations located at Knott Landfill and near the communities of Redmond, Sisters, La Pine, and Alfalfa. Waste is transported from the transfer stations to Knott Landfill in Bend for disposal.

Franchised Collection: Collection of waste and recyclables from unincorporated Deschutes County and incorporated La Pine is performed by private companies that are regulated under the County's franchise ordinance.

Recycling Services: Recyclables are collected curbside in cities and densely populated areas of the County by the franchised collectors. Citizens may also deposit recyclables at the transfer stations and recycling depots. State law dictates required recycling efforts.

System Financing and Administration: The Solid Waste Department conducts long-range planning, system financing through tip fees, regulation of franchised collection, and ensures compliance with facility permit requirements and all state and federal regulations associated with solid waste management.

SUCSESSES & CHALLENGES

Significant Accomplishments

- Completed the Negus Transfer Station facility improvement engineering and design documents with construction slated for FY 2023. A pre-engineered building has been purchased.
- Procured approval for implementing side yard comingle and glass recycling in Sunriver.
- Reconvened the Solid Waste Advisory Committee (SWAC) to assist with the solid waste management facility (landfill) siting process.
- Secured a contract for rock excavation removal to reduce construction costs for cell 9.

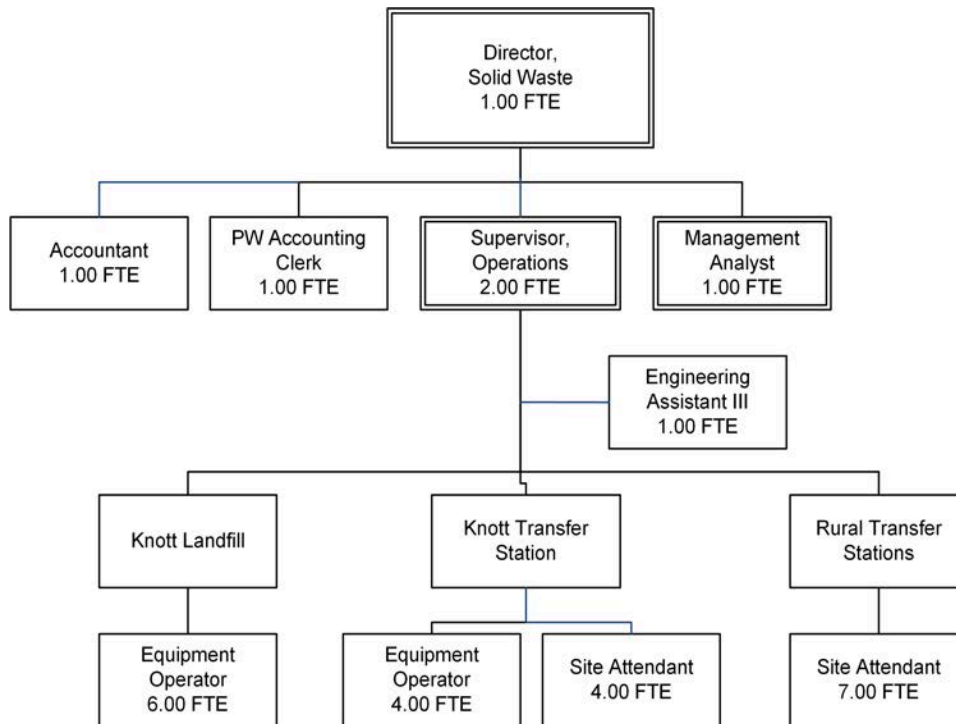
Fiscal Issues

- Cost escalation has impacted the overall Negus Transfer Station facility improvement budget. We are working to secure long-term financing for the scale facility and transfer station construction. Some aspects of the original proposed facility will continue to be delayed to future years.
- Larger than anticipated rock in the cell 9 area resulted in costs for cell 9 construction to be above budget. Cell 9 was postponed to FY 2023 to facilitate rock excavation removal at no cost to the County.

Operational Challenges

- Complete a Waste Characterization Study, in partnership with the Department of Environmental Quality (DEQ), to identify possible areas for increased diversion of recyclables from the landfill.
- New DEQ methane emission rules will require changes to facility operations and monitoring programs.
- Continue efforts in identifying a new solid waste management facility (landfill) site.

Organizational Chart



Budget Summary - Solid Waste (Fund 610)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 799,570 | 2,285,566 | 2,972,234 | 3,107,198 | 3,107,198 | 3,107,198 | 4.54 % |
| State Government Payments | 7,242 | 3,656 | — | — | — | — | — % |
| Charges for Services | 12,123,294 | 13,372,674 | 13,297,000 | 14,451,000 | 14,451,000 | 14,451,000 | 8.68 % |
| Fines and Fees | 95 | 30 | — | — | — | — | — % |
| Interest Revenue | 49,256 | 42,794 | 41,599 | 30,498 | 30,498 | 30,498 | (26.69)% |
| Other Non-Operational Revenue | 1 | 1 | 1 | 1 | 1 | 1 | — % |
| Sales of Equipment | 120,863 | 44,130 | 12,000 | 22,000 | 22,000 | 22,000 | 83.33 % |
| Total Resources | 13,100,321 | 15,748,851 | 16,322,834 | 17,610,697 | 17,610,697 | 17,610,697 | 7.89 % |
| Personnel Services | 2,393,257 | 2,510,986 | 2,754,132 | 3,277,684 | 3,277,684 | 3,277,684 | 19.01 % |
| Materials and Services | 4,251,937 | 4,705,435 | 5,651,103 | 6,467,348 | 6,473,358 | 6,473,358 | 14.55 % |
| Debt Service | 861,644 | 861,354 | 1,251,615 | 1,327,000 | 1,327,000 | 1,327,000 | 6.02 % |
| Capital Outlay | 11,724 | 29,523 | 53,141 | 264,000 | 264,000 | 264,000 | 396.79 % |
| Transfers Out | 3,296,192 | 3,684,280 | 6,029,323 | 5,299,665 | 5,299,665 | 5,299,665 | (12.10)% |
| Contingency | — | — | 583,520 | 975,000 | 968,990 | 968,989 | 66.06 % |
| Total Requirements | 10,814,755 | 11,791,578 | 16,322,834 | 17,610,697 | 17,610,697 | 17,610,697 | 7.89 % |

Budget Summary - Landfill Closure (Fund 611)

Closure of landfill cell and monitoring of maintenance of closed landfills.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 4,871,298 | 5,052,550 | 5,121,686 | 5,944,704 | 5,944,704 | 5,944,704 | 16.07 % |
| Interest Revenue | 96,074 | 56,459 | 58,311 | 31,002 | 31,002 | 31,002 | (46.83)% |
| Transfers In | 100,000 | 100,000 | 750,000 | 750,000 | 750,000 | 750,000 | — % |
| Total Resources | 5,067,372 | 5,209,009 | 5,929,997 | 6,725,706 | 6,725,706 | 6,725,706 | 13.42 % |
| Materials and Services | 14,822 | 13,698 | 560,450 | 549,100 | 549,100 | 549,100 | (2.03)% |
| Capital Outlay | — | 11,383 | — | — | — | — | — % |
| Contingency | — | — | 5,369,547 | 6,176,606 | 6,176,606 | 6,176,606 | 15.03 % |
| Total Requirements | 14,822 | 25,081 | 5,929,997 | 6,725,706 | 6,725,706 | 6,725,706 | 13.42 % |

Budget Summary - Landfill Post-Closure (Fund 612)

Funds reserved specifically for monitoring and maintenance of Knott Landfill after it is closed.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,065,255 | 1,186,788 | 1,252,874 | 1,408,142 | 1,408,142 | 1,408,142 | 12.39 % |
| Interest Revenue | 21,533 | 13,565 | 13,858 | 7,672 | 7,672 | 7,672 | (44.64)% |
| Transfers In | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | — % |
| Total Resources | 1,186,788 | 1,300,354 | 1,366,732 | 1,515,814 | 1,515,814 | 1,515,814 | 10.91 % |
| Materials and Services | — | — | 1,000 | 1,000 | 1,000 | 1,000 | — % |
| Reserve | — | — | 1,365,732 | 1,514,814 | 1,514,814 | 1,514,814 | 10.92 % |
| Total Requirements | — | — | 1,366,732 | 1,515,814 | 1,515,814 | 1,515,814 | 10.91 % |

Budget Summary - Solid Waste Capital Projects (Fund 613)

Funds reserved for large capital expenditures, primarily landfill cell construction and other facility infrastructure needs.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 3,676,479 | 1,516,154 | 3,016,758 | 7,800,997 | 7,800,997 | 7,800,997 | 158.59 % |
| Interest Revenue | 72,124 | 24,399 | 21,959 | 25,070 | 25,070 | 25,070 | 14.17 % |
| Long Term Liability | — | — | 14,500,000 | 21,200,000 | 21,200,000 | 21,200,000 | 46.21 % |
| Transfers In | 2,963,827 | 2,342,189 | 5,015,361 | 3,685,703 | 3,685,703 | 3,685,703 | (26.51)% |
| Total Resources | 6,712,431 | 3,882,741 | 22,554,078 | 32,711,770 | 32,711,770 | 32,711,770 | 45.04 % |
| Materials and Services | 383,418 | 415,770 | 801,221 | 828,578 | 829,926 | 829,926 | 3.58 % |
| Capital Outlay | 4,812,859 | 58,516 | 19,600,000 | 28,175,000 | 28,175,000 | 28,175,000 | 43.75 % |
| Contingency | — | — | 2,152,857 | 3,708,192 | 3,706,844 | 3,706,844 | 72.18 % |
| Total Requirements | 5,196,277 | 474,285 | 22,554,078 | 32,711,770 | 32,711,770 | 32,711,770 | 45.04 % |

Budget Summary - Solid Waste Equipment Reserve (Fund 614)

Funds reserved for large capital operating equipment.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 863,422 | 846,862 | 616,013 | 592,804 | 592,804 | 592,804 | (3.77)% |
| Interest Revenue | 17,315 | 7,020 | 8,743 | 2,973 | 2,973 | 2,973 | (66.00)% |
| Transfers In | 100,000 | 1,100,000 | 150,000 | 750,000 | 750,000 | 750,000 | 400.00 % |
| Total Resources | 980,737 | 2,107,881 | 774,756 | 1,345,777 | 1,345,777 | 1,345,777 | 73.70 % |
| Materials and Services | 6,468 | 13,965 | 32,210 | 23,771 | 25,162 | 25,162 | (21.88)% |
| Capital Outlay | 127,407 | 1,548,221 | 145,000 | 650,000 | 650,000 | 650,000 | 348.28 % |
| Contingency | — | — | 597,546 | 672,006 | 670,615 | 670,615 | 12.23 % |
| Total Requirements | 133,875 | 1,562,186 | 774,756 | 1,345,777 | 1,345,777 | 1,345,777 | 73.70 % |

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Health Services

HEALTH SERVICES DEPARTMENT

| | |
|--|-----|
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| Oregon Health Plan - Mental Health Services (Fund 270) | 147 |
| Acute Care Services (Fund 276)..... | 148 |

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HEALTH SERVICES

To promote and protect the health and safety of our community.

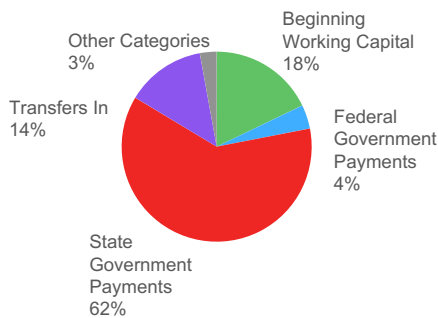
Department Director, Interim: Erik Kropp

☎: 541-322-7400 (Public Health) or 541-322-7500 (Behavioral Health)

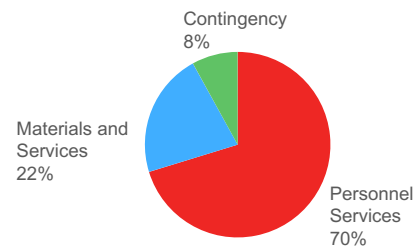
✉ healthservices@deschutes.org

| Health Services Summary | |
|-------------------------|---------------|
| Total Budget | \$ 66,709,667 |
| Budget Change | 2.45 % |
| Total Staff | 404.85 FTE |
| Staff Change | 5.55 |

Health Services Resources



Health Services Requirements



Department Overview

Deschutes County Health Services (DCHS) provides public health and behavioral health programs and services that benefit residents county-wide. The department includes more than 400 employees across ten sites, working in a diverse range of programs within the Director’s Office and three service areas: Public Health, Behavioral Health, and Administrative Services.

PUBLIC HEALTH SERVICE AREA: Works to keep the community healthy and safe by striving to improve and protect the health of people in Deschutes County. This work includes: disease prevention, surveillance and control; food and consumer safety; assuring clean and safe drinking water; ensuring access to essential health services; providing education about healthy lifestyles; implementing strategies to reduce and prevent high-risk behaviors among youth; and responding to pandemics and emerging threats, outbreaks and other events. Public Health provides these services through the following programs:

- Access to Preventive Health Services and Supports: Works to prevent, detect, and treat illness early to improve health outcomes for the county’s most vulnerable persons. Services include:
 - Reproductive Health Clinic—Well Woman exams, family planning, cervical cancer prevention and early intervention, and STD testing and treatment;

- Women, Infants and Children (WIC)—Health and growth screenings, nutrition and breastfeeding education and support, referrals and supplemental food benefits for vulnerable pregnant and post-partum women, infants and young children;
 - Adolescent Health Program—assures access to services, enhances knowledge and skills of adolescents to develop protective factors, fosters healthy relationship building and supports positive health outcomes into adulthood;
 - Family Support Services (FSS)—Health assessments, case management and care coordination, in-home education and support services for high-risk infants, special needs children, and pregnant and post-partum women;
 - Ryan White Program—Case management, nursing, and other support services to improve health, access to and retention in medical care for people living with HIV.
 - Vital Records: Maintains and processes county birth and death records.
- Communicable Disease: Investigates, prevents and controls communicable diseases and outbreaks that pose a threat to the public. Includes epidemiology services that monitor, analyze, and report on disease and outbreaks and emerging threats as well as the Immunization Program, which serves all children and uninsured adults.
 - Environmental Health: Conducts licensure and regulatory inspections of local food, pool, and lodging facilities to protect the public from illness and death. Provides regulatory oversight and surveys on Public Water systems, as well as non-regulatory consultations on environmental hazards such as mold, blue-green algae, and indoor air quality.
 - Prevention and Health Promotion: Works with community to assess needs, gaps and strengths in order to prioritize and create conditions that equitably improve health and well-being for all.
 - Public Health Administration and Emergency Preparedness: Provides leadership, management and oversight for local public health programs and services. Works to diversify and leverage resources to meet public health needs, and assure the effective and efficient use of resources. Prepares for and responds to emergency events and threats affecting the health of the public.

BEHAVIORAL HEALTH SERVICE AREA: Behavioral Health programs and services help improve outcomes for Deschutes County residents with serious mental health and/or substance use disorders, and intellectual and/or developmental disabilities. Priority populations for behavioral health services include Oregon Health Plan (OHP) members, the uninsured, and persons in crisis. These services also coordinate with integrated primary care providers to promote health and recovery and can prevent more costly care and interventions. Services include:

- Crisis Services: Provides 24/7 rapid response and stabilization to individuals experiencing mental health crises and at risk for hospitalization, as well as forensic diversion services.
- Access & Integration Services: Conducts behavioral health screening, assessment, and referral services that connect individuals seeking mental health or substance use disorder services with appropriate treatment resources, as well as oversees integration projects, such as coordination of physical healthcare and psychiatry into core services.

- **Adult Intensive Services:** Serves adults with serious and persistent mental illness, including outpatient and community-based services, primary care integration, and specialty services: homeless outreach, harm reduction, rental assistance, and supported employment.
- **Comprehensive Care for Youth and Families:** Provides programs that work with children, families and young adults struggling with serious mental illness and/or substance use disorders.
- **Intellectual and/or Developmental Disabilities (I/DD):** Provides support for this population to live as independently as possible in the least restrictive environment. Services facilitate greater access to social interaction, community engagement, and employment opportunities.
- **Outpatient Comprehensive Care:** Provides services to adults, children, and families struggling with mental health and substance use disorder in community-based hub locations integrated with primary care, as well as mediation services for separating and divorcing parents of minors.
- **Behavioral Health Administration and Front Office:** Provides leadership and support for Behavioral Health programs and administrative functions.

DIRECTOR'S OFFICE AND ADMINISTRATIVE SERVICES: Oversees programs and activities with broad public, community partner, inter-agency and cross-jurisdictional impact and involvement. Ensures DCHS has the facilities, resources, and support necessary to provide the highest quality of service to clients, customers, and the community through planning, consultation, implementation, analysis, and review.

- **Operations:** Provides electronic health record, technical coordination, infrastructure support such as fleet and facilities management and safety, workforce development, and compliance and quality assurance including compliance with local, state, federal, and professional standards.
- **Business Intelligence:** Provides direction, support, and analytics related to departmental fiscal and operational needs, including billing, credentialing, fiscal, and contract services, as well as project management and strategic planning.

SUCCESSES AND CHALLENGES

Significant Accomplishments

- Public Health responded to the COVID-19 global pandemic, and helped keep the community safe by deploying much of its workforce to assist with response efforts. During the fall of 2021, an internal audit of the efficiency and effectiveness of case investigation and contact tracing operations found that Deschutes County's COVID-19 Response Team sustained higher level of cases during surges and responded more timely than other counties. The COVID-19 response by Public Health was supported by the Behavioral Health and Administrative Services divisions as well as other County departments/offices.
- Public Health launched Healthy Schools at Bend Senior and La Pine High Schools. The Healthy Schools program provides service in prevention planning to address school, student and family needs; suicide prevention education and teacher coaching; substance use screenings and referrals to interventions; coordination between school and health care services; education about student health needs and resources available to families, school staff, and community partners. This is one of the County's largest public health investments in recent years.
- Public Health is expanding Public Health Modernization programming, both locally and regionally. Public Health identified service gaps, including environmental hazard response, data analysis, congregate setting

outbreak response and education. Furthermore, Public Health is improving its understanding of impacts of environmental threats, including wildfires and smoke, excessive heat, drought, and vector-borne communicable disease in order to assist the community to better respond and adapt to environmental conditions.

- Behavioral Health offered 24/7 Deschutes County Stabilization Center (DCSC) services for a second (pandemic) year. During 2021, the DCSC served 1,860 individuals; facilitated 398 law enforcement drop offs; and diverted 208 individuals from the emergency department. Law enforcement time at the center reduced from an average of 5.7 minutes (2020) to 4.6 minutes (2021). Twenty-five percent (461) of those served made use of 23-hour respite and 2% (37 people) reported they would have died by suicide without DCSC intervention. The DCSC is a resounding success, serving a highly vulnerable population and diverting many individuals from higher level, more costly and less therapeutic environments. As such, it gained recognition and attention of state and national entities that look to the DCSC as a model for crisis services.
- Behavioral Health continued to implement the Certified Community Behavioral Health Clinic (CCBHC) model by providing behavioral health services in coordination with primary care. Community members served showed improved quality of life across multiple domains, including: reduced depression; improved hypertension and diabetes control for a focus population; increased connection with primary care; improved coping skills for crisis and improved connection to community. In addition, CCBHC services expanded to especially vulnerable populations such as unhoused individuals, non-English speakers, persons in acute psychiatric crisis and our Aid & Assist population. Finally, CCBHC integration forged the relationships with medical providers, which turned out to be central to navigating the COVID-19 pandemic.
- This year, the Intellectual and Developmental Disabilities (I/DD) program focused on targeted improvements in key areas. I/DD added two full-time Adult Abuse Investigators to improve capacity to conduct thorough and timely investigations across the Tri-County region by formal Memorandum of Understanding. In addition, in order to better understand the specific needs of I/DD customers and to target expanded services, I/DD implemented “exit surveys” to provide an opportunity for feedback immediately following encounters.

Fiscal Issues

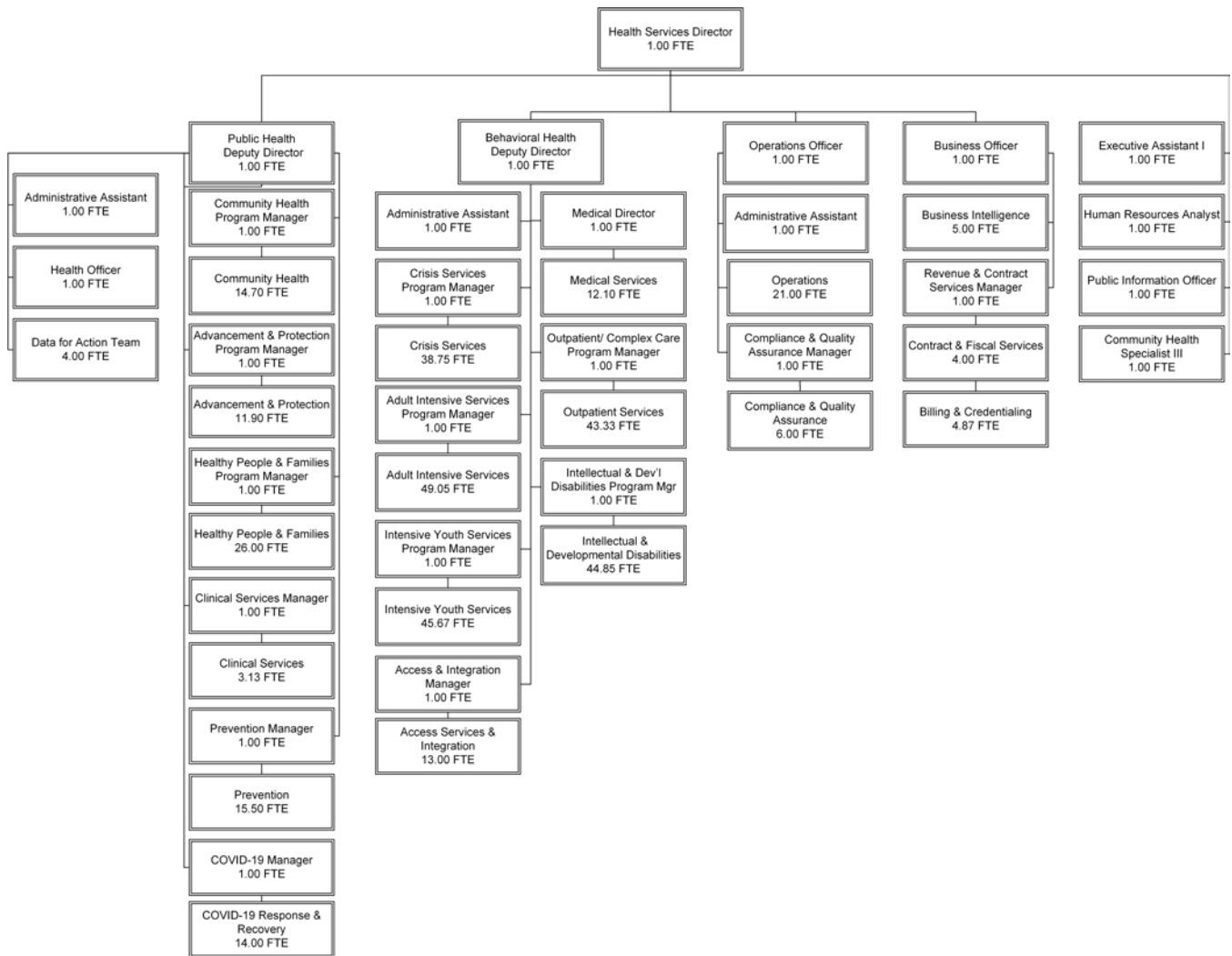
- DCHS provides many “safety-net” services for the community, which are often required by statute but unbillable or uncollectible. DCHS relies heavily upon grantors to fund its operations, which is a funding model that is highly vulnerable to economic, political, and social changes at the federal, state, and local government levels. This leaves DCHS with the fiscal challenge of maintaining a (current) service level the community relies upon with funding sources that are susceptible to changes in policy. DCHS has prepared a requested budget that will maintain its current services.
- COVID-19 response and recovery continued to be a focal point of Public Health efforts. In FY 2022, funding to support continued efforts came from federal and local funds, and included \$1.1 million in FEMA funds, \$1.4 million in state and local funds, approval of \$300 thousand in American Rescue Plan Act funds to support 3 positions through June 2023 and \$2.4 million in temporary contract staff for the County’s call center, testing, and outreach efforts.
- Oregon Health Authority awarded DCHS Public Health \$2.15 million for Public Health Modernization programming for the FY 2022-2023 biennium. This is an increase of \$1.2 million over the FY 2020-2021 award. The increased funding will fund 4.0 new positions for both local and regional Modernization efforts, as well as supporting 5.2 FTE existing positions.

- DCHS Behavioral Health negotiated a case rate for fidelity Wraparound services to high-risk youth. The FY 2023 budget includes a \$1 million in revenue, which DCHS estimates will be generated annually. This revenue will sustain the positions added via a Substance Abuse and Mental Health Administration (SAMHSA) System of Care grant set to toll in August 2024.
- The Oregon legislature came through with significant investments in behavioral health workforce, crisis services, behavioral health rates, treatment housing and other key areas of unmet need. Adding to that, DCHS Behavioral Health successfully established workforce incentives that will help to stabilize and recruit excellent staff. The FY 2023 budget includes stipends to incentivize coverage of crisis shifts and an incentive for Certified Drug and Alcohol Counselor (CADAC) certification, which increases substance use disorder service capacity and workforce retention.
- During FY 2022, DCHS successfully negotiated a contract with PacificSource, the Coordinated Care Organization (CCO), which adds a per member per month stipend for the tri-county Oregon Health Plan enrollment for the Stabilization Center. DCHS estimates an additional \$500,000 during FY 2023 for this critical service.

Operational Challenges

- As the need for health services expands with Deschutes County's growing population, facility space continues to be a departmental challenge. DCHS has attempted to keep up with this growing need by working with the Facilities Department and Property Management to remodel existing facilities, purchase new facilities, and rent additional properties. In the coming years, this will continue to be a challenge.
- Public Health remains vulnerable to restrictive and unpredictable funding. COVID-19 short term funding addressed some chronic gaps. As part of ongoing investment in the community, it is critical that public health maintains a core team prepared to respond to ongoing crises and emergencies, including disease outbreaks, wildfire, droughts, and excessive cold/heat.
- Workforce is the single greatest challenge of FY 2022. Exacerbated by the COVID-19 pandemic, difficulty keeping pace with private sector wages, the 'great resignation' phenomenon occurring nationally, and the local housing market, it is taking much longer, if at all, to fill critical positions. Programs, such as the Crisis and Access programs, as well as specialty areas—the health officer, epidemiologists, nurses—experienced periods of extreme difficulty filling key roles. This increased the stress of an already stressed workforce contributed to not meeting Behavioral Health access to care timelines for the first time in years.
- The COVID-19 pandemic and societal polarization impact the community's confidence and trust in government and Public Health services and programs. Continuing to build public trust and strengthen community engagement, with a lens on equity and inclusion, remain major priorities.
- Affordable, safe and available housing continues to be a challenge for Deschutes County and is especially problematic for behavioral health clients who may have a poor rental record, outstanding debt, and/or a history of legal system involvement. The absence of stable housing is a significant barrier to successful treatment outcomes and poses challenges for maintaining high acuity individuals in the community and addressing lack of access to secure treatment beds in the community or at the Oregon State Hospital. This phenomenon is amplified by the growing Aid & Assist population and the difficulty maintaining residential providers for both Behavioral Health and I/DD during the pandemic.

Organizational Chart



Budget Summary Health Services (Fund 274)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 10,638,105 | 7,817,166 | 10,033,946 | 11,228,720 | 11,228,720 | 11,228,719 | 11.91 % |
| Licenses and Permits | 179,740 | 180,315 | 180,130 | 180,130 | 180,130 | 180,130 | — % |
| Federal Government Payments | 2,974,493 | 5,861,496 | 4,478,833 | 2,555,448 | 2,555,448 | 2,555,448 | (42.94)% |
| State Government Payments | 25,810,373 | 32,762,453 | 39,136,680 | 38,391,139 | 38,763,576 | 38,763,576 | (0.95)% |
| Local Government Grants | 531,904 | 3,263,878 | 1,067,809 | 1,153,417 | 1,153,417 | 1,153,417 | 8.02 % |
| Charges for Services | 2,005,528 | 2,342,515 | 2,029,310 | 2,352,339 | 2,450,705 | 2,450,705 | 20.77 % |
| Fines and Fees | 83,168 | 60 | 60 | 60 | 60 | 60 | — % |
| Interest Revenue | 233,116 | 153,426 | 156,549 | 97,750 | 97,750 | 97,750 | (37.56)% |
| Other Non-Operational Revenue | 380,276 | 441,077 | 649,629 | 701,214 | 701,214 | 701,214 | 7.94 % |
| Interfund Charges | 693,669 | 916,334 | 1,028,400 | 1,078,400 | 1,078,400 | 1,078,400 | 4.86 % |
| Transfers In | 6,745,358 | 7,178,321 | 6,353,585 | 7,901,621 | 8,500,248 | 8,500,248 | 33.79 % |
| Total Resources | 50,275,730 | 60,917,040 | 65,114,931 | 65,640,238 | 66,709,668 | 66,709,667 | 2.45 % |
| Personnel Services | 32,041,791 | 35,975,598 | 43,994,358 | 45,813,168 | 46,699,763 | 46,699,763 | 6.15 % |
| Materials and Services | 10,223,447 | 13,886,895 | 14,721,284 | 14,216,589 | 14,438,892 | 14,438,892 | (1.92)% |
| Capital Outlay | — | 131,664 | 157,000 | — | — | — | (100.00)% |
| Transfers Out | 193,326 | 232,908 | 230,755 | 241,596 | 241,596 | 241,596 | 4.70 % |
| Contingency | — | — | 6,011,534 | 5,368,885 | 5,329,416 | 5,329,416 | (11.35)% |
| Total Requirements | 42,458,564 | 50,227,065 | 65,114,931 | 65,640,238 | 66,709,668 | 66,709,667 | 2.45 % |

Budget Summary - Oregon Health Plan – Behavioral Health Services (Fund 270)

DCHS provides behavioral health services for OHP members on an at-risk, capitated basis. Revenues to cover operating expenses are applied directly to the department operating fund and revenue in excess of operating requirements is applied to the funds which also hold reserves from this at-risk contractual agreement. These can be used to address potential claims of overpayment or to invest in programs, services and operations that benefit OHP members.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 7,104,472 | 9,893,625 | 13,426,234 | 13,827,440 | 13,827,440 | 13,827,440 | 2.99 % |
| State Government Payments | 3,926,269 | 5,290,024 | 1,786,156 | — | — | — | (100.00)% |
| Charges for Services | — | 250,000 | — | — | — | — | — % |
| Interest Revenue | 130,634 | 108,318 | 105,162 | 81,507 | 81,507 | 81,507 | (22.49)% |
| Total Resources | 11,161,375 | 15,541,966 | 15,317,552 | 13,908,947 | 13,908,947 | 13,908,947 | (9.20)% |
| Materials and Services | 269,482 | 15,821 | 243,339 | 244,678 | 244,762 | 244,762 | 0.58 % |
| Transfers Out | 998,268 | 1,415,365 | — | 1,392,815 | 1,473,586 | 1,473,586 | — % |
| Contingency | — | — | 15,074,213 | — | — | — | (100.00)% |
| Reserve | — | — | — | 12,271,454 | 12,190,600 | 12,190,600 | — % |
| Total Requirements | 1,267,750 | 1,431,185 | 15,317,552 | 13,908,947 | 13,908,947 | 13,908,947 | (9.20)% |

Budget Summary - Acute Care Services (Fund 276)

This fund includes revenue from a state grant to serve uninsured residents of Deschutes, Jefferson and Crook counties in need of acute mental health care services that are offered through DCHS and other providers in the area. These resources support voluntary and involuntary indigent acute care.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 721,789 | 594,967 | 665,392 | 612,458 | 612,458 | 612,458 | (7.96)% |
| State Government Payments | 434,013 | 394,007 | 434,013 | 434,013 | 434,013 | 434,013 | — % |
| Interest Revenue | 13,803 | 7,267 | 7,524 | 4,517 | 4,517 | 4,517 | (39.97)% |
| Total Resources | 1,169,606 | 996,241 | 1,106,929 | 1,050,988 | 1,050,988 | 1,050,988 | (5.05)% |
| Materials and Services | 574,639 | 371,947 | 451,011 | 439,106 | 439,840 | 439,840 | (2.48)% |
| Contingency | — | — | 655,918 | — | — | — | (100.00)% |
| Reserve | — | — | — | 611,882 | 611,148 | 611,147 | — % |
| Total Requirements | 574,639 | 371,947 | 1,106,929 | 1,050,988 | 1,050,988 | 1,050,988 | (5.05)% |



Support Services Departments

BOARD OF COUNTY COMMISSIONERS

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|--|-----|
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| | |
|--------------------------------|-----|
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Support Services Departments

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|--|-----|
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| | |
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|-------------------------------|-----|

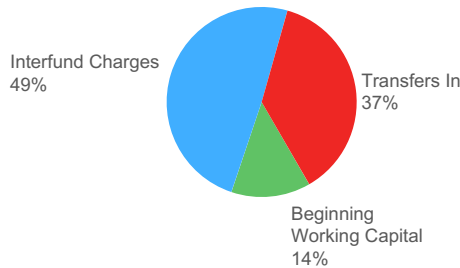
BOARD OF COUNTY COMMISSIONERS

To provide public oversight of the governmental process by setting policy and structure for Deschutes County.

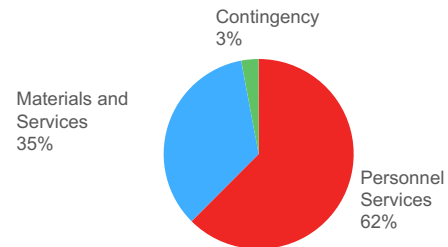
Chair: Patti Adair
 Vice-Chair: Anthony DeBone
 Commissioner: Phil Chang
 ☎: 541-388-6570
 ✉ board@deschutes.org

| BOCC Summary | |
|---------------|------------|
| Total Budget | \$ 809,919 |
| Budget Change | 8.78 % |
| Total Staff | 3.00 FTE |
| Staff Change | — |

Board of County Commissioners Resources



Board of County Commissioners Requirements



Department Overview

The County Commissioners are the elected representatives of the citizens of Deschutes County. The Board of County Commissioners (BOCC) is the policy making body of the County and is comprised of three commissioners.

The Board’s duties include executive, judicial (quasi-judicial) and legislative authority over policy matters of county-wide concern. To implement policy and manage day-to-day operations, the Board appoints a County Administrator and a County Legal Counsel. Additionally, the Board is the governing body for the Sunriver, 9-1-1, Extension/4-H and the Black Butte Ranch Service Districts.

The Board takes a lead role in working with the Oregon State Legislature and Oregon’s U.S. Congressional delegation. Inter-jurisdictional work also takes place in cooperation with the governing bodies in the four cities located in Deschutes County (Bend, Redmond, Sisters and La Pine) and other regional governments in addressing matters of mutual concern.

APPOINTMENTS AND AFFILIATIONS

Individual members of the Board also represent the County through appointments or affiliations with various community boards and agencies.

Commissioner Patti Adair, Chair



- Association of Oregon Counties - Legislative Committee, District 2
- Central Oregon Health Council
- Central Oregon Area Commission on Transportation - Chair
- Central Oregon Regional Solutions Advisory Committee
- Central Oregon Visitors' Association (COVA)
- Deschutes County Audit Committee
- Deschutes County Behavioral Health Advisory Committee liaison
- Deschutes County Fair Association
- Economic Development Advisory Committee - Sisters
- Hospital Facility Authority Board
- Project Wildfire
- Sisters Vision Implementation Team
- Sisters Park & Recreation District – Budget Committee
- Sunriver Chamber of Commerce

Commissioner Anthony DeBone, Vice-Chair



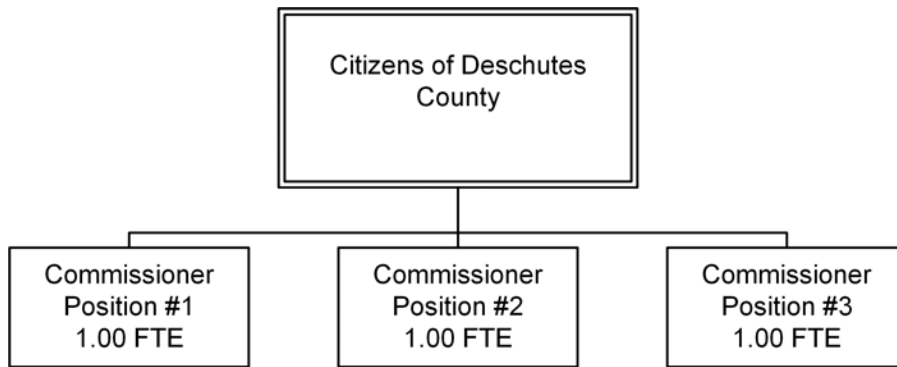
- Central Oregon Cohesive Strategy Steering Committee
- Central Oregon Intergovernmental Council (COIC) - Alternate
- Deschutes County Historical Society
- Deschutes County Public Safety Coordinating Council
- East Cascades Works
- Sunriver – La Pine Economic Development Committee
- Redmond Airport Commission
- Redmond Economic Development Inc.
- Oregon Cybersecurity Advisory Council – representing AOC
- State Interoperability Executive Council (SEIC) – Governor's appointment

Commissioner Phil Chang



- Bend Metropolitan Planning Organization (MPO)
- Central Oregon Intergovernmental Council (COIC)
- Deschutes Basin Water Collaborative
- Deschutes County Investment Advisory Committee
- Deschutes Collaborative Forest Project
- Deschutes County Public Health Advisory Committee liaison
- Economic Development for Central Oregon (EDCO)
- Steering Committee of the Deschutes Trails Coalition
- Oregon Community Renewable Energy Program Advisory Committee

Organizational Chart



Budget Summary – Board of County Commissioners (Fund 628)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 95,841 | 88,660 | 26,434 | 109,254 | 109,254 | 109,254 | 313.31 % |
| Interest Revenue | 2,135 | 1,360 | 1,288 | 821 | 821 | 821 | (36.26)% |
| Interfund Charges | 423,277 | 360,934 | 351,016 | 398,218 | 398,218 | 398,218 | 13.45 % |
| Transfers In | 285,889 | 361,445 | 365,838 | 301,626 | 301,626 | 301,626 | (17.55)% |
| Total Resources | 807,141 | 812,398 | 744,576 | 809,919 | 809,919 | 809,919 | 8.78 % |
| Personnel Services | 433,624 | 439,547 | 461,039 | 504,864 | 503,864 | 503,864 | 9.29 % |
| Materials and Services | 259,414 | 253,067 | 269,675 | 278,190 | 278,576 | 278,576 | 3.30 % |
| Capital Outlay | 21,729 | — | — | — | — | — | — % |
| Transfers Out | 3,715 | 3,715 | 3,716 | 3,715 | 3,715 | 3,715 | (0.03)% |
| Contingency | — | — | 10,146 | 23,150 | 23,764 | 23,764 | 134.22 % |
| Total Requirements | 718,482 | 696,329 | 744,576 | 809,919 | 809,919 | 809,919 | 8.78 % |

Budget Summary – General Fund (Fund 001-00)

This fund accounts for the financial operations of the County which are not accounted for in any other fund.

Principal sources of revenue are property taxes and revenues from the State of Oregon and federal government.

Addressed throughout the budget book

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 12,349,379 | 13,529,514 | 13,470,620 | 12,351,746 | 12,975,718 | 12,975,718 | (3.67)% |
| Federal Government Payments | 653,151 | 587,028 | 644,887 | 641,835 | 641,835 | 641,835 | (0.47)% |
| State Government Payments | 3,548,694 | 11,403,331 | 3,556,503 | 3,550,545 | 3,710,545 | 3,710,545 | 4.33 % |
| Local Government Grants | 51,000 | — | 11,000 | 11,000 | 11,000 | 11,000 | — % |
| Property Taxes | 30,281,683 | 31,441,994 | 32,860,716 | 34,758,173 | 34,758,173 | 34,758,173 | 5.77 % |
| Licenses and Permits | 33,525 | 36,425 | 33,775 | 33,775 | 33,775 | 33,775 | — % |
| Other Tax | 34,905 | 170,800 | 42,000 | 42,000 | 42,000 | 42,000 | — % |
| Charges for Services | 2,368,285 | 3,337,078 | 2,836,529 | 2,432,609 | 2,432,609 | 2,432,609 | (14.24)% |
| Fines and Fees | 30 | 79,060 | 80,100 | 83,029 | 83,029 | 83,029 | 3.66 % |
| Interest Revenue | 362,189 | 204,431 | 194,326 | 109,175 | 109,175 | 109,175 | (43.82)% |
| Other Non-Operational Revenue | 56,121 | 54,338 | 50,000 | — | — | — | (100.00)% |
| Interfund Charges | 93,282 | 268,465 | 194,332 | 96,552 | 96,552 | 96,552 | (50.32)% |
| Transfers In | 260,000 | 260,000 | 260,000 | 260,000 | 260,000 | 260,000 | — % |
| Sales of Equipment | 31,723 | 50,051 | — | — | — | — | — % |
| General Fund | (13,529,514) | (14,990,575) | — | — | — | — | — % |
| Total Resources | 36,594,455 | 46,431,939 | 54,234,788 | 54,370,439 | 55,154,411 | 55,154,411 | 1.70 % |
| Personnel Services | 12,455,721 | 13,545,895 | 15,172,934 | 16,025,138 | 16,241,656 | 16,241,656 | 7.04 % |
| Materials and Services | 4,885,477 | 12,667,548 | 6,115,575 | 6,369,856 | 6,373,595 | 6,373,595 | 4.22 % |
| Capital Outlay | 75,455 | 14,263 | 10,300 | 46,164 | 46,164 | 46,164 | 348.19 % |
| Transfers Out | 19,177,801 | 20,204,234 | 22,212,604 | 20,454,644 | 21,018,359 | 21,018,359 | (5.38)% |
| Contingency | — | — | 10,723,375 | 11,474,637 | 11,474,637 | 11,474,637 | 7.01 % |
| Total Requirements | 36,594,455 | 46,431,939 | 54,234,788 | 54,370,439 | 55,154,411 | 55,154,411 | 1.70 % |

The operating departments located in the General Fund are broken out by organizational unit and addressed in detail in other areas of this document as indicated below.

- 001-02 County Assessor's Office (narrative in Direct Services Section)
- 001-05 County Clerk's Office (narrative in Direct Services Section)
- 001-06 Board of Property Tax Appeals (narrative in Direct Services Section, County Clerk's Office)
- 001-11 District Attorney's Office (narrative in Public Safety Section)
- 001-12 Medical Examiner (narrative in Public Safety Section, District Attorney's Office)
- 001-18 Finance & Tax Department (narrative in Support Services Section)
- 001-23 Veterans' Services Office (narrative in Support Services Section, Administrative Services)
- 001-25 Property Management (narrative in Support Services Section, Administrative Services)

ADMINISTRATIVE SERVICES

Provide the organizational leadership and support that connects policy to performance to benefit the citizens of Deschutes County.

County Administrator: Nick LeLack

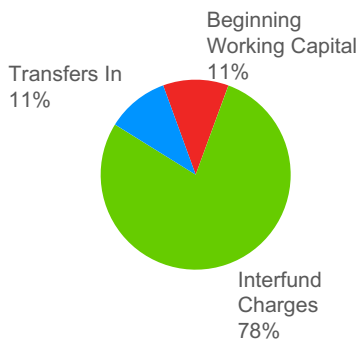
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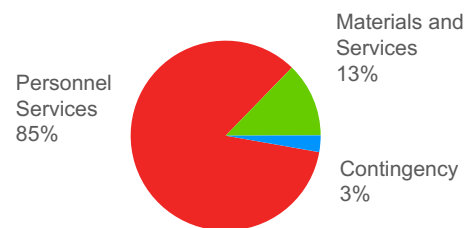
🌐 www.deschutes.org/administration

| Administrative Services | |
|-------------------------|--------------|
| Total Budget | \$ 2,234,791 |
| Budget Change | 22.38 % |
| Total Staff | 10.75 FTE |
| Staff Change | 1.00 |

Administrative Services Resources



Administrative Services Requirements



Department Overview

The Administrative Services Department provides general oversight and direction, both in terms of planning for the County's long-term financial and organizational health and managing the day-to-day operations of one of Central Oregon's largest employers.

Administrative Services also provides oversight of the Video Lottery, Economic Development, Taylor Grazing and Coordinated Office on Houselessness Funds.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Partnered with Human Resources to recruit for and hire a new Community Justice Director, Solid Waste Director and Community Development Director.
- Supported Finance with \$2.5 million in loans and grants for Deschutes County small businesses.
- Worked with Legal, Human Resources and the Board of County Commissioners to complete labor contracts with AFSCME.

- Grew the County's social media with 3,212 new followers (up 11.8% from previous year); 3,896 new posts (up 70.9% from prior year); 5,188,258 impressions (up 43.1% from prior year) and 239,813 engagements with residents (down 23.9% from prior year).
- Sent out new quarterly electronic newsletter, which is delivered to more than 54,000 subscribers.
- County communications (news releases, e-newsletters, etc.) had a 54% open rate, which is 18% above the industry average.
- Implemented new video newsletter as an internal communications effort to connect with staff across the organization.
- Developed a new dashboard to monitor and report on performance measure outcomes.
- Recruited and added a performance auditor to Internal Audit.
- Overall Internal audit report satisfaction at 90%. Provided recent performance audits that included recommendations for positive change in: Munis Purchasing Topics Part III (Procurement Cards) and Part IV (Analyses), County Clerk Transition, 2021 County Fair ticketing and selected areas and management of case investigation and contact tracing.
- Provided follow-up to all unresolved recommendations, including issuance of follow-ups for: 2021 global follow-up, Fair & Expo trending costs, CDD cash handling, Munis Part I (security and workflows), Munis Part II (vendor master), follow-up on outside recommendations performed by Prosecutors' Center for Excellence (PCE) for the District Attorney's Office and ongoing monitoring of anonymous hotline.
- Developed and carried out an RFP for procuring an external auditor for the next five years.
- Continued working through the pandemic providing the best service possible given the challenges of hybrid work and not able to conduct face to face appointments and interviews.
- Maintained a wait time of 10 days or less in Veterans' Services.
- Completed the strategic property acquisition of two commercial buildings in Redmond totaling 21,439 square feet to allow the County to expand services and serve residents in the surrounding communities.
- Completed the sale of 1.14-acre County-owned property at NE 27th and NE Connors Avenue in Bend to Housing Works. The development of this property will provide for an approximate 30 to 40 affordable housing units as well as clinical space on the ground floor for Mosaic Medical for vulnerable populations needing quick access to services.
- Completed public auction for the sale of 11 properties with gross proceeds of \$1,336,000.
- Completed the sale of property in the La Pine Industrial area totaling 2.49-acres with gross proceeds of \$157,414.
- Completed the RFP process for the disposition and development of 43-acres of County-owned property known as Quadrants 2a and 2d in the Newberry Neighborhood in La Pine.
- Successfully located space for the Health Department's coordinated effort with FEMA to provide a vaccine clinic.

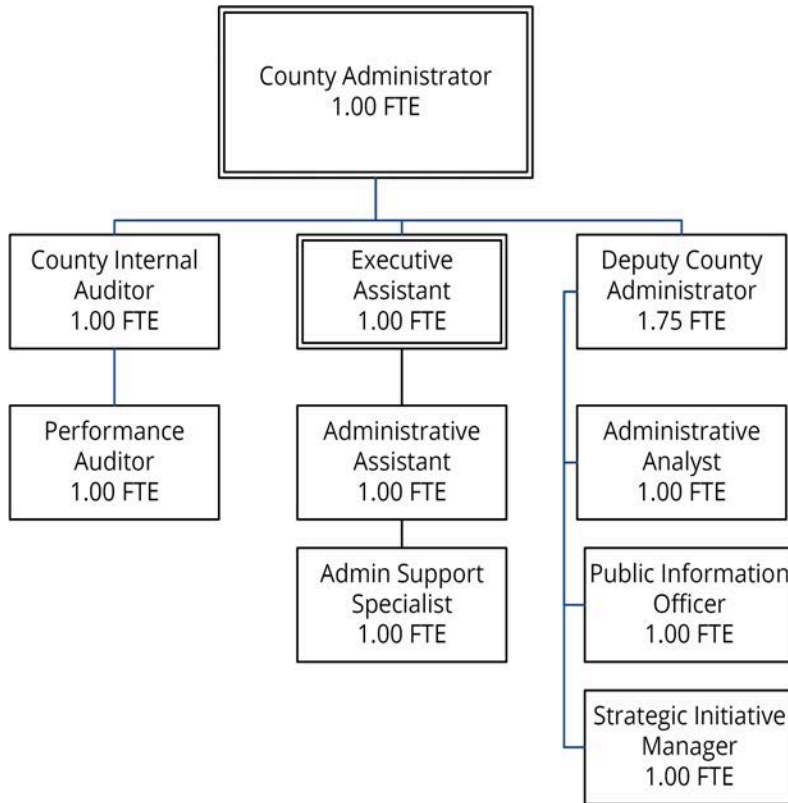
Fiscal Issues

- Working with the Board of County Commissioners, Finance and Facilities on funding for near and medium term capital projects.
- With encampments continuing to increase on County-owned properties, the amount of accumulated trash and debris continues to increase. The cost to complete organized encampment cleanups would be substantial.

Operational Challenges

- Upcoming organizational transitions including hiring a new Health Services Director and Chief Financial Officer.
- Maintaining Veterans' Services office wait times at the targeted 10-days or less; preparing to reopen satellite offices; and expanding outreach services in the community.
- Onboarding a new performance auditor to provide added capacity to address continuing demands for internal audit and consulting work.
- Property Management continues to experience a substantial increase in workload demands and are working beyond capacity. Staff are routinely triaging to manage day-to-day, tackle special projects and provide support and execute initiatives as requested by the Board. Property Management is requesting one new FTE to help create a sustainable structure.

Organizational Chart



Budget Summary - Administrative Services (Fund 625)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 187,803 | 245,302 | 323,172 | 249,393 | 249,393 | 249,392 | (22.83)% |
| State Government Payments | 36,770 | 16,335 | — | — | — | — | — % |
| Charges for Services | 2,792 | (2,414) | 100 | 50 | 50 | 50 | (50.00)% |
| Interest Revenue | 4,502 | 3,742 | 3,508 | 2,261 | 2,261 | 2,261 | (35.55)% |
| Interfund Charges | 1,208,133 | 1,435,598 | 1,412,696 | 1,746,509 | 1,746,509 | 1,746,509 | 23.63 % |
| Transfers In | 40,000 | 40,000 | 86,579 | 236,579 | 236,579 | 236,579 | 173.25 % |
| Total Resources | 1,480,000 | 1,738,564 | 1,826,055 | 2,234,792 | 2,234,792 | 2,234,791 | 22.38 % |
| Personnel Services | 1,070,988 | 1,186,938 | 1,519,589 | 1,889,991 | 1,888,991 | 1,888,990 | 24.31 % |
| Materials and Services | 163,709 | 214,517 | 258,607 | 281,729 | 282,644 | 282,644 | 9.29 % |
| Contingency | — | — | 47,859 | 63,072 | 63,157 | 63,157 | 31.96 % |
| Total Requirements | 1,234,698 | 1,401,455 | 1,826,055 | 2,234,792 | 2,234,792 | 2,234,791 | 22.38 % |

Budget Summary - Veterans' Services (Fund 001-23)

State payments and County General Fund supporting Veterans' Services which advocates for and assists veterans and their family members in applying for benefits that may be available to them.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 175,614 | 158,931 | 259,107 | 182,000 | 182,000 | 182,000 | (29.76)% |
| General Fund Subsidy | 353,806 | 455,193 | 539,314 | 601,076 | 601,496 | 601,496 | 11.53 % |
| Total Resources | 529,421 | 614,124 | 798,421 | 783,076 | 783,496 | 783,496 | (1.87)% |
| Personnel Services | 402,027 | 433,133 | 541,878 | 594,716 | 594,716 | 594,716 | 9.75 % |
| Materials and Services | 123,928 | 177,558 | 253,311 | 185,127 | 185,548 | 185,548 | (26.75)% |
| Transfers Out | 3,465 | 3,432 | 3,232 | 3,232 | 3,232 | 3,232 | — % |
| Total Requirements | 529,421 | 614,124 | 798,421 | 783,076 | 783,496 | 783,496 | (1.87)% |

Budget Summary - Property Management (Fund 001-25)

County General Fund, land sale proceeds and charges for services to departments support the property management function. Staff in this program manage the purchase, sale and lease of County-owned property and buildings and investigate and resolve issues related to County-owned land.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 3,620 | — | — | — | — | — | — % |
| Charges for Services | 102,305 | 101,804 | 102,000 | 145,000 | 145,000 | 145,000 | 42.16 % |
| Interfund Charges | 20,000 | 20,000 | 50,000 | 70,000 | 70,000 | 70,000 | 40.00 % |
| General Fund Subsidy | 179,276 | 194,210 | 231,459 | 305,308 | 296,757 | 296,757 | 28.21 % |
| Total Resources | 305,200 | 316,013 | 383,459 | 520,308 | 511,757 | 511,757 | 33.46 % |
| Personnel Services | 248,833 | 260,751 | 280,791 | 412,375 | 412,375 | 412,375 | 46.86 % |
| Materials and Services | 52,996 | 51,865 | 99,270 | 104,535 | 95,984 | 95,984 | (3.31)% |
| Transfers Out | 3,371 | 3,398 | 3,398 | 3,398 | 3,398 | 3,398 | — % |
| Total Requirements | 305,200 | 316,013 | 383,459 | 520,308 | 511,757 | 511,757 | 33.46 % |

Budget Summary - Economic Development (Fund 050)

Interfund transfers, loan repayment and interest revenues for loans and grants to private businesses and not-for-profit organizations.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 105,943 | 106,787 | 100,000 | 255,474 | 255,474 | 255,474 | 155.47 % |
| Interest Revenue | 14,981 | 15,121 | 1,400 | 1,065 | 1,065 | 1,065 | (23.93)% |
| Other Non-Operational Revenue | 29,864 | 63,238 | 62,145 | 26,109 | 26,109 | 26,109 | (57.99)% |
| Transfers In | — | — | 110,000 | — | — | — | (100.00)% |
| Total Resources | 150,787 | 185,146 | 273,545 | 282,648 | 282,648 | 282,648 | 3.33 % |
| Materials and Services | 44,000 | 64,200 | 273,545 | 282,648 | 282,648 | 282,648 | 3.33 % |
| Total Requirements | 44,000 | 64,200 | 273,545 | 282,648 | 282,648 | 282,648 | 3.33 % |

Budget Summary - Law Library (Fund 120)

The Law Library provides legal resources targeting the general public and attorneys. Beginning in 2016, Deschutes County began contracting with the Deschutes Public Library to provide law library services. The majority of funding for the Law Library comes from the Oregon Judicial Department based on civil action filing fees from the Deschutes County Circuit Court.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 318,732 | 285,198 | 248,341 | 170,000 | 170,000 | 170,000 | (31.55)% |
| State Government Payments | 114,175 | 75,585 | 114,175 | 121,793 | 121,793 | 121,792 | 6.67 % |
| Interest Revenue | 5,611 | 2,647 | 2,887 | 1,367 | 1,367 | 1,367 | (52.65)% |
| Total Resources | 438,518 | 363,429 | 365,403 | 293,160 | 293,160 | 293,159 | (19.77)% |
| Materials and Services | 153,320 | 153,134 | 206,680 | 204,922 | 205,046 | 205,046 | (0.79)% |
| Contingency | — | — | 158,723 | 88,238 | 88,113 | 88,113 | (44.49)% |
| Total Requirements | 153,320 | 153,134 | 365,403 | 293,160 | 293,160 | 293,159 | (19.77)% |

Budget Summary - Foreclosed Land Sales (Fund 140)

The primary activities managed through this fund pertain to the maintenance of properties acquired as a result of foreclosure due to an owner's failure to pay property taxes.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 129,502 | 131,583 | 132,683 | 155,360 | 155,360 | 155,361 | 17.09 % |
| Charges for Services | 41,082 | 120,498 | 145,498 | 143,718 | 143,718 | 143,718 | (1.22)% |
| Interest Revenue | 2,219 | 1,060 | 1,301 | 778 | 778 | 778 | (40.20)% |
| Total Resources | 172,803 | 253,141 | 279,482 | 299,856 | 299,856 | 299,857 | 7.29 % |
| Materials and Services | 41,220 | 98,481 | 145,758 | 142,991 | 143,142 | 143,142 | (1.79)% |
| Contingency | — | — | 133,724 | 156,866 | 156,715 | 156,715 | 17.19 % |
| Total Requirements | 41,220 | 98,481 | 279,482 | 299,856 | 299,856 | 299,857 | 7.29 % |

Budget Summary - Special Transportation (Fund 150)

State and federal grants for public transit services.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 11,381 | (1,846) | 14,471 | 13,971 | 13,971 | 13,971 | (3.46)% |
| Federal Government Payments | 32,762 | 43,685 | 75,534 | 45,868 | 45,868 | 45,868 | (39.28)% |
| State Government Payments | 434,888 | 434,884 | 475,000 | 448,228 | 448,228 | 448,228 | (5.64)% |
| Local Government Grants | — | 5,000 | — | — | — | — | — % |
| Interest Revenue | 2,707 | 12,041 | 16,948 | 1,124 | 1,124 | 1,124 | (93.37)% |
| Total Resources | 484,238 | 509,700 | 581,953 | 509,191 | 509,191 | 509,191 | (12.50)% |
| Materials and Services | 486,083 | 483,404 | 581,953 | 509,191 | 509,191 | 509,191 | (12.50)% |
| Total Requirements | 486,083 | 483,404 | 581,953 | 509,191 | 509,191 | 509,191 | (12.50)% |

Budget Summary - Taylor Grazing (Fund 155)

Federal funds administered by the State of Oregon for rangeland improvement.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 54,340 | 55,432 | 46,865 | 52,865 | 52,865 | 52,865 | 12.80 % |
| State Government Payments | 5,500 | 4,802 | 6,000 | 6,000 | 6,000 | 6,000 | — % |
| Interest Revenue | 1,092 | 546 | 596 | 266 | 266 | 266 | (55.37)% |
| Total Resources | 60,932 | 60,781 | 53,461 | 59,131 | 59,131 | 59,131 | 10.61 % |
| Materials and Services | — | — | 38,461 | 29,131 | 29,131 | 29,131 | (24.26)% |
| Transfers Out | 5,500 | 15,000 | 15,000 | 30,000 | 30,000 | 30,000 | 100.00 % |
| Total Requirements | 5,500 | 15,000 | 53,461 | 59,131 | 59,131 | 59,131 | 10.61 % |

Budget Summary - Video Lottery (Fund 165)

State video lottery apportionment for activities promoting economic development.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 199,052 | 590,482 | 826,000 | 748,000 | 1,108,925 | 1,108,925 | 34.25 % |
| State Government Payments | 1,172,492 | 1,187,354 | 1,050,000 | 1,080,000 | 1,080,000 | 1,080,000 | 2.86 % |
| Interest Revenue | 5,358 | 7,109 | 5,797 | 5,138 | 5,138 | 5,138 | (11.37)% |
| Total Resources | 1,376,901 | 1,784,945 | 1,881,797 | 1,833,138 | 2,194,063 | 2,194,063 | 16.59 % |
| Materials and Services | 786,419 | 535,391 | 1,110,926 | 1,163,520 | 1,164,056 | 1,164,056 | 4.78 % |
| Transfers Out | — | — | 110,000 | — | — | — | (100.00)% |
| Contingency | — | — | 660,871 | 669,618 | 1,030,007 | 1,030,007 | 55.86 % |
| Total Requirements | 786,419 | 535,391 | 1,881,797 | 1,833,138 | 2,194,063 | 2,194,063 | 16.59 % |

Budget Summary - Coordinated Office on Houselessness (Fund 205)

In March 2022, the Governor signed HB 4123, a bill related to coordinated homeless response systems. In FY 2023, the region will receive one million dollars of start-up funding for the next two years to fund the Coordinated Office on Houselessness, a partnership effort with Deschutes County and the cities of Bend, Redmond, and La Pine to support homelessness solutions for our community.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | — | — | — | — | — | — | — % |
| State Government Payments | — | — | — | 1,000,000 | 1,000,000 | 1,000,000 | — % |
| Total Resources | — | — | — | 1,000,000 | 1,000,000 | 1,000,000 | — % |
| Personnel Services | — | — | — | 274,664 | 274,664 | 274,664 | — % |
| Materials and Services | — | — | — | 225,336 | 225,336 | 225,336 | — % |
| Reserve | — | — | — | 500,000 | 500,000 | 500,000 | — % |
| Total Requirements | — | — | — | 1,000,000 | 1,000,000 | 1,000,000 | — % |

Budget Summary - Risk Management (Fund 670)

Interfund charges for workers' compensation, general liability, property, vehicle and unemployment insurance programs/services.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 7,193,407 | 8,676,750 | 8,329,115 | 7,687,180 | 7,687,180 | 7,687,180 | (7.71)% |
| State Government Payments | 12,962 | — | — | — | — | — | — % |
| Charges for Services | 496,481 | 40,508 | 36,000 | 36,180 | 36,180 | 36,180 | 0.50 % |
| Interest Revenue | 150,197 | 100,030 | 101,111 | 49,346 | 49,346 | 49,346 | (51.20)% |
| Interfund Charges | 3,270,882 | 3,099,043 | 3,009,862 | 3,225,951 | 3,225,951 | 3,225,951 | 7.18 % |
| Total Resources | 11,123,930 | 11,916,330 | 11,476,088 | 10,998,657 | 10,998,657 | 10,998,657 | (4.16)% |
| Personnel Services | 322,795 | 283,310 | 305,409 | 320,789 | 320,789 | 320,789 | 5.04 % |
| Materials and Services | 2,117,468 | 2,108,070 | 6,121,883 | 5,567,017 | 5,567,017 | 5,567,017 | (9.06)% |
| Transfers Out | 6,918 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | — % |
| Contingency | — | — | 5,045,296 | 5,107,351 | 5,107,351 | 5,107,351 | 1.23 % |
| Total Requirements | 2,447,181 | 2,394,880 | 11,476,088 | 10,998,657 | 10,998,657 | 10,998,657 | (4.16)% |

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FACILITIES

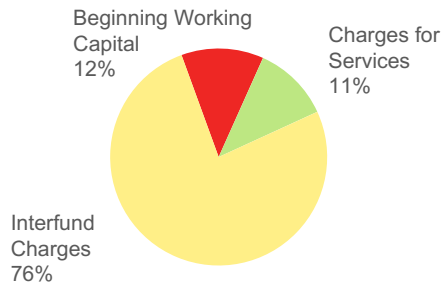
Develop and manage County-owned facilities and buildings to protect and enhance the value of public assets, provide a safe and efficient workplace for County employees and visitors and support future opportunities for community improvement.

Department Director: Lee Randall

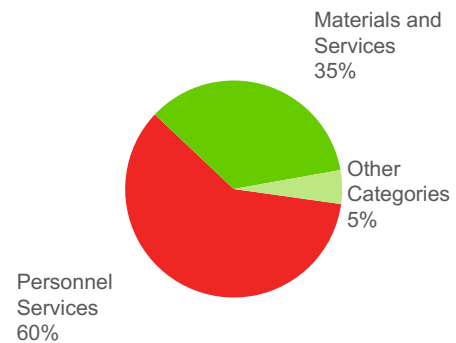
☎: 541-617-4711

| Facilities | |
|---------------|--------------|
| Total Budget | \$ 5,041,208 |
| Budget Change | 12.20 % |
| Total Staff | 25.00 FTE |
| Staff Change | — |

Facilities Resources



Facilities Requirements



Department Overview

The Facilities Department provides facility management, capital project management, building and grounds maintenance, and custodial services for County-owned and/or operated facilities and grounds. The Facilities Department's programs include facility management, building and grounds maintenance and custodial services. The Facility Department's programs include :

Facility Management

- Long-term planning and project management of capital asset replacement (roof replacement, HVAC equipment, generators, parking lot maintenance, etc.).
- Development and execution of remodel and new construction projects in coordination with County Property Management Department.
- Facilities-related services and procurement (mail courier, archives pickup and delivery, appliances, furniture purchasing and installation, pest control).
- Annual compliance testing for fire and life safety systems.

Building and Grounds Maintenance

- Maintenance and repair of all building management systems (mechanical, electrical, plumbing, emergency power generation, fire alarm, and fire sprinkler).
- Upkeep and replacement of all interior and exterior building finishes and specialty equipment (paint, drywall, carpet, hard floors, cabinetry, roof repair, and signage).
- Door hardware maintenance and repair, re-keying and replacement of lock sets; maintenance and installation of all electronic access control components.
- Maintenance of grounds and hardscapes including irrigation systems, lawns, flower beds, sidewalk replacement, parking lot seal coating and striping, snow removal, and parking lot signage.

Custodial Services

- Daily and deep cleaning, hard floor maintenance, and carpet cleaning.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Updated and revised the Facility Condition Assessment (FCA) program and completed assessments at (22) buildings.
- Completed an upgrade to the central HVAC control system and system upgrades at two separate buildings.
- Continued focus on major exterior building envelope maintenance with the replacement of the Deschutes Services Building roof and re-painting of the building exterior.
- Completed design of the Adult Parole & Probation project and began construction.
- Completed architectural team selection, contractor selection and initiated the design process for three significant projects: North County Campus in Redmond, the Public Safety Campus Master Plan and Sheriff's Office Projects, and the Courthouse expansion project.

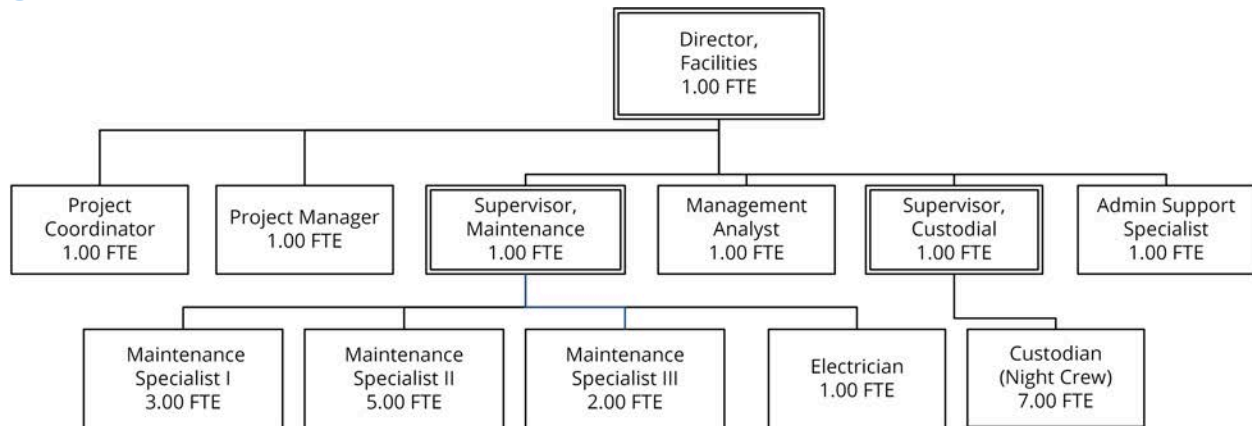
Fiscal Issues

- Identifying future costs of major capital asset replacement (hardscapes, HVAC systems, and roofs) and establishing replacement schedules that align with projected revenues.
- Managing the increased costs of materials, labor, and equipment and the age of County facilities.
- Preparing for increases in custodial costs for standard services and the additional cost of increased levels.
- Managing conceptual budget estimates for capital projects in a changing construction environment.

Operational Challenges

- Expanding department capacity to respond to increased work order load generated by county-wide growth and the age of facilities.
- Management and delivery of significant multi-year capital construction projects including the Courthouse expansion, Adult Parole & Probation, and the North County Campus remodel projects.
- Maintaining service delivery levels for furniture reconfiguration, flooring replacements, safety and security improvements and minor remodels in response to the growth of direct service departments.

Organizational Chart



Budget Summary - Facilities (Fund 620)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 605,458 | 852,811 | 655,428 | 617,363 | 617,363 | 617,362 | (5.81)% |
| State Government Payments | 136,018 | 106,607 | — | — | — | — | — % |
| Charges for Services | 560,065 | 548,065 | 547,016 | 577,476 | 577,476 | 577,476 | 5.57 % |
| Interest Revenue | 15,386 | 11,158 | 11,411 | 5,364 | 5,364 | 5,364 | (52.99)% |
| Interfund Charges | 3,155,774 | 3,108,799 | 3,279,030 | 3,841,005 | 3,841,005 | 3,841,005 | 17.14 % |
| Total Resources | 4,472,702 | 4,644,875 | 4,492,885 | 5,041,209 | 5,041,209 | 5,041,208 | 12.20 % |
| Personnel Services | 2,066,742 | 2,234,440 | 2,631,517 | 3,010,058 | 3,010,058 | 3,010,058 | 14.38 % |
| Materials and Services | 1,490,681 | 1,524,749 | 1,665,024 | 1,763,092 | 1,767,617 | 1,767,617 | 6.16 % |
| Capital Outlay | — | 8,491 | 25,000 | 15,000 | 15,000 | 15,000 | (40.00)% |
| Transfers Out | 62,467 | 58,430 | 60,695 | 71,810 | 71,810 | 71,810 | 18.31 % |
| Contingency | — | — | 110,649 | 181,249 | 176,723 | 176,723 | 59.71 % |
| Total Requirements | 3,619,890 | 3,826,110 | 4,492,885 | 5,041,209 | 5,041,209 | 5,041,208 | 12.20 % |

Budget Summary - County Projects (Fund 070)

This fund was established to provide resources for higher-cost facilities maintenance items and for improving and remodeling County buildings. Revenue comes from an approximately 3-cent portion of the County's property tax levy and occasional County General Fund contributions.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,463,439 | 764,035 | 468,085 | 633,846 | 633,846 | 633,846 | 35.41 % |
| Property Taxes | 947,753 | 987,971 | 1,016,393 | 1,074,995 | 1,074,995 | 1,074,995 | 5.77 % |
| Charges for Services | 2,840 | 3,160 | — | 3,000 | 3,000 | 3,000 | — % |
| Interest Revenue | 10,593 | 13,503 | 11,754 | 5,695 | 5,695 | 5,695 | (51.55)% |
| Interfund Charges | — | — | 75,000 | 55,000 | 55,000 | 55,000 | (26.67)% |
| Transfers In | 1,420,746 | 750,000 | 650,000 | 500,000 | 500,000 | 500,000 | (23.08)% |
| Total Resources | 3,845,370 | 2,518,669 | 2,221,232 | 2,272,536 | 2,272,536 | 2,272,536 | 2.31 % |
| Materials and Services | 1,837,622 | 811,183 | 1,744,964 | 1,752,729 | 1,754,369 | 1,754,369 | 0.54 % |
| Capital Outlay | 146,363 | 1,001,483 | 394,500 | 310,000 | 310,000 | 310,000 | (21.42)% |
| Transfers Out | 1,097,350 | — | — | — | — | — | — % |
| Contingency | — | — | 81,768 | 209,807 | 208,167 | 208,167 | 154.58 % |
| Total Requirements | 3,081,335 | 1,812,665 | 2,221,232 | 2,272,536 | 2,272,536 | 2,272,536 | 2.31 % |

Budget Summary - Park Acquisition & Development (Fund 130)

Resources from this fund can be used only for County-designated parks or future park planning. Revenue comes primarily from RV park apportionment funds from the state.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 456,711 | 576,920 | 610,848 | 672,487 | 672,487 | 672,487 | 10.09 % |
| State Government Payments | 336,313 | 381,435 | 300,000 | 350,000 | 350,000 | 350,000 | 16.67 % |
| Interest Revenue | 8,979 | 6,296 | 6,542 | 3,977 | 3,977 | 3,977 | (39.21)% |
| Total Resources | 802,003 | 964,651 | 917,390 | 1,026,464 | 1,026,464 | 1,026,464 | 11.89 % |
| Materials and Services | 35,083 | 34,232 | 105,000 | 112,500 | 112,500 | 112,500 | 7.14 % |
| Capital Outlay | — | — | 230,500 | 300,000 | 300,000 | 300,000 | 30.15 % |
| Transfers Out | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 | — % |
| Contingency | — | — | 391,890 | 423,964 | 423,964 | 423,964 | 8.18 % |
| Total Requirements | 225,083 | 224,232 | 917,390 | 1,026,464 | 1,026,464 | 1,026,464 | 11.89 % |

Budget Summary - Park Development Fees (Fund 132)

In lieu of donating land for park development at the time subdivisions or land partitions are approved, developers can pay a fee to Deschutes County. The development fees collected support this fund and are used to pay for various park improvement projects.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 111,003 | 4,491 | 9,480 | 39,978 | 39,978 | 39,978 | 321.71 % |
| Interest Revenue | 638 | 73 | 69 | 104 | 104 | 104 | 50.72 % |
| Licenses and Permits | 6,300 | 4,900 | 5,000 | 6,000 | 57,000 | 57,000 | 1040.00 % |
| Total Resources | 117,941 | 9,464 | 14,549 | 46,082 | 97,082 | 97,082 | 567.28 % |
| Materials and Services | 113,450 | 1,021 | 14,549 | 46,082 | 97,082 | 97,082 | 567.28 % |
| Total Requirements | 113,450 | 1,021 | 14,549 | 46,082 | 97,082 | 97,082 | 567.28 % |

Budget Summary - Campus Improvements (Fund 463)

This capital projects fund was established to provide resources for new capital construction and major remodels. Revenue comes from transfers from the General Capital Reserve (Fund 060).

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | — | 4,893,063 | 4,368,064 | 8,177,350 | 8,177,350 | 8,177,350 | 87.21 % |
| Charges for Services | 4,674 | — | — | — | — | — | — % |
| Interest Revenue | 68,450 | 53,628 | 55,651 | 37,206 | 37,206 | 37,206 | (33.14)% |
| Interfund Charges | 243,653 | 915 | — | 560,000 | 560,000 | 560,000 | — % |
| Transfers In | 6,426,604 | — | 6,828,000 | 9,450,444 | 9,450,444 | 9,450,444 | 38.41 % |
| Total Resources | 6,743,381 | 4,947,606 | 11,251,715 | 18,225,000 | 18,225,000 | 18,225,000 | 61.98 % |
| Materials and Services | 702,273 | 518,916 | 1,377,500 | 5,385,000 | 5,385,000 | 5,385,000 | 290.93 % |
| Capital Outlay | 1,148,045 | 41,007 | 9,874,215 | 12,840,000 | 12,840,000 | 12,840,000 | 30.04 % |
| Total Requirements | 1,850,318 | 559,923 | 11,251,715 | 18,225,000 | 18,225,000 | 18,225,000 | 61.98 % |

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FINANCE/TAX

The Finance Department manages the financial activities of the County in accordance with generally accepted accounting standards, with prudence, integrity and transparency.

Chief Financial Officer, Interim: Wayne Lowry

☎: 541-388-6559

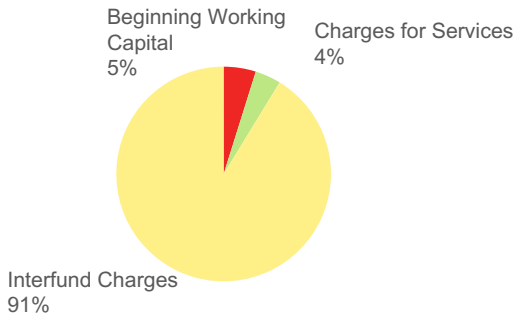
✉: finance@deschutes.org

🌐: www.deschutes.org/finance

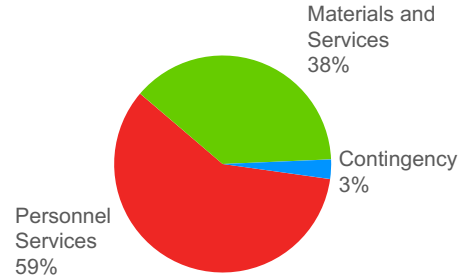
| Finance Summary | |
|-----------------|--------------|
| Total Budget | \$ 2,322,382 |
| Budget Change | 11.81 % |
| Total Staff | 11.00 FTE |
| Staff Change | — |

| General Fund - Tax Summary | |
|----------------------------|------------|
| Total Budget | \$ 905,262 |
| Budget Change | (2.93)% |
| Total Staff | 6.50 FTE |
| Staff Change | 1.00 |

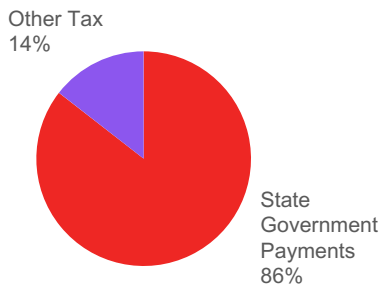
Finance Resources



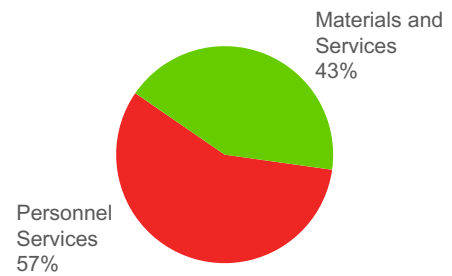
Finance Requirements



Tax Resources



Tax Requirements



Department Overview

The Finance Department manages all financial activities of the County including annual budget coordination, financial planning, internal and external financial reporting, general accounting, payroll, capital asset records, distribution of property taxes to all taxing districts, cash management and investments, dog licensing and administration, collection and administration of the transient room tax and administration of the County's long-term debt.

SUCSESSES & CHALLENGES

Significant Accomplishments

- Implemented the ability to receive property tax statements and dog licensing renewals online. This eliminates mailing costs, no lost or misdirected mail, allows the customer to receive their statement sooner, and gives them the direct link to pay online.
- Added the ability for dog owners to license their new pets online with no more need to send rabies certificates and paper checks through the mail. This made the process less cumbersome for customers and cuts down the time for them to receive their tag.
- The County implemented a new software to administer the County's lodging tax in July of 2021. This system has been a big improvement as it locates properties that are being advertised on various media which allows the County to get them registered quickly and will also track if the advertisement is in compliance in listing the Certificate of Authority number on the ad. The system also requires each property manager to file by property address so the County can break out the revenues by area with more clarity.
- During September 2021, the County entered into a financing agreement to refund the callable maturities of the County's outstanding Full Faith and Credit Refunding Obligations, Series 2012, resulting in County savings of approximately \$1.4 million in interest. County contributions during FY 2022 included: \$521,000 to pay off callable principal balance of the refunded obligations related to the County's La Pine Sewer project; \$158,000 to pay off accrued interest; and \$52,000 for costs of issuance. The County entered into Full Faith and Credit Refunding Financing Agreement, Series 2021 for \$15,325,000, interest of 1.4%, matures June 30, 2023.
- During April 2022, the County purchased DebtBook, a debt and lease management software, to ensure financial reporting compliance with GASB 87- Leases, effective for fiscal year ending June 30, 2022. The new software will be fully implemented by August 2022 and allow the Finance team and other County departments to expedite financial reporting while also improving access to debt and lease data for budgeting, board decisions, rate and fee setting processes, and financial planning for future projects.

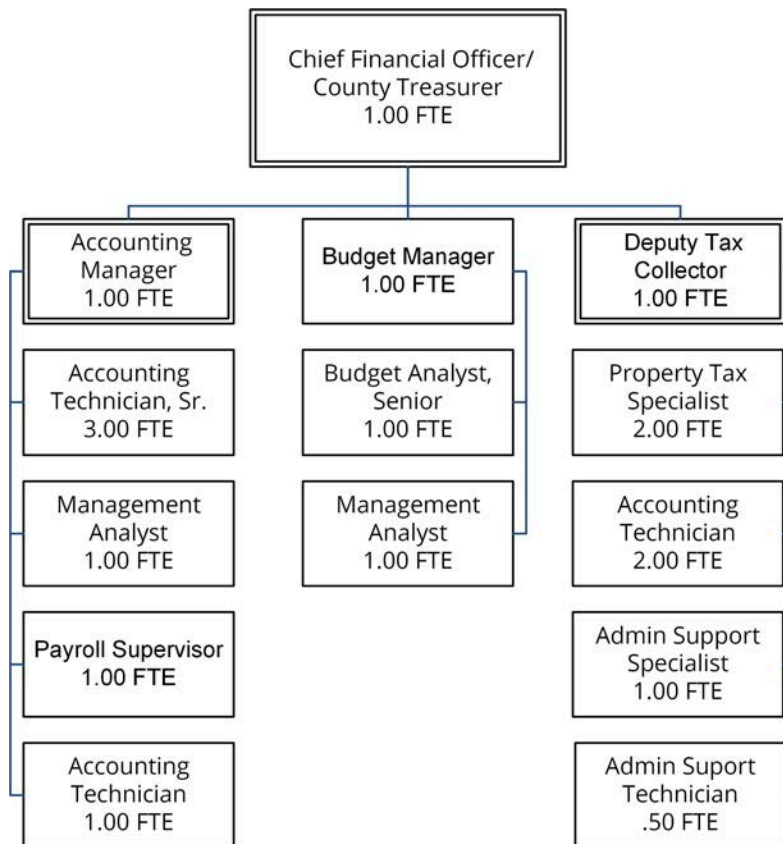
Fiscal Issues

- With the increase in the number of new property tax accounts each year as well as the increasing number of transient room tax accounts over the past couple of years, the Tax Office needs one additional FTE to be able to maintain compliance of the TRT program and added workload for property tax.
- With the increased cost of living in Deschutes County and increasing mortgage rates, many tax payers may be impacted which could result in more delinquent taxes or foreclosures.

Operational Challenges

- Continue to improve efficiencies in the administration of the TRT program, if staffing allows. The TRT program needs to develop new workflow protocols coordinating efforts with Community Development to identify properties with unlawful ADU's in the initial registration process.
- Review and update the Transient Room Tax Ordinance to better align with the State's third party intermediary requirements.
- The County, in cooperation with all Departments, Offices and Unions, plans to implement a transition plan to correct lag time in payroll by aligning the time collection period with the pay period. Currently, the County advance-pays employees for the estimated work between the 22nd and the end of the month (minus any overtime worked). This introduces untimely payments of overtime wages to employees. The payday will remain the last working day (non-holiday) of the month. The new time collection period will be the 22nd of the month until the 21st of the next month. Pay will no longer be projected from the 21st to the end of the month. This will result in all OT pay being paid in the correct pay period. The County's goal is to have the alignment completed by April 2023.

Organizational Chart



Budget Summary - Finance (Fund 630)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 294,424 | 409,931 | 187,572 | 112,739 | 112,739 | 112,739 | (39.90)% |
| State Government Payments | 16,017 | 5,910 | — | — | — | — | — % |
| Charges for Services | 233,008 | 81,997 | 90,446 | 90,446 | 90,446 | 90,446 | — % |
| Interest Revenue | 5,296 | 3,317 | 3,135 | 260 | 260 | 260 | (91.71)% |
| Interfund Charges | 1,734,676 | 1,463,865 | 1,795,921 | 1,953,937 | 2,118,937 | 2,118,937 | 17.99 % |
| Total Resources | 2,283,421 | 1,965,020 | 2,077,074 | 2,157,382 | 2,322,382 | 2,322,382 | 11.81 % |
| Personnel Services | 1,295,955 | 1,153,030 | 1,283,161 | 1,210,603 | 1,370,603 | 1,370,603 | 6.81 % |
| Materials and Services | 577,535 | 638,618 | 735,688 | 884,406 | 884,406 | 884,406 | 20.21 % |
| Contingency | — | — | 58,225 | 62,373 | 67,373 | 67,373 | 15.71 % |
| Total Requirements | 1,873,490 | 1,791,647 | 2,077,074 | 2,157,382 | 2,322,382 | 2,322,382 | 11.81 % |

Budget Summary - Tax (Fund 001-18)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| State Government Payments | 177,041 | 249,499 | 189,083 | 189,083 | 189,083 | 189,083 | — % |
| Other Tax | 29,464 | 32,443 | 32,000 | 32,000 | 32,000 | 32,000 | — % |
| Charges for Services | 714 | 4,799 | 400 | 400 | 400 | 400 | — % |
| Interfund Charges | 50,000 | 224,137 | 119,521 | — | — | — | (100.00)% |
| General Fund Subsidy | 603,754 | 478,508 | 591,566 | 683,142 | 683,779 | 683,779 | 15.59 % |
| Total Resources | 860,973 | 989,386 | 932,570 | 904,625 | 905,262 | 905,262 | (2.93)% |
| Personnel Services | 491,549 | 637,099 | 572,397 | 519,441 | 519,441 | 519,441 | (9.25)% |
| Materials and Services | 369,425 | 352,287 | 359,873 | 385,184 | 385,821 | 385,821 | 7.21 % |
| Capital Outlay | — | — | 300 | — | — | — | (100.00)% |
| Total Requirements | 860,973 | 989,386 | 932,570 | 904,625 | 905,262 | 905,262 | (2.93)% |

Budget Summary - PERS Reserve (Fund 135)

This fund was established to account for resources used to minimize future PERS rate increases to departments. When needed, the County draws down the reserve to lessen the impact of rising rates to department budgets.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 16,372,165 | 2,540,965 | 4,569,308 | 4,603,610 | 4,603,610 | 4,603,610 | 0.75 % |
| Interest Revenue | 297,949 | 36,957 | 34,108 | 26,539 | 26,539 | 26,539 | (22.19)% |
| Transfers In | 2,000,000 | 2,000,000 | — | — | — | — | — % |
| Total Resources | 18,670,114 | 4,577,922 | 4,603,416 | 4,630,149 | 4,630,149 | 4,630,149 | 0.58 % |
| Personnel Services | 3,127,050 | — | 100,000 | 101,100 | 101,100 | 101,100 | 1.10 % |
| Materials and Services | 13,002,100 | 850 | — | — | — | — | — % |
| Contingency | — | — | 4,503,416 | — | — | — | (100.00)% |
| Reserve | — | — | — | 4,529,049 | 4,529,049 | 4,529,049 | — % |
| Total Requirements | 16,129,150 | 850 | 4,603,416 | 4,630,149 | 4,630,149 | 4,630,149 | 0.58 % |

Budget Summary - County School (Fund 145)

In accordance with Oregon Revised Statute 328.005, the County records federal forest receipts, property taxes, interest and taxes on electric power cooperatives in this fund. These resources are distributed among the school districts in Deschutes County in proportion to the resident average daily membership for each district for the preceding fiscal year.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Federal Government Payments | 236,581 | 220,099 | 305,000 | 305,000 | 305,000 | 305,000 | — % |
| State Government Payments | 289,320 | 326,535 | 353,000 | 353,000 | 353,000 | 353,000 | — % |
| Interest Revenue | 991 | 323 | 734 | 782 | 782 | 782 | 6.54 % |
| Total Resources | 526,892 | 546,957 | 658,734 | 658,782 | 658,782 | 658,782 | 0.01 % |
| Materials and Services | 526,892 | 546,957 | 658,734 | 658,782 | 658,782 | 658,782 | 0.01 % |
| Total Requirements | 526,892 | 546,957 | 658,734 | 658,782 | 658,782 | 658,782 | 0.01 % |

Budget Summary - Dog Control (Fund 350)

More than 26,000 dogs are licensed in Deschutes County. The license fee is collected in this fund and split between Deschutes County, City of Bend, City of Redmond, Humane Society of Central Oregon and the BrightSide Animal Center of Redmond. This fund is primarily supported by fees for dog licenses, kennel licenses and a transfer from the County General Fund.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 2,961 | 3,011 | 46,234 | 51,041 | 51,041 | 51,042 | 10.40 % |
| Charges for Services | 440 | 485 | 75 | — | — | — | (100.00)% |
| Fines and Fees | 510 | — | — | — | — | — | — % |
| Interest Revenue | 598 | 634 | 568 | 545 | 545 | 545 | (4.05)% |
| Other Non-Operational Revenue | 5,215 | 6,056 | 5,000 | 5,500 | 5,500 | 5,500 | 10.00 % |
| Transfers In | 149,916 | 182,716 | 149,584 | 147,166 | 147,166 | 147,166 | (1.62)% |
| Licenses and Permits | 229,714 | 219,643 | 237,750 | 229,750 | 229,750 | 229,750 | (3.36)% |
| Total Resources | 389,355 | 412,545 | 439,211 | 434,002 | 434,002 | 434,003 | (1.19)% |
| Personnel Services | — | — | 88,398 | 87,211 | 87,211 | 87,211 | (1.34)% |
| Materials and Services | 386,344 | 351,794 | 317,716 | 314,643 | 314,954 | 314,954 | (0.87)% |
| Contingency | — | — | 33,097 | 32,148 | 31,838 | 31,838 | (3.80)% |
| Total Requirements | 386,344 | 351,794 | 439,211 | 434,002 | 434,002 | 434,003 | (1.19)% |

Budget Summary - Finance Reserve (Fund 631)

The Finance Reserve Fund was established in FY 2016 to track expenditures for two special projects: a new financial and human resources software package and a class and compensation study. Transfers from the General Fund supported the initial costs of these projects. The balance of the project costs are being recouped through inter-fund charges to departments over a seven year period.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 259,284 | 247,312 | 250,612 | 174,898 | 174,898 | 174,898 | (30.21)% |
| Interest Revenue | 5,367 | 2,853 | 3,008 | 1,439 | 1,439 | 1,439 | (52.16)% |
| Interfund Charges | 259,946 | 258,077 | 256,992 | 261,257 | 261,257 | 261,257 | 1.66 % |
| Total Resources | 524,597 | 508,242 | 510,612 | 437,594 | 437,594 | 437,594 | (14.30)% |
| Personnel Services | — | — | 151,678 | 137,460 | 137,460 | 137,460 | (9.37)% |
| Materials and Services | 11,290 | — | 5,500 | 3,000 | 3,000 | 3,000 | (45.45)% |
| Capital Outlay | 5,995 | — | 93,434 | 36,695 | 36,695 | 36,695 | (60.73)% |
| Transfers Out | 260,000 | 260,000 | 260,000 | 260,439 | 260,439 | 260,439 | 0.17 % |
| Total Requirements | 277,285 | 260,000 | 510,612 | 437,594 | 437,594 | 437,594 | (14.30)% |

Budget Summary - Transient Room Tax 7% (Fund 160)

Resorts, hotels, motels and other lodging facilities located in the unincorporated areas of Deschutes County are required to collect a 7% transient room tax on room rental charges for stays of 30 days or less. These resources are distributed to the Sheriff's Office for rural law enforcement activities, Central Oregon Visitors Association (COVA) and the Fair and Expo Center.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 2,534,411 | 3,482,982 | 5,890,343 | 9,513,382 | 9,513,382 | 9,513,382 | 61.51 % |
| Other Tax | 6,586,527 | 9,684,822 | 10,827,864 | 11,883,265 | 11,883,265 | 11,883,265 | 9.75 % |
| Interest Revenue | 83,111 | 57,636 | 55,300 | 49,100 | 49,100 | 49,100 | (11.21)% |
| Total Resources | 9,204,050 | 13,325,441 | 16,773,507 | 21,445,747 | 21,445,747 | 21,445,747 | 27.85 % |
| Materials and Services | 2,245,933 | 3,551,869 | 3,976,787 | 9,391,357 | 12,915,046 | 12,915,046 | 224.76 % |
| Transfers Out | 3,475,135 | 3,584,177 | 4,362,904 | 4,359,165 | 4,359,165 | 4,359,165 | (0.09)% |
| Reserve | — | — | 8,433,816 | 7,523,689 | 4,000,000 | 4,000,000 | (52.57)% |
| Total Requirements | 5,721,067 | 7,136,046 | 16,773,507 | 21,445,747 | 21,445,747 | 21,445,747 | 27.85 % |

Budget Summary - Transient Room Tax 1% (Fund 170)

Voters approved an increase of 1% in the room tax for Deschutes County beginning July 1, 2014. Resorts, hotels, motels and other lodging facilities located in the unincorporated portion of Deschutes County are required to collect the additional 1% transient room tax on room rental charges for stays of 30 days or less. Taxes are 70% dedicated to the Fair and Expo Center and 30% for other general purposes.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 30,844 | 7,767 | — | — | — | — | — % |
| Other Tax | 940,965 | 1,383,542 | 1,692,123 | 1,697,609 | 1,697,609 | 1,697,609 | 0.32 % |
| Interest Revenue | 5,643 | 3,510 | 3,148 | 1,308 | 1,308 | 1,308 | (58.45)% |
| Total Resources | 977,452 | 1,394,818 | 1,695,271 | 1,698,917 | 1,698,917 | 1,698,917 | 0.22 % |
| Personnel Services | — | — | — | 16,804 | 16,804 | 16,804 | — % |
| Materials and Services | 14,088 | 15,091 | 33,601 | 9,832 | 9,832 | 9,832 | (70.74)% |
| Transfers Out | 955,597 | 1,379,728 | 1,661,670 | 1,672,281 | 1,672,281 | 1,672,281 | 0.64 % |
| Total Requirements | 969,685 | 1,394,818 | 1,695,271 | 1,698,917 | 1,698,917 | 1,698,917 | 0.22 % |

Budget Summary - Project Development & Debt Reserve (Fund 090)

This fund is used to account for all debt service related to County facilities along with the related rental revenue from those departments that pay rent. Revenue from past property sales have been recorded in this fund as well as amounts spent to maintain county properties that will eventually be sold. Land sale proceeds from surplus non-foreclosure properties are recorded in the fund as they occur. The purpose of this fund is to accumulate proceeds from the sale of land for possible funding of future projects after related debt is paid off.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 1,422,527 | 2,610,554 | 2,493,391 | 2,605,101 | 2,605,101 | 2,605,101 | 4.48 % |
| Charges for Services | 1,000 | 250 | 1,000 | 12,000 | 12,000 | 12,000 | 1100.00 % |
| Interest Revenue | 92,184 | 54,451 | 51,035 | 12,845 | 12,845 | 12,845 | (74.83)% |
| Other Non-Operational Revenue | 1,669,158 | 294,881 | 324,530 | 364,064 | 364,064 | 364,064 | 12.18 % |
| Interfund Charges | 461,675 | 490,403 | 490,403 | 490,403 | 490,403 | 490,403 | — % |
| Transfers In | 1,000,000 | 1,000,000 | 2,600,000 | — | — | — | (100.00)% |
| Sales of Equipment | — | — | 1,000,000 | 200,000 | 850,000 | 850,000 | (15.00)% |
| Total Resources | 4,646,544 | 4,450,539 | 6,960,359 | 3,684,412 | 4,334,412 | 4,334,412 | (37.73)% |
| Materials and Services | 154,693 | 130,661 | 527,566 | 371,157 | 371,157 | 371,157 | (29.65)% |
| Capital Outlay | 1,003,292 | — | 5,727,653 | 2,291,759 | 2,941,759 | 2,941,759 | (48.64)% |
| Transfers Out | 878,005 | 1,165,979 | 705,140 | 1,021,496 | 1,021,496 | 1,021,496 | 44.86 % |
| Total Requirements | 2,035,990 | 1,296,640 | 6,960,359 | 3,684,412 | 4,334,412 | 4,334,412 | (37.73)% |

Budget Summary - General Capital Reserve (Fund 060)

This fund is used to accumulate County resources for capital investments related to Board of County Commissioner goals and objectives. Most resources are provided by the General Fund in those years when the General Fund's revenues exceed the General Fund's expenditures (one-time resources). Such accumulation of resources could be used to fully or partially fund future projects according to BOCC priorities.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 12,917,734 | 7,396,589 | 9,856,358 | 6,900,848 | 6,900,848 | 6,900,848 | (29.99)% |
| Interest Revenue | 193,821 | 92,550 | 90,893 | 51,195 | 51,195 | 51,195 | (43.68)% |
| Interfund Charges | — | — | — | — | 3,521,988 | 3,521,988 | — % |
| Transfers In | 2,035,033 | 4,119,194 | 7,069,320 | 5,059,407 | 4,983,197 | 4,983,197 | (29.51)% |
| Total Resources | 15,146,589 | 11,608,333 | 17,016,571 | 12,011,450 | 15,457,227 | 15,457,227 | (9.16)% |
| Materials and Services | — | — | — | — | 3,521,988 | 3,521,987 | — % |
| Capital Outlay | — | — | 6,938,571 | 2,061,006 | 1,984,796 | 1,984,796 | (71.39)% |
| Transfers Out | 7,750,000 | 1,750,000 | 10,078,000 | 9,950,444 | 9,950,444 | 9,950,444 | (1.27)% |
| Total Requirements | 7,750,000 | 1,750,000 | 17,016,571 | 12,011,450 | 15,457,227 | 15,457,227 | (9.16)% |

Budget Summary - American Rescue Plan Act (Fund 200)

Federal funds to be appropriated by the Board of County Commissioners in support of COVID-19 recovery and other eligible uses.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | — | — | 19,000,000 | 23,024,175 | 23,024,175 | 23,024,175 | 21.18 % |
| Federal Government Payments | — | 32,136 | 19,000,000 | — | — | — | (100.00)% |
| Interest Revenue | — | 14,137 | — | 105,186 | 105,186 | 105,186 | — % |
| Total Resources | — | 46,273 | 38,000,000 | 23,129,361 | 23,129,361 | 23,129,361 | (39.13)% |
| Personnel Services | — | — | 1,687,228 | 700,621 | 700,621 | 700,621 | (58.48)% |
| Materials and Services | — | 32,136 | 36,212,772 | 21,629,815 | 21,629,815 | 21,629,815 | (40.27)% |
| Capital Outlay | — | — | 100,000 | 798,925 | 798,925 | 798,925 | 698.93 % |
| Total Requirements | — | 32,136 | 38,000,000 | 23,129,361 | 23,129,361 | 23,129,361 | (39.13)% |

HUMAN RESOURCES

We partner to develop people and an organization to meet the vision and objectives of Deschutes County.

Department Director: Kathleen Hinman

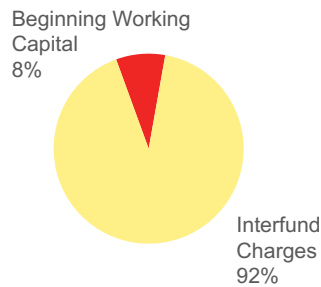
☎: 541-388-6553

✉: hr@deschutes.org

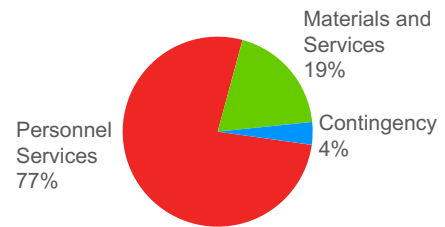
🌐: www.deschutes.org/hr

| Human Resources | |
|-----------------|--------------|
| Total Budget | \$ 1,940,675 |
| Budget Change | 16.82 % |
| Total Staff | 10.00 FTE |
| Staff Change | 1.00 |

Human Resources Resources



Human Resources Requirements



Department Overview

The Human Resources Department provides leadership and support to the organization for servicing comprehensive human resources activities.

The department is devoted to providing effective policies, procedures, and people-friendly guidelines. In addition to providing strategic central human resources functions, the Human Resources Department is responsible for administering the Employee Recognition program, employee benefit programs, and oversight of the Deschutes County On-site Clinic (DOC) and Pharmacy. The department remains committed to improving operational efficiencies, to offer value-added strategic customer service partnerships, and to enhance services to the organization and community.

Vision Statement: We champion a culture of inclusion, innovation, and engagement to realize the full potential of the people who support our community.

Value Statement: We accomplish our mission with Integrity, Accountability, Equity, Empathy, and Creativity.

SUCSESSES & CHALLENGES

Significant Accomplishments

- Revised the information on the COVID-19 Employee Resources web page to support employees and supervisors navigate the changing requirements associated with COVID-19.
- Finalized the contract and scope of work for the new vendor partner for services at the doc clinic, pharmacy, and Juvenile Detention Center medical services.
- Successful facility update for the doc clinic and implementation of the new vendor partner for services at the doc clinic, pharmacy, and Juvenile Detention Center medical services.
- Completed over 300 recruitments, including 3 Director level recruitments.
- Lead, implemented, and continue to monitor a policy and program to comply with vaccination mandates.
- Created semi-annual training schedules (fall and spring) of the Public Sector Partner training program and launched new trainings focusing on managing the remote workforce, and diversity, equity, and inclusion awareness. Also, transitioned some trainings to be held in person.
- Successfully sourced and onboarded a new HR team member.
- Increased collaboration with union partners on a variety of topics.

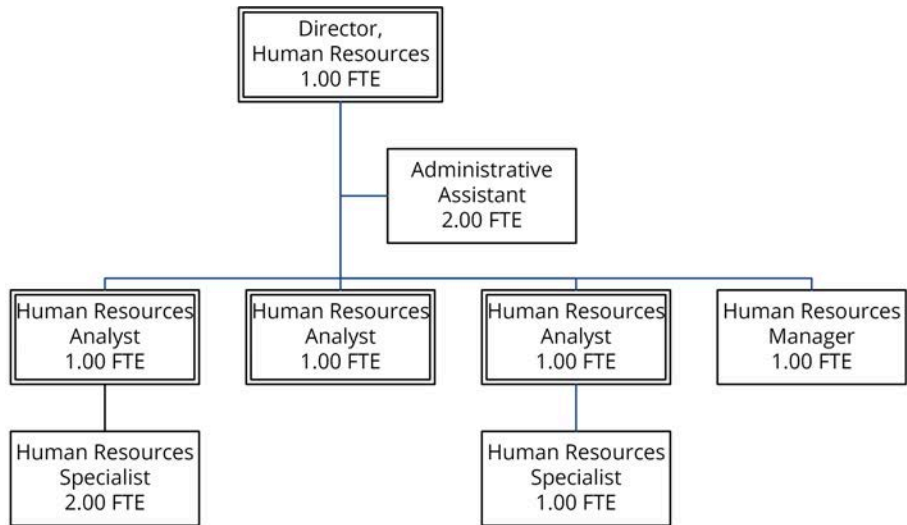
Fiscal Issues

- Providing effective workforce and succession planning as well as continued staff development and training as County retirements occur.
- Balancing increased client service requests and the demand for rapid response with current staff resources while maintaining internal service funding.

Operational Challenges

- Some planned work for Human Resources was put on hold or has not progressed as quickly as anticipated due to the complexity and increase in work load.
- Completing a Recruitment and Selection Guide for hiring managers to ensure best practices are being used throughout the County.
- Strengthening every employee's personal commitment to the County's goals and objectives with recognition programs, employee development opportunities, employee and supervisory skills training to enhance professional growth, and internal support and consulting on employee relations issues.
- Support the organization with strategic initiatives to enhance employee engagement and well-being.
- Coordinate a review of Human Resources Policies and Rules to reflect county practices and priorities.
- Reviewing, evaluating and creating processes to improve greater automation and compliance within HR system.
- Support departments as retention and recruitment continue to impact the County.
- As departments continue to add FTE, a focus on building bench depth within the HR Department's work to support the increased engagement from employees will continue to be a high priority.

Organizational Chart



Budget Summary - Human Resources (Fund 650)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 233,215 | 202,572 | 47,404 | 162,313 | 162,313 | 162,313 | 242.40 % |
| State Government Payments | 150 | 400 | — | — | — | — | — % |
| Charges for Services | 191 | 227 | 100 | 100 | 100 | 100 | — % |
| Interest Revenue | 5,369 | 2,229 | 2,623 | 946 | 946 | 946 | (63.93)% |
| Interfund Charges | 1,227,959 | 1,207,273 | 1,611,059 | 1,777,316 | 1,777,316 | 1,777,316 | 10.32 % |
| Total Resources | 1,466,883 | 1,412,700 | 1,661,186 | 1,940,675 | 1,940,675 | 1,940,675 | 16.82 % |
| Personnel Services | 991,687 | 1,071,735 | 1,229,524 | 1,494,399 | 1,494,399 | 1,494,398 | 21.54 % |
| Materials and Services | 272,625 | 318,348 | 377,774 | 367,415 | 371,549 | 371,549 | (1.65)% |
| Contingency | — | — | 53,888 | 78,861 | 74,728 | 74,728 | 38.67 % |
| Total Requirements | 1,264,312 | 1,390,084 | 1,661,186 | 1,940,675 | 1,940,675 | 1,940,675 | 16.82 % |

Budget Summary - Health Benefits (Fund 675)

Interfund charges for self-insured health insurance coverage supporting employee health benefit functions including operation of the Deschutes On-Site Clinic, pharmacy, and wellness program.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 16,563,905 | 16,101,833 | 14,772,618 | 14,425,656 | 11,925,656 | 11,925,656 | (19.27)% |
| Charges for Services | 4,316,556 | 3,989,976 | 4,060,900 | 3,660,695 | 3,660,695 | 3,660,695 | (9.86)% |
| Interest Revenue | 334,654 | 193,598 | 200,277 | 95,686 | 95,686 | 95,686 | (52.22)% |
| Interfund Charges | 17,839,774 | 18,578,247 | 18,766,000 | 19,902,319 | 19,902,319 | 19,902,319 | 6.06 % |
| Total Resources | 39,054,890 | 38,863,654 | 37,799,795 | 38,084,356 | 35,584,356 | 35,584,356 | (5.86)% |
| Personnel Services | — | 542 | 12,402 | — | — | — | (100.00)% |
| Materials and Services | 22,953,057 | 23,335,532 | 29,411,991 | 26,769,217 | 26,769,217 | 26,769,217 | (8.99)% |
| Contingency | — | — | 8,375,402 | 11,315,139 | 8,815,139 | 8,815,139 | 5.25 % |
| Total Requirements | 22,953,057 | 23,336,074 | 37,799,795 | 38,084,356 | 35,584,356 | 35,584,356 | (5.86)% |

INFORMATION TECHNOLOGY

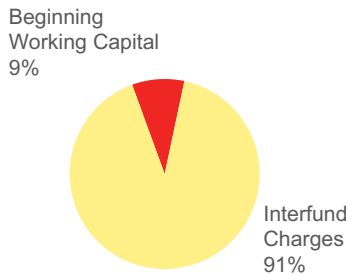
Deliver reliable, innovative, cost-effective and proven information technology solutions to residents, the business community and County staff.

Director: Joe Sadony

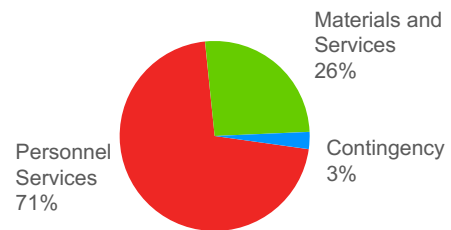
🌐: www.deschutes.org/it

| Information Technology Summary | |
|--------------------------------|--------------|
| Total Budget | \$ 3,826,717 |
| Budget Change | 19.75 % |
| Total Staff | 19.00 FTE |
| Staff Change | — |

Information Technology Resources



Information Technology Requirements



Department Overview

The Information Technology (IT) Department provides a wide range of technology services, primarily to County departments. Information Technology's core services are categorized by these functional areas:

Administration: Department leadership, staff management, service, project and policy development, budgeting and technology purchasing.

Application Services: Software acquisition, vendor management, business process automation, data management, software development and software solution delivery.

Data Center Operations: Electronic data storage, data recovery services, hardware maintenance, email systems, internet systems, disaster recovery planning, data systems maintenance and data systems security.

Geographic Information Systems (GIS): GIS program coordination, data administration, applications development, systems support, spatial analysis, map production, training and regional data coordination.

Data Networks and Communications: Development and maintenance of resources supporting internal data network infrastructure, regional connectivity, new construction, internet connectivity and network security.

Phone, Access and Surveillance Systems: Maintenance of software and hardware for phone, voice mail, door access control and video surveillance systems.

SUCSESSES & CHALLENGES

Significant Accomplishments

- Conversion of three-quarters of all county computer accounts to Microsoft 365.
- Completed cybersecurity assessment utilizing the services of the County Auditor.
- Filled Business Systems Administrator position and in cooperation with the Finance Department have begun work on implementing support and training services for finance, HR, and payroll systems.

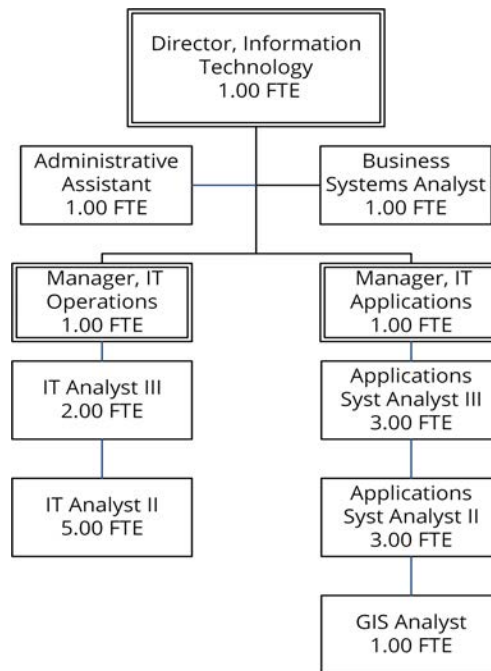
Fiscal Issues

- Funds 660 and 661 include changes to allow expenditures for Microsoft 365 subscriptions to be paid from Fund 660, Materials and Services. The changes incorporate and reduction in Fund 661 and corresponding increase in Fund 660. The complete expenditure picture for Microsoft 365 will come into focus in the latter half of FY 2023. This will allow adjustments to this expenditure in the following fiscal year. There is no new funding in the proposed budget for Microsoft 365.
- The IT Department has requested an additional expenditure of \$200,000 in fund 660 to engage a managed cyber security services provider.

Operational Challenges

- Insurance and regulatory cybersecurity requirements continue to expand as the impacts of cybercrime are assessed. Implementation of cyber defense and response controls are a resource intensive necessity. The IT Department has hit its limit in skills and resources to be able to confidently address the county cybersecurity needs. To address this, the IT Department has requested funding to contract a managed cybersecurity services provider.
- The IT Department is anticipating turnover of up to four positions or 20% of current staff next fiscal year. This poses a significant challenge to maintaining current service levels and executing necessary improvements.

Organizational Chart



Budget Summary - Information Technology (Fund 660)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 544,474 | 543,541 | 74,963 | 339,843 | 339,843 | 339,843 | 353.35 % |
| State Government Payments | 59,386 | — | — | — | — | — | — % |
| Charges for Services | 805 | 550 | 800 | 800 | 800 | 800 | — % |
| Interest Revenue | 11,848 | 5,990 | 6,439 | 2,520 | 2,520 | 2,520 | (60.86)% |
| Interfund Charges | 2,518,304 | 2,455,894 | 3,113,487 | 3,483,554 | 3,483,554 | 3,483,554 | 11.89 % |
| Transfers In | 66,000 | 66,000 | — | — | — | — | — % |
| Total Resources | 3,200,817 | 3,071,974 | 3,195,689 | 3,826,717 | 3,826,717 | 3,826,717 | 19.75 % |
| Personnel Services | 2,218,972 | 2,413,973 | 2,551,501 | 2,720,803 | 2,718,759 | 2,718,759 | 6.56 % |
| Materials and Services | 430,447 | 382,915 | 545,661 | 988,283 | 990,327 | 990,327 | 81.49 % |
| Transfers Out | 7,858 | 6,996 | 6,812 | 6,468 | 6,468 | 6,468 | (5.05)% |
| Contingency | — | — | 91,715 | 111,163 | 111,163 | 111,163 | 21.20 % |
| Total Requirements | 2,657,277 | 2,803,883 | 3,195,689 | 3,826,717 | 3,826,717 | 3,826,717 | 19.75 % |

Budget Summary - Information Technology Reserve (Fund 661)

Accumulates resources for large system-wide expenditures such as technology improvements and substantial outsourcing.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 703,582 | 722,271 | 666,470 | 722,507 | 722,507 | 722,507 | 8.41 % |
| Interest Revenue | 14,284 | 9,282 | 9,037 | 6,301 | 6,301 | 6,301 | (30.28)% |
| Interfund Charges | 233,999 | 380,355 | 383,663 | 164,002 | 164,002 | 164,002 | (57.25)% |
| Total Resources | 951,865 | 1,111,907 | 1,059,170 | 892,810 | 892,810 | 892,810 | (15.71)% |
| Materials and Services | 34,614 | 17,430 | 366,000 | 125,500 | 125,500 | 125,500 | (65.71)% |
| Capital Outlay | 194,980 | 98,270 | 300,400 | 388,000 | 388,000 | 388,000 | 29.16 % |
| Reserve | — | — | 392,770 | 379,310 | 379,310 | 379,310 | (3.43)% |
| Total Requirements | 229,594 | 115,700 | 1,059,170 | 892,810 | 892,810 | 892,810 | (15.71)% |

Budget Summary - Geographic Information Systems (Fund 305)

Provides computer hardware, software data and services related to the use of geographic mapping and data development county-wide.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 342,258 | 431,531 | 545,490 | 610,679 | 610,679 | 610,679 | 11.95 % |
| State Government Payments | 16,007 | 17,185 | 13,241 | 12,029 | 12,029 | 12,029 | (9.15)% |
| Charges for Services | 340,322 | 462,835 | 370,000 | 320,000 | 320,000 | 320,000 | (13.51)% |
| Interest Revenue | 7,731 | 5,706 | 5,582 | 3,627 | 3,627 | 3,627 | (35.02)% |
| Interfund Charges | 8,000 | 8,000 | 8,000 | — | — | — | (100.00)% |
| Total Resources | 714,318 | 925,257 | 942,313 | 946,335 | 946,335 | 946,335 | 0.43 % |
| Personnel Services | 239,488 | 293,061 | 293,366 | 353,216 | 353,216 | 353,216 | 20.40 % |
| Materials and Services | 43,299 | 30,979 | 70,452 | 153,106 | 153,538 | 153,538 | 117.93 % |
| Contingency | — | — | 578,495 | 440,013 | 439,581 | 439,581 | (24.01)% |
| Total Requirements | 282,787 | 324,040 | 942,313 | 946,335 | 946,335 | 946,335 | 0.43 % |

Budget Summary - Court Technology Reserve (Fund 040)

Established in FY 2005, this fund is used as a reserve for future repair, maintenance, and replacement of court technology equipment installed at the Courthouse.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 182,719 | 144,797 | 89,000 | 125,543 | 125,543 | 125,543 | 41.06 % |
| Interest Revenue | 3,454 | 1,583 | 1,712 | 809 | 809 | 809 | (52.75)% |
| Transfers In | 32,000 | 32,000 | 32,000 | 32,000 | 32,000 | 32,000 | — % |
| Total Resources | 218,173 | 178,380 | 122,712 | 158,352 | 158,352 | 158,352 | 29.04 % |
| Materials and Services | 960 | 3,373 | 80,000 | 80,000 | 80,000 | 80,000 | — % |
| Capital Outlay | 72,416 | 46,464 | 42,712 | 78,352 | 78,352 | 78,352 | 83.44 % |
| Total Requirements | 73,376 | 49,837 | 122,712 | 158,352 | 158,352 | 158,352 | 29.04 % |

LEGAL COUNSEL

Provide reasoned general counsel, support and legal service to assist and facilitate County officials in obtaining desired policy and operational outcomes.

Legal Counsel: David Doyle

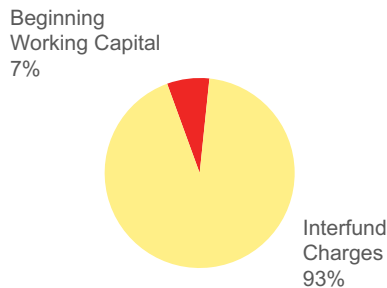
☎: 541-388-6625

✉: david.doyle@deschutes.org

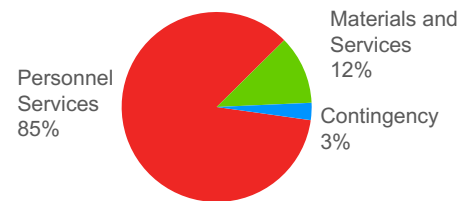
🌐: www.deschutes.org/legal

| Legal Counsel Summary | |
|-----------------------|--------------|
| Total Budget | \$ 1,668,645 |
| Budget Change | 8.31 % |
| Total Staff | 7.00 FTE |
| Staff Change | — |

Legal Counsel Resources



Legal Counsel Requirements



Department Overview

Legal Counsel provides full-spectrum counsel and legal services to the County's elected and appointed officials and departments. Services range from advance research and general counsel to post-incident management, representation and resolution. Legal Counsel is cognizant of the services provided by County departments and strives to operate in concert with the operational objectives of the County. The Legal Department's programs include:

- General Counsel
- Litigation
- Planning / Land Use / Code Enforcement
- Employment / Labor
- Procurement and Contracts
- Public Records

SUCSESSES & CHALLENGES

Significant Accomplishments

- Maintained high level of services and timely responses despite transition to hybrid/remote operations.
- Continued success in prosecuting all civil commitment matters in Deschutes County.
- 24/7 support to all county operations during the COVID-19 emergency event.
- Maintained our stellar reputation with the Courts and the legal community.

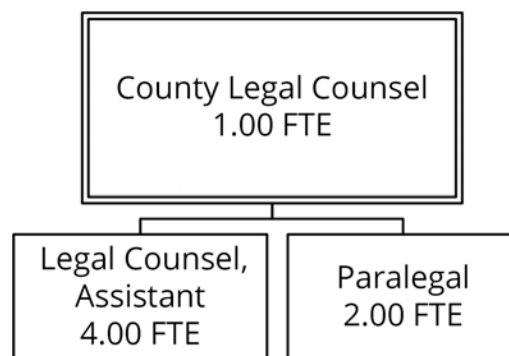
Fiscal Issues

- Accommodating increased demand from county departments for consultation/services without further increases to staffing levels.
- Retaining department staff.

Operational Challenges

- Representing County departments and staff in contested proceedings, administrative processes and formal litigation.
- Preemptive utilization of legal resources to head-off future conflicts.
- Managing extensive public records requests.
- Participating in collective bargaining negotiations with the county's six labor unions
- Protecting attorney-client and work protection privileges against the backdrop of operational transparency and public process

Organizational Chart



Budget Summary - Legal Counsel (Fund 640)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 143,521 | 136,706 | 70,750 | 120,252 | 120,252 | 120,253 | 69.97 % |
| State Government Payments | 11,271 | — | — | — | — | — | — % |
| Charges for Services | 1,122 | 1,720 | — | — | — | — | — % |
| Interest Revenue | 3,975 | 2,080 | 2,183 | 860 | 860 | 860 | (60.60)% |
| Interfund Charges | 1,106,692 | 1,295,980 | 1,467,734 | 1,547,532 | 1,547,532 | 1,547,532 | 5.44 % |
| Transfers In | 146,961 | — | — | — | — | — | — % |
| Total Resources | 1,413,541 | 1,436,486 | 1,540,667 | 1,668,644 | 1,668,644 | 1,668,645 | 8.31 % |
| Personnel Services | 1,118,782 | 1,238,858 | 1,308,873 | 1,421,381 | 1,420,399 | 1,420,400 | 8.52 % |
| Materials and Services | 158,053 | 141,443 | 185,794 | 193,724 | 194,705 | 194,705 | 4.80 % |
| Capital Outlay | — | — | — | 5,000 | 5,000 | 5,000 | — % |
| Contingency | — | — | 46,000 | 48,540 | 48,540 | 48,540 | 5.52 % |
| Total Requirements | 1,276,835 | 1,380,301 | 1,540,667 | 1,668,644 | 1,668,644 | 1,668,645 | 8.31 % |

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County Service Districts

DESCHUTES COUNTY 9-1-1 SERVICE DISTRICT

| | |
|---|-----|
| Deschutes County 9-1-1 Service District (Fund 705) | 191 |
| Deschutes County 9-1-1 Equipment Reserve (Fund 710) | 193 |

EXTENSION/4-H COUNTY SERVICE DISTRICT

| | |
|--|-----|
| Extension/4-H County Service District (Fund 720) | 195 |
|--|-----|

| | |
|---|-----|
| Summary of Resources & Requirements: County Service Districts | 201 |
|---|-----|

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DESCHUTES COUNTY 9-1-1

To provide prompt assistance in a caring, respectful and professional manner to those we serve.

Communications Director: Sara Crosswhite

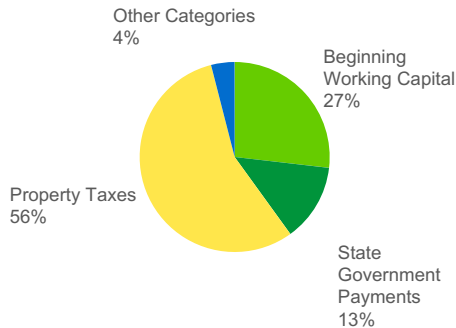
☎: 541-388-0185

✉: 911public@deschutes.org

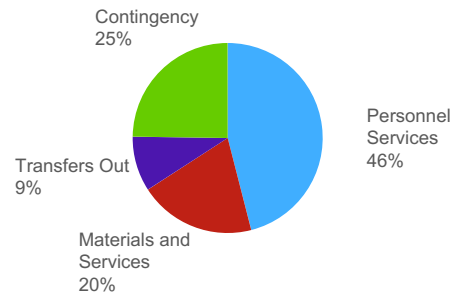
🌐: www.deschutes.org/911

| Deschutes County 9-1-1 CSD Summary | |
|------------------------------------|---------------|
| Total Budget | \$ 18,737,517 |
| Budget Change | (4.97)% |
| Total Staff | 60.00 FTE |
| Staff Change | — |

Deschutes County 9-1-1 Resources



Deschutes County 9-1-1 Requirements



Department Overview

The Deschutes County 9-1-1 Service District operates the County’s designated Public Safety Answering Point (PSAP). It is the only consolidated communications center for all local public safety agencies in Deschutes County, including police, fire and medical emergency response personnel.

The District-operated PSAP answers and dispatches all emergency and non-emergency calls for 14 local public safety agencies and also dispatches US Forest Service Law Enforcement personnel. In addition, 9-1-1 dispatchers are trained and certified to give lifesaving emergency medical instructions to callers until emergency responders arrive.

SUCCESSES & CHALLENGES

Significant Accomplishments

- Began implementation of the Long-term radio enhancement plan.
- Administrative Phone System Upgrade.
- ODOT/Harris P25 upgrade project completed.

Fiscal Issues

- Most of the Districts revenue comes from property taxes. The maximum levy rate is 42.5 cents per thousand dollars of Taxable Assessed Value (TAV). For FY 2023, and for the seventh year in a row, the District is keeping its levy rate at 36.18 cents per \$1,000 of TAV; the same rate as the total of the two rates in place before the May 2017 permanent funding ballot measure was passed. The Districts remaining revenue comes mainly from 9-1-1 telephone taxes and user fees charged to agencies outside Deschutes County that contract for 9-1-1 and dispatch services. Additional revenue is also received from some user agencies for technical support where the aggregation of services under the District is more efficient and saves money.

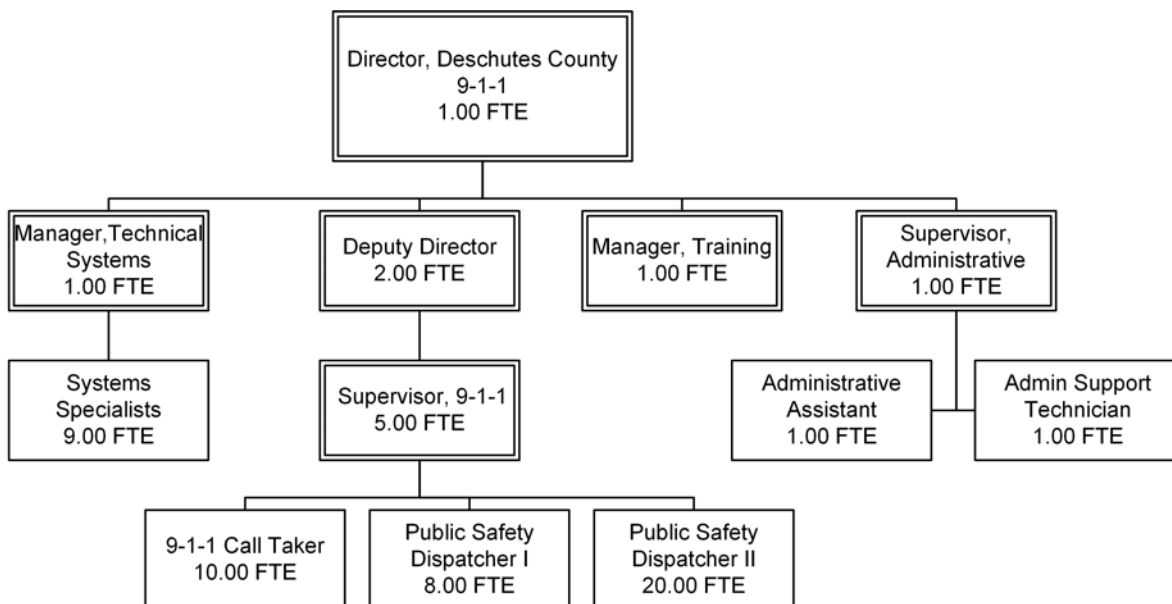
Capital projects included in the FY 2023 budget are:

- Continued improvements/long-term enhancements on the digital trunked radio system.
- Interior office and exterior shop mezzanine remodel projects.
- Continued work on completion of 9-1-1 Back-Up Center in North County.

Operational Challenges

- Continued progress on the long-term radio system enhancement plan to include operational deployment of multiple new radio tower sites throughout the county as well as back up radio system enhancements.
- Continued yearly software upgrades and refinement of the Computer Aided Dispatch (CAD) system to ensure it meets the expectations and needs of 9-1-1 and 14 user agencies utilizing the system.
- Finding success with recruitment and retention efforts with an extreme shortage of qualified applicants as well as continually departing workforce.
- Supply chain delays of necessary hardware and other products necessary for project completion.

Organizational Chart



Budget Summary - Deschutes County 9-1-1 (Fund 705)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 5,914,425 | 6,015,808 | 7,140,899 | 5,025,854 | 5,025,854 | 5,025,854 | (29.62)% |
| State Government Payments | 1,197,411 | 1,586,059 | 1,166,750 | 2,478,000 | 2,478,000 | 2,478,000 | 112.38 % |
| Local Government Grants | 130,779 | 133,494 | 200,344 | 160,371 | 160,371 | 160,371 | (19.95)% |
| Property Taxes | 9,138,619 | 9,503,040 | 9,918,579 | 10,482,834 | 10,482,834 | 10,482,834 | 5.69 % |
| Charges for Services | 622,042 | 699,585 | 636,766 | 555,958 | 555,958 | 555,958 | (12.69)% |
| Interest Revenue | 127,972 | 65,775 | 61,867 | 34,500 | 34,500 | 34,500 | (44.24)% |
| Transfers In | — | — | 591,709 | — | — | — | (100.00)% |
| Sales of Equipment | 7,164 | 11,231 | — | — | — | — | — % |
| Total Resources | 17,138,411 | 18,051,775 | 19,716,914 | 18,737,517 | 18,737,517 | 18,737,517 | (4.97)% |
| Personnel Services | 6,980,012 | 7,190,545 | 8,005,795 | 8,606,196 | 8,606,196 | 8,606,196 | 7.50 % |
| Materials and Services | 3,072,800 | 2,912,246 | 3,557,212 | 3,703,379 | 3,713,201 | 3,713,201 | 4.39 % |
| Capital Outlay | 669,792 | (13,091) | — | 35,000 | 35,000 | 35,000 | — % |
| Transfers Out | 400,000 | 1,997,257 | 4,213,104 | 1,750,000 | 1,750,000 | 1,750,000 | (58.46)% |
| Contingency | — | — | 3,349,093 | 4,642,942 | 4,633,120 | 4,633,120 | 38.34 % |
| Total Requirements | 11,122,604 | 12,086,957 | 19,125,204 | 18,737,517 | 18,737,517 | 18,737,517 | (2.03)% |

Budget Summary - Deschutes County 9-1-1 Equipment Reserve (Fund 710)

The district's reserve fund accumulates funds for financing future equipment and technology improvements. Should there be an emergency or system failure, the reserve fund allows the district to purchase equipment quickly and without the need to seek additional funding sources.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 2,690,390 | 3,147,087 | 4,709,884 | 7,924,945 | 7,924,945 | 7,924,945 | 68.26 % |
| Interest Revenue | 56,696 | 44,459 | 35,000 | 33,015 | 33,015 | 33,015 | (5.67)% |
| Transfers In | 400,000 | 1,997,257 | 4,213,104 | 1,750,000 | 1,750,000 | 1,750,000 | (58.46)% |
| Total Resources | 3,147,087 | 5,188,803 | 8,957,988 | 9,707,960 | 9,707,960 | 9,707,960 | 8.37 % |
| Materials and Services | — | — | 25,000 | 375,000 | 375,000 | 375,000 | 1400.00 % |
| Capital Outlay | — | 444,549 | 2,975,000 | 5,040,000 | 5,040,000 | 5,040,000 | 69.41 % |
| Transfers Out | — | — | 591,709 | — | — | — | (100.00)% |
| Reserve | — | — | 5,957,989 | 4,292,960 | 4,292,960 | 4,292,960 | (27.95)% |
| Total Requirements | — | 444,549 | 9,549,698 | 9,707,960 | 9,707,960 | 9,707,960 | 1.66 % |

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Extension/4-H County Service District

The Oregon State University Extension Service engages the people of Oregon with research-based knowledge and education that focuses on strengthening communities and economies, sustaining natural resources and promoting healthy families and individuals.

Regional Director: Nichole Strong

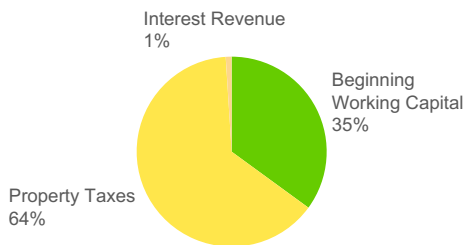
County Liaison: Candi Bothum

☎: 541-548-6088

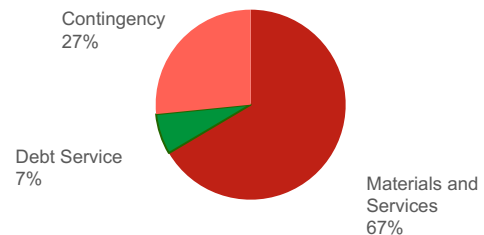
🌐: <https://extension.oregonstate.edu/deschutes>

| Extension/4-H County Service District Summary | |
|---|--------------|
| Total Budget | \$ 1,014,593 |
| Budget Change | 5.64 % |
| Total Staff | 0.00 FTE |
| Staff Change | — |

4-H Service District Resources



4-H Service District Requirements



District Overview

Extension embodies Oregon State University's (OSU) outreach mission by engaging with people and communities to create positive impacts on livability, economic vitality, natural resource sustainability, and the health and well-being of people. Based on these positive impacts, the OSU Extension Service is recognized as one of America's top five Land-Grant University Extension systems.

OSU Extension Service was established in 1911 when the Oregon Agricultural College's Board of Regents organized Oregon Extension programs. Federal passage of the Smith-Lever Act in 1914 created the Cooperative Extension Service nationwide. This act established the funding mechanism to provide federal, state and county funds to support extension programs in every county in the United States. In Deschutes County, the OSU Extension Service was established in 1916. In 1982, county residents passed a permanent tax base to support local extension programming. The following OSU Extension programs are offered in Deschutes County:

4-H YOUTH DEVELOPMENT: Helps young people to learn and thrive through a process of positive youth development that has proven outcomes of academic motivation and success, a reduction in risky behavior, healthier choices, social competence, and connection and contribution to others. Areas of interest include animal science, home economics, expressive arts, technology, communication, natural resources, shooting sports, and

leadership as well as short-term after school and school enrichment programs that are generally S.T.E.M. (Science, Technology, Engineering, and Math) focused and/or outdoor science and skill-based.

JUNTOS: (Meaning “together” in Spanish) works to empower Latino students and families around education. Uniting with community partners, we provide culturally relevant programming for 8-12th grade students with their families. Juntos is designed to provide participants with knowledge, skills, and resources to prevent Latino youth from dropping out of high school, and empower families to reach their post-secondary education goals. The OSU Juntos program has served over 5,000 families since 2012 in over 50 schools throughout 34 communities in Oregon with student participants exceeding a 90% graduation rate and post-secondary participation. In Central Oregon there are 15 partner schools through Crook, Jefferson, and Deschutes County.

AGRICULTURAL SCIENCES & NATURAL RESOURCES: Provides education, support and assistance to local residents, businesses and industry in horticulture, including home gardening, landscaping and weed, disease and insect problems, small farm operations, and animal science and livestock management.

SMALL FARMS AND SPECIALTY CROPS: The Small Farms and Specialty Crops Program supports the development of sustainable agriculture in Central Oregon, with a focus on small-scale commercial horticulture and high value specialty crops. Based on needs assessment, local interest, and capacity, research and Extension programs in the area are focused on three main areas: 1) soil and nutrient management; 2) cover crops; and 3) innovative production in the high desert.

FORESTRY & NATURAL RESOURCES: Serves small property owners, natural resource professionals, logging operators, and the public by offering research-based resources and education related to tree establishment, forest health, fire and fuels reduction, timber and non-timber forest products, wildlife habitat enhancement and other topics related to the stewardship of private and public lands.

FAMILY & COMMUNITY HEALTH: Provides education and information about nutrition, shopping and food preparation, food safety and preservation, disaster preparedness, financial management, parenting, planning for healthy retirement, aging well and safety and accidental injury prevention.

SNAP-ED (SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EDUCATION)

NUTRITION EDUCATION PROGRAM: This program is predominantly funded by the U.S. Department of Agriculture (USDA) Food and Nutrition Service (FNS). It is the nutrition education and obesity prevention component of SNAP (Supplemental Nutrition Assistance Program). The goal of SNAP-Ed is to improve the likelihood that persons eligible for SNAP will make healthy food choices within a limited budget and choose physically active lifestyles consistent with the current Dietary Guidelines for Americans. The Deschutes County program supports this goal by providing evidence-based educational programming, using social marketing, and supporting or implementing policy, systems, and environmental (PSE) changes that affect the food and activity environments where people live, learn, work and play.

SUCCESSSES & CHALLENGES

Significant Accomplishments

- Nearly 600 youth and 150 adult volunteers were engaged in club based positive youth development activities which include: project(s) of interest, education, community service and involvement, relevant science,

technology, engineering, and math activities, as well as a variety of other life skill and work force preparation skills like record keeping, public speaking, interviewing, responsibility, accountability, leadership, teamwork, sportsmanship and character development.

- Even in this COVID year (and “Ending COVID” environment), innovative options were utilized and combined with traditional opportunities to deliver engaging and hands on opportunities for youth in our community. While project specific education continued in a variety of delivery systems, focus continues to be placed on keeping youth engaged in hands on and physical activity opportunities of interest.
- Deschutes County 4-H returned to a county fair culmination. While fair was different than pre-COVID, the opportunity to have in-person competition and fun was very welcomed and appreciated.
- Deschutes County 4-H continues to provide opportunities to all youth, ages 5 - 19, regardless of their ability to pay. This also means at times we provide equipment so participants have quality internet service, computers, iPads and/or other necessary access to technology whenever possible.
- OSU Extension, including a Deschutes County/Central Oregon Team continues to partner with the Oregon Bee Atlas as part of the statewide endeavor Oregon Bee project. Members collect bees throughout the region, identify native and other bees currently present. Oregon State University taxonomists view each specimen in order to accurately identify, preserve and ultimately share important information and educate the public about native bees, including their care, protection, food and habitat. These collections help future research determine bee losses and gains by region. OSU and Bee Project members also provide a native bee catalog, curate, inventory and distribute the information through Oregon State arthropod collection, ODA, foresters, and others.
- The Forestry and Natural Resources program reaches nearly 1,500 landowners, forestry professionals and other clients annually through educational workshops, field tours, site visits, and the quarterly Life on the Dry Side newsletter.
- The Forestry and Natural Resources program faculty offers facilitation and leadership to the Deschutes Collaborative Forest Project, important community multi-stakeholder groups working together to make landscape restoration recommendations to our public forest managers. These recommendations reduce the likelihood that forest management proposals come to litigation, and help increase the pace and scale of forest restoration, which leads to increased forest health, wildlife habitat, local forestry and tourism jobs, and reduced chance of catastrophic wildfire. These two faculty positions also partner with key local government groups and the Central Oregon Intergovernmental Council to spur conversation around natural hazard mitigation plans, community wildfire protection, biomass and wood products innovation and potential infrastructure investments in the region.
- Food preservation questions skyrocketed this year as many people stayed home during the pandemic and took up new or revived old interests. Zoom in on Food Preservation classes were offered with morning, afternoon and evening sessions in the fall. Master Food Preserver (MFP) volunteers helped in new ways. The 2020 resource awareness project, Preserve Food Safely, continues to have regular visits by clients. <https://beav.es/PreserveFoodSafely>
- Educational modules to help Oregon residents and guests become aware and prepared for the Cascadia Subduction Zone Event was opened in March 2020. The Spanish course was completed in August, 2021. The free, online course also includes an additional training module for Extension professionals and volunteers; emergency/disaster agency and organization professionals and volunteers; and neighborhood leaders to help them prepare for community or leadership roles. The project was leveraged through a \$65,000 federal grant. A social media campaign drove over 14,000 people to view the English and Spanish resources at the updated

OSU Extension Webpage. Course registration doubled and supplemental materials had thousands of views/downloads. <https://beav.es/cascadiaprep>

- The High Speed Hand Washing (HSHW) method has been taught in youth nutrition education classes since 2006. Food safety is reinforced in classrooms where students can get their hands washed in 5 minutes or less. HSHW also helps save time, money, energy and prevents risk of spreading disease. Some new audiences were added during the pandemic. Posters, training guides and training videos were developed in English and Spanish with COVID-19 precautions for migrant and seasonal workers on farms or in food processing or packinghouses as well as childcare providers, preschool teachers and education pod leaders. <https://beav.es/HighSpeedHandWashing>
- SNAP-Ed Educators delivered programming to several school sites together with community partners teaching classes to large numbers of youth in Bend, Redmond and La Pine. Due to continued COVID-19 restrictions, Educators taught virtual classes to families with young children and countless physical activities. Electronic materials were shared with the school district and partners.
- Small farms and specialty crop education happened in a variety of ways in response to changing opportunities, including webinars, virtual and in-person field tours.
- Work is completed on the “Small Farms Research Station” in Alfalfa, where two high tunnels were constructed. This research station allowed for the first replicated berry research trial in the region. The trial compares four varieties of strawberries and raspberries, and their production in high tunnels vs. the open field. Information continues to be analyzed to best serve local farmers in an effort to guide decision making to determine if berry production can be a profitable business venture, and whether high tunnels are a worthwhile investment for berry production.
- The permanent tax rate for the Extension/4-H Service District will be primarily used to fund 2.0 FTE administrative support positions, 1.0 FTE 4-H Program Assistant and .80 Small Farms and Horticulture Instructor. County resources also support operations such as building and grounds maintenance, program delivery expenses and office supplies.
- A large part of funding for the OSU Extension Service in Deschutes County is derived from state higher education resources, which support faculty salaries. Public and private grants, program fees and contributions support specific program delivery. In addition, community volunteers and businesses contribute for specific programs offered by the OSU Extension Service.
- While the COVID years have provided unique challenges, OSU has continued to offer programming, education, and opportunities utilizing a variety of technology. Whether working from our office or from our homes, faculty has adapted to technology, implemented virtual education and programming and have worked diligently to continue to connect with and meet the needs of our community.

Operational Challenges

- Deschutes County 4-H continues to operate without a full time OSU 4-H Faculty. (Coming April 11, 2022) Leadership of the 4-H program by the former 4-H Educator and current statewide animal science coordinator as 30% of her current job duties will soon become a smaller mentoring role. 4-H is a thriving and important program to OSU Extension and Deschutes County and managing it with reduced staff is difficult.
- The majority of our staff has returned from home offices to on site work offices. Staff is utilizing their new technology skills and combined opportunities to return to in-person education, on-site learning, and best practices for meeting community needs.

Budget Summary - Extension/4-H County Service District (Fund 720)

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | 233,049 | 295,258 | 311,562 | 358,238 | 358,238 | 358,238 | 14.98 % |
| Property Taxes | 567,566 | 590,511 | 616,233 | 653,684 | 653,684 | 653,684 | 6.08 % |
| Interest Revenue | 7,884 | 4,559 | 4,437 | 2,671 | 2,671 | 2,671 | (39.80)% |
| Transfers In | — | — | 28,213 | — | — | — | (100.00)% |
| Sales of Equipment | 445 | 698 | — | — | — | — | — % |
| Total Resources | 808,943 | 893,303 | 960,445 | 1,014,593 | 1,014,593 | 1,014,593 | 5.64 % |
| Materials and Services | 453,411 | 527,053 | 700,908 | 681,254 | 681,758 | 681,758 | (2.73)% |
| Debt Service | 60,275 | 60,275 | 60,275 | 60,276 | 60,276 | 60,276 | — % |
| Contingency | — | — | 199,262 | 273,063 | 272,559 | 272,559 | 36.78 % |
| Total Requirements | 513,686 | 587,328 | 960,445 | 1,014,593 | 1,014,593 | 1,014,593 | 5.64 % |

Budget Summary - Extension/4-H County Service District Reserve(Fund 721)

This fund was closed in FY 2022.

| | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Proposed | FY 2023 Approved | FY 2023 Adopted | % Chg FY 2023 |
|---------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------------|------------------|
| Beginning Working Capital | (231,748) | 27,871 | 28,196 | — | — | — | (100.00)% |
| Interest Revenue | (2,276) | 325 | 17 | — | — | — | (100.00)% |
| Transfers In | 900,000 | — | — | — | — | — | — % |
| Total Resources | 667,761 | 28,196 | 28,213 | — | — | — | (100.00)% |
| Transfers Out | — | — | 28,213 | — | — | — | (100.00)% |
| Total Requirements | 639,890 | — | 28,213 | — | — | — | (100.00)% |

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Summary of Resources & Requirements County Service Districts

| | County Service Districts | | | | |
|-----------------------------------|-----------------------------------|---|--|---|--|
| | Total County Service Districts | Law Enforcement District - Countywide (701) | Law Enforcement District - Rural (702) | Deschutes County 9-1-1 CSD (705) | 9-1-1 CSD - Eqp Reserve (710) |
| RESOURCES | | | | | |
| Beginning Net Working Capital | 27,723,578 | 13,178,521 | 1,236,020 | 5,025,854 | 7,924,945 |
| Property Tax - Current Year | 54,734,108 | 30,282,049 | 13,400,541 | 10,402,834 | — |
| Property Tax - Prior Year | 560,000 | 330,000 | 145,000 | 80,000 | — |
| State Government Payments | 2,478,000 | — | — | 2,478,000 | — |
| Local Government Payments | 160,371 | — | — | 160,371 | — |
| Charges for Services | 555,958 | — | — | 555,958 | — |
| Transfers In | 1,750,000 | — | — | — | 1,750,000 |
| Interest Revenue | 182,021 | 89,119 | 22,716 | 34,500 | 33,015 |
| Total Revenues | 60,420,458 | 30,701,168 | 13,568,257 | 13,711,663 | 1,783,015 |
| Total Resources | 88,144,036 | 43,879,689 | 14,804,277 | 18,737,517 | 9,707,960 |
| REQUIREMENTS | | | | | |
| Salaries | 5,799,750 | — | — | 5,799,750 | — |
| Benefits | 2,806,446 | — | — | 2,806,446 | — |
| Personnel Services | 8,606,196 | — | — | 8,606,196 | — |
| Materials & Services | 56,429,275 | 37,363,328 | 14,295,988 | 3,713,201 | 375,000 |
| Debt Principal | 46,420 | — | — | — | — |
| Debt Interest | 13,856 | — | — | — | — |
| Total Debt Service | 60,276 | — | — | — | — |
| Capital Outlay | 5,075,000 | — | — | 35,000 | 5,040,000 |
| Transfers Out | 1,750,000 | — | — | 1,750,000 | — |
| Total Exp. & Transfers | 71,920,747 | 37,363,328 | 14,295,988 | 14,104,397 | 5,415,000 |
| Contingency | 11,930,329 | 6,516,361 | 508,289 | 4,633,120 | — |
| Reserve for Future Expenditures | 4,292,960 | — | — | — | 4,292,960 |
| Total Requirements | 88,144,036 | 43,879,689 | 14,804,277 | 18,737,517 | 9,707,960 |
| FY 2022 Budget As Revised | 88,486,852 | 42,106,538 | 16,721,754 | 19,125,204 | 9,544,698 |
| Inc (Dec) from FY 2022 | (342,816) | 1,773,151 | (1,917,477) | (387,687) | 163,262 |

Summary of Resources & Requirements County Service Districts

County Service Districts

| | Extension 4-H CSD (720) | Extension 4-H Reserve Fund (721) |
|-----------------------------------|-------------------------------|--|
| RESOURCES | | |
| Beginning Net Working Capital | 358,238 | — |
| Property Tax - Current Year | 648,684 | — |
| Property Tax - Prior Year | 5,000 | — |
| State Government Payments | — | — |
| Local Government Payments | — | — |
| Charges for Services | — | — |
| Transfers In | — | — |
| Interest Revenue | 2,671 | — |
| Total Revenues | 656,355 | — |
| Total Resources | 1,014,593 | — |
| REQUIREMENTS | | |
| Salaries | — | — |
| Benefits | — | — |
| Personnel Services | — | — |
| Materials & Services | 681,758 | — |
| Debt Principal | 46,420 | — |
| Debt Interest | 13,856 | — |
| Total Debt Service | 60,276 | — |
| Capital Outlay | — | — |
| Transfers Out | — | — |
| Total Exp. & Transfers | 802,310 | — |
| Contingency | 272,559 | — |
| Reserve for Future Expenditures | — | — |
| Total Requirements | 1,074,869 | — |
| | | |
| FY 2022 Budget As Revised | 960,445 | 28,213 |
| Inc (Dec) from FY 2022 | 114,424 | (28,213) |

CAPITAL IMPROVEMENT PROGRAM

Part of the County’s responsibilities include ensuring that adequate assets are constructed and provided to carry out quality services to citizens. The capital expenditures includes capital improvements to real property and replacement or enhancement of equipment items used in the provision of services to citizens. Capital improvements include road construction projects, solid waste projects related to the Knott Landfill and transfer stations, and projects at other County facilities. Capital outlay for equipment items include heavy equipment for road maintenance and landfill operations, vehicles and equipment for several departments, as well as hardware and software technology projects. Capital projects are identified by the departments, in coordination with the Board, the finance department and as part of the long-range financial planning process.

The FY 2023 adopted budget for County and County Service District funds includes a total of \$88,399,071 in capital expenditures. This is made up of \$76,404,131 in capital improvements, \$6,919,940 in capital equipment and \$5,075,000 for County Services Districts.

The following pages detail the capital expenditures included in the FY 2023 budget by type of capital and by department. Also shown are expected capital improvements and selected equipment needs in future years.

| Capital Improvement Projects | FY 2023 Budget |
|---|----------------------|
| Road Improvement Projects | \$ 28,259,526 |
| Solid Waste Landfill Projects | \$ 28,200,000 |
| County General Projects | \$ 12,475,000 |
| Public Safety Projects | \$ 384,125 |
| Fair & Expo and RV Projects | \$ 750,000 |
| Other General Projects | \$ 6,335,480 |
| Total Capital Improvements | \$ 76,404,131 |
| | |
| Capital Equipment Projects | FY 2023 Budget |
| Road Department Equipment | \$ 2,982,373 |
| Solid Waste Equipment | \$ 889,000 |
| County General Equipment | \$ 646,164 |
| Public Safety Equipment | \$ 1,791,096 |
| Technology Equipment | \$ 611,307 |
| Total Equipment | \$ 6,919,940 |
| Total County Funds | \$ 83,324,071 |
| | |
| County Service Districts Projects and Equipment | \$ 5,075,000 |
| Total Capital | \$ 88,399,071 |

Construction Projects – Road

The Road Department receives funding from various sources including federal forest receipts, vehicle registration fees, state gas tax and federal payments in lieu of taxes. A portion of these resources are used to fund improvements to the County road system each year. In addition, some projects are paid for directly by the Federal Department of Transportation and require a match from the County. The project summary over the next five years is shown below.

| PROJECT | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Five Year Total |
|---|-----------|---------|-----------|-----------|-----------|-----------------|
| 3RD ST/WALKER ST/PENGR ST/5TH ST (LA PINE) | — | 384,000 | — | — | — | 384,000 |
| ARTERIAL/COLLECTOR ROAD PAVEMENT PRESERV. (TBD, FY2027) | — | — | — | — | 1,000,000 | 1,000,000 |
| BEND ZONE LOCAL ROADS | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| BUCKHORN RD: HWY 126 TO MP 1.6 (FLAP) | — | — | 81,731 | 554,600 | — | 636,331 |
| BUCKHORN RD: MP 1.6 TO LOWER BRIDGE WAY | — | — | 250,000 | 980,000 | 3,000,000 | 4,230,000 |
| BURGESS RD BRIDGE #09C783 REPLACEMENT | — | — | 100,000 | 565,000 | 1,453,000 | 2,118,000 |
| BURGESS RD/DAY RD TRAFFIC SIGNAL | — | — | 50,000 | 152,000 | 594,000 | 796,000 |
| BURGESS RD: SUNRISE BLVD TO S CENTURY DR (FLAP) | — | — | 3,440,000 | — | — | 3,440,000 |
| COTTONWOOD RD BRIDGE #17C550 REPLACEMENT | — | — | — | 100,000 | 350,000 | 450,000 |
| COYNER RD/NORTHWEST WAY INTERSECTION IMPROVEMENT | — | — | 56,000 | 367,000 | — | 423,000 |
| DESCHUTES MARKET RD/HAMEHOOK RD ROUNDABOUT | 1,663,000 | — | — | — | — | 1,663,000 |
| DESCHUTES MKT RD/TUMALO RD: 19TH ST TO TUMALO PL | 246,000 | — | — | — | — | 246,000 |
| DESCHUTES MKT RD: HAMEHOOK RD TO YEOMAN RD | 443,000 | — | — | — | — | 443,000 |
| DICKEY RD | — | 316,000 | — | — | — | 316,000 |
| GRIBBLING RD BRIDGE #17C30 REPLACEMENT(ODOT LBP/ SFLP) | 818,500 | — | — | — | — | 818,500 |
| GUARDRAIL IMPROVEMENTS | 150,000 | 100,000 | 100,000 | 100,000 | 100,000 | 550,000 |
| HAMBY RD: US 20 TO BUTLER MARKET RD | 333,000 | — | — | — | — | 333,000 |
| HAMEHOOK RD BRIDGE #17C32 REPLACEMENT | 96,500 | 415,500 | 805,000 | — | — | 1,317,000 |
| HOLMES RD: NW LOWER BRIDGE WAY TO EDMUNDSON RD (FLAP) | — | — | — | 2,245,000 | — | 2,245,000 |
| HORSE BUTTE RD | — | 426,000 | — | — | — | 426,000 |
| HUNNEL ROAD: LOCO RD TO TUMALO RD | 4,265,216 | — | — | — | — | 4,265,216 |
| JOHNSON RD: SHEVLIN PARK TO TYLER RD | — | — | — | 1,011,000 | — | 1,011,000 |
| N CANAL BLVD: REDMOND CITY LIMITS TO HWY 97 | — | — | — | — | 50,000 | 50,000 |
| NORTHWEST WAY: NW COYNER AVE TO NW ALTMETER WAY | 815,000 | — | — | — | — | 815,000 |
| NW HELMHOLTZ WAY: W ANTLER AVE TO NW WALNUT AVE | — | 980,000 | — | — | — | 980,000 |

| PROJECT | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Five Year Total |
|---|-------------------|------------------|-------------------|-------------------|------------------|-------------------|
| NW LOWER BRIDGE WAY: 43RD ST TO HOLMES RD | 100,000 | 1,857,000 | 5,340,000 | — | — | 7,297,000 |
| OLD BEND REDMOND HWY: TUMALO RD TO US 20 | — | — | — | — | 136,000 | 136,000 |
| ONEIL HWY/NE 5TH ST INTERSECTION IMPROVEMENT | — | — | — | 50,000 | — | 50,000 |
| PAVING OF ALFALFA MKT RD: MP 4 TO JOHNSON RANCH RD/WILLARD RD | 1,200,000 | — | — | — | — | 1,200,000 |
| POWELL BUTTE HWY/BUTLER MARKET ROUNDABOUT | 785,000 | 1,331,000 | — | — | — | 2,116,000 |
| POWELL BUTTE HWY: MCGRATH RD TO US 20 | — | — | 1,293,000 | — | — | 1,293,000 |
| ROSLAND RD/TRACY RD: US 97 TO DRAFTER RD | 380,000 | — | — | — | — | 380,000 |
| S CANAL/OLD BEND REDMOND HWY: 61ST ST TO TUMALO RD | — | — | — | 1,788,000 | — | 1,788,000 |
| S CENTURY DR / HUNTINGTON RD ROUNDABOUT | — | 100,000 | 719,000 | 838,000 | — | 1,657,000 |
| S CENTURY DR BRIDGE #16181 REHABILITATION (ODOT LBP/SFLP) | — | 100,000 | 1,010,000 | 1,000,000 | — | 2,110,000 |
| S CENTURY DRIVE / SPRING RIVER RD ROUNDABOUT | — | 100,000 | 877,000 | 877,000 | — | 1,854,000 |
| SIDEWALK RAMP IMPROVEMENTS | 50,000 | 100,000 | — | — | — | 150,000 |
| SIGNAGE IMPROVEMENTS | 150,000 | — | 100,000 | 100,000 | 100,000 | 450,000 |
| SMITH ROCK WAY BRIDGE #15452 REPLACEMENT | 985,000 | — | — | — | — | 985,000 |
| SPRING RIVER RD (HARPER) BRIDGE #17923 REHABILITATION | — | — | — | — | 71,000 | 71,000 |
| SPRING RIVER RD: S CENTURY DR TO STELLAR DR | — | 630,000 | — | — | — | 630,000 |
| TERREBONNE WASTEWATER SYSTEM - PHASE 1 | 1,000,000 | — | — | — | — | 1,000,000 |
| THREE CREEKS RD: SISTERS CITY LIMITS TO FS BOUND. (FLAP) | — | — | — | 40,300 | 257,300 | 297,600 |
| TUMALO RESERVOIR RD: O.B. RILEY RD TO SISEMORE RD | 100,000 | 1,759,000 | 3,489,000 | — | — | 5,348,000 |
| US 97: LOWER BRIDGE WAY/TERREBONNE (ODOT) | 7,319,310 | — | — | — | — | 7,319,310 |
| US20: TUMALO TO COOLEY RD (ODOT) | 6,700,000 | — | — | — | — | 6,700,000 |
| WARD RD: STEVENS RD TO GOSNEY RD | — | — | — | — | 2,071,000 | 2,071,000 |
| WILCOX AVE BRIDGE #2171-04 REPLACEMENT | 160,000 | 740,000 | — | — | — | 900,000 |
| WOOD DUCK CT BRIDGE | — | 50,000 | 350,000 | — | — | 400,000 |
| Total | 28,259,526 | 9,888,500 | 18,560,731 | 11,267,900 | 9,682,300 | 77,658,957 |

Road Improvement Projects

The following select FY 2023 road improvement projects are budgeted for in the Road Capital Improvement Fund 465. These projects will have an ongoing budget impact as the Road department will be responsible for the future maintenance, and the estimated useful life will be twenty years.

US 97: Lower Bridge Way/Terrebonne (ODOT)

The County's anticipated cash contribution for ODOT's construction of road safety improvements, including widening and paving is \$7,319,310.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

US 20: Tumalo to Cooley Rd (ODOT)

County's cash contribution to ODOT's construction of a roundabout at US20/Cook Ave is \$6,700,000.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

Hunnel Road: Rodgers Road to Tumalo Road

Improving and realigning Hunnel Road between Rodgers Rd and Tumalo Rd to the County's minimum collector road standard is in the budget for \$4,265,216.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

Deschutes Market Road/Hamehook Road Roundabout

Constructing a roundabout at the existing three-leg, one-way stop intersection. The corridor is frequently used as a bypass to US 97 from east Bend. These roads have seen moderate traffic growth due to development and completion of the Deschutes Market interchange at US 97. Growth is expected to increase as development in the area continues. The FY 2023 budget is \$1,663,000.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

Alfalfa Market Road: Milepost 4 to Johnson Market Road/Willard Road

Alfalfa Market Road is an east-west rural arterial beginning at Powell Butte Hwy and ending 9.45 miles to the east at a 4 way intersection with Johnson Ranch Road, Willard Road and Walker Road. The road links east Bend to Prineville Reservoir and the Crooked River Highway. This moderately-trafficked rural roadway segment is experiencing significant pavement distress and shoulder deterioration, and lacks adequate delineation. The FY 2023 budget is \$1,200,000.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

Terrebonne Wastewater System Phase 1

The FY 2023 State grant funding for Phase 1 sewer construction is \$1,000,000.

- Funding: Road Capital Improvement Fund 465
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to the road system.
- Estimated Useful Life: 20 years

Capital Improvements – Solid Waste

The Solid Waste Department includes the operation of the Knott Landfill and the operation of several transfer stations throughout the County. The Solid Waste function is considered an enterprise and is fully funded through its own rate structure by charges to garbage haulers and citizens for dumping material at the transfer stations and the landfill. The landfill operation is capital intensive and requires periodic large scale improvements. The FY 2023 budget includes the following projects related to the County’s solid waste operations. The project summary over the next five years is shown below. Descriptions of select FY 2023 projects are included on the following pages.

| Project | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--|-------------------|---------|---------|---------|---------|
| Cell 9 | 6,500,000 | — | — | — | |
| Fencing – Tall Litter Control Fence | 25,000 | — | — | — | |
| Knott Landfill Sideslope Synthetic Cover | 350,000 | — | — | — | — |
| Negus Transfer Center Improvement | 21,200,000 | — | — | — | |
| Perimeter Fencing | 125,000 | — | — | — | |
| Total | 28,200,000 | — | — | — | — |

Cell 9

Current increase in waste flows require construction of cell 9 to ensure disposal capacity and environmental protection in landfill operations.

- Funding: Debt (Fund 613)

- Impact on Future Operating Budgets: The Solid Waste Department will be responsible for maintaining and repairing any additions to the solid waste system.
- Estimated Useful Life: 4 years

Litter Fencing

Due to the development of cell 8 in FY 2020, the litter fence needs to be extended to the cell 8 area estimated at \$25,000. The fence keeps litter from migrating across the landfill and onto private property during wind events. In addition, fencing a 20-acre site is also needed to allow for the expansion of the operations area for the storage of materials from the excavation of the next cell.

- Funding: Solid Waste tip fees (Fund 610)
- Impact on Future Operating Budgets: The Solid Waste Department will be responsible for maintaining and repairing any additions to the solid waste system.
- Estimated Useful Life: 25 years

Negus Transfer Station Improvement

The current transfer station is operating beyond capacity. Construction of the Negus Transfer Station facility improvements will accommodate population growth in the Redmond area. Facility will include a scale house (with scales), the transfer building, a recycling area, an equipment maintenance building and a compost area.

- Funding: Debt (Fund 613)
- Impact on Future Operating Budgets: The Solid Waste Department will be responsible for maintaining and repairing any additions to the solid waste system.
- Estimated Useful Life: 50 years

Capital Improvements – General Facilities

The County uses several funds to account for general capital projects and has a variety of revenue sources that provide resources to fund general capital project activities including property taxes, the sale of County properties and the receipt of lease payments and bond proceeds. Major general capital project activities included in the FY 2023 budget are as follows:

| Project | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|-------------------|---------|---------|---------|---------|
| Courthouse Expansion | 600,000 | — | — | — | — |
| Juvenile Detention | 275,000 | — | — | — | — |
| North County Campus - 236 Kingwood | 1,770,000 | — | — | — | — |
| North County Campus - 244 Kingwood | 2,550,000 | — | — | — | — |
| Parole & Probation | 5,280,000 | — | — | — | — |
| Downtown Campus Parking | 2,000,000 | — | — | — | — |
| Total | 12,475,000 | — | — | — | — |

North County Campus - Redmond

The FY 2023 budget includes \$4,320,000 for the capital improvement of two buildings, located at 236 and 244 Kingwood, that comprise a new North County Campus for expanded services to residents in the Northern portion of Deschutes County. This building would allow Health Services, the Clerk's Office, and Veterans' Services to meet the growing demand for services within North County, and provide space for other County operations.

- Funding: General Capital Reserve
- Impact on Future Operating Budgets: The Facilities Department will be responsible for maintaining and repairing any additions, upgrades or remodels of County facilities.
- Estimated Useful Life: 30 years

Parole and Probation Building Project

The FY 2023 budget includes \$5,280,000 for the capital improvement of the Adult Parole and Probation/Sheriff's Office Work Center in order to consolidate the department's Bend operations in one building on the Public Safety Campus. An additional \$270,000 has been budgeted for related materials and services expenses. The project provides additional office space for probation officers and meeting space for staff and programs. The project includes an 8,440 square foot two-story addition and the remodeling of a portion of the existing 2nd floor.

- Funding: General County Reserve
- Impacts on Future Operating Budgets: The Facilities Department will be responsible for maintaining and repairing any additions, upgrades or remodels of County facilities.
- Estimated Useful Life: 30 years

Downtown Campus Parking

The Downtown Campus Parking project, originally known as the Worrell Park project, has evolved in scope. The FY 2023 budget of \$2,000,000 for the capital improvement of the downtown campus parking capacity related to the expansion of the Deschutes County Courthouse. In addition, \$900,000 is estimated to be spent on related materials and services expenses. The project will include an analysis of current and projected parking needs and the development of plans to both increase capacity and manage demand.

County Courthouse Expansion

The FY 2023 budget includes \$600,000 in construction costs and \$2.2 million in design and engineering for the capital improvement of the Deschutes County Courthouse as the initial costs of the multi-year project. The total project cost is projected to be \$40,000,000 over the next three years through FY 2025. Current conceptual plans include a multi-story 40,000 square foot addition to the existing Courthouse.

- Funding: General Capital Reserve
- Impact on Future Operating Budgets: The Facilities Department will be responsible for maintaining and repairing any additions, upgrades or remodels of County facilities.
- Estimated Useful Life: 30 years

Capital Improvements – Public Safety

The County has budgeted for an upgrade for public safety parking and for the Sisters Station.

| Project | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--------------------------------|----------------|---------|---------|---------|---------|
| Sisters Station Upgrade | 84,125 | — | — | — | — |
| Public Safety Parking | 300,000 | — | — | — | — |
| Total | 384,125 | — | — | — | — |

Capital Improvements – Fair & Expo and RV

The County has budgeted \$750,000 in capital and equipment items for the Fair & Expo and RV funds.

| Project | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--|----------------|---------|---------|---------|---------|
| Fair & Expo Machinery and Operating Equipment | 640,000 | — | — | — | — |
| Fair Parking Lot | 10,000 | — | — | — | — |
| RV Special Construction Projects | 100,000 | — | — | — | — |
| Total | 750,000 | — | — | — | — |

Other General Capital Improvements

In addition, the capital project budget shown below provides the County with budget for unplanned projects that have been identified and approved by the Board of County Commissioners mid-budget year.

| Project | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|------------------|---------|---------|---------|---------|
| American Rescue Plan Act Projects | 798,925 | — | — | — | — |
| General Project Reserve (Fund 060) | 1,984,796 | — | — | — | — |
| General Project Development (Fund 090) | 2,941,759 | — | — | — | — |
| General County Improvements (Fund 070) | 310,000 | — | — | — | — |
| Park Acquisition & Development | 300,000 | — | — | — | — |
| Total | 6,335,480 | — | — | — | — |

Equipment Replacement/Enhancement – Road

Each year, the Road Department replaces or purchases new equipment to perform road operations and maintenance functions.

The Road Department’s equipment is purchased in the Road Building and Equipment Reserve Fund and is funded through annual contributions from the road fund to the reserve fund. This equipment will require regular maintenance and repair however, it is expected that replacing older equipment at the appropriate time will lessen the maintenance and repair over the long term.

| Equipment | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--|------------------|---------|---------|---------|---------|
| Machinery, Vehicles and Equipment | 2,982,373 | — | — | — | — |
| Total | 2,982,373 | — | — | — | — |

Equipment Replacement/Enhancement – Solid Waste

The Solid Waste department is acquiring equipment to support the new Negus Station in the amount of \$889,000 for FY 2023.

| Equipment | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--|----------------|---------|---------|---------|---------|
| Negus Loader, Excavator and Toolcat | 889,000 | — | — | — | — |
| Total | 889,000 | — | — | — | — |

Equipment Replacement/Enhancement – General County

Each year, departments set aside budget for vehicle maintenance and replacement depending on the number of vehicles in their fleet, and special one-time replacements or remodels.

| Equipment | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--|----------------|---------|---------|---------|---------|
| County-wide Vehicle Maintenance and Replacement | 600,000 | — | — | — | — |
| District Attorney Building Remodel | 46,164 | — | — | — | — |
| Total | 646,164 | — | — | — | — |

Equipment Replacement/Enhancement – Public Safety

The Sheriff's Office includes a number of operating departments that require capital equipment to provide their services. The following table indicates the categories of equipment included in the FY 2023 Sheriff's Office budget in the total amount of \$1,791,096. The Sheriff's Office uses about 80 vehicles to carry out various law enforcement responsibilities. Patrol vehicles have an average life of about 3 years due to the fact that they are used around the clock, 7 days a week.

Other vehicles such as trucks and SUV's have a useful life of 5 to 10 years depending on how they are used.

| Equipment | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|--------------------------------------|------------------|---------|---------|---------|---------|
| Vehicles - Public Safety | 1,259,116 | — | — | — | — |
| Equipment - Public Safety | 455,119 | — | — | — | — |
| Community Justice - Equipment | 76,861 | — | — | — | — |
| Total | 1,791,096 | — | — | — | — |

Technology

Various departments use technology to varying degrees to provide their services. Some highly technology dependent departments set aside funds each year in technology related reserve funds to replace or enhance technology on a periodic basis. The FY 2023 budget includes \$611,307 in technology purchases as shown in the table below. Future years columns indicate the amount of funds typically moved into reserves each year for technology purposes.

| Technology | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|----------------|---------------|---------------|---------------|---------|
| Court Technology Reserve | 78,352 | 32,000 | 32,000 | 32,000 | — |
| Internal Service Funds Computer & Technology Equipment | 444,695 | — | — | — | — |
| County-wide Campus Technology Equipment | 65,000 | — | — | — | — |
| Software Upgrades - Road | 23,260 | — | — | — | — |
| Total | 611,307 | 32,000 | 32,000 | 32,000 | — |

Court Technology Reserve

The General Fund contributes \$32,000 per year to the Court Technology Reserve Fund. This fund is used to upgrade and maintain court video, administrative and security related technology. \$78,352 has been budgeted in FY 2023 to fund any potential necessary upgrades. The balance of the resources in this fund are held in reserve for future years.

Internal Service Funds Technology Equipment

Internal Service Funds include departments like Legal, Finance, Human Resources, Administration and Information Technology. The FY 2023 technology budget for these funds is \$444,695 and reflects upgrades and replacements for equipment both within the internal service fund departments and operating departments.

County Service Districts

In addition to County funds, the County budget also includes six County Service District funds, some of which budget for capital expenditures.

Deschutes County 9-1-1 Service District

The FY 2023 budget reserves \$5,075,000 for the development of additional radio sites to improve the coverage. In each future year, \$250,000 is set aside to fund replacement of the system over time.

| County Service Districts | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|------------------|----------------|----------------|----------------|----------------|
| 9-1-1 Service District Technology Improvements | 5,075,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Total | 5,075,000 | 250,000 | 250,000 | 250,000 | 250,000 |

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DEBT OVERVIEW

Debt is often used as a means of financing capital improvements or projects by many organizations. Prudent management of debt issuances is imperative to ensure a jurisdiction's credit rating is maintained at an optimal level. Deschutes County is rated by Moody's Investors Services. Moody's upgraded the credit rating in February 2019 from Aa2 to Aa1 and affirmed the Full Faith & Credit rating of Aa1 in April 2020, June 2021 and August 2022. Moody's June 2021 credit opinion provided the County with the following synopsis:

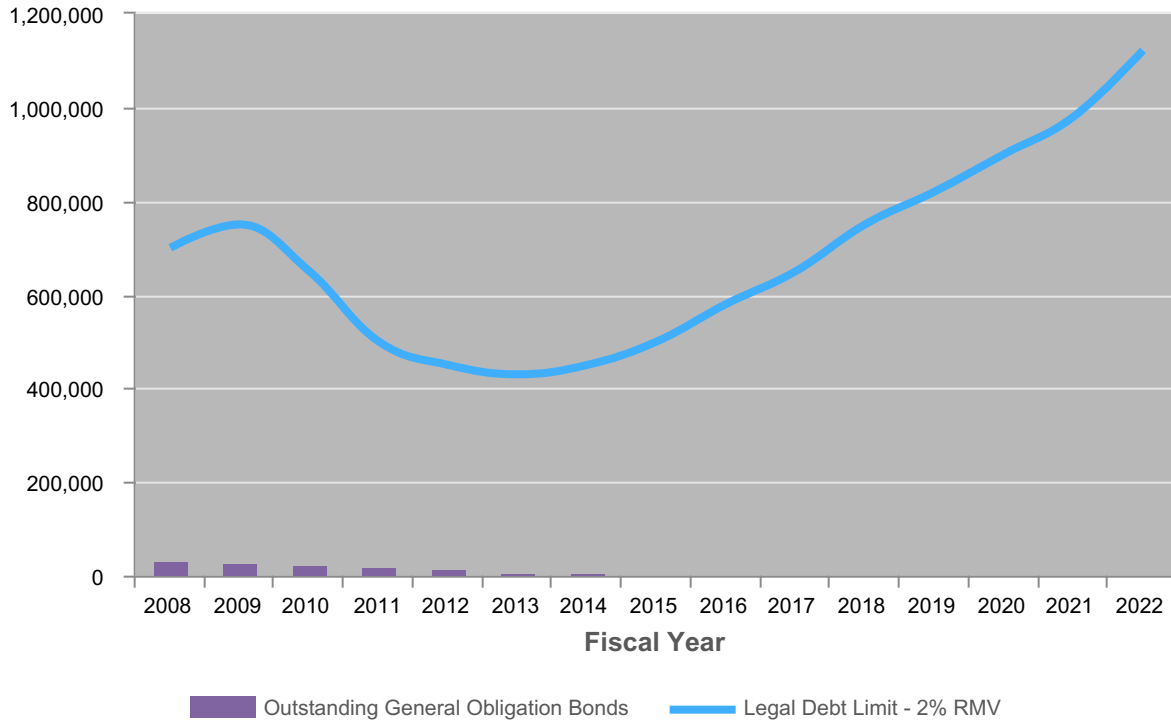
“Deschutes County benefits from a solid financial performance that will remain sound, supported by robust reserves and liquidity, favorable population and tax base growth, strong economic activity despite the impacts of the coronavirus pandemic, and adopted reserve policies. Debt levels are modest and pension liabilities will remain manageable.”

Moody's Investor Services – August 2022

TYPES OF DEBT

There are several types of securities available to the County for financing projects. Deschutes County uses general obligation bonds, limited tax bonds (Full Faith & Credit bonds), and limited tax pension bonds. Occasionally other revenue sources are used when the project may not meet the requirements of other types of debt. Components of a security include its purpose, length of financing, interest rates and the source of the funds for repayment.

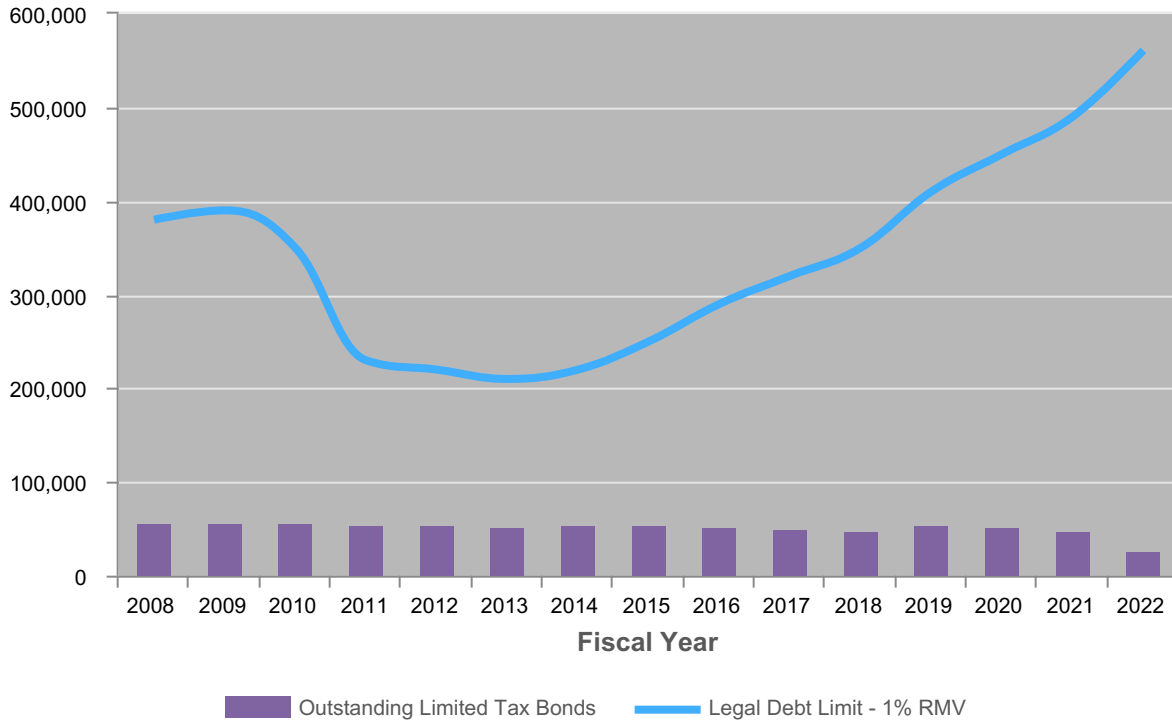
**Deschutes County Legal Debt Limit and Debt Outstanding
General Obligation Bonds
(In thousands)**



General Obligation (GO) bonds are bonds payable from taxes that may be levied, without limitation, in compliance with the Oregon Constitution. GO bonds may be issued after approval of the electors in the County and are used to finance capital construction or improvements. They are secured by a commitment to levy ad valorem property taxes. As of June 30, 2022 Deschutes County has no outstanding general obligation bond debt.

The legal debt limit, based on ORS 287A.100, for general obligation bonds is 2% of the real market value of the taxable property in the County. The 2021-22 RMV for Deschutes County is \$56,085,178,417, making the legal limit for general obligations \$1,121,703,568.

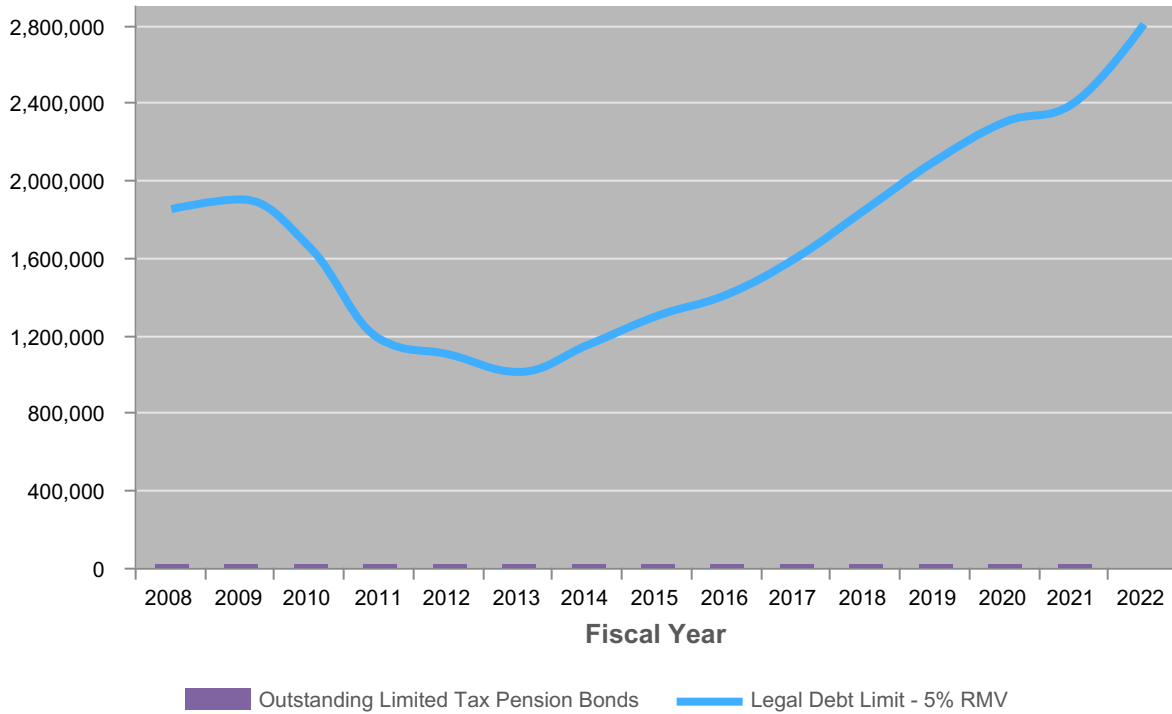
**Deschutes County Legal Debt Limit and Debt Outstanding
Limited Tax Bonds
(In thousands)**



Limited tax bonds (Full Faith & Credit bonds) are bonds or other obligations based upon the full faith and credit of the County, and may be paid from any taxes the issuer levies, or other resources, within the limitations of the Oregon Constitution (ORS 287.105A). A full faith and credit obligation is an unconditional promise to pay. It is a pledge of the full financial resources and taxing power of the issuer, but is not necessarily backed by ad valorem taxes. These bonds differ from general obligation bonds (unlimited tax bonds) on which ad valorem taxes may be levied to pay the debt.

The legal debt limit, based on ORS 287A.105, for limited tax bonds is 1% of the real market value of the taxable property in the County. The 2021-22 RMV for Deschutes County is \$56,085,178,417, making the legal limit for limited tax bonds \$560,851,784, well above the actual limited tax debt level of \$30,526,600. An additional limited tax bond, series 2022 will be issued in August 2022 in the estimated amount of \$19,000,000.

**Deschutes County Legal Debt Limit and Debt Outstanding
Limited Tax Pension Bonds
(In thousands)**



Limited tax pension bonds were issued in FY 2002 and 2004 to cover the County's estimated unfunded actuarial liability (UAL) to the Public Employees Retirement System (PERS). The County, as part of a group of local governments, issued a total of \$12.5 million of limited tax pension bonds for this purpose. The issuance of these bonds provided savings on projected increases in PERS rates that would otherwise have been necessary to make up the UAL over time. Debt service payments are covered by department charges based on current payroll. The rate charged to departments is 1.5% of PERS eligible wages.

The legal debt limit, based on ORS 238.694, for limited tax pension bonds is 5% of the real market value of the taxable property in the County. The 2021-22 RMV for Deschutes County is \$56,085,178,417, making the legal limit for limited tax pension bonds \$2,804,258,920, well above the actual limited tax pension debt level of \$6,870,000.

FY 2023 Scheduled Principal & Interest Payments Summary

| | Average Interest Rate | Issue Date | Maturity Date | Principal Balance at: | | FY 2022-23 | | Total Debt Service |
|--|-----------------------|------------|---------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | Issuance | 7/1/2022 | Principal | Interest | |
| Limited Tax Pension Bonds | | | | | | | | |
| OR Local Gov't LTD Tax Pension Obligations, 2002 | 7.02 % | 3/28/2002 | 6/1/2028 | \$ 5,429,586 | \$ 2,870,000 | \$ 480,000 | \$ 196,595 | \$ 676,595 |
| OR Local Gov't LTD Tax Pension Obligations, 2004 | 6.19 % | 5/27/2004 | 6/1/2028 | 7,090,000 | 4,000,000 | 560,000 | 243,352 | 803,352 |
| Total Limited Tax Pension Bonds | | | | \$12,519,586 | \$ 6,870,000 | \$ 1,040,000 | \$ 439,947 | \$ 1,479,947 |
| Full Faith and Credit Obligations | | | | | | | | |
| Series 2013 - Jail Remodel | 4.13 % | 8/8/2013 | 6/1/2038 | 8,405,000 | 6,220,000 | 285,000 | 260,356 | 545,356 |
| Series 2019 - Refunding OSP & 911 Building (Series 2008A& 2009A) | 2.08 % | 3/12/2019 | 6/1/2028 | 6,455,000 | 4,610,000 | 680,000 | 230,500 | 910,500 |
| Series 2021 - Ref - Co Bldgs, Facilities & Radio System | 1.40 % | 9/2/2021 | 6/1/2033 | 15,325,000 | 15,325,000 | 1,415,000 | 206,107 | 1,621,107 |
| Total Full Faith & Credit Obligations | | | | \$30,185,000 | \$26,155,000 | \$ 2,380,000 | \$ 696,963 | \$ 3,076,963 |
| Direct Borrowings | | | | | | | | |
| Series 2015 - Ref - Land, Jail, ADA, F&E Projects | 2.13 % | 12/8/2015 | 12/1/2026 | 3,775,000 | 1,371,600 | 426,600 | 28,842 | 455,442 |
| Series 2016 - Solid Waste, F&E , and RV Park | 1.70 % | 5/25/2016 | 6/1/2027 | 6,277,000 | 3,000,000 | 580,000 | 50,400 | 630,400 |
| Total Direct Borrowings | | | | \$10,052,000 | \$ 4,371,600 | \$ 1,006,600 | \$ 79,242 | \$ 1,085,842 |
| Total FY 2023 Debt Payments | | | | \$52,756,586 | \$37,396,600 | \$ 4,426,600 | \$ 1,216,152 | \$ 5,642,752 |

Scheduled Principal & Interest Payments Through Retirement

| Fiscal Year | Principal | Interest | Total | Final Maturity of Debt |
|--------------|----------------------|---------------------|----------------------|--|
| 2022 | 4,116,600 | 1,629,797 | 5,746,397 | |
| 2023 | 4,351,600 | 1,468,540 | 5,820,140 | |
| 2024 | 4,455,200 | 1,295,115 | 5,750,315 | |
| 2025 | 4,086,900 | 1,116,390 | 5,203,290 | |
| 2026 | 4,542,700 | 968,745 | 5,511,445 | |
| 2027 | 4,805,200 | 770,751 | 5,575,951 | Series 2015 and 2016, Full Faith & Credit Refunding |
| 2028 | 3,465,000 | 558,446 | 4,023,446 | Series 2002 & 2004, Tax Pension Obligation Bonds; Series 2019, Full Faith & Credit |
| 2029 | 1,805,000 | 403,801 | 2,208,801 | |
| 2030 | 1,870,000 | 345,301 | 2,215,301 | |
| 2031 | 1,935,000 | 283,929 | 2,218,929 | |
| 2032 | 2,005,000 | 219,381 | 2,224,381 | |
| 2033 | 2,070,000 | 151,275 | 2,221,275 | Series 2012, Full Faith & Credit Refunding |
| 2034 | 435,000 | 107,550 | 542,550 | |
| 2035 | 455,000 | 87,975 | 542,975 | |
| 2036 | 480,000 | 67,500 | 547,500 | |
| 2037 | 500,000 | 45,900 | 545,900 | |
| 2038 | 520,000 | 23,400 | 543,400 | Series 2013, Full Faith & Credit |
| Total | \$ 41,898,200 | \$ 9,543,796 | \$ 51,441,996 | |

Deschutes County
\$5,429,586
Series 2002, Limited Tax Pension Obligation Bond

Date: March 28, 2002

Interest: Semiannual each December and June, commencing June 1, 2002.
Interest accrues at rates ranging from 2.00% to 7.36%.

Rating: Moody's: A3

Purpose: The proceeds of the bonds paid the County's estimated Unfunded Actuarial Liability with PERS.

Security: The bonds are secured by the full faith and credit of the Country.

Debt service:

| Fiscal Year | Principal | Interest | Total Payment | Balance |
|-------------|-----------------|-----------------|------------------|-----------------|
| 2002 | \$ 19,930.20 | \$ 62,002.94 | \$ 81,933.14 | \$ 5,409,656.05 |
| 2003 | — | 293,367.50 | 293,367.50 | 5,409,656.05 |
| 2004 | 13,677.15 | 294,690.35 | 308,367.50 | 5,395,978.90 |
| 2005 | 25,582.80 | 297,784.70 | 323,367.50 | 5,370,396.10 |
| 2006 | 35,965.80 | 302,401.70 | 338,367.50 | 5,334,430.30 |
| 2007 | 44,520.00 | 308,847.50 | 353,367.50 | 5,289,910.30 |
| 2008 | 51,349.50 | 317,018.00 | 368,367.50 | 5,238,560.80 |
| 2009 | 57,311.10 | 326,056.40 | 383,367.50 | 5,181,249.70 |
| 2010 | 64,538.10 | 338,829.40 | 403,367.50 | 5,116,711.60 |
| 2011 | 680,574.40 | 332,663.10 | 1,013,237.50 | 4,436,137.20 |
| 2012 | 72,853.80 | 325,253.70 | 398,107.50 | 4,363,283.40 |
| 2013 | 76,896.60 | 361,340.70 | 438,237.30 | 4,286,386.80 |
| 2014 | 82,214.90 | 360,892.60 | 443,107.50 | 4,204,171.90 |
| 2015 | 83,223.00 | 379,884.50 | 463,107.50 | 4,120,948.90 |
| 2016 | 85,634.00 | 402,473.50 | 488,107.50 | 4,035,314.90 |
| 2017 | 85,901.85 | 422,205.65 | 508,107.50 | 3,949,413.05 |
| 2018 | 87,659.60 | 445,447.90 | 533,107.50 | 3,861,753.45 |
| 2019 | 88,138.90 | 469,968.60 | 558,107.50 | 3,773,614.55 |
| 2020 | 118,614.55 | 469,492.95 | 588,107.50 | 3,655,000.00 |
| 2021 | 365,000.00 | 250,367.50 | 615,367.50 | 3,290,000.00 |
| 2022 | 420,000.00 | 225,365.00 | 645,365.00 | 2,870,000.00 |
| 2023 | 480,000.00 | 196,595.00 | 676,595.00 | 2,390,000.00 |
| 2024 | 540,000.00 | 163,715.00 | 703,715.00 | 1,850,000.00 |
| 2025 | — | 126,725.00 | 126,725.00 | 1,850,000.00 |
| 2026 | 685,000.00 | 126,725.00 | 811,725.00 | 1,165,000.00 |
| 2027 | 770,000.00 | 79,802.50 | 849,802.50 | 395,000.00 |
| 2028 | 395,000.00 | 27,057.50 | 422,057.50 | — |
| | \$ 5,429,586.25 | \$ 7,706,974.19 | \$ 13,136,560.44 | |

Source: Charges to departments based on actual subject wages, as defined by PERS, fund the debt service on the pension obligation bonds in the PERS Debt Service Fund (575).

Deschutes County
\$7,090,000
Series 2004, Limited Tax Pension Obligation Bond

Date: May 27, 2004

Interest: Semiannual each December and June, commencing December 1, 2004.
Interest accrues at rates ranging from 4.596% to 6.095%.

Rating: Moody's: A1

Purpose: The proceeds of the bonds paid the County's estimated Unfunded Actuarial Liability with PERS.

Security: The bonds are secured by the full faith and credit of the County.

Debt service:

| Fiscal Year | Principal | Interest | Total Payment | Balance |
|-------------|--------------|--------------|---------------|--------------|
| 2005 | — | 428,652.67 | 428,652.67 | 7,090,000.00 |
| 2006 | — | 423,942.20 | 423,942.20 | 7,090,000.00 |
| 2007 | — | 423,942.20 | 423,942.20 | 7,090,000.00 |
| 2008 | — | 423,942.20 | 423,942.20 | 7,090,000.00 |
| 2009 | 25,000.00 | 423,942.20 | 448,942.20 | 7,065,000.00 |
| 2010 | 45,000.00 | 422,793.20 | 467,793.20 | 7,020,000.00 |
| 2011 | 70,000.00 | 420,583.70 | 490,583.70 | 6,950,000.00 |
| 2012 | 90,000.00 | 416,945.80 | 506,945.80 | 6,860,000.00 |
| 2013 | 120,000.00 | 412,220.80 | 532,220.80 | 6,740,000.00 |
| 2014 | 145,000.00 | 405,800.80 | 550,800.80 | 6,595,000.00 |
| 2015 | 180,000.00 | 397,722.86 | 577,722.86 | 6,415,000.00 |
| 2016 | 215,000.00 | 387,515.06 | 602,515.06 | 6,200,000.00 |
| 2017 | 250,000.00 | 375,107.40 | 625,107.40 | 5,950,000.00 |
| 2018 | 290,000.00 | 360,429.90 | 650,429.90 | 5,660,000.00 |
| 2019 | 335,000.00 | 343,201.00 | 678,201.00 | 5,325,000.00 |
| 2020 | 385,000.00 | 323,050.76 | 708,050.76 | 4,940,000.00 |
| 2021 | 440,000.00 | 299,893.00 | 739,893.00 | 4,500,000.00 |
| 2022 | 500,000.00 | 273,427.00 | 773,427.00 | 4,000,000.00 |
| 2023 | 560,000.00 | 243,352.00 | 803,352.00 | 3,440,000.00 |
| 2024 | 630,000.00 | 209,668.00 | 839,668.00 | 2,810,000.00 |
| 2025 | 700,000.00 | 171,269.50 | 871,269.50 | 2,110,000.00 |
| 2026 | 780,000.00 | 128,604.50 | 908,604.50 | 1,330,000.00 |
| 2027 | 870,000.00 | 81,063.50 | 951,063.50 | 460,000.00 |
| 2028 | 460,000.00 | 28,037.00 | 488,037.00 | — |
| | 7,090,000.00 | 7,825,107.25 | 14,915,107.25 | |

Source: Charges to departments based on actual subject wages, as defined by PERS, fund the debt service on the pension obligation bonds in the PERS Debt Service Fund (575).

Deschutes County
\$8,405,000
Series 2013, Full Faith and Credit

Date: August 8, 2013

Interest: Semiannual each December and June, commencing December 1, 2013.
Interest accrues at rates ranging from 3.00% to 4.50%.

Rating: Moody's: Aa1 (Revised February 2019); Aa3 (Original)

Purpose: The proceeds of the bonds were used to finance an expansion of the County Jail Facility and remodel the Medical Facility within the Jail.

Security: The bonds are secured by the full faith and credit of the County.

Debt service:

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total Payment</u> | <u>Balance</u> |
|--------------------|------------------------|------------------------|-------------------------|-----------------|
| 2014 | \$ 220,000.00 | \$ 269,504.05 | \$ 489,504.05 | \$ 8,185,000.00 |
| 2015 | 220,000.00 | 324,531.26 | 544,531.26 | 7,965,000.00 |
| 2016 | 225,000.00 | 317,931.26 | 542,931.26 | 7,740,000.00 |
| 2017 | 235,000.00 | 311,181.26 | 546,181.26 | 7,505,000.00 |
| 2018 | 240,000.00 | 304,131.26 | 544,131.26 | 7,265,000.00 |
| 2019 | 250,000.00 | 296,931.26 | 546,931.26 | 7,015,000.00 |
| 2020 | 255,000.00 | 288,181.26 | 543,181.26 | 6,760,000.00 |
| 2021 | 265,000.00 | 279,256.26 | 544,256.26 | 6,495,000.00 |
| 2022 | 275,000.00 | 269,981.26 | 544,981.26 | 6,220,000.00 |
| 2023 | 285,000.00 | 260,356.26 | 545,356.26 | 5,935,000.00 |
| 2024 | 295,000.00 | 250,381.26 | 545,381.26 | 5,640,000.00 |
| 2025 | 305,000.00 | 238,581.26 | 543,581.26 | 5,335,000.00 |
| 2026 | 320,000.00 | 226,381.26 | 546,381.26 | 5,015,000.00 |
| 2027 | 330,000.00 | 213,581.26 | 543,581.26 | 4,685,000.00 |
| 2028 | 345,000.00 | 200,381.26 | 545,381.26 | 4,340,000.00 |
| 2029 | 360,000.00 | 186,581.26 | 546,581.26 | 3,980,000.00 |
| 2030 | 375,000.00 | 172,181.26 | 547,181.26 | 3,605,000.00 |
| 2031 | 390,000.00 | 157,181.26 | 547,181.26 | 3,215,000.00 |
| 2032 | 405,000.00 | 141,581.26 | 546,581.26 | 2,810,000.00 |
| 2033 | 420,000.00 | 124,875.00 | 544,875.00 | 2,390,000.00 |
| 2034 | 435,000.00 | 107,550.00 | 542,550.00 | 1,955,000.00 |
| 2035 | 455,000.00 | 87,975.00 | 542,975.00 | 1,500,000.00 |
| 2036 | 480,000.00 | 67,500.00 | 547,500.00 | 1,020,000.00 |
| 2037 | 500,000.00 | 45,900.00 | 545,900.00 | 520,000.00 |
| 2038 | 520,000.00 | 23,400.00 | 543,400.00 | — |
| | <u>\$ 8,405,000.00</u> | <u>\$ 5,166,016.73</u> | <u>\$ 13,571,016.73</u> | |

Source: Transfers from the General Fund (001) in the amount of \$273,200 and the Sheriff's Office Fund (255) in the amount of \$273,200 provide the resources for the debt service in the Full Faith & Credit Series 2013 Fund (556).

Deschutes County
\$3,775,000
Series 2015, Full Faith and Credit Refunding

Date: December 1, 2015

Interest: Semiannual each December and June, commencing June 1, 2016.
Interest accrues at rates ranging from 1.99% to 2.49%.

Rating: Direct Borrowing - Not Rated

Purpose: The proceeds of the bonds were used to refund the debt issued to remodel the Courthouse, purchase property, preliminary costs for jail remodel, and American Disabilities Act compliance projects.

Security: The bonds are secured by the full faith and credit of the County.

Debt service:

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total Payment</u> | <u>Balance</u> |
|--------------------|------------------------|----------------------|------------------------|-----------------|
| 2016 | \$ — | \$ 36,100.54 | \$ 36,100.54 | \$ 3,775,000.00 |
| 2017 | 384,400.00 | 71,297.72 | 455,697.72 | 3,390,600.00 |
| 2018 | 389,500.00 | 63,597.42 | 453,097.42 | 3,001,100.00 |
| 2019 | 398,700.00 | 55,754.84 | 454,454.84 | 2,602,400.00 |
| 2020 | 402,600.00 | 47,781.91 | 450,381.91 | 2,199,800.00 |
| 2021 | 414,600.00 | 39,650.77 | 454,250.77 | 1,785,200.00 |
| 2022 | 413,600.00 | 39,277.36 | 452,877.36 | 1,371,600.00 |
| 2023 | 426,600.00 | 28,841.67 | 455,441.67 | 945,000.00 |
| 2024 | 434,200.00 | 18,124.71 | 452,324.71 | 510,800.00 |
| 2025 | 445,900.00 | 7,167.47 | 453,067.47 | 64,900.00 |
| 2026 | 32,700.00 | 1,208.90 | 33,908.90 | 32,200.00 |
| 2027 | 32,200.00 | 400.89 | 32,600.89 | — |
| | <u>\$ 3,775,000.00</u> | <u>\$ 409,204.20</u> | <u>\$ 4,184,204.20</u> | |

Source: A portion of the required funding is transferred from two funds to the Full Faith & Credit, Series 2015 Fund (536). The Project Development & Debt Reserve Fund (090) is contributing \$235,700. The remaining funding will be paid directly from the RV Park Fund (618) in the amount of \$6,013 and from the Fair & Expo Center Fund (615) in the amount of \$2,597.

Deschutes County
\$6,277,000
Series 2016, Full Faith and Credit Refunding

Date: May 25, 2016

Interest: Semiannual each December and June, commencing December 1, 2016.
Interest accrues at 1.68%.

Rating: Direct Borrowing - Not Rated

Purpose: The proceeds of the bonds were used to refund the debt issued to finance the construction of new waste and recyclables receiving facilities (Knott Landfill North Area Development) and the construction of a recreational vehicle (RV) park at the Fair & Expo Center.

Security: The bonds are secured by the full faith and credit of the County.

Debt service:

| Fiscal Year | Principal | Interest | Total Payment | Balance |
|-------------|-----------------|---------------|-----------------|-----------------|
| 2016 | \$ — | \$ — | \$ — | \$ 6,277,000.00 |
| 2017 | 521,000.00 | 106,935.27 | 627,935.27 | 5,756,000.00 |
| 2018 | 533,000.00 | 96,700.80 | 629,700.80 | 5,223,000.00 |
| 2019 | 543,000.00 | 87,746.40 | 630,746.40 | 4,680,000.00 |
| 2020 | 552,000.00 | 78,624.00 | 630,624.00 | 4,128,000.00 |
| 2021 | 560,000.00 | 69,350.40 | 629,350.40 | 3,568,000.00 |
| 2022 | 568,000.00 | 59,942.40 | 627,942.40 | 3,000,000.00 |
| 2023 | 580,000.00 | 50,400.00 | 630,400.00 | 2,420,000.00 |
| 2024 | 591,000.00 | 40,656.00 | 631,656.00 | 1,829,000.00 |
| 2025 | 601,000.00 | 30,727.20 | 631,727.20 | 1,228,000.00 |
| 2026 | 610,000.00 | 20,630.40 | 630,630.40 | 618,000.00 |
| 2027 | 618,000.00 | 10,382.40 | 628,382.40 | — |
| | \$ 6,277,000.00 | \$ 652,095.27 | \$ 6,929,095.27 | |

Source: The debt service payments will be made directly from the RV Park Fund (618) in the amount of \$55,044, the Solid Waste Fund (610) in the amount of \$503,555, and the Fair & Expo Center Fund (615) in the amount of \$41,373.

Deschutes County
\$6,455,000
Series 2019, Full Faith and Credit Refunding

Date: March 12, 2019

Interest: Semiannual each December and June, commencing June 1, 2019.
Interest accrues at 5.00%.

Rating: Moody's: Aa1 (Original)

Purpose: The proceeds of the bonds were used to refund the debt issued to finance construction of a building to house the regional office of the Oregon State Police, provide office/dispatch space for the Deschutes County 9-1-1 Emergency Dispatch Center, and purchase/remodel an office building to house the Adult Parole and Probation Department.

Security: The bonds are secured by the full faith and credit of the County.

| Fiscal Year | Principal | Interest | Total Payment | Balance |
|-------------|-----------------|-----------------|-----------------|-----------------|
| 2019 | \$ — | \$ 70,825.69 | \$ 70,825.69 | \$ 6,455,000.00 |
| 2020 | 585,000.00 | 322,750.00 | 907,750.00 | 5,870,000.00 |
| 2021 | 615,000.00 | 293,500.00 | 908,500.00 | 5,255,000.00 |
| 2022 | 645,000.00 | 262,750.00 | 907,750.00 | 4,610,000.00 |
| 2023 | 680,000.00 | 230,500.00 | 910,500.00 | 3,930,000.00 |
| 2024 | 715,000.00 | 196,500.00 | 911,500.00 | 3,215,000.00 |
| 2025 | 750,000.00 | 160,750.00 | 910,750.00 | 2,465,000.00 |
| 2026 | 785,000.00 | 123,250.00 | 908,250.00 | 1,680,000.00 |
| 2027 | 820,000.00 | 84,000.00 | 904,000.00 | 860,000.00 |
| 2028 | 860,000.00 | 43,000.00 | 903,000.00 | — |
| | \$ 6,455,000.00 | \$ 1,787,825.69 | \$ 8,242,825.69 | |

Source: The majority of resources for the debt service payment in the Full Faith & Credit, Series 2019 (538 & 539) are from a long term lease with the State of Oregon in the amount of \$562,115 and an intergovernmental payment from the Deschutes County 9-1-1 County Service District fund in the amount of \$176,095. The remaining resources for the debt service payment are from a transfer from the General Fund in the amount of \$222,250.

Deschutes County
\$15,325,000
Series 2021, Full Faith and Credit Refunding

Date: September 2, 2021

Interest: Semiannual each December and June, commencing December 1, 2021.
Interest accrues at a rate of 1.410%

Rating: Moody's: Aa1

Purpose: To refund, on a current basis, the callable maturities of the County's outstanding Full Faith and Credit Refunding Obligations, Series 2012, which were originally issued to refund the County's Full Faith and Credit Obligations, Series 2003. The Full Faith & Credit Obligations, Series 2003 were originally issued to finance the construction of the County/State Government Center, LaPine County Service Center, a County warehouse, Fair/Expo Center storage buildings, LaPine sewer improvements, solid waste facilities, and increase of capacity to Sheriff's radio system.

Security: The bonds are secured by the full faith and credit of the County.

Debt service:

| Fiscal Year | Principal | Interest | Total Payment | Balance |
|-------------|-------------------------|------------------------|-------------------------|---------------|
| 2021 | — | — | — | 15,325,000.00 |
| 2022 | — | 161,461.65 | 161,461.65 | 15,325,000.00 |
| 2023 | 1,415,000.00 | 206,107.00 | 1,621,107.00 | 13,910,000.00 |
| 2024 | 1,300,000.00 | 186,966.00 | 1,486,966.00 | 12,610,000.00 |
| 2025 | 1,320,000.00 | 168,495.00 | 1,488,495.00 | 11,290,000.00 |
| 2026 | 1,345,000.00 | 149,707.00 | 1,494,707.00 | 9,945,000.00 |
| 2027 | 1,360,000.00 | 130,637.00 | 1,490,637.00 | 8,585,000.00 |
| 2028 | 1,375,000.00 | 111,355.00 | 1,486,355.00 | 7,210,000.00 |
| 2029 | 1,395,000.00 | 91,826.00 | 1,486,826.00 | 5,815,000.00 |
| 2030 | 1,420,000.00 | 71,981.00 | 1,491,981.00 | 4,395,000.00 |
| 2031 | 1,440,000.00 | 51,818.00 | 1,491,818.00 | 2,955,000.00 |
| 2032 | 1,470,000.00 | 31,302.00 | 1,501,302.00 | 1,485,000.00 |
| 2033 | 1,485,000.00 | 10,469.00 | 1,495,469.00 | — |
| | <u>\$ 15,325,000.00</u> | <u>\$ 1,372,124.65</u> | <u>\$ 16,697,124.65</u> | |

Source: Lease payments of \$686,005 from state agencies, and transfers from the Project Development & Debt Reserve Fund (090) of \$471,440 and the Newberry Neighborhood Fund (297) of \$55,279, and payments from the Deschutes County 9-1-1 County Service District for the communication system of \$143,953 provide a portion of the resources for debt service on this borrowing. The balance of the payments are made directly from the Solid Waste Fund (610) in the amount of \$331,835 and the Fair & Expo Center Fund (615) in the amount of \$5,610. The balance of \$99,931 to be funded by existing debt service reserves.

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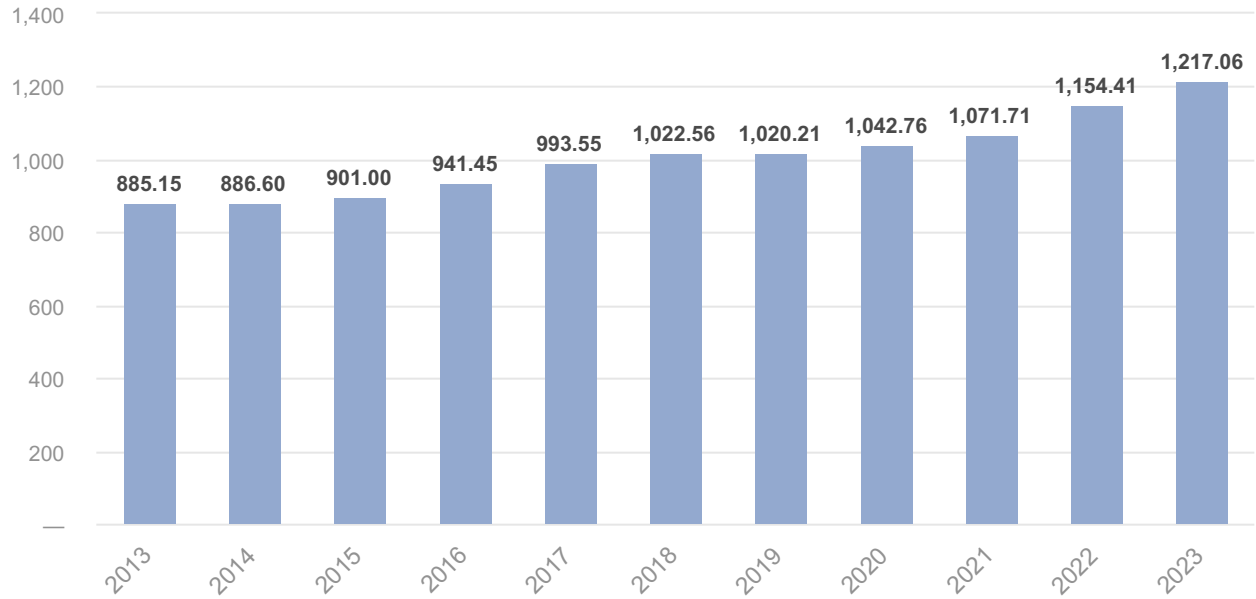
Personnel & Salary Summary Schedules

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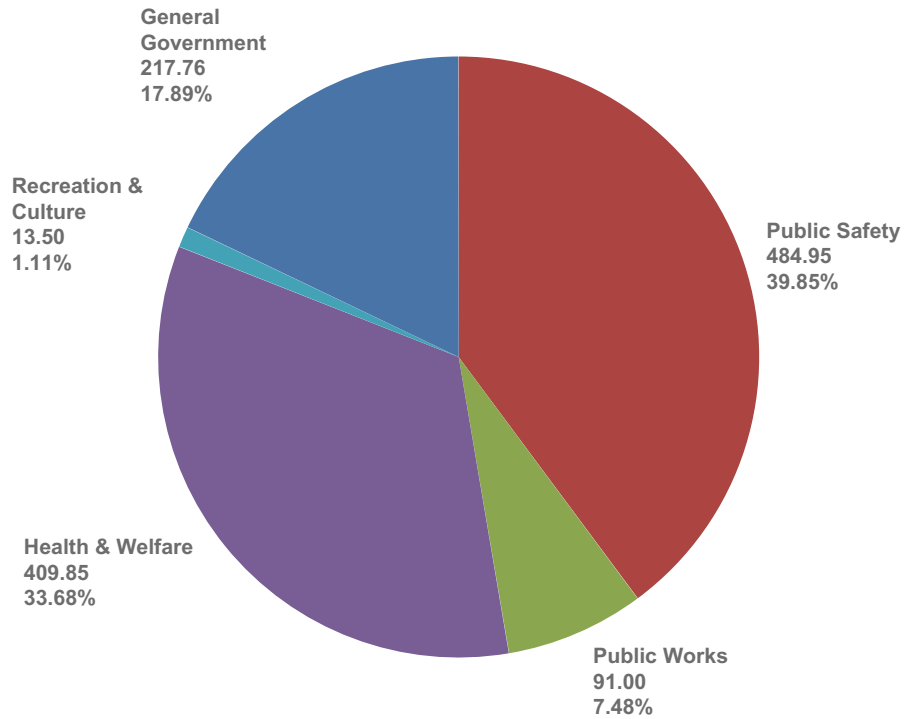
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DESCHUTES COUNTY AND COUNTY SERVICE DISTRICTS FULL TIME EQUIVALENT CHARTS

FTE Count by Fiscal Year



FY 2023 FTE by Function



AUTHORIZED FTE BY FUND

| Fund/Department | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| County Funds | | | | | |
| General Fund | | | | | |
| Assessor's Office | 35.26 | 35.26 | 35.26 | 35.26 | — |
| Clerk's Office/Board of Tax Appeals | 10.00 | 10.00 | 11.00 | 11.00 | — |
| District Attorney's Office | 54.10 | 54.10 | 58.60 | 60.60 | 2.00 |
| Tax | 5.50 | 5.50 | 5.50 | 6.50 | 1.00 |
| Veterans' Services | 4.00 | 4.00 | 5.00 | 5.00 | — |
| Property Management | 1.80 | 2.00 | 2.00 | 3.00 | 1.00 |
| General Fund Total | 110.66 | 110.86 | 117.36 | 121.36 | 4.00 |
| Community Justice | 47.90 | 47.90 | 47.90 | 47.90 | — |
| Adult Parole & Probation | 39.85 | 41.85 | 40.85 | 40.85 | — |
| Victims' Assistance | 8.00 | 8.00 | 8.00 | 8.00 | — |
| Justice Court | 4.60 | 4.60 | 4.60 | 4.60 | — |
| Sheriff's Office | 238.50 | 245.50 | 259.00 | 263.00 | 4.00 |
| Health Services | 291.60 | 295.95 | 399.30 | 404.85 | 5.55 |
| Community Development | 58.00 | 56.00 | 70.00 | 72.00 | 2.00 |
| GIS Program | 2.30 | 2.30 | 2.30 | 2.30 | — |
| Road Department | 55.00 | 56.00 | 57.00 | 61.00 | 4.00 |
| Natural Resources | 1.00 | 2.00 | 2.00 | 2.00 | — |
| Solid Waste | 24.50 | 24.00 | 28.00 | 28.00 | — |
| Fair & Expo Center | 11.00 | 11.50 | 12.37 | 13.37 | 1.00 |
| Deschutes County Fair | 1.00 | 1.00 | 0.13 | 0.13 | — |
| Facilities | 25.00 | 23.00 | 25.00 | 25.00 | — |
| Administrative Services | 7.75 | 7.75 | 9.75 | 10.75 | 1.00 |
| Coordinated Effort Houselessness | — | — | — | 2.00 | 2.00 |
| Board of County Commissioners | 3.00 | 3.00 | 3.00 | 3.00 | — |
| Finance | 9.00 | 10.00 | 11.00 | 11.00 | — |
| Legal Counsel | 7.00 | 7.00 | 7.00 | 7.00 | — |
| Human Resources | 8.00 | 8.00 | 9.00 | 10.00 | 1.00 |
| Information Technology | 15.70 | 15.70 | 16.70 | 16.70 | — |
| Risk Management | 2.25 | 2.25 | 2.25 | 2.25 | — |
| Total County Funds | 971.61 | 984.16 | 1,132.51 | 1,157.06 | 24.55 |
| County Service Districts | | | | | |
| Deschutes County 9-1-1 Service | 60.00 | 60.00 | 60.00 | 60.00 | — |
| Total County Service Districts | 60.00 | 60.00 | 60.00 | 60.00 | — |
| Total | 1,031.61 | 1,044.16 | 1,192.51 | 1,217.06 | 24.55 |

FTE BY DEPARTMENT & POSITION

PUBLIC SAFETY

| Community Justice | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------------|--|--------------|--------------|--------------|--------------|-----------------|
| | Accounting Technician, Sr | 0.50 | 0.50 | — | — | — |
| | Admin Support Specialist | 1.00 | 1.00 | 1.50 | 1.50 | — |
| | Behavioral Health Specialist II | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Behavioral Health Specialist II, Lic | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Community Justice Officer | 14.00 | 14.00 | 14.00 | 14.00 | — |
| | Community Justice Specialist | 15.00 | 15.00 | 15.00 | 15.00 | — |
| | Community Justice Specialist, Sr | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Community Service Specialist | 1.40 | 1.40 | 1.40 | 1.40 | — |
| | Deputy Director, Community Justice | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Director, Community Justice | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Management Analyst | — | — | 1.00 | 1.00 | — |
| | Manager, Business | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Manager, Juvenile Detention | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Administrative | 1.00 | 1.00 | — | — | — |
| | Supervisor, Behavioral Health | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Community Justice Officer | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Supervisor, Community Justice Specialist | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 47.90 | 47.90 | 47.90 | 47.90 | — |

| Adult Parole & Probation | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------------|------------------------------------|--------------|--------------|--------------|--------------|-----------------|
| | Accounting Technician, Sr | 0.50 | 0.50 | — | — | — |
| | Admin Support Specialist | 4.00 | 4.00 | 4.50 | 4.50 | — |
| | Admin Support Tech | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Community Service Specialist | 0.60 | 0.60 | 0.60 | 0.60 | — |
| | Deputy Director, Community Justice | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Director, Community Justice | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, Business | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Parole & Probation Officer | 23.00 | 25.00 | 24.00 | 24.00 | — |
| | Parole & Probation Specialist | 3.75 | 3.75 | 3.75 | 3.75 | — |
| | Supervisor, Administrative | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Parole & Probation | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | TOTAL DEPARTMENT | 39.85 | 41.85 | 40.85 | 40.85 | — |

| District Attorney's Office | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|----------------------------|--------------------------------|---------|---------|---------|---------|-----------------|
| | Admin Support Assistant | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Admin Support Technician | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Applications System Analyst I | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Applications System Analyst II | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Chief Deputy District Attorney | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | County District Attorney | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy District Attorney | 21.00 | 21.00 | 20.50 | 20.50 | — |
| | Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Investigator | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | IT Analyst I | — | — | — | 1.00 | 1.00 |
| | Management Analyst | 0.60 | 0.60 | 1.10 | 1.10 | — |
| | Manager, Administrative | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Administrative | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |

FTE BY DEPARTMENT & POSITION

| District Attorney's Office | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|----------------------------|-------------------------|--------------|--------------|--------------|--------------|-----------------|
| | Supervisor, Deputy DA | — | — | 2.00 | 2.00 | — |
| | Trial Assistant II | 21.00 | 21.00 | 23.50 | 23.50 | — |
| | TOTAL DEPARTMENT | 54.10 | 54.10 | 58.60 | 60.60 | 2.00 |

| Victims' Assistance | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------|--------------------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Manager, Victims' Assistance Program | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Victims' Advocate | 7.00 | 7.00 | 7.00 | 7.00 | — |
| | TOTAL DEPARTMENT | 8.00 | 8.00 | 8.00 | 8.00 | — |

| Justice Court | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------|--------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Court Administrator | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Court Services Assistant | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Justice of the Peace | 0.60 | 0.60 | 0.60 | 0.60 | — |
| | TOTAL DEPARTMENT | 4.60 | 4.60 | 4.60 | 4.60 | — |

| Sheriff's Office | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|------------------|--------------------------------------|---------|---------|---------|---------|-----------------|
| | Administrative Analyst | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| | Administrative Assistant | — | — | 1.00 | 2.00 | 1.00 |
| | Administrative Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Automotive Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Behavioral Health Specialist I | — | — | 1.00 | 1.00 | — |
| | Behavioral Health Specialist II | — | — | 2.00 | 2.00 | — |
| | Behavioral Health Specialist II, Lic | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Building Maintenance Specialist | 4.00 | 4.00 | 4.00 | 4.00 | — |
| | Building Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Captain | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Civil Technician | 5.00 | 5.00 | 5.00 | 5.00 | — |
| | Corrections Deputy | 72.00 | 73.00 | 75.00 | 75.00 | — |
| | Corrections Technician | 5.00 | 5.00 | 5.00 | 5.00 | — |
| | County Sheriff | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy Sheriff | 53.00 | 56.00 | 59.00 | 59.00 | — |
| | Detective | 11.00 | 11.00 | 12.00 | 12.00 | — |
| | Detective, Digital Forensics | 3.00 | 4.00 | 4.00 | 4.00 | — |
| | Emergency Services Coordinator | 1.00 | 1.00 | 2.00 | 2.00 | — |
| | Evidence Technician | 3.00 | 3.00 | 4.00 | 4.00 | — |
| | Field Law Enforcement Technician | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Human Resources Specialist | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | IT Analyst II | 3.00 | 3.00 | 2.00 | 3.00 | 1.00 |
| | Legal Assistant | — | — | — | 1.00 | 1.00 |
| | Lieutenant | 12.00 | 13.00 | 14.00 | 14.00 | — |
| | Management Analyst | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Manager, Behavioral Health Program | 0.50 | 0.50 | — | — | — |
| | Manager, Business | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Mechanic | 2.00 | 3.00 | 4.00 | 4.00 | — |
| | Medical Director | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Nurse/Corrections | 8.00 | 8.00 | 8.00 | 8.00 | — |
| | Records Specialist | 11.00 | 11.00 | 10.00 | 10.00 | — |
| | Paralegal | 1.00 | 1.00 | 1.00 | 1.00 | — |

FTE BY DEPARTMENT & POSITION

| Sheriff's Office (continued) | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------------------|-----------------------------|---------------|---------------|---------------|---------------|--------------------|
| | Project Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Sergeant | 24.00 | 24.00 | 26.00 | 26.00 | — |
| | Sergeant, Digital Forensic | — | — | 1.00 | 1.00 | — |
| | Sheriff Executive Assistant | 1.00 | 1.00 | — | — | — |
| | Sheriffs Legal Counsel | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 238.50 | 245.50 | 259.00 | 263.00 | 4.00 |

DIRECT SERVICES

| Assessor's Office | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------------|--------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | Admin Support Technician | 1.26 | 1.26 | 1.26 | 1.26 | — |
| | Application Systems Analyst II | — | — | — | 1.00 | 1.00 |
| | Business Asset Appraiser | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Chief Cartographer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Chief Property Appraiser | — | — | — | 1.00 | 1.00 |
| | County Assessor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy Director, Assessor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | GIS Cartographer | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Property Appraiser I | 2.00 | 2.00 | 2.00 | 1.00 | (1.00) |
| | Property Appraiser II | 9.00 | 9.00 | 9.00 | 9.00 | — |
| | Property Appraiser III | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Property Appraiser, Senior | 1.00 | 1.00 | 1.00 | — | (1.00) |
| | Property Data Specialist II | 8.00 | 9.00 | 9.00 | 7.00 | (2.00) |
| | Property Data Specialist III | 3.00 | 2.00 | 2.00 | 4.00 | 2.00 |
| | Sales Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 35.26 | 35.26 | 35.26 | 35.26 | — |

| Clerk's Office/Board of Tax Appeals | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--|---------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | Admin Support Technician | 7.00 | 7.00 | 8.00 | 8.00 | — |
| | County Clerk | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Elections/Recording | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 10.00 | 10.00 | 11.00 | 11.00 | — |

| Community Development | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------------|------------------------------------|---------|---------|---------|---------|--------------------|
| | Admin Support Technician | 1.00 | 1.00 | 2.00 | 2.00 | — |
| | Administrative Assistant | 2.00 | 2.00 | 4.00 | 4.00 | — |
| | Application Systems Analyst I | 1.00 | 1.00 | — | — | — |
| | Application Systems Analyst I | — | — | 1.00 | 1.00 | — |
| | Application Systems Analyst III | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Assistant Building Official | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| | Assistant Planner | 3.00 | 2.00 | 4.00 | 4.00 | — |
| | Associate Planner | 7.00 | 6.00 | 7.00 | 7.00 | — |
| | Building Official | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Building Safety Inspector I | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Building Safety Inspector III | 14.00 | 14.00 | 17.00 | 17.00 | — |
| | Code Enforcement Specialist | 4.00 | 4.00 | 5.00 | 5.00 | — |
| | Director, Community Development | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Environmental Health Specialist I | 2.00 | 1.00 | 2.00 | 2.00 | — |
| | Environmental Health Specialist II | 1.00 | 2.00 | 2.00 | 2.00 | — |

FTE BY DEPARTMENT & POSITION

| Community Development (continued) | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------------------------|----------------------------------|--------------|--------------|--------------|--------------|-----------------|
| | Management Analyst, Senior | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager Administrative | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, Planning | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Permit Technician | 11.00 | 11.00 | 11.00 | 11.00 | — |
| | Principal Planner | — | — | 1.00 | 2.00 | 1.00 |
| | Senior Planner | 3.00 | 3.00 | 4.00 | 4.00 | — |
| | Supervisor, Admin | — | — | 1.00 | 1.00 | — |
| | Supervisor, Environmental Health | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 58.00 | 56.00 | 70.00 | 72.00 | 2.00 |

| Fair & Expo Center | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------|---------------------------------------|--------------|--------------|--------------|--------------|-----------------|
| | Admin Analyst | — | — | 1.00 | 1.00 | — |
| | Admin Support Technician | — | 1.50 | 0.75 | 0.75 | — |
| | Director, Fair & Expo | 1.00 | 1.00 | 0.87 | 0.87 | — |
| | Fair/Expo Marketing Assistant | 1.00 | 1.00 | — | — | — |
| | Maintenance Specialist I | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| | Maintenance Specialist II | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Manager, Administrative | 1.00 | — | — | — | — |
| | Manager, Fair & Expo Maint/Operations | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, Food & Beverage | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | RV Park Attendant | — | — | 0.75 | 0.75 | — |
| | Sales & Marketing Coordinator | 1.00 | 1.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 11.00 | 11.50 | 12.37 | 13.37 | 1.00 |

| Deschutes County Fair | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------------|-------------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Director, Fair & Expo | — | — | 0.13 | 0.13 | — |
| | Sales & Marketing Coordinator | 1.00 | 1.00 | — | — | — |
| | TOTAL DEPARTMENT | 1.00 | 1.00 | 0.13 | 0.13 | 1.00 |

| Road Department | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------|--------------------------------|---------|---------|---------|---------|-----------------|
| | Accounting Clerk | — | 1.00 | 1.00 | 1.00 | — |
| | Admin Support Technician | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | County Engineer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | County Surveyor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy County Surveyor | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| | Director, Public Works | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Engineering Assistant III | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Engineering Associate | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| | Equipment Mechanic | 6.00 | 6.00 | 6.00 | 6.00 | — |
| | Equipment Servicer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | IT Analyst III | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Lead Equipment Operator | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Lead Traffic Device Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, Fleet & Equipment | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, PW Operations | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | PW Customer Service Clerk | 2.00 | 2.00 | 2.00 | 2.00 | — |

FTE BY DEPARTMENT & POSITION

| Road Department (continued) | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------------------|-----------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | PW Equipment Operator | 22.00 | 22.00 | 22.00 | 23.00 | 1.00 |
| | PW GIS Analyst/Programmer | — | — | 1.00 | 1.00 | — |
| | PW GIS Specialist I | 1.00 | 1.00 | — | — | — |
| | Senior Store Clerk | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Administrative | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Road Maintenance | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Supervisor, Vegetation Management | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Transportation Engineer | — | — | 1.00 | 2.00 | 1.00 |
| | Traffic Device Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 55.00 | 56.00 | 57.00 | 61.00 | 4.00 |

| Natural Resources | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------------|------------------------------------|-------------|-------------|-------------|-------------|--------------------|
| | Fire Adapted Community Coordinator | — | 1.00 | 1.00 | 1.00 | — |
| | Forester | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 1.00 | 2.00 | 2.00 | 2.00 | — |

| Solid Waste | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------|------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | Accountant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Accounting Clerk | — | — | 1.00 | 1.00 | — |
| | Director, Solid Waste | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Landfill Engineer Technician | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Landfill Site Attendant | 8.50 | 8.00 | 11.00 | 11.00 | — |
| | Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | PW Equipment Operator | 10.00 | 10.00 | 10.00 | 10.00 | — |
| | Supervisor, Operations | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 24.50 | 24.00 | 28.00 | 28.00 | — |

HEALTH SERVICES

| Health Services | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------|--------------------------------------|---------|---------|---------|---------|--------------------|
| | Accountant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Accounting Tech, Sr. | 2.00 | 2.00 | 4.00 | 4.00 | — |
| | Accounting Technician | 2.00 | 1.00 | 1.00 | 1.00 | — |
| | Admin Support Specialist | 18.80 | 19.30 | 17.80 | 17.80 | — |
| | Admin Support Technician | — | — | 19.95 | 21.45 | 1.50 |
| | Administrative Analyst | — | — | 2.00 | 2.00 | — |
| | Administrative Assistant | 2.00 | 2.00 | 3.00 | 3.00 | — |
| | Application Systems Analyst I | — | — | 1.00 | 1.00 | — |
| | Behavioral Health Specialist I | 21.30 | 22.30 | 40.10 | 40.10 | — |
| | Behavioral Health Specialist II | 34.90 | 38.60 | 46.60 | 46.60 | — |
| | Behavioral Health Specialist II, Lic | 49.00 | 45.10 | 40.50 | 40.50 | — |
| | Behavioral Health Technician | 2.50 | 2.50 | 4.20 | 4.20 | — |
| | Business Officer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Clinical Info System Admin | 4.00 | 4.00 | 4.00 | 4.00 | — |
| | Coding & Data Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Comm Health Specialist I | 1.75 | 1.75 | 1.75 | 1.75 | — |
| | Comm Health Specialist II | 7.00 | 7.00 | 7.00 | 6.75 | (0.25) |
| | Comm Health Specialist III | 2.00 | 2.00 | 5.00 | 5.00 | — |

FTE BY DEPARTMENT & POSITION

| Health Services (continued) | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------------------|--|---------------|---------------|---------------|---------------|--------------------|
| | Contract Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Credentialing Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy Director, Health Services | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Director, Health Services | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Director, Medical | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Environmental Health Specialist II | 4.00 | 4.00 | 6.00 | 6.00 | — |
| | Environmental Health Specialist III | 2.00 | 2.00 | 3.00 | 3.00 | — |
| | Epidemiologist | 2.00 | 2.00 | 2.00 | 1.00 | (1.00) |
| | Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Health Officer | — | — | 1.00 | 1.00 | — |
| | Human Resources Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Intel & Dev Disabilities Specialist I | 17.00 | 19.00 | 22.00 | 25.00 | 3.00 |
| | Intel & Dev Disabilities Specialist II | 3.00 | 4.00 | 6.00 | 6.00 | — |
| | Language Access Coordinator | — | 1.00 | 1.00 | 1.00 | — |
| | Management Analyst | 6.20 | 6.00 | 10.00 | 10.00 | — |
| | Manager, Administration | — | — | 1.00 | 1.00 | — |
| | Manager, Behavioral Health Program | 7.00 | 5.00 | 6.00 | 6.00 | — |
| | Manager, Clinical Services | — | — | 1.00 | 1.00 | — |
| | Manager, Public Health Program | 3.00 | 3.00 | 5.00 | 5.00 | — |
| | Manager, Quality & Performance | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Medical Assistant | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Medical Records Technician | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Nurse Practitioner | 1.50 | 1.50 | 1.00 | 1.00 | — |
| | Nurse Practitioner, Psych | 3.60 | 3.00 | 2.50 | 2.50 | — |
| | Occupational Therapist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Operations Officer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Patient Accounts Specialist I | 2.40 | 2.40 | 2.40 | 2.40 | — |
| | Patient Accounts Specialist II | 2.00 | 2.00 | 1.00 | 1.00 | — |
| | Peer Support Specialist | 18.50 | 19.50 | 24.60 | 24.60 | — |
| | Physician, Clinical Services | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Project Coordinator | — | — | 1.00 | 1.00 | — |
| | Psychiatrist | 2.00 | 2.00 | 2.30 | 2.30 | — |
| | Public Health Educator I | — | — | 3.70 | 3.70 | — |
| | Public Health Educator II | — | — | 8.60 | 12.00 | 3.40 |
| | Public Health Educator III | 3.00 | 3.00 | 2.90 | 2.90 | — |
| | Public Health Nurse II | 15.70 | 15.70 | 23.10 | 23.00 | (0.10) |
| | Public Health Nurse III | 0.60 | 0.60 | 0.60 | 0.60 | — |
| | Public Information Officer | — | — | 1.00 | 1.00 | — |
| | Quality Improvement Specialist | 3.00 | 3.00 | 4.00 | 4.00 | — |
| | Registered Dietician | 1.30 | 1.20 | 1.20 | 1.20 | — |
| | Registered Health Information Technician | 1.00 | 1.00 | — | — | — |
| | Supervisor, Administrative | 2.05 | 2.00 | 4.00 | 4.00 | — |
| | Supervisor, Behavioral Health | 11.00 | 13.00 | 14.00 | 14.00 | — |
| | Supervisor, Health Services | 12.00 | 12.00 | 18.00 | 17.00 | (1.00) |
| | Supervisor, Intel & Dev Dis Spec | 2.00 | 2.00 | 3.00 | 3.00 | — |
| | TOTAL DEPARTMENT | 291.60 | 295.95 | 399.30 | 404.85 | 5.55 |

SUPPORT SERVICES

| Board of County Commissioners | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|----------------------------------|-------------------------|-------------|-------------|-------------|-------------|--------------------|
| | County Commissioner | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | TOTAL DEPARTMENT | 3.00 | 3.00 | 3.00 | 3.00 | — |

FTE BY DEPARTMENT & POSITION

| Administrative Services | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------------------|------------------------------|-------------|-------------|-------------|--------------|-----------------|
| | Admin Support Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Administrative Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | County Administrator | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | County Internal Auditor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy County Administrator | 0.75 | 0.75 | 1.75 | 1.75 | — |
| | Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Performance Auditor | — | — | 1.00 | 1.00 | — |
| | Public Information Officer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Strategic Initiative Manager | — | — | — | 1.00 | 1.00 |
| | TOTAL DEPARTMENT | 7.75 | 7.75 | 9.75 | 10.75 | 1.00 |

| Coordinated Effort Houselessness | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|----------------------------------|--------------------------------|----------|----------|----------|-------------|-----------------|
| | Admin Analyst | — | — | — | 1.00 | 1.00 |
| | Director, Houseless Strategies | — | — | — | 1.00 | 1.00 |
| | TOTAL DEPARTMENT | — | — | — | 2.00 | 2.00 |

| Veterans' Services | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|--------------------|--------------------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Admin Support Technician | 1.00 | 1.00 | 2.00 | 1.00 | (1.00) |
| | Assistant Veterans' Services Officer | — | — | — | 1.00 | 1.00 |
| | Manager, Veterans' Services | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Veterans' Services Officer | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 4.00 | 4.00 | 5.00 | 5.00 | — |

| Property Management | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------|----------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Administrative Analyst | — | — | — | 1.00 | 1.00 |
| | County Property Specialist | 0.80 | 1.00 | 1.00 | 1.00 | — |
| | Manager, County Property | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 1.80 | 2.00 | 2.00 | 3.00 | 1.00 |

| Risk Management | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------|-----------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Claims Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy County Administrator | 0.25 | 0.25 | 0.25 | 0.25 | — |
| | Loss Prevention Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 2.25 | 2.25 | 2.25 | 2.25 | — |

| Facilities | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|------------|-----------------------------------|---------|---------|---------|---------|-----------------|
| | Admin Support Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Administrative Analyst | 1.00 | 1.00 | — | — | — |
| | Management Analyst | — | — | 1.00 | 1.00 | — |
| | Building Maintenance Specialist I | 2.00 | 2.00 | 3.00 | 3.00 | — |
| | Custodian | 9.00 | 7.00 | 7.00 | 7.00 | — |
| | Director, Facilities | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Electrician | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Maintenance Specialist II | 6.00 | 6.00 | 5.00 | 5.00 | — |
| | Maintenance Specialist III | 1.00 | 1.00 | 2.00 | 2.00 | — |

FTE BY DEPARTMENT & POSITION

| Facilities (continued) | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------------|---------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | Project Coordinator, Facilities | — | — | 1.00 | 1.00 | — |
| | Project Manager, Facilities | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Custodial | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 25.00 | 23.00 | 25.00 | 25.00 | — |

| Tax | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----|--------------------------|-------------|-------------|-------------|-------------|--------------------|
| | Accounting Technician | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Admin Support Specialist | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Admin Support Technician | 0.50 | 0.50 | 0.50 | 0.50 | — |
| | Deputy Tax Collector | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Property Tax Specialist | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| | TOTAL DEPARTMENT | 5.50 | 5.50 | 5.50 | 6.50 | 1.00 |

| Finance | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------|-----------------------------------|-------------|--------------|--------------|--------------|--------------------|
| | Accountant | 2.00 | 2.00 | 1.00 | 1.00 | — |
| | Accounting Manager | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Accounting Technician, Sr | 2.00 | 2.00 | 3.00 | 3.00 | — |
| | Budget Analyst, Senior | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Budget Manager | — | 1.00 | 1.00 | 1.00 | — |
| | Management Analyst | — | — | 2.00 | 2.00 | — |
| | Payroll Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Treasurer/Chief Financial Officer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 9.00 | 10.00 | 11.00 | 11.00 | — |

| Human Resources | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------|----------------------------|-------------|-------------|-------------|--------------|--------------------|
| | Administrative Assistant | 1.00 | 1.00 | 2.00 | 2.00 | — |
| | Human Resources Analyst | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Human Resources Manager | — | — | — | 1.00 | 1.00 |
| | Human Resources Specialist | 3.00 | 3.00 | 3.00 | 3.00 | — |
| | TOTAL DEPARTMENT | 8.00 | 8.00 | 9.00 | 10.00 | 1.00 |

| Information Technology | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------------------|---------------------------------|--------------|--------------|--------------|--------------|--------------------|
| | Applications System Analyst III | 2.00 | 3.00 | 4.00 | 4.00 | — |
| | Applications System Analyst II | 3.00 | 2.00 | 1.00 | 1.00 | — |
| | Business System Administrator | — | — | 1.00 | 1.00 | — |
| | Director, IT | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | IT Analyst II | 5.00 | 5.00 | 5.00 | 5.00 | — |
| | IT Analyst III | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | Manager, IT Applications | 0.70 | 0.70 | 0.70 | 0.70 | — |
| | Manager, IT Operations | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 15.70 | 15.70 | 16.70 | 16.70 | — |

FTE BY DEPARTMENT & POSITION

| GIS Program | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-------------|--------------------------|-------------|-------------|-------------|-------------|-----------------|
| | GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | GIS Analyst/Programmer | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, IT Applications | 0.30 | 0.30 | 0.30 | 0.30 | — |
| | TOTAL DEPARTMENT | 2.30 | 2.30 | 2.30 | 2.30 | — |

| Legal Counsel | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|---------------|-------------------------|-------------|-------------|-------------|-------------|-----------------|
| | Assistant Legal Counsel | 4.00 | 4.00 | 4.00 | 4.00 | — |
| | Legal Counsel | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Paralegal | 2.00 | 2.00 | 2.00 | 2.00 | — |
| | TOTAL DEPARTMENT | 7.00 | 7.00 | 7.00 | 7.00 | — |

| | | | | | |
|---------------------------|---------------|---------------|-----------------|-----------------|--------------|
| COUNTY FUNDS TOTAL | 971.61 | 984.16 | 1,132.51 | 1,157.06 | 24.55 |
|---------------------------|---------------|---------------|-----------------|-----------------|--------------|

| Deschutes County 9-1-1 Service | Position Title | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2023 Changes |
|-----------------------------------|----------------------------------|--------------|--------------|--------------|--------------|-----------------|
| | 9-1-1 Call Taker | 10.00 | 11.00 | 11.00 | 11.00 | — |
| | Administrative Analyst | — | — | 1.00 | 1.00 | — |
| | Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Administrative Support Tech | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Deputy Director, 9-1-1 | 1.00 | 1.00 | — | — | — |
| | Director, 9-1-1 | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, 9-1-1 Operations | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, 9-1-1 Technical Systems | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Manager, 9-1-1 Training | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Public Safety Dispatcher I | 7.00 | 7.00 | 8.00 | 8.00 | — |
| | Public Safety Dispatcher II | 21.00 | 20.00 | 19.00 | 19.00 | — |
| | Public Safety System Specialist | 8.00 | 8.00 | 8.00 | 8.00 | — |
| | Supervisor, 9-1-1 | 4.00 | 4.00 | 5.00 | 5.00 | — |
| | Supervisor, Administrative | 1.00 | 1.00 | 1.00 | 1.00 | — |
| | Supervisor, Public Safety System | 2.00 | 2.00 | 1.00 | 1.00 | — |
| | TOTAL DEPARTMENT | 60.00 | 60.00 | 60.00 | 60.00 | — |

| | | | | | |
|---------------------------------------|--------------|--------------|--------------|--------------|----------|
| COUNTY SERVICE DISTRICTS TOTAL | 60.00 | 60.00 | 60.00 | 60.00 | — |
|---------------------------------------|--------------|--------------|--------------|--------------|----------|

| | | | | | |
|--------------------|-----------------|-----------------|-----------------|-----------------|--------------|
| GRAND TOTAL | 1,031.61 | 1,044.16 | 1,192.51 | 1,217.06 | 24.55 |
|--------------------|-----------------|-----------------|-----------------|-----------------|--------------|

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GLOSSARY

ACA – American Correctional Association.

Accrual basis of accounting – Method of accounting recognizing revenues when earned and expenses when incurred without regard to cash flow timing.

Adopted budget – Financial plan itemizing all resources and the use thereof adopted by the governing body.

Ad valorem tax – Tax based on the assessed valuation of property. Property taxes are an ad valorem tax.

AFSCME – American Federation of State, County and Municipal Employees.

ACFR - Annual Comprehensive Financial Report.

AOC – Association of Oregon Counties.

APP – Adult Parole and Probation.

Appropriation – Authorization to spend a specific amount of money for a specific purpose during a budget period. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body.

Approved budget – The budget approved by the budget committee. The data from the approved budget is published in the Financial Summary before the budget hearing.

ARPA – American Rescue Plan Act, approximately \$38 million in Federal funding for COVID-19 support and other eligible causes.

Assessed valuation – A valuation upon real estate or other property by the county assessor or the state as a basis for levying taxes. This amount is multiplied by the tax rate to determine the total amount of property taxes to be imposed. It is the lesser of the property's maximum assessed value or real market value.

Assessment date – The date on which the real market value of property is set – January 1.

Asset – A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

A & T – Assessment and Taxation.

Audit – The annual review and appraisal of an entity's accounts and fiscal affairs conducted by an accountant under contract, or the Secretary of State, in accordance with Oregon budget law. (ORS 297.425).

Audit Report – A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced budget – A term used to describe a budget in which total resources equal total requirements.

Basis of accounting – A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Beginning net working capital – Resources less expenditures carried over to the following fiscal year and available for appropriation.

GLOSSARY

BNWC – Beginning net working capital.

BOCC – Board of County Commissioners.

Bond – A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

BOPTA – Board of Property Tax Appeals.

Budget – A written report showing the local government’s comprehensive financial plan. It must include a balanced statement of actual resource and expenditures during each of the last two years, or budget period, and estimated revenues and expenditures for the current and upcoming year or budget period.

Budget committee – Fiscal advisory board of a local government, consisting of the governing body plus an equal number of registered voters appointed from within the boundaries of the local government.

Budget message – A written explanation of the budget and the local government’s financial priorities. It is prepared and presented by the budget officer.

Budget officer – Person appointed by the governing body to assemble budget material and information and to prepare or supervise the preparation of the proposed budget.

Budget transfers – Resources moved from one fund to finance activities in another fund. They are shown as “transfers out” in the originating fund and “transfers in” in the receiving fund.

C & F – Child and Family.

CAD – Computer Aided Dispatch.

Capital outlay – An expenditure category encompassing all material and property expenditures of \$5,000 or greater, with an expected useful life exceeding one year. This includes, but is not limited to, expenditures for the purchase of land; the purchase, improvement, or repair of county facilities; or the acquisition or replacement of county equipment.

Capital improvement program (CIP) – An annual, updated plan of capital expenditures covering one or more budget periods for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work.

Capital project – Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and county facilities. (Various capital projects are included in a Capital Improvement Program.)

Capital reserve fund – A fund established to account for dedicated funds for a specific future capital expenditures.

Cash basis – System of accounting under which revenues are accounted for when received in cash and expenses are accounted for when paid.

CCBHC – Certified Community Behavioral Health Clinic.

CCO – Coordinated Care Organization.

GLOSSARY

CDC – Center for Disease Control.

CDD – Community Development Department.

CFC – Children and Families Commission.

CLE – Continuing Legal Education.

CODE – Central Oregon Drug Enforcement.

COIC – Central Oregon Intergovernmental Council.

COLA – Cost of Living Adjustment.

Contingency – An appropriation category for those resources reserved to fulfill unforeseen demands and expenditures.

Contractual services – A formal agreement or contract entered into with another party for services. Services obtained in this category usually include repairs, professional fees or services.

COPs – Certificates of Participation (similar to bonds).

DA – District Attorney.

DCSEA – Deschutes County Sheriff Employees Association.

DCSO – Deschutes County Sheriff's Office.

DD – Developmental Disabilities.

Debt – An obligation resulting from the borrowing of money. Debts of governments include bonds, time warrants and notes.

Debt service – Payment of interest and principal on an obligation resulting from the issuance of debt.

Debt service fund – A fund established to account for the accumulation of resources for, and the payment of, debt principal and interest.

Depreciation – The allocation of the cost of a capital asset over the estimated service life of the asset.

DVDS – Domestic Violence Deferred Sentencing.

EBAC – Employee Benefits Advisory Committee.

Employee benefits – Social security, Medicare, pension, group health and dental, life and disability insurance, workers' compensation, and unemployment.

Enterprise funds – Funds established to account for activities financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges.

GLOSSARY

Expenditure – A liability incurred for personnel, materials & services, debt service, capital outlay, or other requirements during a budgetary period.

Expense – Outflow or other use of assets or incurrence of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing, major or central operations.

FAA – Formal Accountability Agreements.

FAN – Family Access Network.

FAST (track) – Formalized Accountability Sanctions Timely.

FDPIR – Food Distribution on Indian Reservations.

FFT – Functional Family Therapy.

Fiscal year – A 12-month period to which the annual operating budget applies at the end of which a government determines its financial position and the results of its operation. The Deschutes County fiscal year is July 1st through June 30th.

FOPPO – Federation of Oregon Parole and Probation Officers.

FPEP – Family Planning Expansion Project.

FTO – Field Training Officer.

Full time equivalent (FTE) – One FTE is the equivalent of one employee who works 40 hours per week on average. A .50 FTE equals one employee who averages 20 hours per week of work. Two people working 20 hours per week equal one FTE.

Fund – A fund is a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance – The balance remaining in a fund after expenditures have been subtracted from resources.

Fund type – One of eleven fund types in general categories including general fund, special revenue, debt service, capital projects, permanent funds, enterprise, internal service, pension trust, investment trust, private purpose trust, and agency funds. [GAAFR 26/27].

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

General fund – A fund established for the purpose of accounting for all financial resources and liabilities of the governmental entity except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General obligation bonds – A bond backed by the full faith, and credit, and taxing power of the government.

GLOSSARY

Generally accepted accounting principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines or general application, but also detailed practices and procedures.

GFOA – Government Finance Officers Association.

GIS – Geographic Information System.

GO – General Obligation (bonds).

Governmental accounting – The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental funds – Funds in which most governmental activities are recorded. Fund types included in this category are general, special revenue, capital projects, and debt service funds.

Governing body – A group of people who formulate policy and direct an institution along with its management. Examples of governing bodies are county court, board of commissioners, city council, school board, board of trustees, board of directors, or other managing board of a local government unit.

Grants – Contributions or gifts of cash or other assets.

HB – House Bill.

HIDTA – High Intensity Drug Traffic Area.

HIPAA – Health Insurance Portability and Accountability Act.

ICMA – International City Managers Association.

Interfund services – Cost of a service provided by one fund to another. The allocated costs of internal service funds, which provide support services to many other funds, is an example of interfund services.

Infrastructure – Facilities on which the continuance and growth of a community depend, such as roads, bridges, and drainage system.

Internal service funds – Funds which account for services, materials, and administrative support provided to other county departments. The majority of financial support for internal service funds is acquired through charges to county departments.

IT – Information Technology.

IUOE – International Union of Operating Engineers.

JCP – Juvenile Crime Prevention.

JMS – Jail Management System.

Levy – The amount of ad valorem tax certified by a local government for the support of governmental activities.

GLOSSARY

Liabilities – Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future.

Local improvement district (LID) – An entity formed by a group of property owners to construct public improvements to benefit their properties. Typical improvements include streets, sewers, storm drains, streetlights, etc., where costs of such improvements are assessed among the benefiting properties.

Local option tax – Taxing authority (voter-approved by a double majority, except in even numbered years) that is in addition to taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose or capital projects. They are limited to five years unless designated for a capital project, in which case they are limited to the useful life of the project or 10 years, whichever is less.

LPCHC – La Pine Community Health Clinic.

Major funds – These funds account for significant activities of the government entity. The totals of revenues or expenditures, excluding other financing sources and uses, are at least 10% of revenues or expenditures of the corresponding total for all governmental funds (for each governmental fund) or all enterprise funds (for each enterprise fund), and at least 5% of the aggregate amount of all governmental and enterprise funds.

Materials and services – An appropriation category encompassing non-capital, non-personnel expenditures. These include expenses for travel and training, operations, property, equipment, and contracted services.

Maximum assessed value (MAV) – The maximum taxable value limitation placed on real or personal property by the constitution. It can increase a maximum of three percent per year on existing property. The three percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

MDT – Mobile Data Terminal.

Modified accrual basis of accounting – A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

NAMI – National Alliance on Mental Illness.

NACO – National Association of Counties.

Nonmajor funds – Funds that do not qualify as a Major Fund and are generally reported in the aggregate separately from Major Funds. However, any fund may be reported as a major fund if the government's officials feel it is warranted to do so.

OACTFO – Oregon Association of County Treasurers and Finance Officers.

OCCF – Oregon Commission on Children and Families.

OHP – Oregon Health Plan.

OMFOA – Oregon Municipal Finance Officers Association.

GLOSSARY

Operating budget – That portion of an annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, unappropriated ending fund balance and reserve for future expenditures. The combined categories of personnel services and materials and services can be combined to provide the operating budget.

OPHD – Oregon Public Health Division.

OPSRP – Oregon Public Service Retirement Plan.

Ordinance – A formal legislative enactment by the governing body. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the jurisdiction.

Oregon revised statutes (ORS) – The set of laws established by a vote of the people or the Oregon State legislature.

OSP – Oregon State Police.

Outcome – A result; the mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose of a program.

PAC – Professional Advisory Council.

PERS – Public Employees Retirement System.

Performance measures – Indicators that objectively measure the degree of success a program has had in achieving its stated objectives, goals, and planned program activities.

Permanent rate limit – The maximum rate of ad valorem property taxes that a local government can impose, exclusive of other voter approved levies. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government or its voters can increase or decrease a permanent rate limit.

Personnel services – An expenditure classification encompassing all expenditures relating to employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

PRMS – Public Records Management System.

Program – A group of related activities performed by one or more organized units for the purpose of accomplishing a function for which the governmental entity is responsible (sub-unit or categories or functional areas).

Program budget – A method of budgeting whereby resources are allocated to the functions or activities rather than to specific items of cost. Services are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Proprietary funds – Funds used to account for a government's ongoing organizations and activities similar to those often found in the private sector. Fund types included in this category are enterprise and internal service funds.

PSAP – Public Safety Answering Point.

GLOSSARY

Publication – Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

QIM – Quality Incentive Measure.

Real market value (RMV) – The amount in cash which could reasonably be expected by an informed seller from an informed buyer in an arm's-length transaction as of the assessment date. In most cases, the value used to test the constitutional limits.

Requirements – Total of appropriations, including personnel services, materials and services, capital outlay, debt service, transfers, contingency, combined with unappropriated ending fund balance and reserve for future expenditures.

Reserve – A portion of a fund balance which has been legally segregated for a specific use.

Reserve for future expenditure – A budgeted requirement category in a reserve fund not intended to be expended during the fiscal year. This requirement represents the amount a governmental entity plans to hold for future financing of a service, project, property or equipment.

Resolution – A formal order of a governing body; of lower legal status than an ordinance.

Resources – Total amounts available for appropriation including estimated revenues, transfers in and beginning net working capital.

Revenue – Receipts for the fiscal year including transfers and excluding beginning net working capital. The major categories of revenue include taxes, intergovernmental revenues, charges for services, interest and rents, fines and forfeitures, other revenues and transfers in.

Revised budget – A budget which includes all changes made to the original adopted budget as a result of budget adjustments and the supplemental budget process.

RMS – Records Management System.

SAMHSA – Substance Abuse and Mental Health Services Administration.

SAR – Search and Rescue.

SB – Senate Bill.

SBHC – School Based Health Clinic.

SDC – System Development Charge.

SDFS – Safety and Drug Free Schools.

Special revenue funds – Funds used to account for receipts from revenue sources that are legally restricted or otherwise designated for special projects.

STAS – Student Threat Assessment System.

STD – Sexually Transmitted Disease.

GLOSSARY

Supplemental budget – A financial plan prepared to meet unexpected needs or to spend resources not anticipated when the original budget was adopted. It cannot be used to authorize a tax.

System development charge – A fee paid at the time a permit is issued which is restricted to projects which will mitigate the impact on a specific service.

TANF – Temporary Assistance for Needy Families.

Tax levy – The total amount eligible to be raised by general property taxes.

Tax rate – The amount of tax levied for each \$1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the tax imposed.

Transfers – Legally authorized interfund transfers of resources from one county fund to another county fund.

UA – Unitary Assessment.

Unappropriated ending fund balance – A classification for those resource amounts not appropriated for any purpose and reserved for ensuing fiscal years. This may include specific reserves for buildings or equipment or may be generally reserved funds for no specific purpose.

User fees – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WEBCO – Wellness and Education Board of Central Oregon.

WIC – Women, Infants and Children.

Working Capital – See beginning net working capital.

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Deschutes County Financial Policies

Deschutes County has an important responsibility to its citizens to carefully account for public funds, manage municipal finances wisely, manage growth, and plan adequate funding of services desired by the public, including the provision and maintenance of public facilities. Deschutes County insures that it is capable of adequately funding and providing County services needed by the community on a sustainable basis.

The following financial policies are designed to establish guidelines for the fiscal stability of the County. The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, expenditure control, asset management, cash and investment management, and planning concepts, in order to:

- Demonstrate to the citizens of Deschutes County, the investment community, and the bond rating agencies that the County is committed to strong fiscal operations and to the preservation of its ability to provide the financial stability to navigate through economic downturns and respond to the changing needs of the community;
- Provide an adequate financial base to sustain a sufficient level of County services to the community delivered in a cost effective and efficient manner;
- Present fairly and with full disclosure the financial position and results of financial operations of the County in conformity to Generally Accepted Accounting Principles (GAAP); and
- Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Oregon Revised Statutes and other pertinent legal documents and mandates.

These policies apply to all financial operations of Deschutes County and all other entities governed by the Deschutes County Board of County Commissioners.

Financial Planning Policies

1. Budget Process: The County budget process will conform to existing state and local regulations including local budget law. The process will be coordinated so that major policy issues and Board goals and objectives are identified and incorporated into the budget.
2. Balanced Budget: Deschutes County's accounting and budgeting systems are organized and operated on a fund basis. The budget for each fund is balanced, meaning total resources, consisting of beginning net working capital, current year revenues and transfers-in, are equal to total requirements and transfers out, contingencies, unappropriated ending fund balances, and reserves for future expenditures.
3. Budget Adjustments: All requests for budget changes after adoption will be submitted to the Chief Financial Officer for analysis. The Chief Financial Officer will determine the need for the adjustment and the process to be followed to seek approval for the requested change. All resolutions proposing adjustments to the adopted budget will be prepared by the Finance Department and will be placed on the Board's agenda by Finance for Board approval to ensure compliance with budget laws.
4. GFOA Awards Program: The County participates in the GFOA Award for Distinguished Budget Presentation program and will continue to submit its annual budget to the program.

Deschutes County Financial Policies

5. **Financial Reporting Policy:** The County's accounting systems and financial reports will be in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA). An annual audit will be performed by an independent public accounting firm, licensed as a municipal auditor, with an audit opinion to be included with the County's published Annual Comprehensive Financial Report (ACFR). The County's ACFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GMP, demonstrate compliance with finance related legal and contractual provisions, thoroughly disclose sufficient detail and minimize ambiguities and potentials for misleading inference. The County's ACFR will also be provided to the Municipal Securities Rulemaking Board via electronic submission to the Electronic Municipal Rulemaking Board (EMMA), a continuing disclosure requirement, to enable investors to make informed decisions. Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.
6. **Operating Funds Contingency:** In order to maintain a prudent level of financial resources to protect against the need to reduce service levels or raise taxes (i.e. Voter-approved local option levy) and fees due to temporary revenue shortfalls or unforeseeable one-time expenditures, the County will establish and maintain certain working capital balances. The County will strive to maintain a working capital level in each operating fund, other than the General Fund, of 8.3% (1112th) of that fund's operating budget. The County will establish operations working capital within the General Fund of approximately four months of estimated annual property tax collections. Other funds that rely on heavily on property taxes, which are not received until the month of November each year, should have an operating working capital level at or near the level of the General Fund, and include the Sheriffs Funds, 9-1-1 and Extension/4-H county service districts. The Chief Financial Officer shall have the authority to allow exceptions to this policy for those funds with significant reserves and those that can demonstrate sufficient cash flow to avoid inter-fund borrowing prior to the receipt of tax revenues.
7. **Reserve and Insurance Funds Contingency:** The following funds, due to their specific purposes, require reserve working capital balances above 8.3%:
 - a. PERS Reserve Fund
 - b. Insurance (general liability, worker's compensation, unemployment, and property damage)
 - c. Health Benefits (medical, pharmacy, dental and vision)
 - d. Various Community Development Reserve Funds, when applicable
 - e. GIS Dedicated Fund
 - f. Road Building and Equipment Reserve Fund
 - g. Vehicle Maintenance and Replacement Fund
 - h. Public Health Department Reserve Fund
 - i. Sheriffs Capital Reserve Funds
 - j. General Capital Reserve Fund
 - k. Project Development Fund
 - l. County Clerk Records Fund
 - m. Solid Waste Reserve Funds
 - n. Fair/Expo Center Capital Reserve Funds
 - o. County Service Districts Reserve Funds

Deschutes County Financial Policies

Working capital balances for these funds will be determined each year by the Chief Financial Officer and the Department Head given the unique needs of each fund and the anticipated use of such funds in future years.

8. Long Range Planning: Each year, the County will update resource and requirement forecasts for major operating funds for the next five years and annually develop a five-year Capital improvement Program (CIP) for major projects related to the acquisition, expansion or rehabilitation of the County's buildings, equipment, parks, streets and other public infrastructure. These estimates will be presented to the Budget Committee in a format which is intended to facilitate budget decisions and strategic planning, based on a multi-year perspective.
9. Capital Assets: Deschutes County will perform an inventory of its capital assets and controlled capital-type items on an ongoing annual basis. This information will be used to plan for the ongoing financial commitments required to maximize the public's benefit including security of assets, insurance levels, and capitalization of capital costs for reporting purposes and asset replacement and obsolescence.

Revenue Policies

1. Revenue Diversification: Revenues estimates will be established each year in a realistic and prudent manner using objective and analytical approaches. Revenue forecasts will assess the full spectrum of resources that can be allocated for public services. To the greater extent possible, the County's revenue system will be diversified as protection from short-run fluctuations in any one revenue source.
2. Fees and Charges: User fees and charges will be established for services that benefit specific individuals or organizations. The County will annually review all fees, licenses, permits, fines and other miscellaneous charges in conjunction with the budget process. User charges and fees will be established based at a level related to the full cost of indirect costs, including operations and maintenance, overhead, and charges for the use of capital facilities. Other factors for fee or charge adjustments may also include the impact of inflation, other cost increases and current competitive rates.
3. Use of One-Time Revenues: One-time revenues or resources shall not be used to fund ongoing operations, unless in the context of a multi-year financial plan to balance expenditures and reserves. One-time revenues should not support ongoing personnel and operating costs. Use of one-time revenues is appropriate for non-recurring capital outlay, debt retirement, contribution to capital reserves, and other non-recurring expenses.
4. Use of Unpredictable Revenues: Revenues of a limited or undefined term will generally be used for capital projects or one-time operating expenditures to ensure that no ongoing service programs are lost when such revenues are reduced or discontinued.
5. Grants: Grants are generally contributions from one government to another, usually for a specific purpose. Grants can be recorded in any type of fund and should be recorded in an existing fund whenever possible. Grants sometimes come with matching fund requirements. It is important that matching requirements be well understood before grants are accepted by the County to ensure that services being provided through grant funding are sustainable. It is also essential any staff hired to carry out grant funded services are hired subject to the amount and continuation of the grant funding.
6. Revenue Management: The County will not respond to long term revenue shortfalls with deficit funding or borrowing to support ongoing operations. Once working capital balances have reached policy levels, expenses will be reduced to conform to long term revenue forecasts and/or revenue increases will be considered.

Deschutes County Financial Policies

Expenditure Policies

1. Debt Capacity, Issuance and Management:
 - a. The Chief Financial Officer is responsible to structure all debt issuances and oversees the on-going management of all County debt including general obligations, lease purchase agreements, revenue bonds, full faith and credit bonds, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the County to make future principal and interest payments.
 - b. No debt will be issued for which the County is not confident that a sufficient specifically identified revenue source is available for repayment. The Chief Financial Officer shall prepare an analysis of the source of repayment prior to issuance of any debt.
 - c. When issuing long term debt, the County will ensure that debt is only incurred when necessary for capital improvements too large to be financed from current resources, the useful life of a financed improvement will exceed the life of the related debt, the benefits of financing exceed the cost of borrowing, and ensure that operating costs related to capital improvements are adequately considered before debt is issued.
 - d. The County will manage and administer its long-term debt in compliance with the restrictions and limitations of State law with regard to bonded indebtedness for counties as outlined in the Oregon Revised Statutes. These statutory restrictions establish legal limitations on the level of limited tax and general obligation bonded debt which can be issued by the County (1% and 2% of the real market value of all taxable property, respectively). The statutes outline the processes for public hearings, public notice and bond elections, as well as provision for the issuance and sale of bonds and restrictions on the use of those bond proceeds.
 - e. The County will not use long-term debt to fund current operations, to balance the budget, or to fund projects that can be funded from current resources. The County may use short-term debt or inter-fund loans as permitted by law to cover temporary cash flow needs resulting from a delay in grant proceeds or other revenues and delay in the issuance of long term debt. All bond issuances and promissory notes will be authorized by resolution of the Board of County Commissioners.
 - f. The County will, through prudent financial management and budgeting practices, strive to maintain or enhance its Moody's credit ratings which are currently Aa3 for full faith and credit debt and Aa2 for general obligation debt.
 - g. The County will ensure that adequate procedures are in place to meet the post issuance obligations of borrowers to report periodic financial information and to disclose certain events of interest to bond holders in a timely manner.
2. Operating/Capital Expenditure Accountability: The County will maintain an accounting system which provides internal budgetary controls. The County's budget documents shall be presented in a format that provides for logical comparison with prior fiscal periods whenever possible. Reports comparing actual revenues and expenditures to budget for the County's major operating funds shall be prepared monthly which will be distributed to the Board of County Commissioners, County Administrator, Department Heads/Directors and any interested parties. The County will strive to fund minor capital improvements on a pay-as-you-go basis to enhance its financial condition and bond rating. The County shall annually contribute to certain capital reserve funds to the extent possible given cash flow limitations and projected capital improvements.

Deschutes County Financial Policies

3. Internal Service Funds: Internal service funds are used to account for services provided by one department to other departments on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing services for the purpose of fully recovering that cost through fees or charges to user departments. Deschutes County internal service funds are as follows: Facilities, Administrative Services, Board of County Commissioners, Finance, Finance Reserve, Legal Counsel, Human Resources, Information Technology, Information Technology Reserve, Insurance Reserve and Health Benefits Fund.

Cash Management Policies

1. Investments: County funds will be invested in a prudent and diligent manner with emphasis on safety, liquidity and yield, in that order. The County will conform to all state and local statutes governing the investment of public funds and to the County's investment policy. The County's investment policy shall be approved by the State of Oregon Short-Term Fund Board and adopted by the Board of County Commissioners at least annually. Additionally, the County will have an Investment Advisory Committee to review the County's investment policy, its investments, and its investment strategy and philosophy. The Investment Advisory Committee will consist of financial experts who are citizens of Deschutes County, and will meet twice each year.
2. Banking Services: The County will seek competitive bids for its banking services. Requests for proposals will be comprehensive; covering all aspects of the County's banking requirements. The award to the successful bidder will be for a five year period with two one year extensions.
3. Annual Validation of County Bank Accounts: Each year a letter is to be mailed to all banking institutions operating within Deschutes County to validate that the only Deschutes County accounts, listing Deschutes County or a Deschutes County department as the owner of the account and utilizing the County's federal identification number, are those accounts that have been approved by the Board of Commissioners and request that each bank notify the County of any accounts in operation within their financial institutions that are not on the approved list.
4. The Chief Financial Officer/Treasurer is authorized to establish all bank accounts, determine and authorize signatories to those bank accounts, and to manage all banking and investment related services for the County.
5. Purchase Cards: The Chief Financial Officer/Treasurer, in consultation with the County Administrator, is authorized to set up purchase cards for County staff as requested.
6. Internal Controls and Performance Auditing Policies: Employees in the public sector are responsible to the taxpayers for how public resources are used and must perform their duties in compliance with law, policy, and established procedures. The following County activities are essential and are consistent with providing citizens with an objective and independent appraisal of County government.
 - a. Maintain an independent internal audit program to evaluate and report on the financial condition, the accuracy of financial record keeping, compliance with applicable laws, policies, guidelines and procedures, and efficiency and effectiveness of operations.
 - b. Maintain a County Audit Committee comprised mostly of public citizens to oversee audit services, both external and internal.
 - c. In coordination with the Audit Committee, the County Internal Auditor and the County's external auditors shall periodically review internal controls in County departments and report findings to the Audit Committee regarding these reviews.

Deschutes County Financial Policies

- d. At the direction of the Audit Committee, the County Internal Auditor shall conduct performance audits to ensure departments and agencies funded by the County are operating in an efficient and cost-effective manner.

Purchasing Policies

All purchases of goods and services must comply with the County's purchasing policies, purchasing rules and procedures in accordance with state laws and regulations. Before the County purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases will be fully determined for the current and future years.

Approved by the Deschutes County Board of Commissioners on December 15, 2014

Funds by Service Area

| | | |
|---|------------------------------------|-------------------------------------|
| Public Safety | Direct Services | Support Services |
| Community Justice | County Assessor | Board of Commissioners |
| Adult Parole & Probation | Assessment/Clerk/Tax Reserve | |
| Community Justice Juvenile | Assessor | |
| | County Clerk | Administrative Services |
| District Attorney | Board of Property Tax Appeal | Administration |
| Medical Examiner | Clerk/Elections | Coordinated Effort on Houselessness |
| Victims Assistance | County Clerk Records | Economic Development |
| | | Foreclosed Land Sales |
| Justice Court | | Human Resources |
| | Community Development | Law Library |
| Sheriff's Office | CDD Building Program Reserve | Insurance |
| Communication Systems Reserve | CDD Electrical Program Reserve | Property Management |
| Court Facilities | CDD Facilities Reserve | Special Transportation |
| County Law Enforcement District | CDD Groundwater | Taylor Grazing |
| Rural Law Enforcement District | CDD Operating Reserve | Veterans' Services |
| Deschutes County 911 District | Code Abatement | Video Lottery |
| Deschutes County Extension & 4-H District | Newberry Neighborhood | |
| | | Finance |
| Health Services | Fair & Expo | American Rescue Plan Act |
| Health Services | Annual County Fair | County School |
| Acute Care Reserves | Fair & Expo Capital Reserve | Dog Control |
| OHP - Mental Health Services | Fair & Expo Center | Finance Reserve |
| | RV Park | General Capital Reserve |
| | RV Park Reserve | Health Benefit Fund |
| | | PERS Reserve |
| | Natural Resource Protection | Project Develop & Debt Reserve |
| | Federal Forest Title III | Tax |
| | | Transient Room Tax |
| | Road | Transient Room Tax 1% |
| | Public Land Corner Preservation | |
| | Road Building & Equipment | Information Technology |
| | Statewide Transportation Imp | Information Technology Reserve |
| | Surveyor | GIS Dedicated |
| | Transportation CIP | |
| | Transportation SDC | Legal Counsel |
| | Vehicle Replacement & Maint | |
| | | Property & Facilities |
| | Solid Waste | Court Technology Reserve |
| | Landfill Closure | General County Projects |
| | Landfill Post Closure | Industrial Lands |
| | Solid Waste Capital Project | Park Acquisition & Development |
| | Solid Waste Equipment Reserve | Park Development Fees |
| | Solid Waste Operations | |

Fund Descriptions

General Fund

- **General (001)** – principal sources of revenues are property taxes and revenues from the State of Oregon and Federal government. Expenditures are primarily for general government activities such as assessment, taxation, District Attorney, and County Clerk.

Special Revenue Funds

- **Assessment/Taxation/Clerk Reserve (010)** – transfers from General Fund, other available resources and interest revenues for the upgrade or replacement of the assessment and taxation system for the County's property tax activities and the Clerk's office future equipment needs.
- **Code Abatement (020)** – available resources for enforcement of county solid waste and sanitation codes.
- **Community Justice-Juvenile (030)** – transfer from General Fund, state grants and payments, and fees for response to juvenile delinquency programs within the county.
- **Court Technology Reserve (040)** – transfers from General Fund for upgrades to video arraignment equipment.
- **Economic Development (050)** – loan repayment, and interest revenues for loans and grants to business entities and not-for-profit entities.
- **General Capital Reserve (060)** – accumulated resources and interest on investments for future county capital projects.
- **General County Projects (070)** – property taxes and interest revenue for building remodel and major maintenance of county buildings.
- **Project Development & Debt Reserve (090)** – proceeds from county land sales, leases and interfund building rents for debt service payments, land maintenance costs, and acquisition of real property for use by the County.
- **Law Library (120)** – fees for maintenance of the law library.
- **Park Acquisition & Development (130)** – apportionment from the State of Oregon from recreational vehicle fees.
- **Park Development Fees (132)** – interest revenue, and available resources from prior years from fees paid by developers in lieu of land donation for park development.
- **PERS Reserve (135)** – available resources from previous years charges to county operating funds and departments for partial payment of PERS charges resulting from increases in the PERS rates.
- **Foreclosed Land Sales (140)** – available resources from prior years land sale proceeds for supervision and maintenance of properties acquired through tax foreclosure.
- **County School (145)** – local taxes and federal forest receipts for education.
- **Special Transportation (150)** – state grants for transportation.
- **Statewide Transportation Improvement (151)**
- **Taylor Grazing (155)** – federal funds administered by State of Oregon for rangeland improvement.
- **Transient Room Tax (160)** – lodging tax of 7% for promotion of tourism, recreation advertising and county services.
- **Video Lottery (165)** – state video lottery apportionment for grants promoting economic development.

- **Transient Room Tax-1% (170)** – lodging taxes of 1% for promotion of tourism and county services.
- **American Rescue Plan (200)** – federal funds to be appropriated by the Board of County Commissioners in support of COVID-19 recovery.
- **Coordinated Effort on Houselessness (205)** – revenue from State for coordinated homeless response systems.
- **Victims' Assistance (212)** – transfers from county funds, fees, and grants for providing assistance to crime victims.
- **County Clerk Records (218)** – fees for upgrading storage and retrieval systems.
- **Justice Court (220)** – fines and fees revenue, and transfer from General Fund for operation of a justice court.
- **Court Facilities (240)** – fines and fees to provide security in the court building.
- **Sheriff's Office (255)** – revenues pursuant to intergovernmental agreements with the Countywide and Rural Law Enforcement Districts used for public safety, including the operation of the correctional facility.
- **Communications System Reserve (256)** – revenues from the Countywide and Rural Law Enforcement Districts for the upgrade or replacement of the public safety communications system.
- **Oregon Health Plan - Mental Health Services (270)** – Oregon Health Plan payments for mental health services.
- **Health Services (274)** – fees for services, federal and state grants and General Fund transfer for community wide health care, mental health services and counseling, comprehensive prenatal care for low-income women and their infants and other family and children programs.
- **Acute Care Services (276)** – state grant funds for acute care services to the mentally ill.
- **Community Development (295)** – fees, charges for services and General Fund transfer for planning, building safety, education and public services.
- **Community Development -Groundwater Partnership (296)** – transfers for maintenance of water quality and open space and fees to developers for the protection of groundwater, including rebates for replacement of septic systems.
- **Newberry Neighborhood (297)** – available resources from prior years proceeds from land sales and loan repayments for maintenance of water quality and open space.
- **Community Development Reserve (300)** – transfer from Community Development (295) for contingencies.
- **Community Development Building Program Reserve (301)** – transfer of surplus building program funds from Community Development (295) for contingencies.
- **Community Development Electrical Program Reserve (302)** – transfer of surplus electrical funds from Community Development (295) for contingencies.
- **Community Development Facilities Reserve (303)** – transfer from Community Development (295) for future capital improvements for CDD's facilities.
- **GIS (Geographic Information Systems) Dedicated (305)** – state grant, and recording fees and sales for map data system.
- **Road (325)** – state gas tax apportionment, PILT and federal forest receipts for public roads and highways.

- **Natural Resource Protection (326)** – PILT and grants for the control of noxious weeds and promotion of healthy forests.
- **Federal Forest Title III (327)** – federal monies for grants related to National Forest activities in Deschutes County
- **Surveyor (328)** – fees for survey measurements, plat reviews and document filing.
- **Public Land Corner Preservation (329)** – filing and recording fees for maintaining permanent monuments of survey corner positions.
- **Road Building & Equipment (330)** – transfers from Road Fund for future capital asset purchases.
- **Countywide Transportation System Development Charges Improvement Fee (336)** – fees from developers and builders for upgrades and expansion of county road infrastructure.
- **Dog Control (350)** – transfer from General Fund, licenses, fees and donations for animal control.
- **Adult Parole & Probation (355)** – State Department of Corrections and interfund grants, transfer from General Fund, charges for services for operation of county justice program.
- **Law Enforcement District-Countywide (District #1) (701)** – property taxes, charges for services, federal and state grants for public safety, countywide, including the operation of the correctional facility.
- **Law Enforcement District-Rural (District #2) (702)** – property taxes, charges for services, federal and state grants for public safety in rural areas.
- **Deschutes County 9-1-1 County Service District (705)** – property taxes, telephone taxes, charges for services and grants for operations of a countywide emergency call center and the maintenance and operation of radio services for government agencies.
- **Deschutes County 9-1-1 County Service District Equipment Reserve (710)** – funds transferred from Deschutes County 9-1-1 County Service District (705) for capital asset requirements.
- **Extension & 4-H Service District (720)** – property taxes for Oregon State University’s extension service programs.

Capital Projects Funds

- **Campus Improvement (463)** – transfers from the General County Projects Fund (142) for major improvements and remodel activity to county properties.
- **Transportation Capital Improvement Program (465)** – transfers from the Road Department operating fund for long- term transportation projects to be funded in future years. Eligible projects may also be funded by Transportation SDC funds (336).

Debt Service Funds

- **County Buildings Full Faith & Credit 2003/Refunding 2012 (535)** – funds transferred from departments, and lease and communication system.
- **Remodel/Land Full Faith & Credit, 2005/Refunding 2015 (536)** – funds transferred from departments for debt service.
- **Oregon State Police/9-1-1 Full Faith & Credit, 2008 (538)** – long term operating leases for debt service on bonds issued for new office building.
- **Jamison Property Full Faith & Credit, 2009A (539)** – available resources and funds transferred from the General Fund.

- **Secure Treatment Facility Full Faith & Credit, 2010 (541)** – lease payments and remaining resources from capital project fund for debt service on bonds issued to build a secure treatment facility.
- **Jail Project Full Faith & Credit, 2013 (556)** - bonds issued for expansion of the County Jail Facility and remodel of the Medical Facility within the Jail.
- **PERS Series 2002 & 2004 Debt Service (575)** – transfers from operating funds for debt service on bonds issued to fund pension liability.

Enterprise Funds

- **Solid Waste (610, 611, 612, 613, 614)** – fees and charges for services for the operation, maintenance and closure of the county’s sanitary landfill and transfer stations.
- **Fair and Expo Center (615, 616, 617)** – fees, and transfers for the operation of a fair and expo center, annual county fair and capital reserve.
- **RV Park (618)** – interfund transfers and charges for space rentals for the operation and maintenance of the county’s recreational vehicle park and debt service.
- **RV Park Reserve (619)** - Interfund transfers of surplus funds from the RV Park (Fund 618) to build up the reserve for capital replacement or improvement projects.

Internal Service Funds

- **Property and Facilities (620)** – interfund charges for custodial, repairs and maintenance and related activities for county facilities.
- **Administrative Services (625)** – interfund charges for services provided by county administration.
- **Board of County Commissioners (628)** – interfund charges for services provided by the Board of County Commissioners.
- **Finance (630)** – interfund charges for services provided by Finance Department.
- **Finance Reserve (631)** – interfund charges for a Finance/Human Resources software project and a Human Resources compensation study.
- **Legal (640)** – interfund charges for services provided by Legal Department.
- **Human Resources (650)** – interfund charges for services provided by Personnel Department.
- **Information Technology (660)** – interfund charges for services provided by IT Department.
- **Information Technology Reserve (661)** – interfund charges for future technology improvements.
- **Insurance (670)** – interfund charges for non-medical/non-dental insurance coverage.
- **Health Benefit Fund (675)** – interfund charges for medical/dental health insurance.
- **Vehicle Maintenance & Replacement (680)** – transfers from county funds and departments for vehicle repair and replacement.

Property Taxes & Values

Property Tax Limitations

In 1997 voters approved a constitutional amendment known as Ballot Measure 50. Ballot Measure 50 established "permanent" tax rates for all local governments. FY 2021-22 estimated assessed values, maximum tax rates, tax rates and estimated taxes included in the budget, for Deschutes County and County Service Districts under the governance of the Board of Commissioners, are as follows:

| Taxing District | Assessed Value | | | Permanent Tax Rate | FY 2022-23 Adopted Budget | |
|--|------------------|------------------|----------|--------------------|---------------------------|------------|
| | FY 2021-22 | FY 2022-23 (est) | % Change | | Tax Rate | Taxes |
| Deschutes County | \$28,858,394,563 | \$30,445,606,264 | 0.055 | 1.2783 | 1.2183 | 35,533,168 |
| Sheriff Countywide | \$28,858,394,563 | \$30,445,606,264 | 0.055 | 1.2500 | 1.0500 | 30,282,049 |
| Sheriff Rural * | \$ 9,228,351,453 | \$ 9,735,910,783 | 0.055 | 1.5500 | 1.4300 | 13,400,541 |
| 9-1-1 | \$28,858,394,563 | \$30,445,606,264 | 0.055 | 0.4250 | 0.3618 | 10,402,834 |
| Extension/4H | \$28,858,394,563 | \$30,445,606,264 | 0.055 | 0.0224 | 0.0224 | 648,684 |
| Sunriver Service District | \$ 1,648,922,114 | \$ 1,698,389,777 | 0.030 | 3.4500 | 3.3100 | 5,523,000 |
| Sunriver Service District (Local Option) | \$ 1,648,922,114 | \$ 1,698,389,777 | 0.030 | 0.4700 | 0.4700 | 729,038 |
| Black Butte Ranch | \$ 723,401,621 | \$ 745,103,670 | 0.030 | 1.0499 | 1.0499 | 751,083 |
| Black Butte Ranch (Local Option) | \$ 723,401,621 | \$ 745,103,670 | 0.030 | 0.6500 | 0.6500 | 465,001 |

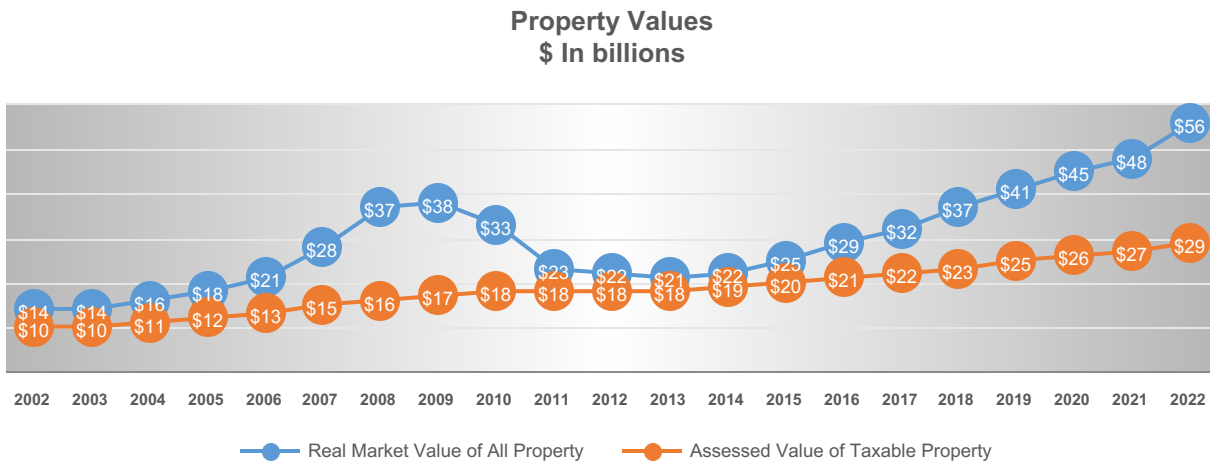
* The Sheriff's request to increase the tax rate from 1.34 to 1.43 was approved by the Board of County Commissioners for FY 2022-23

Property Values

The Oregon Constitution limits the rate of growth of property value subject to taxation. The limit is based on a property's maximum assessed value (MAV). In 1997-98 the MAV was established for all property in existence by constitutional amendment, Measure 50.

MAV is allowed to increase each year by no more than 3 percent with a few exceptions. The addition of a new structure, major improvement of an existing structure, and subdivision or partition of the property are examples that would increase MAV by more than 3 percent. On January 1st of each year the MAV and Real Market Value (RMV) for each property are figured. The property is taxed on the lesser of these two values, which is called the taxable assessed value.

The chart below compares the Real Market Values to the Taxable Assessed Values and illustrates the change in Deschutes County property values from FY 2002 to FY 2022.



Principal 2021-22 Property Taxpayers

| Taxpayer | Taxable Assessed Value | Rank | Percent of Total Country Taxable Assessed Value |
|----------------------------------|---------------------------|------|---|
| Pacificorp (PP&L) | 133,368,000 | 1 | 0.46 % |
| TDS Baja Broadband LLC | 129,989,000 | 2 | 0.45 % |
| Gas Transmission Northwest Corp | 106,081,000 | 3 | 0.37 % |
| Cascade Natural Gas Corp | 85,420,000 | 4 | 0.30 % |
| PCC Structurals Inc | 42,658,630 | 5 | 0.15 % |
| Lumen Technologies Inc | 63,617,000 | 6 | 0.22 % |
| Touchmark at Mt Bachelor Village | 53,094,930 | 7 | 0.18 % |
| Deschutes Brewery Inc | 50,007,190 | 8 | 0.17 % |
| Suterra LLC | 47,136,270 | 9 | 0.16 % |
| CVSC LLC | 48,251,070 | 10 | 0.17 % |
| Total | 759,623,090 | | 2.63 % |

Source: Deschutes County Assessors Office

Total taxable assessed value for 2020-21 is \$28,858,394,563.

Ratios of General Bonded Debt Outstanding Last Ten Fiscal Years

Dollars in Thousands, except per capita

| Fiscal Year | Population ¹ | General Obligation Bonds Outstanding ² | Percent of Real Market Value Property | Per Capita |
|-------------|-------------------------|---|---|------------|
| 2013 | 160,140 | \$12,260 | 0.06 % | \$76.56 |
| 2014 | 162,525 | \$7,610 | 0.04 % | \$46.82 |
| 2015 | 166,400 | \$5,220 | 0.02 % | \$31.37 |
| 2016 | 170,740 | \$2,595 | 0.01 % | \$15.20 |
| 2017 | 176,635 | \$0 | 0.00 % | \$0.00 |
| 2018 | 182,930 | \$0 | 0.00 % | \$0.00 |
| 2019 | 188,890 | \$0 | 0.00 % | \$0.00 |
| 2020 | 199,793 | \$0 | 0.00 % | \$0.00 |
| 2021 | 203,390 | \$0 | 0.00 % | \$0.00 |
| 2022 | 207,921 | \$0 | 0.00 % | \$0.00 |

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

² General obligation debt is as of June 30th each fiscal year and includes both County and County Service Districts.

Direct & Overlapping Debt Debt Repaid with Property Taxes

As of June 30, 2022

| Governmental Unit | Debt Outstanding | Percent Overlapping | Net Overlapping Debt |
|--|---------------------|------------------------|--------------------------------|
| Overlapping Debt ¹ | | | |
| Alfa RFPD | \$ 245,000 | 94.09 % | \$ 230,520 |
| Bend Metro Park & Rec District | 21,772,013 | 100.00 % | 21,772,013 |
| Central Oregon Community College | 41,835,000 | 84.52 % | 35,358,022 |
| Central Oregon Regional Housing Authority | 1,650,200 | 100.00 % | 1,650,200 |
| City of Bend | 136,100,729 | 100.00 % | 136,100,729 |
| City of La Pine | 300,000 | 100.00 % | 300,000 |
| City of Redmond | 5,379,537 | 100.00 % | 5,379,537 |
| City of Sisters | — | 100.00 % | — |
| Cloverdale RFPD | 2,040,000 | 100.00 % | 2,040,000 |
| Crook County School District | 46,576,508 | 0.76 % | 354,075 |
| Crooked River Ranch RFPD | 2,064,979 | 8.42 % | 173,882 |
| Deschutes County RFPD 2 (Bend) | 8,575,000 | 100.00 % | 8,575,000 |
| Deschutes County School District #1 (Bend-La Pine) | 399,120,000 | 100.00 % | 399,120,000 |
| Deschutes County School District #2J (Redmond) | 208,874,202 | 93.89 % | 196,103,842 |
| Deschutes County School District #6 (Sisters) | 45,189,472 | 99.98 % | 45,180,524 |
| Deschutes Public Library District | 192,640,000 | 100.00 % | 192,640,000 |
| High Desert Education Service District | 2,526,324 | 91.28 % | 2,306,021 |
| Howell Hilltop Acres Special Road District | 191,000 | 100.00 % | 191,000 |
| La Pine Parks & Recreation District | 300,000 | 100.00 % | 300,000 |
| Lazy River Special Road District | 28,000 | 100.00 % | 28,000 |
| Redmond Area Park & Recreation District | 269,993 | 100.00 % | 269,993 |
| Redmond Fire & Rescue | 1,227,773 | 99.85 % | 1,225,962 |
| Sisters RFPD (Camp Sherman) | 1,055,000 | 89.77 % | 947,107 |
| Sunriver Service | — | 100.00 % | — |
| Terrebonne Water District | 400,000 | 100.00 % | 400,000 |
| Subtotal Overlapping Debt | \$ 1,118,360,730 | | <u>\$ 1,050,646,427</u> |
| Deschutes County Direct Debt | | | <u>26,155,000</u> |
| Total Direct and Overlapping Debt | | | <u><u>\$ 1,076,801,427</u></u> |

Source: Oregon State Treasury, Debt Management Division

Note¹: Overlapping governments are those that have boundaries that coincide, at least in part, with the geographic boundaries of the County. This schedule estimates the amount of outstanding property tax funded debt of the overlapping governments that is borne by property tax payers in Deschutes County. This process recognizes that, when considering the County's ability to issue and repay long-term debt, the entire debt burden borne by taxpayers is taken into account.

Population & Assessed Value Statistics Last Ten Fiscal Years

| Fiscal Year | Population ¹ | Change from Prior Year | Total Taxable Assessed Value | Change from Prior Year |
|-------------|-------------------------|---------------------------|---------------------------------|---------------------------|
| 2013 | 160,140 | 0.8 % | \$17,820,526,479 | 1.1 % |
| 2014 | 162,525 | 1.5 % | \$18,637,321,902 | 4.6 % |
| 2015 | 166,400 | 2.4 % | \$19,686,342,823 | 5.6 % |
| 2016 | 170,740 | 2.6 % | \$20,933,289,658 | 6.3 % |
| 2017 | 176,635 | 3.5 % | \$21,975,610,092 | 5.0 % |
| 2018 | 182,930 | 3.6 % | \$23,218,323,752 | 5.7 % |
| 2019 | 188,890 | 3.3 % | \$24,584,663,484 | 5.9 % |
| 2020 | 199,793 | 5.8 % | \$25,903,911,157 | 5.4 % |
| 2021 | 203,390 | 1.8 % | \$27,313,891,829 | 5.4 % |
| 2022 | 207,921 | 2.2 % | \$28,858,394,563 | 5.7 % |

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

FTE Per Thousand Population Last Ten Fiscal Years

| Fiscal Year | Population ¹ | Deschutes Country Total FTE ² | FTE Per Thousand Population |
|-------------|-------------------------|---|-----------------------------------|
| 2013 | 160,140 | 838.65 | 5.24 |
| 2014 | 162,525 | 837.10 | 5.15 |
| 2015 | 166,400 | 846.50 | 5.09 |
| 2016 | 170,740 | 883.95 | 5.18 |
| 2017 | 176,635 | 935.35 | 5.30 |
| 2018 | 182,930 | 963.36 | 5.27 |
| 2019 | 188,890 | 965.41 | 5.11 |
| 2020 | 199,793 | 1,002.66 | 5.02 |
| 2021 | 203,390 | 1,011.71 | 4.97 |
| 2022 | 207,921 | 1,157.06 | 5.56 |

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

² FTE counts include amounts originally adopted and adjusted during the fiscal year.

Major Programs Funded by State Resources

The 2009 Oregon Legislature passed Senate Bill 916 which added the following language to ORS 294.444 (formerly ORS 294.419):

“County budgets must contain a summary of revenues and expenditures for major programs funded in part by state resources. The summary must include, at a minimum, functions related to assessment and taxation, community corrections, district attorneys, juvenile corrections and probation, public health, mental health and chemical dependency, veterans’ services, roads and economic development. The summary must provide the total expenses for each program and identify the revenues used to fund the program from general county resources, state grants, federal grants, video lottery resources and other resources as applicable. The summary must include the revenues and expenditures in the adopted budget, revenues and expenditures in the prior year’s adopted budget, and actual revenue and expenditure data from the two previous years.”

| Programs | FY 2020 Actual | FY 2021 Actual | FY 2022 Revised Budget | FY 2023 Adopted Budget |
|----------|-------------------|-------------------|------------------------------|------------------------------|
|----------|-------------------|-------------------|------------------------------|------------------------------|

Assessment and Taxation (Fund 001)

Resources:

| | | | | |
|---------------------------|------------------|------------------|------------------|------------------|
| State Resources | 1,078,693 | 1,482,982 | 1,130,994 | 1,094,329 |
| Federal Resources | — | — | — | — |
| General County Resources | 4,391,431 | 4,113,975 | 5,088,861 | 5,659,819 |
| Other Resources | 121,089 | 319,116 | 197,421 | 91,400 |
| Total Resources | 5,591,213 | 5,916,073 | 6,417,276 | 6,845,548 |
| Total Requirements | 5,591,213 | 5,916,073 | 6,417,276 | 6,845,548 |

District Attorney (Fund 001)

Resources:

| | | | | |
|---------------------------|------------------|------------------|------------------|-------------------|
| State Resources | 118,226 | 238,767 | 269,314 | 92,128 |
| Federal Resources | 144,739 | 87,028 | 144,887 | 141,835 |
| General County Resources | 7,284,834 | 7,742,348 | 9,279,737 | 9,914,903 |
| Other Resources | 70,806 | 100,819 | 34,000 | 14,000 |
| Total Resources | 7,618,606 | 8,168,962 | 9,727,938 | 10,162,866 |
| Total Requirements | 7,618,606 | 8,168,962 | 9,727,938 | 10,162,866 |

Veterans' Services (Fund 001)

Resources:

| | | | | |
|---------------------------|----------------|----------------|----------------|----------------|
| State Resources | 175,614 | 158,931 | 259,107 | 182,000 |
| Federal Resources | — | — | — | — |
| General County Resources | 353,806 | 455,193 | 539,314 | 601,496 |
| Other Resources | — | — | — | — |
| Total Resources | 529,421 | 614,124 | 798,421 | 783,496 |
| Total Requirements | 529,421 | 614,124 | 798,421 | 783,496 |

Major Programs Funded by State Resources

| Programs | FY 2020 Actual | FY 2021 Actual | FY 2022 Revised Budget | FY 2023 Adopted Budget |
|---|-------------------|-------------------|------------------------------|------------------------------|
| <u>Economic Development (Fund 050 and 165)</u> | | | | |
| Resources: | | | | |
| State Resources | 1,172,492 | 1,187,354 | 1,050,000 | 1,080,000 |
| Federal Resources | — | — | — | — |
| General County Resources | — | — | — | — |
| Other Resources | 355,197 | 782,737 | 1,105,342 | 1,396,711 |
| Total Resources | 1,527,689 | 1,970,091 | 2,155,342 | 2,476,711 |
| Total Requirements | 830,419 | 599,591 | 2,155,342 | 2,476,711 |
| <u>Juvenile Corrections and Probation (Fund 030)</u> | | | | |
| Resources: | | | | |
| State Resources | 572,233 | 716,814 | 613,900 | 757,388 |
| Federal Resources | — | — | — | — |
| General County Resources | 5,961,465 | 6,034,966 | 6,304,397 | 6,529,064 |
| Other Resources | 1,550,406 | 1,328,773 | 1,255,749 | 1,352,816 |
| Total Resources | 8,084,105 | 8,080,553 | 8,174,046 | 8,639,268 |
| Total Requirements | 7,014,385 | 7,115,330 | 8,174,046 | 8,639,268 |
| <u>Health Services (Fund 274)</u> | | | | |
| Resources: | | | | |
| State Resources | 25,810,373 | 32,762,453 | 39,136,680 | 38,763,576 |
| Federal Resources | 2,974,493 | 5,861,496 | 4,478,833 | 2,555,448 |
| General County Resources | 5,747,090 | 5,472,710 | 5,909,168 | 6,608,245 |
| Other Resources | 15,743,774 | 16,820,381 | 15,590,250 | 18,782,398 |
| Total Resources | 50,275,730 | 60,917,040 | 65,114,931 | 66,709,667 |
| Total Requirements | 42,458,564 | 50,227,065 | 65,114,931 | 66,709,667 |
| <u>Road (Fund 325)</u> | | | | |
| Resources: | | | | |
| State Resources | 16,821,382 | 17,349,102 | 17,485,000 | 19,483,147 |
| Federal Resources | 3,446,551 | 3,867,783 | 2,783,958 | 3,132,502 |
| General County Resources | — | — | — | — |
| Other Resources | 8,954,478 | 6,539,112 | 8,744,523 | 8,166,381 |
| Total Resources | 29,222,410 | 27,755,996 | 29,013,481 | 30,782,030 |
| Total Requirements | 25,005,339 | 19,189,475 | 29,013,481 | 30,782,030 |

Major Programs Funded by State Resources

| Programs | FY 2020 Actual | FY 2021 Actual | FY 2022 Revised Budget | FY 2023 Adopted Budget |
|----------|-------------------|-------------------|------------------------------|------------------------------|
|----------|-------------------|-------------------|------------------------------|------------------------------|

Community Corrections (Fund 355)

Resources:

| | | | | |
|--------------------------|-----------|-----------|-----------|-----------|
| State Resources | 6,181,598 | 5,697,284 | 5,520,557 | 6,014,867 |
| Federal Grants | — | — | — | — |
| General County Resources | 285,189 | 285,189 | 662,046 | 536,369 |
| Other Resources | 3,428,543 | 3,462,876 | 3,059,468 | 3,219,151 |
| Total Resources | 9,895,329 | 9,445,348 | 9,242,071 | 9,770,387 |
| Total Requirements | 6,490,151 | 6,463,294 | 9,242,071 | 9,770,387 |

FY 2023 Fund Balance Changes of Major & Nonmajor Funds

A fund is designated a major fund if revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

Beginning working capital is also known as the beginning fund balance, which is the ending fund balance amount brought over from the prior fiscal year.

Major Funds

The following funds shown below have been identified as a major fund and as a fund with a change of 10 percent or more in fund balances:

| Fund | Fund Name | Change in fund balance from prior fiscal year | Explanation |
|------|--|--|---|
| 274 | Health Services | 11.9% | 4.5 million in vacancy savings compared to budgeted in FY 2022, but also had a decrease of nearly 2.6 million in CCBHC grant revenue. |
| 465 | Road CIP | 20.5% | Increase due to combination of delayed capital projects including pavement preservation and transportation system upgrades. |
| 613 | Solid Waste CIP | 158.6% | Delayed construction of the Negus Transfer Station until FY 2023. |
| 702 | Countywide Law Enforcement District #2 | (73.7)% | FY 2022 beginning working capital came in approximately \$800,000 under budget lowering the funds total resources, and FY 2023 operational expenses were greater than anticipated due to inflation. |

Nonmajor Funds

The nonmajor funds are reported in the aggregate and do not include internal service funds. In FY 2023, the nonmajor funds in the aggregate have an increase in fund balance from the prior fiscal year of 34 percent. This can be attributed to:

- At the end of FY 2022, Deschutes County received approximately 19 million in ARPA funds.
- Deschutes County had 4.6 million in personnel savings due to vacancies.
- Contracted Services and Temporary Help was 5.7 million under budget in FY 2022.
- Capital expenditures were 22 million less than budgeted, primarily due delayed building remodels.

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