

A scenic view of a river flowing through a forest. The river is white with rapids, cascading over large, dark grey rocks. The surrounding forest is lush with green trees, including tall evergreens and smaller deciduous trees. In the foreground, there are large, dark grey rocks and a dirt path leading towards the river. The overall atmosphere is natural and serene.

# DESCHUTES COUNTY

## FY 2021 BUDGET





# DESCHUTES COUNTY Adopted Budget

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*Fiscal Year 2021*

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Approved, May 29, 2020

Adopted, June 24, 2020

## **Budget Committee**

Board of Commissioners & Appointed Citizen Members

Patti Adair, Chair  
Anthony DeBone, Vice-Chair  
Philip G. Henderson, Commissioner

Bill Anderson  
Bruce Barrett  
Mike Maier

## **Budget and Financial Planning**

Tom Anderson, County Administrator  
Erik Kropp, Deputy County Administrator  
Greg Munn, Chief Financial Officer  
Andrea Perkins, Budget Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Deschutes County**

**Oregon**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Deschutes County, Oregon for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## Budget Message

Tom Anderson, County Administrator

Members of the Budget Committee –

I am pleased to present to you the proposed FY 2021 Deschutes County budget.

While Deschutes County remains in a relatively strong financial position, over the past two months the Coronavirus pandemic has brought about considerable uncertainty with respect to projected County revenue streams. Deschutes County staff have responded swiftly and effectively to the operational aspects of the pandemic, and I am very proud of the results they have achieved. Their efforts are allowing a gradual reopening of the Deschutes County economy to begin, which will in turn serve as a beginning for revenue stabilization over the long term. However, the impacts of revenue disruption have necessitated expenditure adjustments in the current fiscal year, including a hiring freeze for non-essential positions, and will require thoughtful discussion and decision making relative to FY 2021 budget finalization. Immediate impacts have been seen at Fair & Expo and will continue into FY 2021. Higher delinquent property tax payments are expected next fiscal year which could affect General Fund departments. Although amounts are not as yet known, we expect a reduction in state and federal revenue in the coming year, which may have a disruptive effect on departments that rely on them, such as Health Services and Community Justice-Parole & Probation.

On the positive side, the County is well funded with five voter approved tax levies, four of which have remaining unused rate capacity. We continue to benefit from a strong tax base that continues to grow in a measured and sustainable fashion. Although we expect that there will be a need for capital investment in the coming years, County facilities are modern and well maintained. The prudent build-up of County reserves will serve as a buffer against pandemic related revenue losses. The growth the County has experienced in recent years, including increasing employment, growth in incomes and in property values, growth in tourism and the ability to fund needed road improvements have provided many positive financial benefits, and it is expected to resume once the pandemic/economic crisis is over.

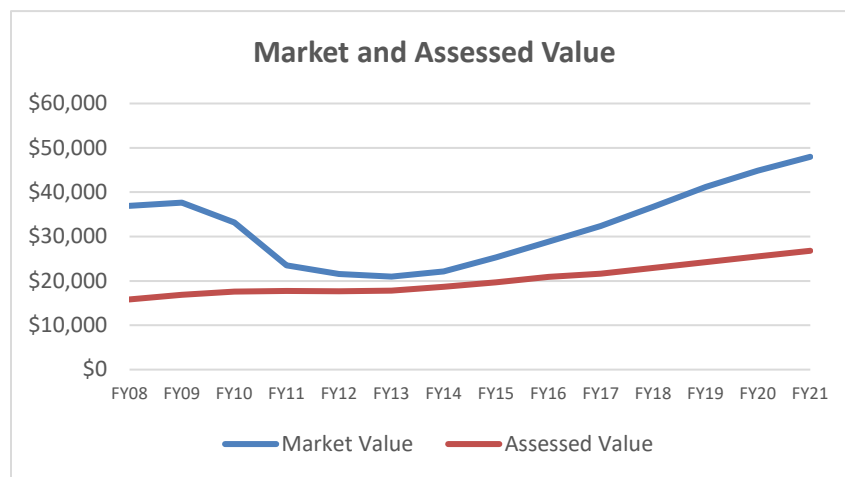
The adopted budget for FY 2021 including County Service Districts is \$507,630,974. This represents an increase of \$798,430 or 0.2% over last year's revised budget. This net increase is spread over the entire County but major changes include a \$4.1 million (3.1%) increase in payroll and related costs and \$3.6 million (9.5%) increase in capital investment (mostly in roads and the County's transportation system). These increases were partially offset by budget reductions in materials and services due primarily to a one-time \$13 million transfer to PERS last year to fund a new side account and reductions in internal County transfers in FY 2021. The total operating budget, which best reflects the County's actual spending, as it excludes contingency, unappropriated balances, internal transactions is \$271,755,317. This represents an increase over last year's revised operating budget of \$9,129,148 or 3.5%. After compensating for changes in capital projects and debt service, the increase is 2.5%. FTEs included in this budget represents an increase of 9.05 or 0.9% from FY 2020 revised budget. Further analysis of expenditures is provided later in this message.



## Budget Highlights

This year's budget is impacted by several factors, including the recent COVID-19 pandemic. Pre-pandemic, business activity and employment in Central Oregon continued to be strong. The housing and construction markets continue to grow but at a slower pace than previous years. Permit levels in our Community Development Department are expected to continue at current robust levels but with relatively flat growth.

Our assumption for assessed values is an increase of 5% for FY 2021. This assumption includes the statutory 3% increase in assessed value and the projected added value brought onto the property roll through new construction. Next year's forecast is slightly lower than FY 2019 and FY 2020 actual increases of 5.78% and 5.36%, respectively. This positively affects all of our property tax funded services, including those supported 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 2007 in millions.



Public Employee Retirement System (PERS) rates continue to be a concern for the future. In 2019 the state legislature passed a series of PERS reform laws including the Employer Incentive Fund (EIF) which provides a 25% matching share to cash deposits made by PERS employers into new side accounts. With input from Budget Committee and Investment Advisory Committee members, the Board of County Commissioners approved participating in the new side account investment in late 2019. The result of this investment, EIF match, and PERS reforms is a stabilized PERS rate forecast over the next twenty years. More detail on this is provided later in the budget message.

Although this will be discussed during Budget Committee deliberations, the recommended budget for FY 2021 holds all tax levies at the same levels as FY 2020.

Total capital spending of \$40.8 million, including County Service Districts, is included in the FY 2021 budget. The capital budget includes transportation system improvements, capital equipment additions and replacements for various departments, technology improvements and various other small routine department level capital expenditures intended to support the delivery of services. Total capital spending for FY 2021 is 7.5% more than last year. Major projects include \$15.2 million in road construction and \$6.1 million to expand the transfer station at the Negus site in Redmond.

Many other improvements to road infrastructure are included in the capital section of the budget document along with estimates of capital expenditures for the next several years.

This document includes narrative information to help the reader gain a full understanding of the County's financial structure, services delivered and spending limitations. The program budget document includes summary information as well as 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 salaries, and budget information for several County Service Districts. The budget document is meant to clearly set forth our legal budget and help members of the 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 was no change in the rate in FY 2020 and the FY 2021 proposed budget assumes, as a starting point for discussion, no change in the rate from FY 2020.

Property taxes are also levied by two county service districts to fund county law enforcement activities. Capacity exists in both of these levies as the maximum amounts approved by the voters have not yet been reached. The Sheriff is recommending no changes in the County-wide Law Enforcement District tax rate of \$1.08 and in the Rural Law Enforcement District rate of \$1.34.

Property Taxes are also used to fund the Extension/4-H district and the 9-1-1 County Service District. Total property taxes revenue included in the FY 2021 proposed budget is \$78,895,502. Rates proposed and the revenue expected to be raised by each levy is shown in the table below:

Levy	Maximum Rate*	FY 2020-21 Proposed Rate*	FY 2020-21 Estimated Collections
County Permanent Rate	\$1.2783	\$1.2183	\$31,036,399
Sherif County-wide District	\$1.2500	\$1.0800	\$27,199,220
Sheriff Rural District	\$1.5500	\$1.3400	\$10,980,264
9-1-1 District	\$0.4250	\$0.3618	\$9,113,459
4H/Extension	\$0.0224	\$0.0224	\$566,160

\* Per \$1,000 assessed value

### 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. FY 2020 revenue was



expected to end the year 12% above the prior year until travel was severely reduced as result of the COVID-19 pandemic. Revised projections for FY 2020 assume that revenue will be 10% of what was expected for the final three months of the fiscal year resulting in an estimated 5% reduction in total FY 2020 revenue from the prior year.

Based on best estimates from tourism and lodging professionals in light of the COVID-19 induced economic slowdown, the FY 2021 budget includes a 20% reduction in lodging tax revenue from pre-pandemic anticipated FY 2020 revenue levels.

Voters approved an increase of 1% in the lodging tax effective July 1, 2014, 70% of which is to be used for marketing of the Fair and Expo Center facility and 30% to be used for general purposes. We have programmed the 30% for FY 2021 as a contribution to the Fair and Expo Center Capital Reserve fund consistent with the decision made by the budget committee in prior years.

## 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 2021 are budgeted at \$62,931,205, a slight (0.8%) decrease from the FY 2020 budget. The largest recipient of state revenues is the Health Services Department closely followed by the Road Department. The largest changes from the prior year include the addition of \$3.6 million in the new State Transportation Investment Fund dollars and a projected loss in gas tax revenues used to fund road maintenance and improvements due to reduced driving and vehicle fuel consumption due to the COVID-19 pandemic. The reduction in fuel sales is unknown and therefore fuel tax related revenue projections are highly speculative. The Road Department has modelled a conservative revenue projection which assumes a significant early reduction in revenue followed by a very slow, multi-year recovery to prior revenue levels. The FY 2021 Road Department Budget has been prepared with a \$2.8M reduction (16%) from FY 2020 budgeted revenue resulting from COVID-19 related impacts.

## Marijuana Taxes

The legalization of Marijuana in Oregon is relatively new and the flow of tax revenues to local jurisdictions is becoming clearer. The County has not imposed its own local tax on Marijuana. For County's that have not "opted out", the state shares 10% of the total state collection each quarter. The distribution to counties is based on registered grow sites and canopy size in relation to other eligible counties.

In 2019, the County adopted an ordinance prohibiting new marijuana producers and processors within the unincorporated area of the County. As a result, as of the second quarter of FY 2020, the state ceased marijuana tax payments to the County. We have filed a legal challenge to this action based on marijuana business approved prior to the ordinance, but have not yet received a decision. Prior to the "opt out", the County's share of state shared revenue was approximately \$400,000 per year. These non-restricted funds were collected in the general fund and used to fund one deputy position in the Sheriff's office and support enforcement of marijuana production rules and processing of marijuana related land

use applications in the Community Development Department.

Per state statute, the matter will be referred to voters on the November 2020 ballot. Based on the results of the original marijuana legalization bill, the FY 2021 proposed budget assumes the opt-out ordinance will be overturned and state shared revenue will commence in January 2021. The proposed budget includes \$200,000 (one half year) of state share revenue and continued funding of law and code enforcement initiatives from the FY 2020 budget. The recommended budget includes a one-time General Fund contribution balance the shortfall in state share revenue.

## PILT

Payment in Lieu of Taxes (PILT) is a revenue the County receives from the Federal Government related to the amount of federal lands within the County's boundaries. The formula is complex and takes into account other federal revenues received by the County. It is therefore difficult to predict how much will be received from this source each year. For FY 2021, we are estimating a total of \$2,488,911. The first \$500,000 goes to the General Fund with the balance of \$1,690,574 to the Road Fund and \$298,337 to the Natural Resources Fund. This split is consistent with previous years. For the past several years, PILT funding has been slated for elimination in the federal budget however, it was recently re-authorized by congress.

## Secure Rural Schools (SRS)

SRS funding has been decreasing as part of the Federal Government budget process over the past few years. SRS funding provided federal forest dollars to counties in the west. Funds were to be used for forestry purposes, roads and to support schools. The County is expecting \$1,113,085 in revenue from this source for FY 2021 with \$305,000 going to schools and the balance to the Road Fund and the Forester's fund.

## Enterprise Fund Revenues

Enterprise Fund revenues are primarily received in the Solid Waste Department and the Fair and 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 are being adopted for the Solid Waste Department. FY 2020 revenues in Solid Waste are expected to slightly exceed the budget projection by \$200,000 due to a sale of a loader and additional revenues from LED light incentives, Taylor NW royalty payments and other small miscellaneous revenues. Revenues for FY 2021 are projected to be slightly higher than FY 2020 with increased disposal utilization. The adopted budget includes transfers of \$3,684,280 to reserves for implementation of the County Solid Waste Management Plan. Hours of operation at the Knott Landfill will be expanded once again during the warmer months and will include Sundays and a later closing time each day.

The Fair and Expo Center depends on revenue from a variety of events using its facilities as well as General Fund support to sustain its operations. The operation also receives 70% of the new 1% transient room tax (TRT) to be used for promotion and marketing of the Fair and Expo Center. For FY



2021, that resource is estimated to be \$488,183.

Due to increased marketing of the Fair and Expo facility funded by the new 1% lodging tax and the improving economy, a number of new events at the Fair and Expo Center have initially been booked for FY 2021 and beyond. Event revenue for the first part of FY 2021, while initially anticipated to be strong will face significant impacts from postponements, cancellations and adjustments due to Covid-19. It was forecast that increasing event revenue over the next several years, would reduce or eliminate the need for General Fund support of the operation of the Fair and Expo Center; however the number of expected adjustments due to a global pandemic may require General Fund or unallocated transient room tax support for a longer term than anticipated.

In FY 2018 Fair & Expo evaluated marketing strategies and potential capital improvements to increase event activity of the facility. At this time the expansion and enhancement strategies suggested by the consultants previously hired are being paused, pending a more comprehensive review of existing facility conditions and capital needs. The budget includes \$1,075,382 in the Reserve Fund for necessary Fair and Expo facility improvements for facilities and equipment that have reached the end of its useful life.

## **Fines, Fees and Assessments**

As part of the budget process, the Finance department updates the fee schedule each year. The update begins in March and includes several work sessions with the Board and then a final hearing in June for approval of the fee schedule for the coming year. The fee schedule includes various fees and charges from nearly all departments and is intended to recover the cost to the County of providing certain County services. Total fees and charges revenue across the County amount to \$33,411,528 for FY 2021 and includes fees and charges for Community Development, the Justice Court, the Health Services Department, the Sheriff's Office, Community Justice and several other departments. Fees in both Public and Behavioral Health are updated in accordance with state and federal guidelines. Although the rates for certain fees and charges will be slightly increased, the overall revenue from these sources is expected to increase less than 2% compared to last year.

## **Interest Earnings**

The yield on investments decreased from more than 5%, to approximately 0.4% during the depths of the economic recession. Recent Federal Reserve decreases in interest rates, as a result of the economic impacts of the COVID-19 pandemic, have resulted in a declining performance of the County's investment portfolio. The yield for FY 2021 is estimated to be 1.8%, which is down from the FY 2020 estimate of 2.75%. The County's investment returns are significantly linked to Federal Reserve monetary policy as it applies to short term interest rates. Expected earnings across all funds in FY 2021 are estimated at \$2.2 million, a significant decrease from FY 2020's projected earnings of \$4.1 million.

## **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 shared 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, Veteran's Services

and Property Management Operations. Other departments receiving General Fund transfers for their operating budgets include Community Justice, Health Services, the Fair and 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 budgeted at \$12,100,400. The policy level for General Fund net working capital at the end of FY 2021 is \$10,151,769 which is the amount budgeted as contingency. Although the final number will be reduced due to the use of contingency funds at the end of FY 2020 for pandemic response actions, the General Fund is scheduled to transfer \$5,756,256 to reserves to provide for future capital needs. A detailed assessment of future capital needs is in process and may include the courthouse expansion and major structural maintenance of all County facilities. General Fund non-property tax revenues are budgeted at \$7,126,547 for FY 2021 which is approximately 7% more than FY 2020 projections.

## Expenditures

The County employs just over 1,000 people to carry out the services provided to citizens. Personnel costs are therefore a significant expense for the County as it accounts for about half of total County operating expenses. Labor related costs are expected to increase overall by \$11.7 million or 9.5% from the FY 2020 adopted budget. Several factors contribute to this increase including the addition of FTEs after budget adoption, a cost of living increase of 2.5% and a slight increase in retirement costs. Other wage changes include the normal step increases where eligible. There is no increase in health insurance rates projected for FY 2021.

This budget includes 1,062.66 FTE. This is 19.9 (1.9%) more than the number of positions approved in the FY 2020 adopted budget. These are new approved positions that were added to the FY 2020 budget after adoption and include 14 limited duration positions.

In addition, departments will be asking for a total of 22.9 new positions as special requests. A summary of special requests is included in the budget materials distributed to the Budget Committee.

One of the largest and fastest growing components of personnel costs over the last several years is from retirement costs associated with the Public Employees Retirement System (PERS). These costs are a factor of rates charged against payroll to fund payments to the state and retirement bond debt service payments. The rates charged against payroll to fund these payments have grown significantly over the last several years. In 2013 the average rate charged against payroll was 17.65%. In 2020 the rate had increased by ten percentage points to 27.65%.

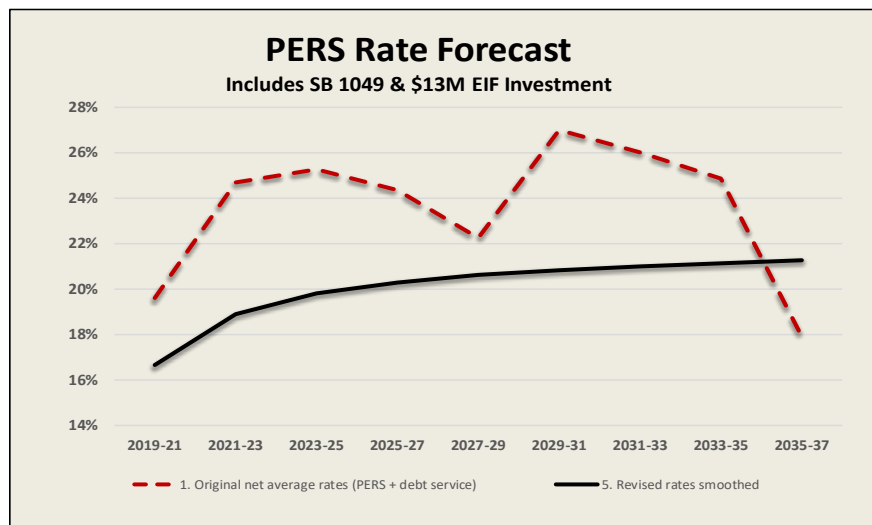
The County has been forward thinking in the past by setting aside funds in a reserve account to partially mitigate the impact these increases in PERS related costs. The reserve fund has been funded by department and General Fund contributions over the years. In FY 2020 \$3.25 million of the reserve was budgeted to offset retirement costs to departments that reduced the net rates charged to department payrolls by four percentage points.

In 2019 the state legislature passed, and the governor signed into law, a sweeping set of reforms with the goal of reducing the runaway increases in PERS costs. One of these reforms provided for participating employers to deposit cash into an account within the PERS retirement fund. The concept is to provide an opportunity for government agencies to earn a higher investment return through the

PERS fund over time than would be possible through conventional investments and to credit these earnings and original investment by amortizing them over an extended period of time as a “rate credit” against state rates. To incentivize participation, the state approved a 25% incentive that would be added to the government agency funds deposited with PERS.

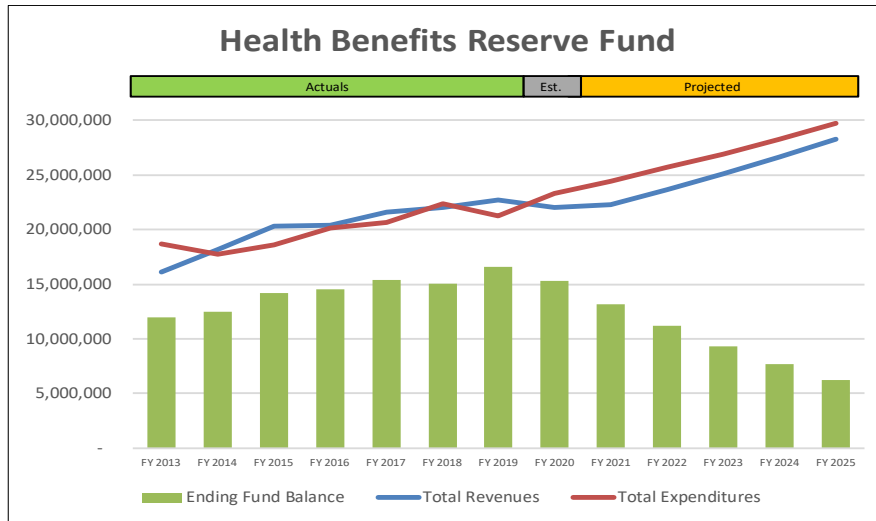
Late in 2019 the County Commissioners approved a \$13 million side account deposit. With the 25% incentive match, the total amount credited to the new side account is \$16.25 million. Over the course of the 16 year amortization period, the rate credit and other reforms is expected to save or defer over \$60 million in costs to the County.

The graph below shows the original projected PERS rate forecast in the red dotted line compared to the revised rate projection black line which incorporates the impact of projected reforms including the side account credit and state match. This is expected to provide a stable and predictable plan for the County to fund PERS retirement costs into the future.



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. With costs savings 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 2021 health care costs are expected to increase by 5% which is lower than general cost increases in the healthcare industry but in line with self-insured programs like ours. 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 2021 charges to departments for self-insured health benefits are budgeted \$1,535 per person per month which is the same rate charged in FY 2020. This follows two years of unchanged rates in FY 2018 and FY 2019 and a 5% decline in the FY 2020 rate.

The graph below shows the history and forecast of the Health Benefits Fund.



County departments pay internal service fees (ISF) to cover general liability, workers' compensation, auto, unemployment and property insurance. Overall, for FY 2021 as compared to FY 2020, general liability charges are down 7.6%, workers' compensation charges are down 5.3%, property charges are down 5.6%, 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 2020 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 2021 by \$54,448 or 0.48%. This is a decrease from the 4-5% annual increases in prior years. Indirect service departments underwent additional budgetary review in the preparation of the FY 2021 budget in an effort to maintain expenditure control and to limit the overhead burden placed on operating departments including a planned use of excess fund balances and a reduction in contingency budgets from 8.3% to 3%. Planned increases in ISF costs include a normal cost of living and merit based salary adjustments. PERS rates are relatively flat from FY 2020 and Health insurance rates are unchanged from FY 2020. Significant increases in costs for FY 2021 include the funding of an FTE in the County's Legal Department which was approved during the FY 2020 budget, increased technology support to fund the transition to the Microsoft Office365 license and a decrease in the 5% investment portfolio management fee revenue in Finance (which results in a net increase in overhead costs, but also increases departmental interest earnings).

**Community Development Department** – Permit volumes in Community Development (CDD) have stabilized across nearly all categories at sustainable levels. Overall, building permit revenue through March 2020 was greater than through March 2019 by 5.5%, Environmental Soils permit revenues have increased by 26% and Planning permit revenues have declined by 5.1%. Revenues included in the FY 2021 budget are projected to decline based on potential COVID-19 financial impacts, though impacts are unknown. With stabilized permit activity and the potential for declining revenues, no new positions are proposed and several vacancies will remain unfilled. Permitting fees will not change in FY 2021 to avoid adding costs to development during the COVID-19 pandemic-caused economic impacts, despite



minimal cost increases. Rather, reserve funds will be used to cover budgetary gaps in FY 2021.

**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 2021 is \$5,677,169, a decrease of \$69,921 (-1.2%) from FY 2020. This is mainly due to expiration of one-time funds and reallocating pass-thru funds to other departments. Components of the overall reduction include an increase of \$220,324 to Behavioral Health, a decrease of \$40,000 to Administrative Services in one-time funds for interpretive services, and a decrease of \$250,245 to Public Health, which is comprised of expiration of one-time funds of \$177,468.

In addition, staffing for the department is budgeted at a slight decrease from last year, although the department will be requesting the addition of several positions during the budget committee meetings. 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.

The Health Services Department, in partnership with the Sheriff's Office, other law enforcement agencies and external partners, will be 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 \$1,150,000 in grant funding in FY 2017 to use for the construction of a facility. The estimated costs for the operation of the facility are included in the budget with an estimated \$571,000 from the Sheriff's Office budget. Health Services already provides a crisis program that will now partially operate out of the crisis center.

**Community Justice – Juvenile** – The FY 2021 budget is a current service level budget. No additional FTE is requested. Juvenile court services, intake and assessment and probation functions continue unchanged. The detention facility remains staffed for a maximum of sixteen detainees daily. The department continues to lease two of the detention facility's four living units to a non-profit provider of residential behavioral treatment services for juvenile offenders. Overall division financials have changed little. Resources are up 2.2% (\$175,661). Personnel expense and materials and services are up 3.98% (\$172,870) and 5.13% (\$68,142), respectively.

**Community Justice – Adult** – The FY 2021 budget reflects no new grants or initiatives but does include an "add package request" for two parole and probation officers. As budgeted division resources are up 3.99% (\$344,824), personnel and materials and services expenses are up 5.26% (\$252,921) and 9.01% (\$158,948) respectively. Ninety percent of the division's annual revenue is derived from state aid. For FY 2021 the department has budgeted state aid as originally appropriated for FY 2021 the second year of the state's budget biennium. The final adopted budget will reflect up to date information on projected state funding levels next fiscal year.

**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 Sheriff's services such as patrol and investigations. The Sheriff's levies were changed in FY 2019 with an increase of \$.06 in the Countywide Levy and a reduction of \$.06 in the Rural Levy. Sheriff Service District tax levies for FY 2021 are proposed to stay the same as FY 2020. Property tax revenues for the two districts combined for FY 2021 are estimated at \$38,569,070. This represents

an increase of \$1,643,586 or 4.5% over the FY 2020 budget. All of this increase comes from the 3% statutory increase and estimated new values from new construction. Lodging taxes collected in the unincorporated area and used by the Sheriff to fund Sheriff's operations in the unincorporated area are limited to \$3,151,787, the same amount included in the FY 2020 budget. The Sheriff's office also provides law enforcement services in the cities of Sisters and La Pine through intergovernmental agreements.

**County Clerk** – Clerk revenues are generated primarily through the recording of documents. Clerk revenues have escalated to levels not seen since 2007. They may flatten or decline in FY 2021 as debt market activity fluctuates. The FY 2021 budget includes estimated revenues of \$2,153,741. This represents an increase of \$538,461 from FY 2020. Staffing for FY 2021 remains the same. The budget includes a contribution to the Clerk and A&T reserve fund to provide resources to meet this need.

**District Attorney's Office** – The adopted budget for the District Attorney's office includes no new staff for FY 2021; however, the District Attorney and Budget Committee agreed to retain a consultant to conduct an operations and staffing analysis of the office and convene a special budget meeting in December to discuss the results of the analysis and assess whether additional staff are warranted.

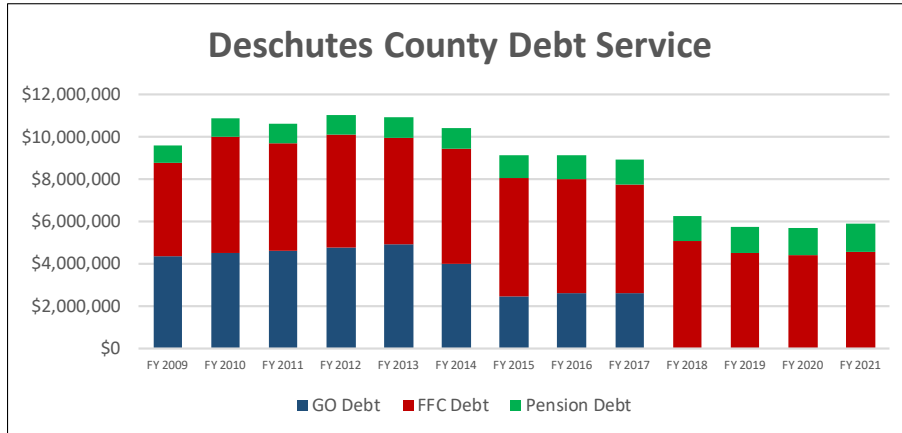
**9-1-1 County Service District** – The County's 9-1-1 public safety Tyler CAD project was implemented for all public safety agencies in FY 2020. Refinements to the performance of the system will continue into FY 2021. The Tyler CAD project began in early FY 2017 with the bulk of the expenditures made in FY 2019 and FY 2020. The project improves the delivery of call taking and dispatch services as well as integrated mapping for first responders. The FY 2021 budget reflects no changes in FTE and also includes the completion of the Overturf Butte transmitter site. Other capital projects included in the budget include a hardware update of the Harris radio system in concert with the District's State of Oregon radio partner, as well as future enhancements to the radio infrastructure system. 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 \$.425. The levy rate for FY 2021 remains unchanged from prior years at \$.3618.

**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 exception to the policy was made 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. Four County funds fall short of the policy level including the Sheriff's fund, the County Fair fund, the Fair and Expo fund and Solid Waste. 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 2021.

**Debt Service** – Expenditures to repay borrowed funds are budgeted at \$5,927,175 for FY 2021. This is 3.7% more than FY 2020 and is due to scheduled increases debt service amortization amounts. There is no new debt planned to be issued in FY 2021.

Debt amounts have declined over previous years due to the completion of the debt service related to

the Fair and Expo Center in FY 2017. In addition, two older bonds, series 2008 and 2009 were refinanced at substantially lower interest rates in FY 2019. All of 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 FY 2021 County budget is balanced and continues to support quality services to our citizens. Although economic impacts related to the Coronavirus pandemic are not yet fully known, there are many positive factors contributing to our economy, including long term strength in the tourism and business environment, strong construction activity, rising real estate values and manageable operating budget increases. With this budget, it is expected that the County will continue to sustain the provision of quality services to the citizens. Further, it will provide the financial foundation to accomplish the Board of County Commissioners' FY 2021 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. They and the customers they serve are truly the "end product" in any budget preparation process. 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 Analyst Andrea Perkins, Chief Financial Officer Greg Munn, Communications Director Whitney Hale, Human Resources Director Kathleen Hinman, and Deputy County Administrator Erik Kropp. To them I extend my 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 2021 budget.

Respectfully submitted,

Tom Anderson  
County Administrator



## Fiscal Year 2021 Goals & Objectives

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

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### SAFE COMMUNITIES:

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

- Provide safe and secure communities through coordinated public safety services.
- Reduce crime and recidivism through prevention, intervention, supervision and enforcement.
- Collaborate with partners to prepare for and respond to emergencies 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 Deschutes County's residents.
- Promote well-being through behavioral health and community support programs.
- Help to sustain natural resources in balance with other community needs.

### ECONOMIC VITALITY:

*Promote policies and actions that sustain and stimulate economic vitality.*

- Support affordable and transitional housing options through availability of lands, project planning, and appropriate regulation.
- Administer land use policies that promote livability.
- Maintain a safe, efficient and economically sustainable transportation system.
- Partner with organizations and manage County assets to attract business development, tourism, and recreation.

### 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.
- Preserve and enhance capital assets, strengthen fiscal security, and ensure sufficient space for operational needs
- Provide collaborative internal support for County operations.
- Promote community participation and engagement with County government.



## Performance Measures

The Board of County Commissioners establishes goals and objectives annually to guide department operations. 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. Additional information regarding the performance measures can be found in the departmental sections of the budget document.

### Safe Communities

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

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

Measure	Department
Continue to meet and exceed the Emergency Medical Dispatch call taking standards established by the International Academies of Emergency Medical Dispatch and consider formal application for district medical accreditation in those standards.	9-1-1 Service District
Continue to meet and exceed the Emergency Fire Dispatch call taking standards established by the International Academies of Emergency Fire Dispatch. Measured monthly by random call sampling used for quality assurance.	9-1-1 Service District
Improve voluntary compliance in code enforcement cases from 85% to 90%.	Community Development
Improve the resolution of code enforcement cases within 12 months from 75% to 85%.	Community Development
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's Office
Partner with Public Safety Campus stakeholders to plan for facility improvements in support of operational objectives.	Facilities
Rate of collections on fines 50% of above within 90 days of judgement. Enforcing payment of fines and fees holds defendants accountable and promotes compliance with traffic laws. Timely collection and distribution of fines and fees supports law enforcement programs and court functions.	Justice Court
Maintain current service levels by responding to or initiating 80,000 patrol community contacts.	Sheriff's Office

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

<b>Measure</b>	<b>Department</b>
Successfully test whether Juvenile probation officers (CJO's) can positively intervene with youth with Substance Use Disorders	Community Justice
Complete criminogenic risk assessments of supervised adult clients within 10 days of intake.	Community Justice
Ensure 75% of supervised adult clients have active and updated Behavior Change Plans.	Community Justice
Have two completed validation studies by January 2021, one for existing intake assessment and one for existing detention risk assessment.	Community Justice
Ensure 65% of cognitive-behavioral group participants report skill acquisition (Juvenile MRT, Adult MRT and Adult Moving On).	Community Justice
Ensure 100% of contracted adult treatment providers are providing or actively working on an action plan to treatment that qualifies as "evidence-based" according to the Correctional Program Checklist.	Community Justice
Remain at least 10% below the state's pre-Justice Reinvestment Program county prison utilization baseline of 1,716 months (the number of months at the time of the baseline measurement that Deschutes County adults in custody were serving/sentenced). As of January 2020 we were at 1,199 or 30% below baseline.	Community Justice
Transition from written to digital monthly reporting of adults on supervision.	Community Justice
Currently the long term, 1 year average recidivism rate for PCS crimes in Deschutes County for is 50.6%. Goal is to maintain a one (1) year recidivism rate for all enrolled Goldilocks Clean Slate participants 40% or less.	District Attorney's Office
Currently the long term, two year average recidivism rate for PCS crimes in Deschutes County is 62%. Goal is to maintain a two (2) year recidivism rate for all enrolled Goldilocks Clean Slate participants 45% or less.	District Attorney's Office
Driving under the influence of intoxicants trial conviction rate.	District Attorney's Office
Achieve minimum 50 percent positive Deputy District Attorney survey responses (total of "very good" and "good" responses) to the following questions: <ul style="list-style-type: none"> <li>• Ability to call and/or meet with victims in a timely manner: from 25 percent to 50 percent.</li> <li>• Adequately Prepare for Trial: from 19 percent to 50 percent.</li> <li>• Ability to work on case follow-up tasks: from 20 percent to 50 percent.</li> </ul>	District Attorney's Office
Ensure that 20% of individuals served by the Forensic Diversion Program will experience a reduction in recidivism.	Health Services

**Objective #3: Collaborate with partners to prepare for and respond to emergencies and disasters.**

Measure	Department
Coordinate with 9-1-1 and DCSO to increase the number of web-registered Deschutes Alerts subscribers	Administration
Complete DLCD grants with public involvement to develop and consider recommendations to address wildfire hazard mitigation and Goal 5 wildlife habitat inventories to inform the 2021 Comprehensive Plan Update.	Community Development
Improve the structural resilience of County buildings through improvements to seismic restraints and by completing structural engineering reviews at targeted facilities.	Facilities
Build and continue effective partnerships with Federal, State and Local emergency or incident response providers including preparation, training and planning.	Fair & Expo
The ongoing COVID-19 emergency response has highlighted strengths and weaknesses associated with providing real time, 24/7 support to county departments during the duration of an emergency event. Legal will develop internal processes to insure immediate, comprehensive and coordinated support.	Legal
Legal will engage internal emergency operations staff and partner agencies to review/audit existing processes with the goal of identifying successful processes, and fine-tuning, rejecting and/or replacing all others.	Legal
Maintain or increase public participation in Fire Free events as measured by yard debris collected	Natural Resources

## 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
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 80% of pregnant women being served by DCHS receive prenatal care beginning in the first trimester.	Health Services
Ensure safe access to County facilities and services through annual inspection of 80% of sidewalk inventory and complete repairs as needed.	Facilities
Maintain current service levels and complete 1,100 14-day assessments (a questionnaire concerning the overall health of inmates).	Sheriff's Office
Maintain current service levels and complete 4,400 sick call visits (response to an inmate requests to see the doctor or someone on the nursing staff).	Sheriff's Office

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

Measure	Department
See Behavioral Health Oregon Health Plan clients within state timelines as specified in the following categories: 1) Emergent/Urgent: within 24-48 hours; and 2) Routine: within 2 weeks.	Health Services

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

Measure	Department
Achieve compliance with the ATT (Alternative Treatment Technology Septic System) Operation and Maintenance (O&M) reporting requirements of 95% to protect groundwater.	Community Development
Maintain or increase the number of communities participating in the Firewise USA™ Program.	Natural Resources
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 prior year's 62,118 tons.	Solid Waste
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## Economic Vitality

Promote policies and actions that sustain and stimulate economic vitality.

**Objective #1: Support affordable housing options through availability of lands, project planning and appropriate regulation.**

Measure	Department
Work with non-profit agencies to increase the supply of affordable housing.	Administration
Identify asset or foreclosure properties that may be appropriate for housing and/or social services and assist the developer in bringing projects to fruition.	Administration
Seek opportunities to partner with other jurisdictions to stimulate affordable housing projects.	Administration
Complete rural vacant residential lands analysis and develop a County housing strategy to inform the 2021 Comprehensive Plan Update.	Community Development

**Objective #2: Administer land use policies that promote livability.**

Measure	Department
City of Bend and Redmond Affordable Housing: <ul style="list-style-type: none"> <li>a. Amend the City of Bend Urban Growth Boundary to implement HB 4079, a pilot project to increase the supply of affordable housing projects.</li> <li>b. Amend the City of Redmond Urban Growth Boundary to implement HB 2336, a pilot project to increase the supply of affordable housing units.</li> </ul>	Community Development

**Objective #3: Maintain a safe, efficient and economically sustainable transportation system.**

Measure	Department
Secure state and federal funds to support local public transit services in partnership with local providers.	Administration
Sustain Pavement Condition Index (low 80s)	Road Department
Achieve 96% of roads rated good or better (PCI above 70)	Road Department

Achieve 50% of bridges rated good or better (Deck, Superstructure, and Substructure Ratings all above 7).	Road Department
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**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
Strive to 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 Travel Industries of America travel index.	Fair & Expo
Provide a safe, modern event venue to our community that attracts more than 750,000 visitors annually.	Fair & Expo
Development of a refined facility marketing plan, with focus on creation of target market segments. Create and utilize local partnerships to increase awareness of Deschutes County Fair & Expo and the Deschutes County Region.	Fair & Expo

**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
Enhance operational capabilities at existing backup center by deploying radio dispatch consoles as well as fully functional CAD system computers. Utilize the most of the small space by accommodating five consoles which will be available at any time for staff in an emergency situations.	9-1-1
Accounts managed per FTE compared to other Oregon counties.	Assessor's Office
Written approval by the Department of Revenue for the Assessor's certified Ratio Study.	Assessor's Office
Percentage of tax statement mailed by Oct. 25th.	Assessor's Office
Written certification from the Department of Revenue approving the County Assessment Function Assistance (CAFFA) program	Assessor's Office
Administrative expenses as a percentage of taxes imposed compared to other Oregon Counties	Assessor's Office

Achieve 6-10 inspection stops per day to provide quality service.	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 and without notice within 21 days of completed application.	Community Development
Improve the issuance of onsite septic system permits within 15 days of completed application to within 12 days of completed application.	Community Development
Compares recording staff FTE to the number of pages recorded.	Clerk's Office
Compares election staff FTE to voter registration.	Clerk's Office
Utilize existing facility management software to track lifecycle planning for facility Heating Ventilation Air Conditioning (HVAC) assets.	Facilities
Develop and implement Fair/Large event traffic mitigation plan and strategies.	Fair & Expo
Improve the efficiency of payments by implementing and/or expanding electronic processes in employee reimbursements and expansion of ACH accounts payable payments and use of purchase card payments.	Finance
Continue to find ways to improve operational processes by reducing labor requirements and data transfer errors while improving the customer service experience including the transition of Dog Licensing registration system from a manual, in-person process to an on-line system, transition paper property tax statements to "e-statements" and more efficiently capture room tax accounts.	Finance
Improve efficiency of County budget process and development of the annual budget document.	Finance
Continue to develop new and functional business intelligence tools to assist County departments with efforts to improve transparency and monitoring of fiscal and operating activities, decision support and process improvements.	Finance
Achieve 100% of employee action changes processed in good order (timely and accurately.)	Human Resources
Improve the cyber-security profile by creating data network segmentation between department operations and automated method of monitoring the active connections to the county network.	Information Technology
Establish a standard for secure data communications to support a mobile workforce regardless of scale.	Information Technology
Legal will implement remote work site processes (developed on-the-fly during the COVID-19 emergency) to allow for a more robust and comprehensive level	Legal Counsel

of 24/7 responsiveness.	
Develop a performance dashboard providing real-time data for management oversight of solid waste operations to better help make decisions in staffing and other cost controls.	Solid Waste

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

<b>Measure</b>	<b>Department</b>
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
Percentage of customers rating levels of service as very good to excellent.	Clerk’s Office
Over the last five years the number of passport applications has significantly trended upward.	Clerk’s Office
Election personnel cost comparison per 1,000 ballots tallied for countywide elections.	Clerk’s Office
Continue to achieve minimum of 90% or greater customer service satisfaction in all areas.	Fair & Expo
Develop and implement annual customer service survey for the Finance department.	Finance
Offer a behavioral health appointment that falls within the seven (7) day period post-discharge to 82.7% of individuals discharged from Sageview.	Health Services
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 better than the historical high of 0.13%.	Solid Waste
Develop and deploy a customer service satisfaction survey.	Solid Waste

**Objective #3: Preserve and enhance capital assets, strengthen fiscal security and ensure sufficient space for operational needs.**

<b>Measure</b>	<b>Department</b>
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
Continue the development and implementation of the facility asset management and replacement plan.	Facilities
Comparison of percent of director, managers, and supervisors in County workforce in relationship to percentage in community population for women and for minorities.	Human Resources
Maintain health care cost inflation at or below national average of 5-7% for self-funded plans.	Human Resources
Provide a maintenance treatment or resurface 14.0% of the County's road pavement asset.	Road Department
Sustain the weighted average Bridge Sufficiency Rating at or above 85.	Road Department
Provide further implementation and development of the Road Capital Improvement Plan.	Road Department
Complete construction of the Negus Transfer Station facility improvements to accommodate population growth in the Redmond area.	Solid Waste

**Objective #4: Provide collaborative internal support for County operations.**

<b>Measure</b>	<b>Department</b>
Achieve 95% survey rating of overall quality of internal audit reports.	Administration
Number of workplace accidents that require days away from work, or transferred workers per 100 employees (DART Rate).	Administration
Increase the number of exit interviews completed and returned by 10%.	Human Resources
Implement and promote the tools available in Microsoft 365 to improve communications between teams and departments.	Information Technology
Percentage of county-wide light fleet out of life-cycle. (Long term target is 0%, annual goal is a downward trend).	Road Department



**Objective #5: Promote community participation and engagement with County government**

<b>Measure</b>	<b>Department</b>
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. Trials generally result in a lose/lose outcome for all parties involved. Mediation programs and other forms of settlement create a positive end to issues and save hours of court time and associated costs.	Justice Court

## COUNTY PROFILE

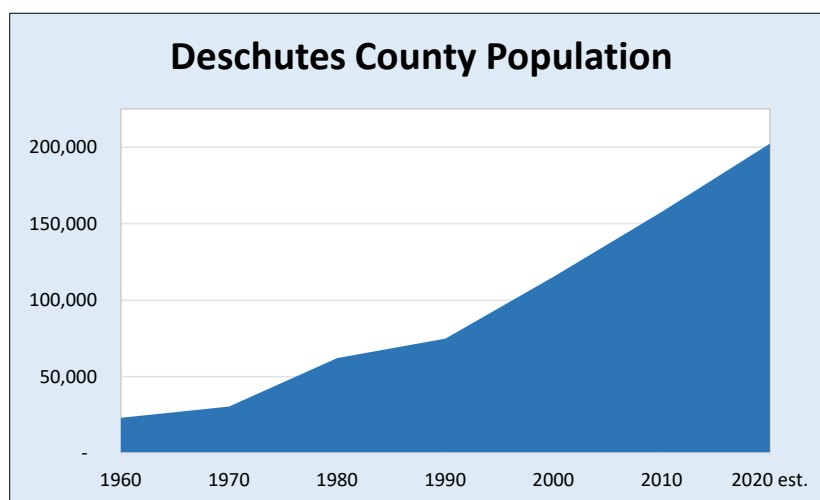
French-Canadian fur trappers gave the name, “Riviere des Chutes” (River of the Falls), to one of Oregon’s most scenic rivers. It is from this river that the County of Deschutes takes its name. Located in the heart of Central Oregon, between the towering Cascade Mountain Range to the west and the high 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.

### 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 1950 and 2010. The Population Research Center at Portland State University provided estimates for 2011 through 2017.



## DEMOGRAPHICS

Unless otherwise identified, all of the following demographic information about Deschutes County was drawn from the U.S. Census Bureau's 2012-2016 American Community Survey.

### Race

Among Deschutes County's residents, 93.4% are white, 0.5% are American Indian, 1.0% are Asian, 2.2% are of another race with the remaining 2.9% of two or more races. Hispanic or Latino of any race, represent 7.7% of the population.

### Age

The median age of Deschutes County residents is 42.0 years old, which is slightly older than the U.S. median age of 37.6 years old. The County median age includes 17.4% of residents who are 65 years old or older and 21.9% under the age of 18.

### Residence

Among current Deschutes County residents, 58% were born outside of Oregon, including 5.2% who were born outside the United States. 39% of all residents moved into their current home between 2000 and 2009 and 41% moved in 2010 or later.

### Education

High school graduates represent 93% of the population over the age of 25 years old. Those with a Bachelor's degree or higher represent 33% of the County's population.

Deschutes County consists of three school districts. The largest is the Bend-La Pine School District which services over 18,000 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 1,000 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 almost 17,000 students enrolled at COCC in the 2016-2017 school year. Among those enrolled, approximately 9,000 were taking classes for credit, and 9,500 were taking non-credit classes.

OSU-Cascades, formerly on a campus shared with COCC, opened its new Bend branch campus in Fall 2016. It is the only baccalaureate and graduate degree granting institution based in Central Oregon and has been administered by Oregon State University since opening its doors in September 2001. It compliments COCC course work, offering upper-division and graduate courses and currently offers 19 academic majors. Enrollment for Fall 2017 was 1,204 students.

### 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 2019 was 4.7%, which is up from 4.2% in January 2018 and higher than both the state unemployment rate (4.3%) and the national rate (4.0%) during the same period. The median household income in Deschutes County, based on data published by the 2013-2017 American Community Survey from the US Census Bureau, was \$59,152 with a per capita income of \$31,575 slightly above the state rates.

### LARGEST EMPLOYERS IN DESCHUTES COUNTY (2019)

Employer	# Employees	% Total Employment	Type of Business
1. St. Charles Medical Center	3,986	4.40%	Health Care
2. Bend-La Pine School District	2,200	2.43%	Education
3. Deschutes County	1,118	1.23%	Government
4. Sunriver Resort	1000	1.10%	Accommodation
5. Redmond School District	998	1.10%	Education
6. Mt Bachelor	975	1.08%	Accommodation & Recreation
7. Central Oregon Community College	954	1.05%	Education
8. Safeway	704	0.78%	Grocery Retailer
9. City of Bend	674	0.74%	Health Care
10. Fred Meyer	667	0.74%	Large Retailer

## 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 2018, 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 5th out of 33 counties in Oregon.
- Health Outcomes measures the length and quality of life. Deschutes County was ranked 5th in the state in this category.

This chart indicates Deschutes County's 2019 rankings relative to other Oregon counties:

Health Factors	Measures	2014 Rank	2015 Rank	2016 Rank	2017 Rank	2018 Rank	2019 Rank
Health Behaviors	Tobacco use; Diet & Exercise; Alcohol & Drug Use; Sexual Activity	4th	4th	6th	7th	2nd	2nd
Clinical Care	Access to Care; Quality of Care	2nd	3rd	2nd	4th	3rd	2nd
Social & Economic	Education; Employment; Income; Family & Social Support; Community Safety	12th	13th	8th	5th	5th	7th
Physical Environment	Air & Water Quality; Housing & Transit	19th	15th	23rd	31st	28th	24th
Health Outcomes	Measures	2014 Rank	2015 Rank	2016 Rank	2017 Rank	2018 Rank	2019 Rank
Length of Life	Premature Death	7th	7th	6th	6th	5th	4th
Quality of Life	Poor or Fair Health; Poor Physical Health & Mental Health Days; Low Birthweight	7th	10th	5th	4th	8th	8th

## 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 (CDPs).

### Incorporated Cities

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*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.*

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**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

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*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.*

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**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

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*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.*

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**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

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*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.*

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**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

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*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:*

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**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 is planned to include 589 single family houses and townhouses, a Scottish-style golf course, a 50-room luxury hotel with a spa and restaurant, a recreation center, a conference center and a neighborhood park.

## Rural Service Centers

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*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:*

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**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 U.S. 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

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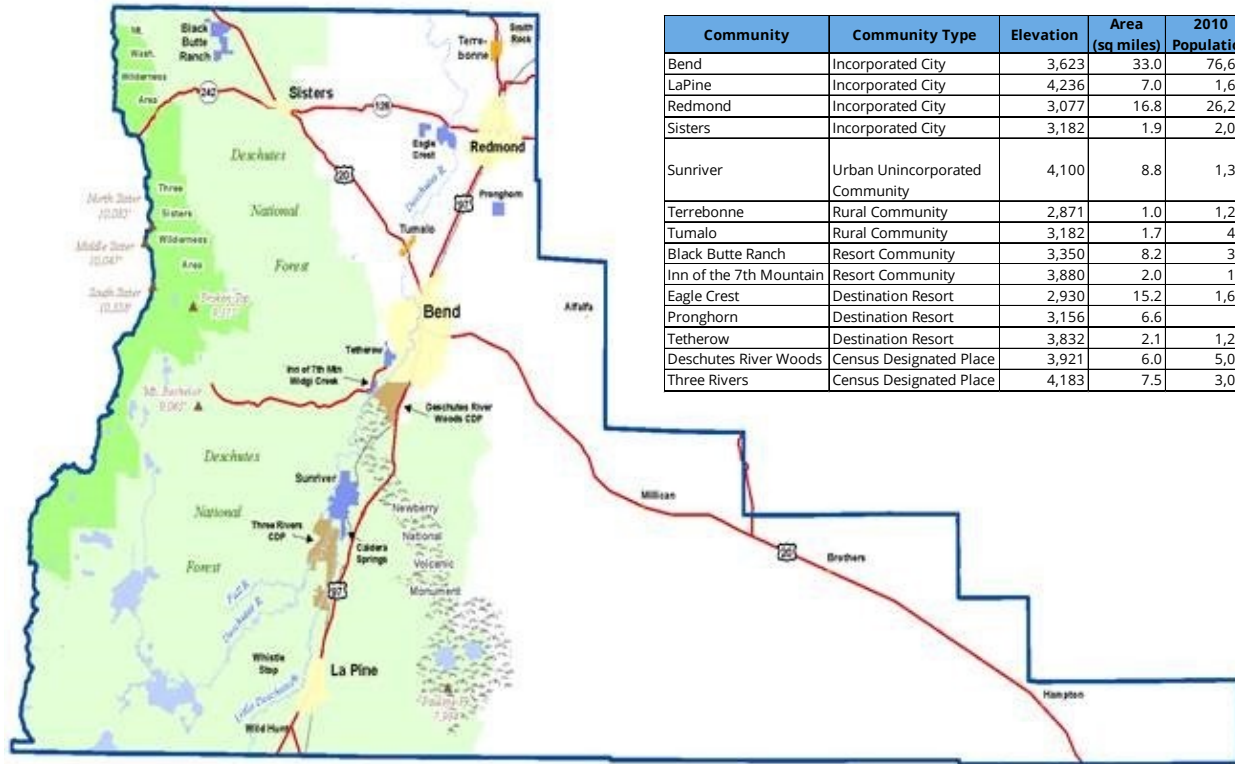
*The U.S. Census Bureau, in an effort to capture unincorporated communities, identifies census designated places (CDPs). These communities resemble incorporated places, but lack a municipal government. Besides the urban unincorporated communities, rural communities, resort communities and destination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

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**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.

# County Map



Community	Community Type	Elevation	Area (sq miles)	2010 Population
Bend	Incorporated City	3,623	33.0	76,639
LaPine	Incorporated City	4,236	7.0	1,653
Redmond	Incorporated City	3,077	16.8	26,215
Sisters	Incorporated City	3,182	1.9	2,038
Sunriver	Urban Unincorporated Community	4,100	8.8	1,393
Terrebonne	Rural Community	2,871	1.0	1,257
Tumalo	Rural Community	3,182	1.7	488
Black Butte Ranch	Resort Community	3,350	8.2	366
Inn of the 7th Mountain	Resort Community	3,880	2.0	187
Eagle Crest	Destination Resort	2,930	15.2	1,696
Pronghorn	Destination Resort	3,156	6.6	34
Tetherow	Destination Resort	3,832	2.1	1,257
Deschutes River Woods	Census Designated Place	3,921	6.0	5,077
Three Rivers	Census Designated Place	4,183	7.5	3,014

## 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.

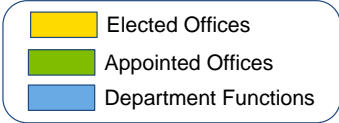
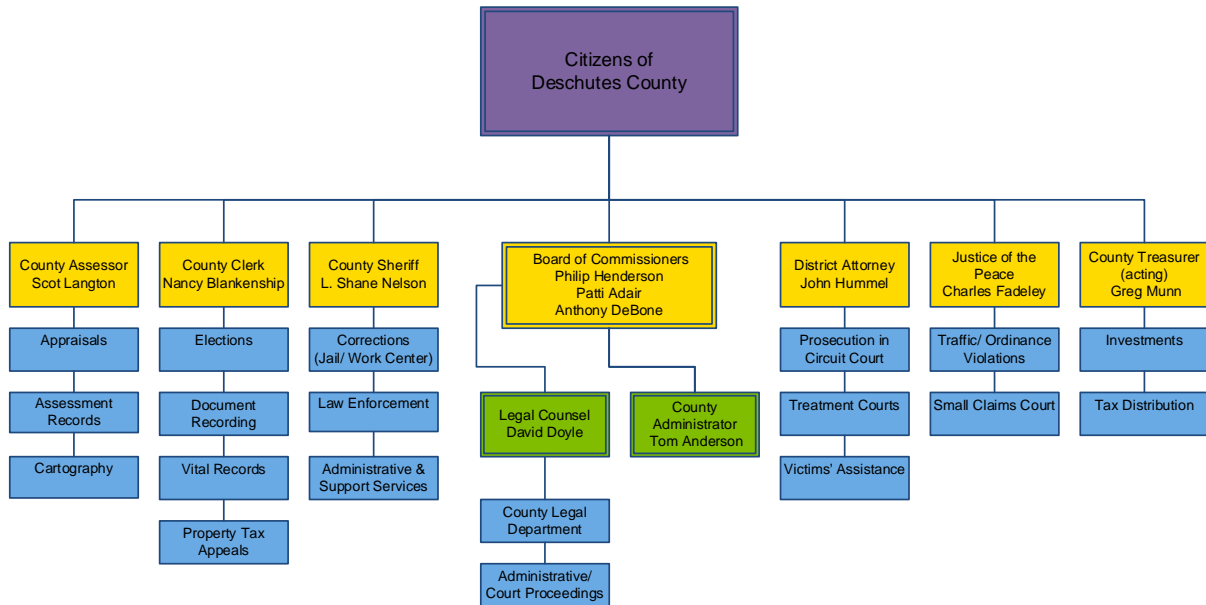
While a line-item budget is an accounting document that provides an organization's numerical details, a program budget is a policy document and a long-range planning and communication document that, besides being a financial plan, provides summary information about the line-item detail. The program budget 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. Among the distinguishing characteristics of a program budget are:

- A coherent statement of financial policies. Deschutes County's financial policies were first presented in FY 2008 budget. The current version of our financial policies is included in this budget as Appendix A.
- A statement of non-financial countywide goals and objectives. 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. The Board's FY 2021 goals are included in this document in the Introductory Section.
- Goals and objectives for each department. Departments used the Board's adopted countywide goals and objectives to develop their own goals, objectives, action plans and performance measures. Departments were also able to establish goals and objectives specific to the department.
- A capital improvements program. This was introduced in the FY 2009 budget document. 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 along with a complete salary schedule for all departments.

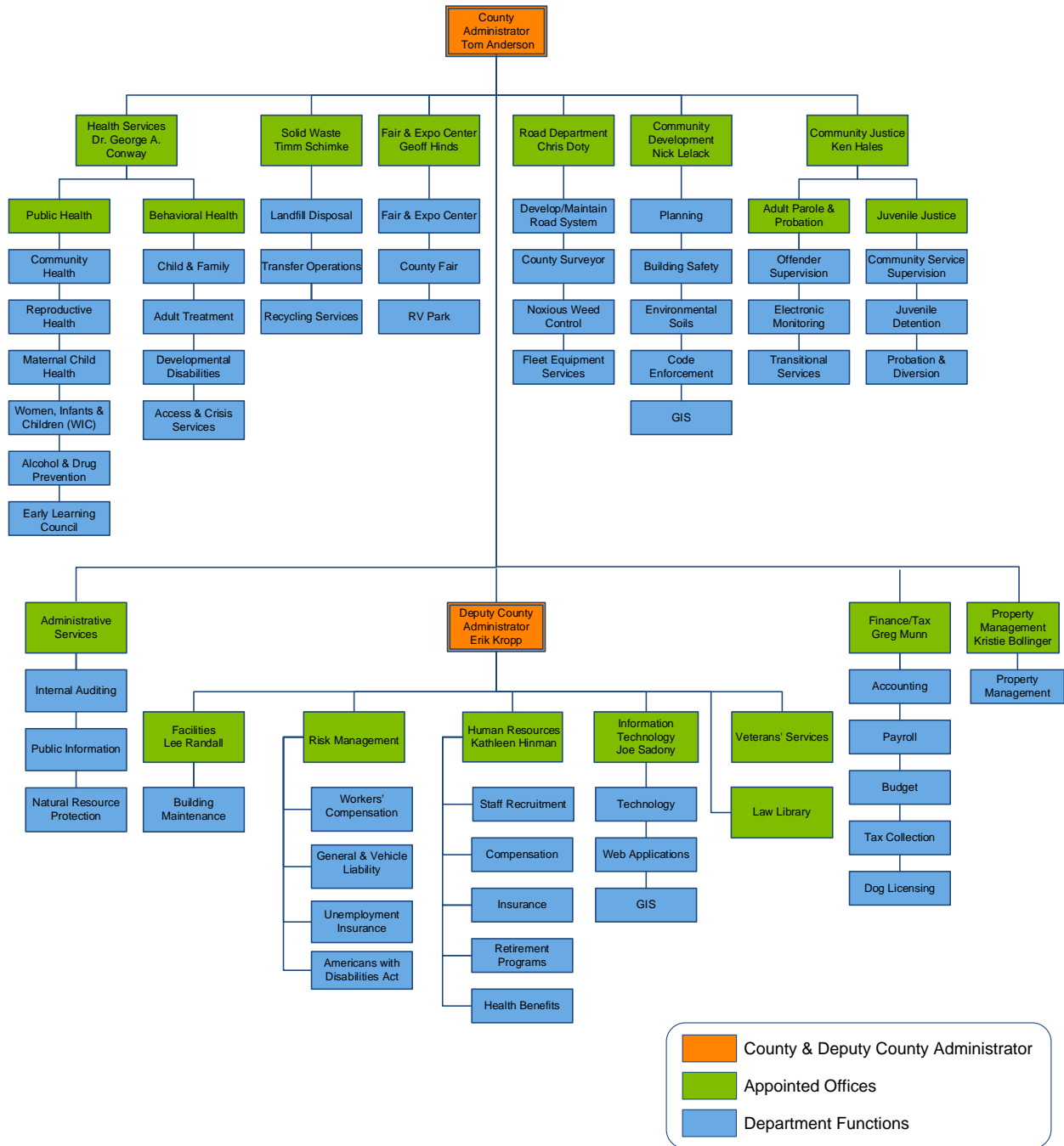
In addition to the above items, each department budget contains the following elements:

- A description of department priorities as they related to the countywide goals and objectives.
- An organizational chart and summary of department functions.
- Performance management actions, goals, objectives and actual and target results.
- 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 summary and staffing summary.
- Charts and graphs that provide a visual depiction of effectiveness and efficiency.

# Deschutes County Organizational Chart



# Deschutes County Organizational Chart



## The 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.

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.



## FY 2021 Budget Preparation Calendar

December 3, 2019	Budget Officer and staff meet to discuss budget assumptions
December 6, 2019	Internal service departments begin the development of their budgets
December 12, 2019	Budget Committee meets for overview and update of current year issues and budget assumptions
December 27, 2019	Internal service departments submit requested budgets to Finance
March 2, 2020	Budget development begins for County departments
January 30, 2020	Board of County Commissioners select next fiscal year goals and objectives
March 16 to March 19, 2020	Department optional meetings with budget staff prior to completing their budgets
March 20, 2020	Departments submit requested budgets to Finance
March 31 to April 3, 2020	Departments meet with Budget Officer and staff to discuss submitted budgets
April 6 to April 10, 2020	Budget Officer and staff meet to review submitted budgets and funding requests
April 10 to May 15, 2020	Proposed budget document production
May 15, 2020	Proposed budget document delivered to Budget Committee and staff
May 26 to May 29, 2020	Budget Committee discusses budget, meets with departments, approves proposed budget with Budget Committee changes
June 24, 2020	Public hearing on approved budget, changes to approved budget are submitted, Board of County Commissioners adopts budget with changes.

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## All County Funds

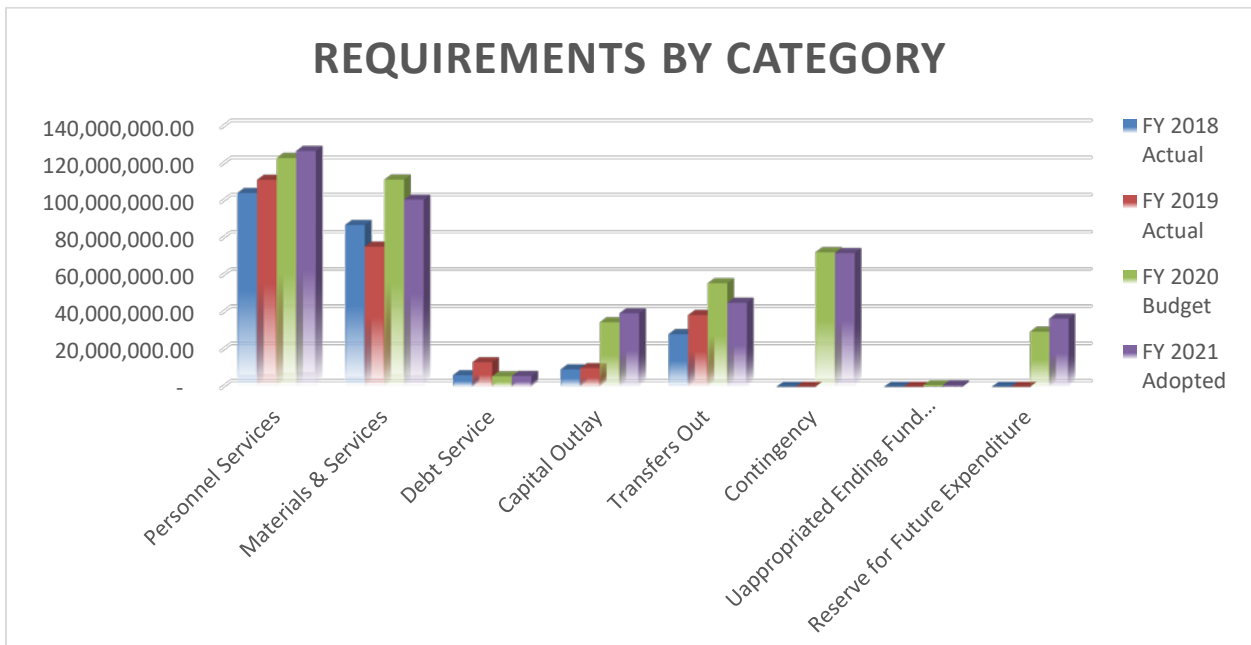
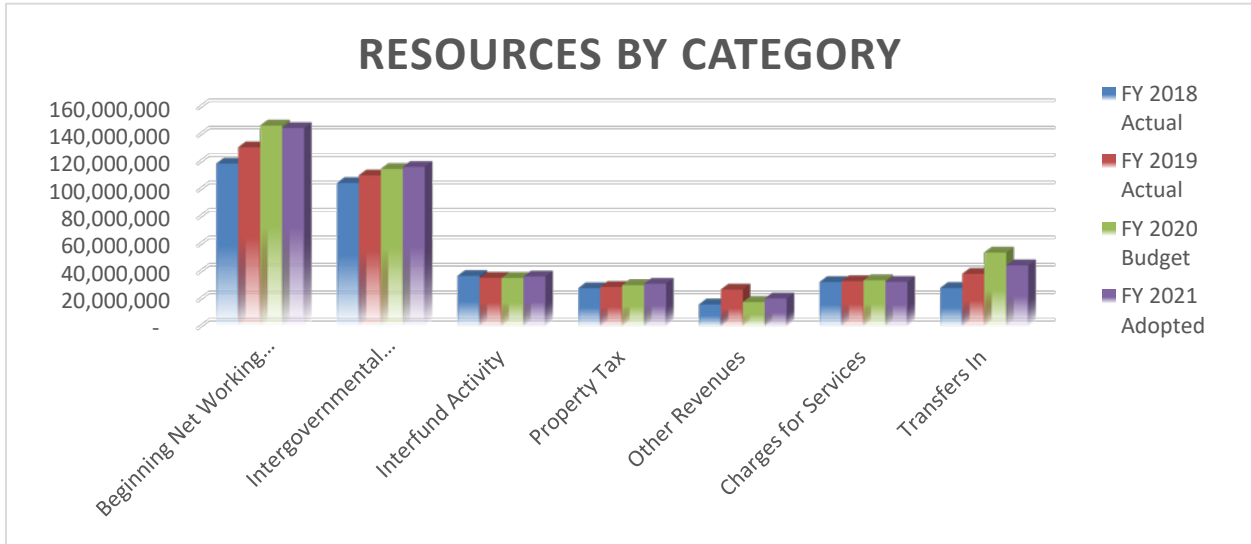
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## Comparative Summary – All County Funds

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	% CHANGE FY20-FY21
<b>Resources</b>					
Beginning Net Working Capital	118,904,710	130,811,643	146,589,650	144,831,893	-1.2%
Property Tax	28,132,190	29,061,806	30,325,196	31,396,399	3.5%
Other Taxes	7,023,551	7,697,006	7,728,000	6,907,458	-10.6%
Licenses & Permits	1,653,372	1,841,722	1,659,605	1,201,648	-27.6%
Federal Government Payments	5,464,044	7,193,943	8,295,851	9,117,269	9.9%
State Government Payments	64,860,062	66,817,802	65,501,007	62,881,929	-4.0%
Local Government Payments	34,441,205	36,317,522	41,194,611	44,519,106	8.1%
Charges for Services	32,578,479	33,293,694	33,892,103	32,734,255	-3.4%
Fines & Fees	1,620,748	1,674,186	1,365,930	1,236,320	<b>-9.5%</b>
Interest Revenue	2,117,990	3,594,464	3,120,503	1,920,313	-38.5%
Other Non-Operational Revenue	3,359,219	4,302,651	3,749,832	2,948,505	-21.4%
Interfund Charges	35,947,027	35,268,397	35,080,524	36,183,612	3.1%
Interfund Grants	1,162,330	423,779	490,400	448,400	-8.6%
Transfers In	28,279,423	38,550,902	54,043,326	44,750,284	-17.2%
Sales of Equipment	522,396	555,505	407,500	490,300	20.3%
Long Term Liability	-	7,512,685	-	6,000,000	
<b>Resources Total</b>	<b>366,066,744</b>	<b>404,917,708</b>	<b>433,444,038</b>	<b>427,567,690</b>	<b>-1.4%</b>
<b>Requirements</b>					
Personnel Services	104,257,388	111,363,222	123,126,154	126,891,049	3.1%
Materials & Services	87,059,536	75,361,256	111,441,324	100,677,428	-9.7%
Debt Service	6,278,369	13,274,398	5,715,122	5,866,900	2.7%
Capital Outlay	9,380,384	10,073,339	34,705,545	39,520,695	13.9%
Transfers Out	28,279,423	38,550,902	55,643,326	45,161,007	-18.8%
Contingency	-	-	72,345,832	71,907,317	-0.6%
Unappropriated Ending Fund Balance	-	-	846,350	896,565	5.9%
Reserve for Future Expenditure	-	-	29,620,384	36,646,729	23.7%
<b>Requirements Total</b>	<b>235,255,101</b>	<b>248,623,117</b>	<b>433,444,038</b>	<b>427,567,690</b>	<b>-1.4%</b>

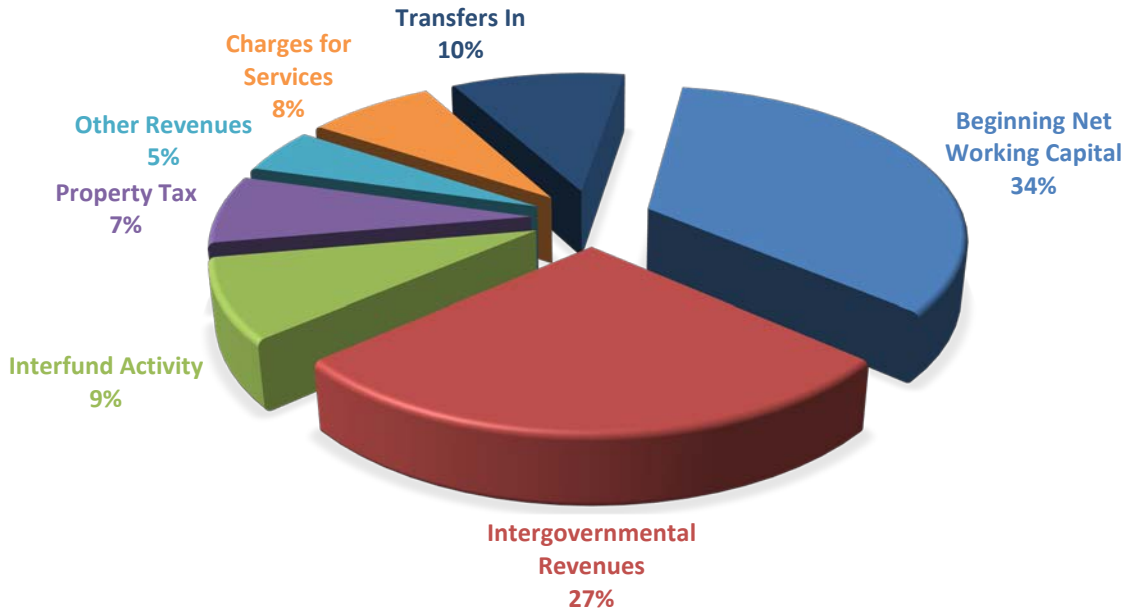
## Comparative Resources & Requirements - All County Funds



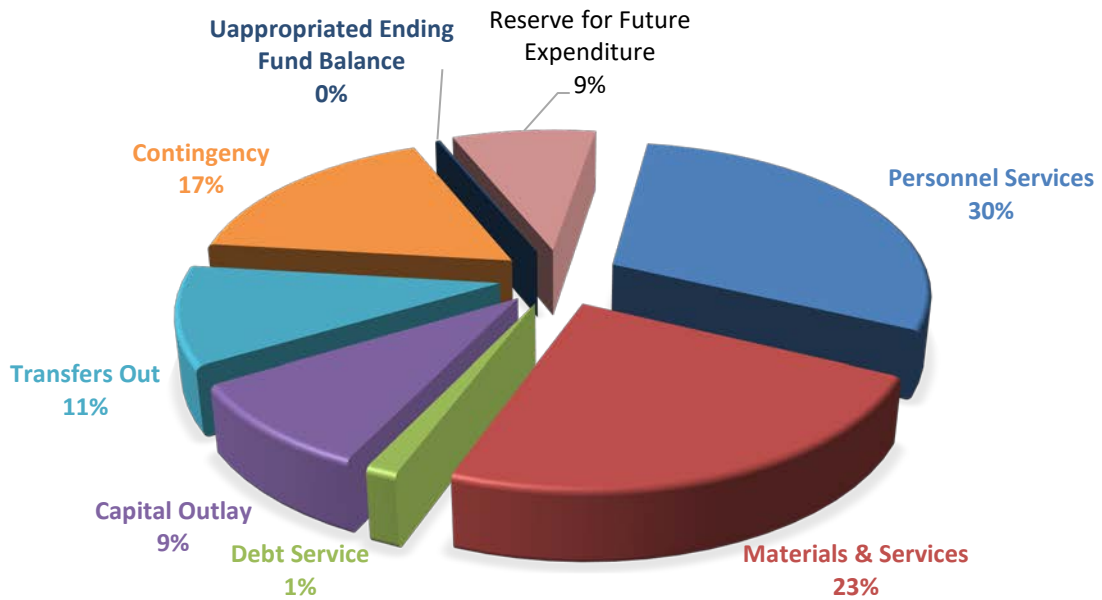


# Comparative Resources & Requirements - All County Funds

## FY 2021 RESOURCES



## FY 2021 REQUIREMENTS



## Beginning Net Working Capital

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
Road - CIP	7,823,938	9,588,827	15,616,536	23,154,407	7,537,871	48.3% <sup>1</sup>
Health Benefits	15,382,578	15,075,316	16,106,294	15,323,729	(782,565)	-4.9%
General Fund	10,917,957	11,946,544	11,090,000	12,100,400	1,010,400	9.1%
OHP-Mental Health Services	4,588,516	2,050,628	5,192,450	8,484,428	3,291,978	63.4% <sup>2</sup>
Risk Management	5,359,570	6,582,283	6,100,000	7,000,000	900,000	14.8% <sup>3</sup>
Health Services	8,229,714	9,304,552	10,120,803	6,626,979	(3,493,824)	-34.5% <sup>4</sup>
General County Reserve	7,288,728	10,550,608	12,857,515	6,259,769	(6,597,746)	-51.3% <sup>5</sup>
Special Transportation	7,030	9,162	11,100	5,749,257	5,738,157	51695.1% <sup>6</sup>
Campus Improvement	-	-	-	5,737,549	5,737,549	0.0%
Landfill Closure	3,761,118	4,389,650	4,855,267	5,049,848	194,581	4.0%
CDD Building Program Reserve	1,004,406	1,375,851	1,780,645	3,984,173	2,203,528	123.7% <sup>7</sup>
Transient Room Tax	449,923	1,204,818	2,300,000	3,712,394	1,412,394	61.4% <sup>8</sup>
Road Building & Equipment	977,743	2,253,436	3,392,508	3,470,814	78,306	2.3%
Countywide Trans SDC	2,304,164	2,841,011	2,953,327	3,145,350	192,023	6.5%
Adult Parole & Probation	1,690,943	2,333,720	2,590,000	2,714,814	124,814	4.8%
Road	8,776,841	10,314,842	6,001,989	2,695,786	(3,306,203)	-55.1% <sup>9</sup>
Project Devel & Debt Reserve	1,015,310	1,085,679	1,085,679	2,600,000	1,514,321	139.5% <sup>10</sup>
PERS Reserve	13,270,949	14,510,997	16,300,000	2,443,315	(13,856,685)	-85.0% <sup>11</sup>
Community Development Reserve	2,059,465	2,647,373	3,954,171	2,425,557	(1,528,614)	-38.7% <sup>12</sup>
Landfill Post Closure	786,548	797,899	1,063,986	1,182,255	118,269	11.1% <sup>13</sup>
Solid Waste Operations	1,237,677	1,938,991	600,000	1,179,819	579,819	96.6% <sup>14</sup>
Fair & Expo Capital Reserve	602,611	790,525	1,360,088	1,143,224	(216,864)	-15.9% <sup>15</sup>
Assmt-Clerk-Tax Reserve	860,898	993,969	1,125,000	1,136,764	11,764	1.0%
Natural Resource Protection	615,404	624,464	702,025	1,104,839	402,814	57.4% <sup>16</sup>
Vehicle Replacement & Maintenance	1,022,567	1,123,625	1,022,884	1,095,119	72,235	7.1%
Community Justice Juvenile	1,358,098	1,348,881	1,090,000	1,074,000	(16,000)	-1.5%
Community Development	2,167,678	2,529,615	1,982,004	1,012,694	(969,310)	-48.9% <sup>17</sup>
SW Capital Project	2,320,268	417,861	3,400,818	1,000,053	(2,400,765)	-70.6% <sup>18</sup>
Other Funds	13,024,068	12,180,516	11,934,561	12,224,556	289,995	2.4%
<b>Total Beginning Working Capital</b>	<b>118,904,710</b>	<b>130,811,643</b>	<b>146,589,650</b>	<b>144,831,893</b>	<b>(1,757,757)</b>	<b>-1.2%</b>

Numbers denote a fund that has increased or decreased beginning fund balance by more than 10%

1. In FY20 Road CIP had budgeted \$13.7M in capital outlay expenditures, due to COVID 19 and other unforeseen events actual capital outlay totaled \$5.7M. In FY21 Road CIP has budgeted capital outlay expenditures at \$19.9M, an increase reflecting delayed FY20 projects.
2. A large Federal Grant that was ending in FY19 was extended through FY20 and part of FY21.
3. General Liability and workers compensation actuals came in significantly lower than budgeted.
4. Health Services is primarily funded through an array of variable and changing grants, revenue can be challenging to forecast. State Grant revenue was budgeted for \$14M in FY20, actuals were \$11.2M, leading to a decrease in beginning fund balance.
5. Transferred out \$7.3M in reserves for future expenditure to various funds.
6. Received an unanticipated large grant award.
7. Transfers in from the CDD operating fund were significantly greater than budgeted.
8. The TRT fund is projected to steadily grow with non allocated resources being reserved for future needs.
9. The Road department is currently transferring out nearly \$11.9M a year to other funds and capital improvement programs. This is greater than their operating margin leading to a slowly declining beginning fund balance.
10. Revenues from principal loan repayments were larger than budgeted.
11. In FY20, \$13M was transferred to the State's retirement program to create a new side account.
12. Transfers out for CDD were higher than budgeted.
13. Revenue was higher than projected.
14. Yard Debris and Miscellaneous revenue was larger than projected, materials and services expenditures decreased leading to an increased beginning fund balance.
15. Due to Covid-19 Fair and Expo operations were restricted, reducing revenue and requiring the use of reserves.
16. Increase in Title III Forest Grant and a transition to the Payment in Lieu of Taxes program.
17. Although CDD's resources were greater than requirements by 580,000 dollars, they subsequently transferred \$1.1M into CDD reserve which decreased their beginning fund balance.
18. In FY20 the SW Capital Project did not receive a large budgeted transfer from Landfill which reduce the fund balance. In FY21 the SW Capital Project will be primarily funded through bond proceeds as opposed to transfers.

## Intergovernmental Revenues

Fund	FY 2018	FY 2019	FY 2020	FY 2021	AMOUNT	% CHANGE
	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE	FY20-FY21
Sheriff's Office	35,332,226	37,259,683	41,322,220	45,412,076	4,089,856	9.9%
Health Services	35,375,701	33,991,139	32,679,300	31,905,975	(773,325)	-2.4%
Road	18,396,273	21,250,155	20,956,746	18,995,040	(1,961,706)	-9.4%
Adult Parole & Probation	5,549,987	6,000,354	5,433,278	5,674,587	241,309	4.4%
Special Transportation	495,235	458,365	3,817,067	4,085,071	268,004	7.0%
General Fund	4,150,972	4,152,404	4,348,645	3,915,319	(433,326)	-10.0%
Road - CIP	-	-	1,944,893	2,258,100	313,207	16.1%
Community Justice Juvenile	559,047	588,703	610,980	668,740	57,760	9.5%
County School	280,511	568,264	613,000	613,000	-	0.0%
Natural Resource Protection	723,448	720,962	520,550	512,556	(7,994)	-1.5%
Video Lottery	756,811	751,778	760,000	500,000	(260,000)	-34.2%
Victims' Assistance	287,914	362,149	471,246	441,389	(29,857)	-6.3%
Acute Care Services	434,013	434,013	434,013	434,013	-	0.0%
Park Acquisition & Devel	326,763	328,913	350,000	350,000	-	0.0%
Full Faith & Credit Ser 2008	253,666	252,267	175,516	172,268	(3,248)	-1.9%
Full Faith & Credit Ref 2012	143,973	143,920	143,946	143,903	(43)	0.0%
Law Library	139,576	113,717	99,000	114,175	15,175	15.3%
Communication System Res	50,000	100,000	100,000	100,000	-	0.0%
Federal Forest Title III	96,936	87,967	100,477	85,000	(15,477)	-15.4%
Community Development	31,941	38,547	41,500	68,000	26,500	63.9%
Annual County Fair	53,167	53,167	52,000	52,000	-	0.0%
GIS Dedicated	11,509	10,993	11,092	11,092	-	0.0%
Taylor Grazing	5,660	5,338	6,000	6,000	-	0.0%
ISF - Administration	-	-	-	-	-	-
ISF - Facilities	-	-	-	-	-	-
ISF - Finance	-	-	-	-	-	-
ISF - Human Resources	-	-	-	-	-	-
ISF - Information Technology	-	-	-	-	-	-
ISF - Legal	-	-	-	-	-	-
Justice Court	-	-	-	-	-	-
OHP-Alcohol&Drug Services	(2,225,732)	-	-	-	-	-
OHP-Mental Health Services	3,535,714	2,656,469	-	-	-	-
Risk Management	-	-	-	-	-	-
Solid Waste Operations	-	-	-	-	-	-
Special Transportation Incent	-	-	-	-	-	-
<b>Total Intergovernmental</b>	<b>104,765,311</b>	<b>110,329,267</b>	<b>114,991,469</b>	<b>116,518,304</b>	<b>1,526,835</b>	<b>1.3%</b>

### Sources

Federal Government Payments	5,464,044	7,193,943	8,295,851	9,117,269	821,418	9.9%
State Government Payments	64,860,062	66,817,802	65,501,007	62,881,929	(2,619,078)	-4.0%
Local Government Payments	34,441,205	36,317,522	41,194,611	44,519,106	3,324,495	8.1%
<b>Total Intergovernmental</b>	<b>104,765,311</b>	<b>110,329,267</b>	<b>114,991,469</b>	<b>116,518,304</b>	<b>1,526,835</b>	<b>1.3%</b>

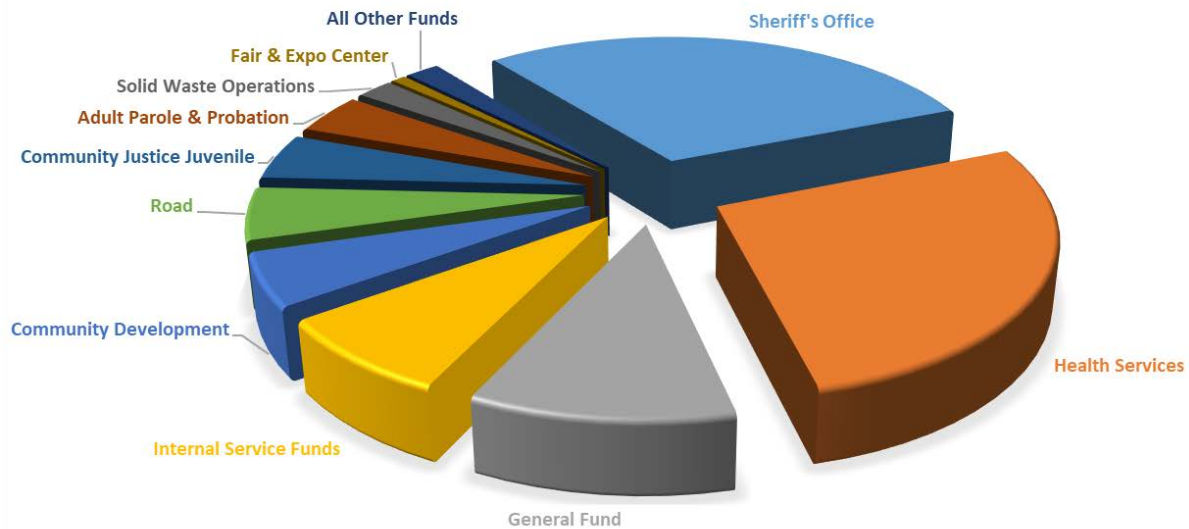
## Charges for Services

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
Solid Waste Operations	11,032,847	11,434,785	11,653,628	12,001,891	348,263	3.0%
Community Development	7,545,390	7,521,927	8,216,556	7,984,004	(232,552)	-2.8%
Health Benefits	4,222,224	4,283,805	4,563,079	3,838,338	(724,741)	-15.9%
General Fund	1,883,414	1,903,697	1,653,682	2,259,547	605,865	36.6%
Health Services	1,886,216	1,999,262	1,847,316	2,027,759	180,443	
PERS 2002 and 2004	1,247,899	1,340,321	1,290,658	1,290,600	(58)	0.0%
Fair & Expo Center	950,418	1,248,940	1,258,500	1,173,750	(84,750)	-6.7%
ISF - Facilities	513,374	580,979	514,028	531,067	17,039	3.3%
Public Land Corner	438,112	388,142	380,000	502,714	122,714	32.3%
GIS Dedicated	291,514	264,405	230,500	230,500	-	0.0%
Sheriff's Office	281,100	272,982	224,100	207,814	(16,286)	-7.3%
County Clerk Records	112,886	101,868	94,500	126,700	32,200	34.1%
Foreclosed Land Sales	216,582	46,061	115,000	115,000	-	0.0%
ISF - Finance	136,020	232,081	205,446	110,446	(95,000)	-46.2%
Community Justice Juvenile	142,097	107,943	89,000	99,000	10,000	11.2%
Risk Management	378,752	103,563	118,500	81,505	(36,995)	-31.2%
Surveyor	54,162	31,956	43,040	57,554	14,514	33.7%
Road	66,618	57,405	51,500	48,000	(3,500)	-6.8%
RV Park	17,158	23,654	15,500	16,250	750	4.8%
CDD-Groundwater Partnership	-	-	-	15,000	15,000	
Dog Control	406	472	500	10,871	10,371	2074.2%
Adult Parole & Probation	2,468	8,902	2,500	3,000	500	20.0%
Project Devel & Debt Res	-	3,647	-	1,000	1,000	
ISF - Information Technology	23,070	750	800	800	-	0.0%
ISF - Legal	2,070	899	500	500	-	0.0%
ISF - Administration	225	422	270	395	125	46.3%
ISF - Human Resources	12,684	65	7,000	250	(6,750)	-96.4%
Annual County Fair	1,060,071	1,247,717	1,284,000	-	(1,284,000)	
Campus Improvement	-	-	-	-	-	
General County Projects	6,000	13,107	-	-	-	
Natural Resource Protection	-	-	-	-	-	
OHP-Mental Health Services	18,466	29,557	-	-	-	
Victims' Assistance	36,235	44,380	32,000	-	(32,000)	
<b>Total Charges for Services</b>	<b>32,578,479</b>	<b>33,293,694</b>	<b>33,892,103</b>	<b>32,734,255</b>	<b>(1,157,848)</b>	<b>-3.4%</b>

## Personnel Services (Salaries and Benefits)

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
Sheriff's Office	30,967,432	32,472,481	34,395,142	37,361,205	2,966,063	8.6%
Health Services	27,547,272	29,780,257	33,186,830	34,841,908	1,655,078	5.0%
General Fund	10,617,385	11,453,442	12,941,003	13,694,367	753,364	5.8%
Internal Service Funds	8,719,526	9,282,630	9,568,856	10,061,152	492,296	5.1%
Community Development	4,958,974	5,955,278	6,499,665	6,850,053	350,388	5.4%
Road	5,852,960	6,246,351	6,447,671	6,790,968	343,297	5.3%
Community Justice Juvenile	5,149,243	5,412,349	5,797,927	5,970,797	172,870	3.0%
Adult Parole & Probation	4,226,603	4,522,266	4,809,644	5,254,839	445,195	9.3%
Solid Waste Operations	2,173,108	2,331,135	2,538,776	2,637,579	98,803	3.9%
Fair & Expo Center	1,166,693	1,409,284	1,333,599	1,006,222	(327,377)	-24.5%
All Other Funds	1,918,804	2,029,287	2,357,041	2,421,959	64,918	2.8%
PERS Reserve	959,387	468,462	3,250,000	-	(3,250,000)	-100.0%
<b>Total Personnel Services</b>	<b>104,257,388</b>	<b>111,363,222</b>	<b>123,126,154</b>	<b>126,891,049</b>	<b>3,764,895</b>	<b>3.1%</b>

### Distribution of Personnel Services



## Materials and Services

Fund	FY 2018	FY 2019	FY 2020	FY 2021	AMOUNT	% CHANGE
	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE	FY20-FY21
Health Benefits	22,323,217	21,211,086	24,115,011	23,619,631	(495,380)	-2.1%
Health Services	13,718,125	12,455,102	13,707,479	11,517,282	(2,190,197)	-16.0%
Sheriff's Office	7,228,034	7,391,153	9,086,828	10,401,973	1,315,146	14.5%
Special Transportation	495,238	460,612	3,830,167	9,846,528	6,016,361	157.1%
Road	6,995,505	5,912,553	8,092,165	7,753,525	(338,640)	-4.2%
General Fund	4,593,625	4,889,499	5,512,484	5,325,229	(187,255)	-3.4%
Solid Waste Operations	4,684,108	4,341,881	4,927,163	5,227,119	299,956	6.1%
Risk Management	2,117,795	2,491,619	3,741,498	3,439,569	(301,929)	-8.1%
Campus Improvement	-	-	2,000,000	2,818,714	818,714	40.9%
Transient Room Tax	2,178,122	2,203,905	2,259,987	2,301,522	41,535	1.8%
Adult Parole & Probation	1,548,670	1,686,408	1,844,847	1,923,795	78,948	4.3%
Community Development	1,244,954	1,292,163	1,405,974	1,414,689	8,715	0.6%
ISF - Facilities	1,183,651	1,155,646	1,454,851	1,413,462	(41,389)	-2.8%
Community Justice Juvenile	1,226,264	1,218,976	1,329,410	1,397,552	68,142	5.1%
General County Projects	1,084,648	1,294,360	1,892,165	1,311,345	(580,820)	-30.7%
Fair & Expo Center	1,264,559	1,278,675	1,030,388	959,749	(70,639)	-6.9%
All Other Funds	15,173,020	6,077,618	25,210,908	10,005,744	(15,205,164)	-60.3%
<b>Total Materials and Services</b>	<b>87,059,536</b>	<b>75,361,256</b>	<b>111,441,324</b>	<b>100,677,428</b>	<b>(10,763,896)</b>	<b>-9.7%</b>

## Capital Outlay

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
Road - CIP	2,897,925	5,411,213	13,764,165	19,877,585	6,113,420	44.4%
SW Capital Project	3,237,184	-	6,165,000	6,100,000		-1.1%
Project Devel & Debt Res	-	-	2,411,966	3,323,171		37.8%
Campus Improvement	-	-	5,597,350	2,944,735		-47.4%
Sheriff's Office	1,115,942	1,590,263	1,203,839	1,778,785		47.8%
SW Equipment Reserve	99,322	846,933	685,000	1,705,000		148.9%
Road Building & Equipment	711,218	783,362	1,215,587	1,037,000		-14.7%
General County Projects	154,084	41,709	171,363	900,000		425.2%
Vehicle Replacement & Maint	316,887	520,319	600,000	600,000		0.0%
ISF - Finance Reserve	104,580	27,814	278,000	255,000		-8.3%
Park Acquisition & Devel	-	-	230,500	230,500		0.0%
ISF - IT Reserve	140,546	194,070	261,000	191,000		-26.8%
Solid Waste Operations	89,501	109,681	56,000	162,500		190.2%
Court Technology Reserve	-	-	105,000	101,919		-2.9%
Fair & Expo Capital Reserve	-	69,372	1,017,775	100,000		-90.2%
RV Park Reserve	-	-	100,000	100,000		0.0%
Road	141,885	-	33,500	50,500		50.7%
Community Justice Juvenile	-	7,566	-	22,000		
ISF - Facilities	5,500	76,439	5,000	15,000		200.0%
Landfill Closure	-	-	-	15,000		
General Fund	167,675	63,135	64,500	11,000		-82.9%
Adult Parole & Probation	31,960	-	15,000	-		
Community Development	48,547	84,352	-	-		
Health Services	117,629	206,031	695,000	-		
ISF - Bd of Co. Commissioners	-	-	30,000	-		
ISF - Information Technology	-	26,791	-	-		
Transient Room Tax	-	12,502	-	-		
Transient Room Tax - 1%	-	1,786	-	-		
<b>Total Capital Outlay</b>	<b>9,380,384</b>	<b>10,073,339</b>	<b>34,705,545</b>	<b>39,520,695</b>	<b>4,815,149</b>	<b>13.9%</b>



## Transfers Summary

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
<b>Adult Parole &amp; Probation</b>						
Transfers In	451,189	285,189	285,189	285,189	-	0.0%
Transfers Out	44,000	120,000	62,000	97,693	35,693	57.6%
<b>Annual County Fair</b>					-	
Transfers In	-	150,000	250,000	75,000	(175,000)	-70.0%
Transfers Out	287,452	417,000	395,000	-	(395,000)	
<b>Assmt-Clerk-Tax Reserve</b>					-	
Transfers In	120,000	120,000	120,000	120,000	-	0.0%
<b>Campus Improvement</b>					-	
Transfers In	-	-	7,597,350	-	(7,597,350)	
<b>CDD Building Program Res</b>					-	
Transfers In	-	-	572,858	148,226	(424,632)	-74.1%
Transfers Out	(355,307)	(217,948)	-	-	-	
<b>CDD Electrical Program Res</b>					-	
Transfers In	-	-	89,528	-	(89,528)	
Transfers Out	(138,454)	(60,687)	-	93,264	93,264	
<b>CDD Facilities Reserve</b>					-	
Transfers Out	(10,000)	90	-	-	-	
<b>CDD-Groundwater Partnership</b>					-	
Transfers In	-	37,500	60,000	-	(60,000)	
<b>Community Development</b>					-	
Transfers In	-	289,193	100,000	193,264	93,264	93.3%
Transfers Out	1,162,241	1,459,365	1,548,081	248,744	(1,299,337)	-83.9%
<b>Community Development Res</b>					-	
Transfers In	-	-	800,000	-	(800,000)	
Transfers Out	(555,202)	(1,100,875)	-	-	-	
<b>Community Justice Juvenile</b>					-	
Transfers In	5,597,643	5,831,015	5,961,465	6,034,966	73,501	1.2%
Transfers Out	69,000	87,000	87,000	77,112	(9,888)	-11.4%
<b>Countywide Trans SDC</b>					-	
Transfers Out	578,054	929,655	1,417,940	2,253,384	835,444	58.9%
<b>Court Technology Reserve</b>					-	
Transfers In	32,000	32,000	32,000	32,000	-	0.0%
<b>Dog Control</b>					-	
Transfers In	73,718	102,542	149,916	182,716	32,800	21.9%
<b>Fair &amp; Expo Capital Reserve</b>					-	
Transfers In	245,978	630,083	286,687	253,158	(33,529)	-11.7%
Transfers Out	-	-	300,000	-	(300,000)	
<b>Fair &amp; Expo Center</b>					-	
Transfers In	255,744	747,996	1,034,654	505,744	(528,910)	-51.1%
Transfers Out	(287,452)	(417,000)	11,791	10,777	(1,014)	-8.6%

## Transfers Summary

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
<b>Full Faith &amp; Credit Ref 2005</b>					-	
Transfers In	567,175	-	-	-	-	
<b>Full Faith &amp; Credit Ref 2012</b>					-	
Transfers In	694,797	665,699	699,493	686,202	(13,291)	-1.9%
<b>Full Faith &amp; Credit Ref 2015</b>					-	
Transfers In	234,157	235,386	233,589	234,000	411	0.2%
<b>Full Faith &amp; Credit Ser 2009</b>					-	
Transfers In	249,581	248,902	221,000	223,000	2,000	0.9%
<b>Full Faith &amp; Credit Ser 2013</b>					-	
Transfers In	544,531	547,331	544,200	546,000	1,800	0.3%
<b>General County Projects</b>					-	
Transfers In	-	-	250,000	750,000	500,000	200.0%
Transfers Out	-	-	1,097,350	-	(1,097,350)	
<b>General County Reserve</b>					-	
Transfers In	3,136,663	2,116,909	2,035,033	4,336,318	2,301,285	113.1%
Transfers Out	-	-	7,750,000	1,750,000	(6,000,000)	-77.4%
<b>General Fund</b>					-	
Transfers In	71,200	289,065	260,000	260,000	-	0.0%
Transfers Out	17,433,007	18,380,604	19,283,310	20,299,890	1,016,580	5.3%
<b>Health Services</b>					-	
Transfers In	4,584,193	6,367,892	6,295,691	8,275,944	1,980,253	31.5%
Transfers Out	490,320	188,688	193,326	232,908	39,582	20.5%
<b>Humane Society of Redmond</b>					-	
Transfers Out	-	29,065	-	-	-	
<b>ISF - Administration</b>					-	
Transfers In	22,275	3,767	40,000	40,000	-	0.0%
<b>ISF - Bd of Co. Commissioners</b>					-	
Transfers In	221,988	229,850	285,889	361,445	75,556	26.4%
Transfers Out	-	3,915	3,715	3,715	-	0.0%
<b>ISF - Facilities</b>					-	
Transfers Out	40,260	55,270	62,467	58,430	(4,037)	-6.5%
<b>ISF - Finance Reserve</b>					-	
Transfers Out	-	260,000	260,000	260,000	-	0.0%
<b>ISF - Information Technology</b>					-	
Transfers In	66,000	101,000	66,000	66,000	-	0.0%
Transfers Out	-	7,247	7,858	6,996	(862)	-11.0%
<b>ISF - IT Reserve</b>					-	
Transfers Out	-	35,000	-	-	-	
<b>ISF - Legal</b>					-	
Transfers In	-	-	146,961	-	(146,961)	

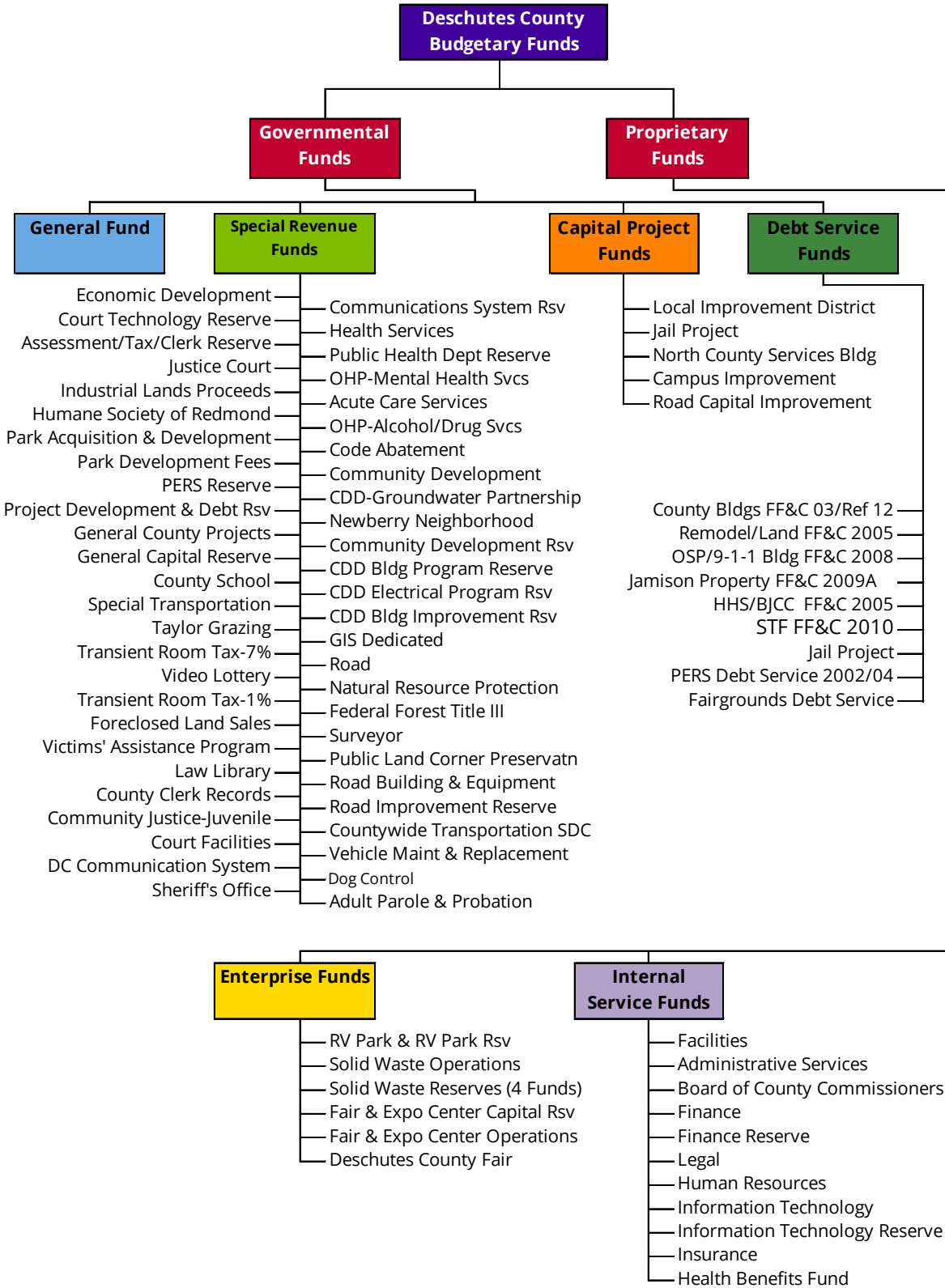
## Transfers Summary

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
<b>Justice Court</b>					-	
Transfers In	70,000	30,000	-	107,235	107,235	
<b>Landfill Closure</b>					-	
Transfers In	-	-	100,000	100,000	-	0.0%
Transfers Out	(600,000)	(400,000)	1,000,000	-	(1,000,000)	
<b>Landfill Post Closure</b>					-	
Transfers In	-	-	100,000	100,000	-	0.0%
Transfers Out	-	(250,000)	-	-	-	
<b>Law Library</b>					-	
Transfers Out	71,200	-	-	-	-	
<b>Natural Resource Protection</b>					-	
Transfers In	27,031	30,463	41,000	50,000	9,000	22.0%
Transfers Out	37,400	4,892	4,892	33,642	28,750	587.7%
<b>Newberry Neighborhood</b>					-	
Transfers Out	55,111	92,437	115,071	55,202	(59,869)	-52.0%
<b>OHP-Mental Health Services</b>					-	
Transfers Out	-	-	548,601	2,379,865	1,831,264	333.8%
<b>Park Acquisition &amp; Devel</b>					-	
Transfers Out	190,000	190,000	190,000	190,000	-	0.0%
<b>PERS Reserve</b>					-	
Transfers In	2,000,000	2,000,000	2,000,000	2,000,000	-	0.0%
<b>Project Devel &amp; Debt Res</b>					-	
Transfers In	300,000	-	1,000,000	1,000,000	-	0.0%
Transfers Out	1,441,018	846,148	878,011	865,000	(13,011)	-1.5%
<b>Public Health Reserve</b>					-	
Transfers In	-	(289,669)	-	-	-	
<b>Risk Management</b>					-	
Transfers Out	1,000	3,168	6,918	3,500	(3,418)	-49.4%
<b>Road</b>					-	
Transfers Out	6,000,000	14,464,308	11,910,575	6,683,218	(5,227,357)	-43.9%
<b>Road - CIP</b>					-	
Transfers In	4,578,054	13,393,963	12,014,914	7,517,657	(4,497,257)	-37.4%
<b>Road Building &amp; Equipment</b>					-	
Transfers In	-	-	1,313,601	1,418,945	105,344	8.0%
Transfers Out	(2,000,000)	(2,000,000)	-	-	-	
<b>RV Park</b>					-	
Transfers In	160,000	160,000	195,000	185,000	(10,000)	-5.1%
Transfers Out	-	-	502,000	621,628	119,628	23.8%
<b>RV Park Reserve</b>					-	
Transfers In	-	-	502,000	621,628	119,628	23.8%

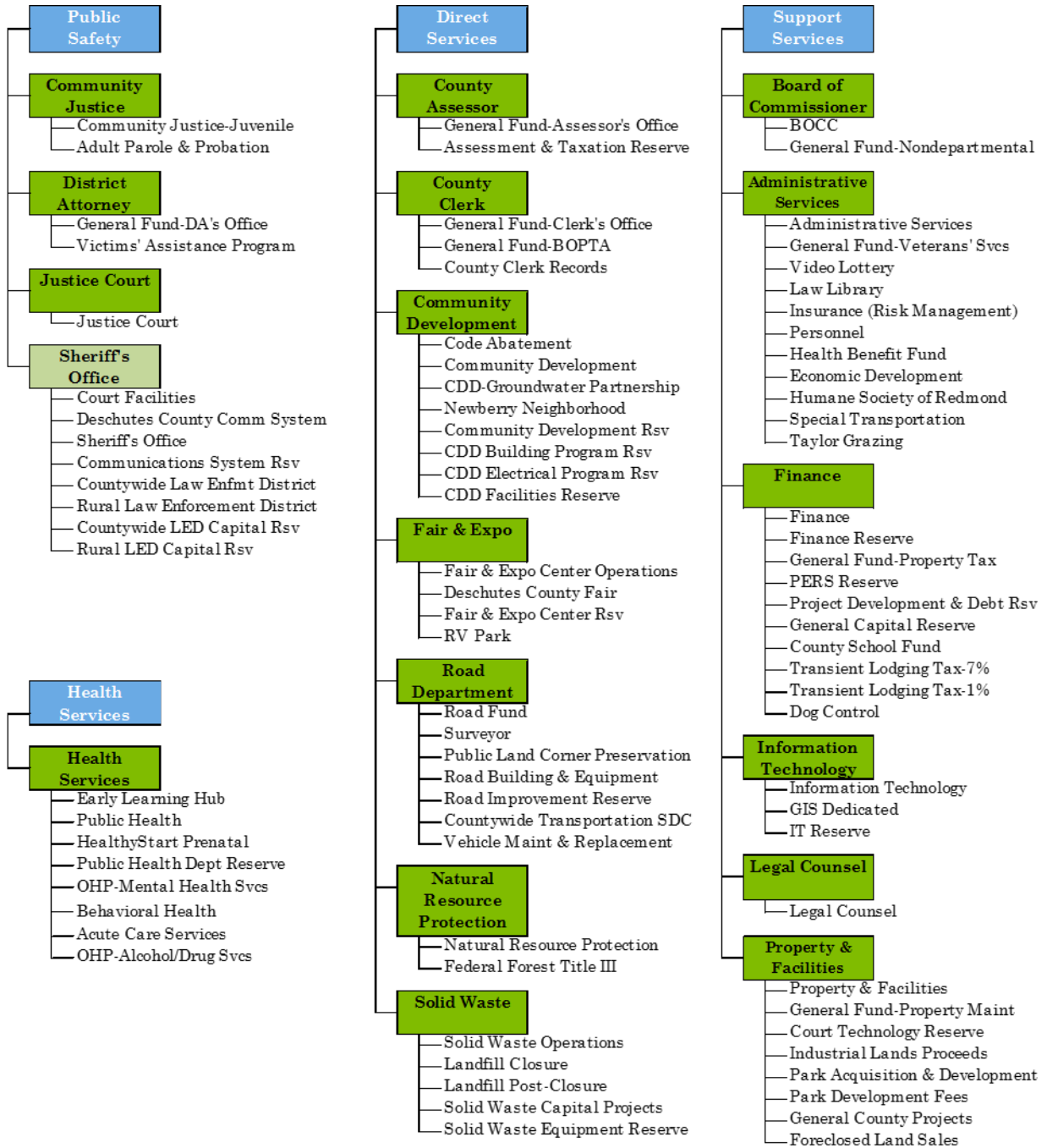
## Transfers Summary

Fund	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 ADOPTED	AMOUNT CHANGE	% CHANGE FY20-FY21
<b>Sheriff's Office</b>					-	
Transfers In	3,151,787	3,254,919	3,392,036	3,392,077	41	0.0%
Transfers Out	272,266	273,666	272,100	273,000	900	0.3%
<b>Solid Waste Operations</b>					-	
Transfers Out	2,580,000	5,000,029	3,296,192	3,684,280	388,088	11.8%
<b>SW Capital Project</b>					-	
Transfers In	-	-	3,963,827	2,342,189	(1,621,638)	-40.9%
Transfers Out	(1,600,000)	(3,250,000)	-	-	-	
<b>SW Equipment Reserve</b>					-	
Transfers In	-	-	100,000	1,100,000	1,000,000	1000.0%
Transfers Out	(350,000)	(1,050,000)	-	-	-	
<b>Taylor Grazing</b>					-	
Transfers Out	-	-	6,000	15,000	9,000	150.0%
<b>Transient Room Tax</b>					-	
Transfers Out	3,177,531	3,177,531	3,477,531	4,119,900	642,369	18.5%
<b>Transient Room Tax - 1%</b>					-	
Transfers Out	245,978	1,272,335	955,597	843,859	(111,738)	-11.7%
<b>Vehicle Replacement &amp; Maint</b>					-	
Transfers In	528,070	644,259	607,797	714,974	107,177	17.6%
<b>Victims' Assistance</b>					-	
Transfers In	295,648	295,648	295,648	491,407	195,759	66.2%

# Deschutes County Fund Structure



# Deschutes County Fund/Department Relationships



## Fund Descriptions

### General Fund

- **General (001)** – accounts for the financial operations of the County which are not accounted for in any other fund. 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.
- **Humane Society of Redmond (080)** – loan repayment revenue dedicated for repayment of Solid Waste Reserve Fund (611) loan.
- **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.
- **Industrial Lands Proceeds (125)** – proceeds from land sales throughout the County and lease payments for industrial development.
- **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.
- **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.
- **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.
- **Deschutes County Communication System (245)** - contract revenue for use of radio system by public safety organizations of Deschutes County. This fund contributed its remaining balance to Deschutes County 9-1-1 Service District (705) at the beginning of fiscal year 2016 and was inactivated June 30, 2016.
- **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.
- **Public Health Department Reserve (261)** – transfer from Public Health (259), made in 2007, and interest on investments for reserve to enable sustained response to significant public health events.
- **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.

- **Oregon Health Plan - Alcohol/Drug Services (280)** – Oregon Health Plan payments for alcohol and drug abuse treatment.
- **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.
- **Law Enforcement District-Countywide Capital Reserve (703)** – transfer from the Law Enforcement District-Countywide Fund (701) for major capital purchases. This fund was merged with Law Enforcement District-Countywide (District #1) (701) on June 30, 2016.
- **Law Enforcement District-Rural Capital Reserve (704)** – transfer from the Law Enforcement District-Rural Fund (702) for major capital purchases. This fund was merged with Law Enforcement District-Rural District (District #2) (702) on June 30, 2016.
- **Deschutes County 9-1-1 County Service District (705/707)** – 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 (705/707) for capital asset requirements.
- **Extension & 4-H Service District (720)** – property taxes for Oregon State University's extension service programs.
- **Extension & 4-H Service District Reserve (721)** – transfer from Extension & 4-H Service District (720) for building expansion and remodel.

## Capital Projects Funds

- **North County Services Building (462)** – available resources from a prior year General County Projects (140) transfer for a facility in the north county area. This fund was inactivated June 30, 2016.
- **Campus Improvement (463)** – transfers from the General County Projects Fund (142) for major improvements and remodel activity to county properties. This fund was inactivated June 30, 2016.
- **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

- **Community Development Building Full Faith & Credit, Refund Series 2004 (530)** – funds transferred from Community Development (295) for debt service on bonds issued to construct the community development building. This fund was inactivated June 30, 2016.
- **County Buildings Full Faith & Credit 2003/Refunding 2012 (535)** – funds transferred from departments, and lease revenue from state agencies, for debt service on bonds issued for building, remodel and acquisition of office buildings and communication system.
- **Remodel/Land Full Faith & Credit, 2005/Refunding 2015 (536)** – funds transferred from departments for debt service on bonds issued to finance purchase of land, building remodel, and ADA compliance projects.

- **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 for debt service on bonds issued for real property and office building.
- **HHS/BJCC Full Faith & Credit Refunding Series 2005 (540)** – interfund transfers for debt service on bonds issued for new construction and building remodel of facilities for use by Public Health and Behavioral Health Departments.
- **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)** - transfers from General Fund and Sheriff's Office Fund for debt service on 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.
- **Fair and Expo General Obligation (590)** – property taxes for debt service on bonds issued to build a fair and expo center. The final payment on this bond was made in November of 2016.
- **Sunriver Library County Service District General Obligation (751)** – property taxes for debt service on bonds issued to build a public library in Sunriver. The final payment on this bond was made in June of 2016 and the fund was inactivated June 30, 2016.

## 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 debt service.
- **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.

## 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.
- **Personnel (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.

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	General Fund	Special Revenue Funds	
	General (001)	A & T Reserve (010)	Code Abatement (020)
<b>Resources</b>			
Beginning Net Working Capital	12,100,400	1,136,764	115,326
Property Tax	30,455,307		
Other Taxes	45,000		
Licenses & Permits	33,775		
Federal Government Payments	614,995		
State Government Payments	3,289,324		
Local Government Payments	11,000		
Charges for Services	2,259,547		
Fines & Fees	60		-
Interest Revenue	145,201	14,000	1,100
Other Non-Operational Revenue	-		
Interfund Charges	267,646		
Transfers In	260,000	120,000	
Sales of Equipment	-		
<b>Resources Total</b>	<b>49,482,255</b>	<b>1,270,764</b>	<b>116,426</b>
<b>Requirements</b>			
Personnel Services	13,694,367		
Materials & Services	5,325,229		116,426
Capital Outlay	11,000		
Transfers Out	20,299,890		
Contingency	10,151,769		
Reserve for Future Expenditure		1,270,764	
<b>Requirements Total</b>	<b>49,482,255</b>	<b>1,270,764</b>	<b>116,426</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Community Justice Juvenile (030)	Court Technology Reserve (040)	Economic Development (050)	General County Reserve (060)	General County Projects (070)
<b>Resources</b>					
Beginning Net Working Capital	1,074,000	182,719	106,735	6,259,769	663,052
Property Tax					941,092
Other Taxes					-
State Government Payments	668,740				
Charges for Services	99,000				-
Fines & Fees	6,050				
Interest Revenue	17,300	2,200	1,100	142,000	6,500
Other Non-Operational Revenue	94,500		33,025		
Interfund Charges					-
Interfund Grants	89,500				
Transfers In	6,034,966	32,000		4,336,318	750,000
<b>Resources Total</b>	<b>8,084,056</b>	<b>216,919</b>	<b>140,860</b>	<b>10,738,087</b>	<b>2,360,644</b>
<b>Requirements</b>					
Personnel Services	5,970,797				
Materials & Services	1,397,552	115,000	140,860		1,311,345
Capital Outlay	22,000	101,919			900,000
Transfers Out	77,112			1,750,000	-
Contingency	616,595				149,299
Reserve for Future Expenditure				8,988,087	
<b>Requirements Total</b>	<b>8,084,056</b>	<b>216,919</b>	<b>140,860</b>	<b>10,738,087</b>	<b>2,360,644</b>



## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Humane Society of Redmond (080)	Project Devel & Debt Reserve (090)	Law Library (120)	Park Acquisition & Development (130)	Park Development Fees (132)
<b>Resources</b>					
Beginning Net Working Capital	-	2,600,000	284,000	562,320	108,960
Licenses & Permits					1,500
State Government Payments			114,175	350,000	
Charges for Services		1,000			
Fines & Fees		-			
Interest Revenue		39,240	3,300	5,400	100
Other Non-Operational Revenue	-	222,000			
Interfund Charges		505,309			
Transfers In		1,000,000			
Sales of Equipment		-			
<b>Resources Total</b>	-	<b>4,367,549</b>	<b>401,475</b>	<b>917,720</b>	<b>110,560</b>
<b>Requirements</b>					
Materials & Services		179,378	203,134	105,000	110,560
Capital Outlay		3,323,171		230,500	
Transfers Out	-	865,000	-	190,000	
Contingency			198,341	392,220	
<b>Requirements Total</b>	-	<b>4,367,549</b>	<b>401,475</b>	<b>917,720</b>	<b>110,560</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	PERS Reserve 135)	Foreclosed Land Sales (140)	County School (145)	Special Transportation (155) (150)	Taylor Grazing (155)
<b>Resources</b>					
Beginning Net Working Capital	2,443,315	96,000		5,749,257	54,900
Federal Government Payments			305,000	43,685	
State Government Payments			308,000	4,038,886	6,000
Local Government Payments				2,500	
Charges for Services		115,000			
Interest Revenue	40,625	1,100	1,000	9,700	1,100
Interfund Grants				2,500	
Transfers In	2,000,000				
<b>Resources Total</b>	<b>4,483,940</b>	<b>212,100</b>	<b>614,000</b>	<b>9,846,528</b>	<b>62,000</b>
<b>Requirements</b>					
Personnel Services	-				
Materials & Services	3,000	123,502	614,000	9,846,528	47,000
Transfers Out					15,000
Contingency		88,598			
Reserve for Future Expenditure	4,480,940				
<b>Requirements Total</b>	<b>4,483,940</b>	<b>212,100</b>	<b>614,000</b>	<b>9,846,528</b>	<b>62,000</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Transient Room Tax (160)	Video Lottery (165)	Transient Room Tax - 1% (170)	Victims' Assistance (212)	County Clerk Records (218)
<b>Resources</b>					
Beginning Net Working Capital	3,712,394	255,877	-	-	346,079
Other Taxes	6,004,649		857,809		
Federal Government Payments				339,409	
State Government Payments		500,000		101,980	
Charges for Services				-	126,700
Fines & Fees				-	
Interest Revenue	49,500	3,300	4,400	-	3,300
Other Non-Operational Revenue				-	
Transfers In				491,407	
<b>Resources Total</b>	<b>9,766,543</b>	<b>759,177</b>	<b>862,209</b>	<b>932,796</b>	<b>476,079</b>
<b>Requirements</b>					
Personnel Services				836,730	
Materials & Services	2,301,522	684,177	18,350	81,668	122,668
Capital Outlay	-		-		
Transfers Out	4,119,900		843,859		
Contingency		75,000		14,398	353,411
Reserve for Future Expenditure	3,345,121				
<b>Requirements Total</b>	<b>9,766,543</b>	<b>759,177</b>	<b>862,209</b>	<b>932,796</b>	<b>476,079</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Justice Court (220)	Court Facilities (240)	Sheriff's Office (255)	Communication System Res (256)	Public Health Reserve (261)
<b>Resources</b>					
Beginning Net Working Capital	144,227	-		266,500	-
Federal Government Payments			224,320		
State Government Payments	-		2,177,798		
Local Government Payments			43,009,958	100,000	
Charges for Services			207,814		
Fines & Fees	488,750	86,050	440,200		
Interest Revenue	1,100	-	-	2,200	-
Other Non-Operational Revenue			62,255		
Interfund Charges			290,241		
Interfund Grants			3,000		
Transfers In	107,235		3,392,077		-
Sales of Equipment			7,300		
<b>Resources Total</b>	<b>741,312</b>	<b>86,050</b>	<b>49,814,963</b>	<b>368,700</b>	<b>-</b>
<b>Requirements</b>					
Personnel Services	531,006		37,361,205		
Materials & Services	152,502	86,050	10,401,973		
Capital Outlay			1,778,785		
Transfers Out			273,000		
Contingency	57,804		-		
Reserve for Future Expenditure				368,700	
<b>Requirements Total</b>	<b>741,312</b>	<b>86,050</b>	<b>49,814,963</b>	<b>368,700</b>	

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	OHP-Mental Health Services (270)	Health Services (274)	Acute Care Services (276)	Community Development (295)	CDD- Groundwater Partnership (296)
<b>Resources</b>					
Beginning Net Working Capital	8,484,428	6,626,979	596,507	1,012,694	70,288
Licenses & Permits		179,830			
Federal Government Payments		3,202,990			
State Government Payments	-	28,043,508	434,013	33,000	
Local Government Payments	-	659,477		35,000	
Charges for Services	-	2,027,759		7,984,004	15,000
Fines & Fees		-		26,200	
Interest Revenue	71,000	147,400	8,700	28,000	1,100
Other Non-Operational Revenue		434,032		-	
Interfund Charges		894,000		145,522	
Interfund Grants		243,400			
Transfers In		8,275,944		193,264	-
<b>Resources Total</b>	<b>8,555,428</b>	<b>50,735,319</b>	<b>1,039,220</b>	<b>9,457,684</b>	<b>86,388</b>
<b>Requirements</b>					
Personnel Services		34,841,908		6,850,053	
Materials & Services	131,903	11,517,282	541,947	1,414,689	86,388
Capital Outlay		-		-	
Transfers Out	2,379,865	232,908		248,744	
Contingency		4,143,221	497,273	944,198	-
Reserve for Future Expenditure	6,043,660				
<b>Requirements Total</b>	<b>8,555,428</b>	<b>50,735,319</b>	<b>1,039,220</b>	<b>9,457,684</b>	<b>86,388</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Newberry Neighborhood (297)	Community Development Reserve (300)	CDD Building Program Reserve (301)	CDD Electrical Program Reserve (302)	CDD Facilities Reserve (303)
<b>Resources</b>					
Beginning Net Working Capital	139,029	2,425,557	3,984,173	577,798	-
Interest Revenue	2,200	48,400	20,500	2,200	-
Other Non-Operational Revenue	117,600				
Transfers In		-	148,226	-	
<b>Resources Total</b>	<b>258,829</b>	<b>2,473,957</b>	<b>4,152,899</b>	<b>579,998</b>	<b>-</b>
<b>Requirements</b>					
Materials & Services					-
Transfers Out	55,202	-	-	93,264	-
Contingency	203,627				
Reserve for Future Expenditure		2,473,957	4,152,899	486,734	
<b>Requirements Total</b>	<b>258,829</b>	<b>2,473,957</b>	<b>4,152,899</b>	<b>579,998</b>	<b>-</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	GIS Dedicated (305)	Road (325)	Natural Resource Protection (326)	Federal Forest Title III (327)	Surveyor (328)
<b>Resources</b>					
Beginning Net Working Capital	362,058	2,695,786	1,104,839	197,747	249,763
Licenses & Permits					120,001
Federal Government Payments		3,799,533	502,337	85,000	
State Government Payments	11,092	14,810,507	10,219		
Local Government Payments		385,000			
Charges for Services	230,500	48,000	-		57,554
Fines & Fees		9,000			
Interest Revenue	4,400	118,000	15,100	3,300	3,300
Other Non-Operational Revenue		1,000			
Interfund Charges	8,000	1,114,070			
Interfund Grants			60,000		
Transfers In			50,000		
Sales of Equipment		396,000			
<b>Resources Total</b>	<b>616,050</b>	<b>23,376,896</b>	<b>1,742,495</b>	<b>286,047</b>	<b>430,618</b>
<b>Requirements</b>					
Personnel Services	293,359	6,790,968	295,547		
Materials & Services	62,231	7,753,525	286,021	160,000	174,713
Capital Outlay		50,500			
Transfers Out		6,683,218	33,642		
Contingency	260,460	2,098,685	1,127,285	126,047	255,905
<b>Requirements Total</b>	<b>616,050</b>	<b>23,376,896</b>	<b>1,742,495</b>	<b>286,047</b>	<b>430,618</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Special Revenue Funds				
	Public Land Corner (329)	Road Building & Equipment (330)	Countywide Trans SDC (336)	Dog Control (350)	Adult Parole & Probation (355)
<b>Resources</b>					
Beginning Net Working Capital	954,242	3,470,814	3,145,350	(10,671)	2,714,814
Licenses & Permits			612,842	253,700	
State Government Payments					5,674,587
Charges for Services	502,714			10,871	3,000
Fines & Fees				-	180,000
Interest Revenue	11,900	49,500	64,647	1,100	37,700
Other Non-Operational Revenue			3,000	5,000	
Interfund Charges					50,000
Interfund Grants					50,000
Transfers In		1,418,945		182,716	285,189
<b>Resources Total</b>	<b>1,468,856</b>	<b>4,939,259</b>	<b>3,825,839</b>	<b>442,716</b>	<b>8,995,290</b>
<b>Requirements</b>					
Personnel Services					5,254,839
Materials & Services	398,257	382,623		408,804	1,923,795
Capital Outlay		1,037,000			-
Transfers Out		-	2,253,384		97,693
Contingency	1,070,599	3,519,636	1,572,455	33,912	649,542
Reserve for Future Expenditure					1,069,421
<b>Requirements Total</b>	<b>1,468,856</b>	<b>4,939,259</b>	<b>3,825,839</b>	<b>442,716</b>	<b>8,995,290</b>



## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Capital Project Funds		Debt Service Funds		
	Public Safety Campus Improvement (463)	Road - CIP (465)	Full Faith & Credit Ref 2012 (535)	Full Faith & Credit Ref 2015 Remodel/Land (536)	Full Faith & Credit Ser 2008 OPS/911 Building (538)
<b>Resources</b>					
Beginning Net Working Capital	5,737,549	23,154,407	69,000		144,000
State Government Payments		2,258,100			
Local Government Payments			143,903		172,268
Charges for Services	-				
Interest Revenue	25,900	209,700	2,200		2,200
Other Non-Operational Revenue			616,747		547,691
Interfund Charges	-	-			
Transfers In	-	7,517,657	686,202	234,000	
Long Term Liability					-
<b>Resources Total</b>	<b>5,763,449</b>	<b>33,139,864</b>	<b>1,518,052</b>	<b>234,000</b>	<b>866,159</b>
<b>Requirements</b>					
Materials & Services	2,818,714	158,465	1,000		1,000
Debt Service			1,456,000	234,000	687,000
Capital Outlay	2,944,735	19,877,585			
Contingency		13,103,814			
Unappropriated Ending Fund Balance			61,052		178,159
<b>Requirements Total</b>	<b>5,763,449</b>	<b>33,139,864</b>	<b>1,518,052</b>	<b>234,000</b>	<b>866,159</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Debt Service Funds				Enterprise Funds
	Full Faith & Credit Ser 2009 (539)	Full Faith & Credit Ser 2010 (541)	Full Faith & Credit Ser 2013 (556)	PERS 2002 and 2004 (575)	Solid Waste Operations (610)
<b>Resources</b>					
Beginning Net Working Capital	-	427,000		246,000	1,179,819
State Government Payments					-
Charges for Services				1,290,600	12,001,891
Fines & Fees					-
Interest Revenue	-	5,400	-	5,400	23,700
Other Non-Operational Revenue		134,954			1
Transfers In	223,000		546,000		
Sales of Equipment					52,000
Long Term Liability	-				
<b>Resources Total</b>	<b>223,000</b>	<b>567,354</b>	<b>546,000</b>	<b>1,542,000</b>	<b>13,257,411</b>
<b>Requirements</b>					
Personnel Services					2,637,579
Materials & Services	1,000	1,000	1,000		5,227,119
Debt Service	222,000	94,000	545,000	1,357,000	945,000
Capital Outlay					162,500
Transfers Out					3,684,280
Contingency					600,933
Unappropriated Ending Fund Balance		472,354		185,000	
<b>Requirements Total</b>	<b>223,000</b>	<b>567,354</b>	<b>546,000</b>	<b>1,542,000</b>	<b>13,257,411</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Enterprise Funds				
	Landfill Closure (611)	Landfill Post Closure (612)	SW Capital Project (613)	SW Equipment Reserve (614)	Fair & Expo Center (615)
<b>Resources</b>					
Beginning Net Working Capital	5,049,848	1,182,255	1,000,053	836,954	364,904
Charges for Services					1,173,750
Fines & Fees					-
Interest Revenue	60,300	13,000	48,400	10,800	(2,200)
Other Non-Operational Revenue					264,500
Interfund Charges					30,000
Interfund Grants					-
Transfers In	100,000	100,000	2,342,189	1,100,000	505,744
Long Term Liability			6,000,000		
<b>Resources Total</b>	<b>5,210,148</b>	<b>1,295,255</b>	<b>9,390,642</b>	<b>1,947,754</b>	<b>2,336,698</b>
<b>Requirements</b>					
Personnel Services					1,006,222
Materials & Services	554,050	1,000	428,512	13,965	959,749
Debt Service					104,400
Capital Outlay	15,000		6,100,000	1,705,000	
Transfers Out	-	-	-	-	10,777
Contingency	4,641,098		2,862,130	228,789	255,550
Reserve for Future Expenditure		1,294,255			
<b>Requirements Total</b>	<b>5,210,148</b>	<b>1,295,255</b>	<b>9,390,642</b>	<b>1,947,754</b>	<b>2,336,698</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Enterprise Funds				Internal Service Fees
	Annual County Fair (616)	Fair & Expo Capital Reserve (617)	RV Park (618)	RV Park Reserve (619)	Building Services (620)
<b>Resources</b>					
Beginning Net Working Capital	-	1,143,224	587,992	490,000	543,982
State Government Payments	52,000				-
Charges for Services	-		16,250		531,067
Interest Revenue	-	14,000	7,600	1,100	8,700
Other Non-Operational Revenue	-		412,200		
Interfund Charges					3,054,806
Interfund Grants	-		-		
Transfers In	75,000	253,158	185,000	621,628	
Sales of Equipment	-				
<b>Resources Total</b>	<b>127,000</b>	<b>1,410,382</b>	<b>1,209,042</b>	<b>1,112,728</b>	<b>4,138,555</b>
<b>Requirements</b>					
Personnel Services	110,000				2,462,047
Materials & Services	17,000	235,000	321,402	-	1,413,462
Debt Service			222,500		
Capital Outlay		100,000		100,000	15,000
Transfers Out	-	-	621,628		58,430
Contingency	-		43,512		189,616
Reserve for Future Expenditure		1,075,382		1,012,728	
<b>Requirements Total</b>	<b>127,000</b>	<b>1,410,382</b>	<b>1,209,042</b>	<b>1,112,728</b>	<b>4,138,555</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Internal Service Fees				
	Administrative Services (625)	Board of County Commissioners (628)	Finance (630)	Finance Reserve (631)	Legal (640)
<b>Resources</b>					
Beginning Net Working Capital	12,206	82,516	287,746	251,700	158,861
State Government Payments	-		-		-
Charges for Services	395		110,446		500
Fines & Fees			-		
Interest Revenue	3,300	1,100	4,000	3,300	2,200
Interfund Charges	1,462,949	294,141	1,595,409	260,000	1,290,249
Transfers In	40,000	361,445			-
Sales of Equipment					-
<b>Resources Total</b>	<b>1,518,850</b>	<b>739,202</b>	<b>1,997,601</b>	<b>515,000</b>	<b>1,451,810</b>
<b>Requirements</b>					
Personnel Services	1,212,976	442,656	1,278,713		1,236,017
Materials & Services	265,192	270,978	659,441	-	178,238
Capital Outlay		-		255,000	
Transfers Out		3,715		260,000	
Contingency	40,682	21,853	59,447		37,555
<b>Requirements Total</b>	<b>1,518,850</b>	<b>739,202</b>	<b>1,997,601</b>	<b>515,000</b>	<b>1,451,810</b>

## Summary- Resources and Requirements-All County Funds FY 2021 Adopted Budget

	Internal Service Fees					
	Human Resources (650)	Information Technology (660)	IT Reserve (661)	Risk Management (670)	Health Benefits (675)	Vehicle Replacement & Maintenance (680)
<b>Resources</b>						
Beginning Net Working Capital	240,498	517,860	639,881	7,000,000	15,323,729	1,095,119
State Government Payments	-	-		-		
Charges for Services	250	800		81,505	3,838,338	
Fines & Fees				10		
Interest Revenue	3,300	7,600	8,700	87,200	216,200	14,000
Interfund Charges	1,250,049	2,362,290	384,000	3,094,931	17,830,000	
Transfers In		66,000				714,974
Sales of Equipment						35,000
<b>Resources Total</b>	<b>1,494,097</b>	<b>2,954,550</b>	<b>1,032,581</b>	<b>10,263,646</b>	<b>37,208,267</b>	<b>1,859,093</b>
<b>Requirements</b>						
Personnel Services	1,072,040	2,356,703		354,775	542	
Materials & Services	382,013	504,569	257,500	3,439,569	23,619,631	217,257
Capital Outlay		-	191,000			600,000
Transfers Out		6,996	-	3,500		
Contingency	40,044	86,282		6,465,802	13,588,094	1,041,836
Reserve for Future Expenditure			584,081			
<b>Requirements Total</b>	<b>1,494,097</b>	<b>2,954,550</b>	<b>1,032,581</b>	<b>10,263,646</b>	<b>37,208,267</b>	<b>1,859,093</b>

# General Fund Summary

	FY 2018	FY 2019	FY 2020	FY 2021	Amount	Percent
	Actual	Actual	Budget	Adopted	Change	Change
<b>Resources</b>						
Beginning net working capital	\$ 10,917,957	\$ 10,890,000	\$ 11,090,000	\$ 12,100,400	1,010,400	9.1%
Property taxes	27,342,658	27,741,885	29,474,840	30,500,307	1,732,955	5.9%
Licenses and permits	34,325	32,575	33,775	33,775	1,200	3.6%
Intergovernmental revenue	4,150,971	4,014,613	4,266,862	3,915,319	252,249	5.9%
Charges for services	1,893,414	1,897,808	1,635,772	2,259,547	(262,036)	-16.0%
Fines and fees	-	-	-	60	-	-
Interest revenues	234,727	213,000	239,000	145,201	26,000	10.9%
Other non-operational revenue	94,619	-	5,000	-	5,000	100.0%
Interfund payments	28,362	38,787	42,891	267,646	4,104	9.6%
Transfers In	71,200	326,122	260,000	260,000	(66,122)	-25.4%
<b>Total General Fund Resources</b>	<b>\$ 44,758,233</b>	<b>\$ 45,154,790</b>	<b>\$ 47,048,140</b>	<b>\$ 49,482,255</b>	<b>\$ 2,703,750</b>	<b>5.7%</b>
<b>Requirements</b>						
<b>Assessor</b>	\$ 4,240,702	\$ 4,830,743	\$ 5,001,134	\$ 5,266,662	\$ 265,528	5.3%
<b>Clerk</b>	1,529,074	1,854,397	2,015,419	2,051,015	\$ 35,596	1.8%
<b>BOPTA</b>	65,270	73,125	76,154	79,945	\$ 3,791	5.0%
<b>District Attorney's Office</b>	6,601,912	7,385,144	7,203,425	8,246,223	\$ 1,042,798	14.5%
<b>Medical Examiner</b>	158,159	173,129	181,287	236,358	\$ 55,071	30.4%
<b>Finance/Tax Office</b>	791,044	872,020	846,307	970,608	\$ 124,301	14.7%
<b>Veterans' Services</b>	492,616	572,286	583,825	643,003	\$ 59,178	10.1%
<b>Property Management Admin</b>	253,495	291,457	285,356	320,391	\$ 35,035	12.3%
<b>Non-Departmental:</b>						
<b>Materials &amp; Services</b>	1,259,221	1,401,829	1,353,702	1,263,984	(89,718)	-6.6%
<b>Transfers Out:</b>						
Court Technology Reserve (040)	32,000	32,000	32,000	32,000	-	0.0%
Justice Court (220)	70,000	30,000	-	107,235	107,235	-
PERS Reserve (135)	2,000,000	2,000,000	2,000,000	2,000,000	-	0.0%
Victims' Assistance (212)	295,648	295,648	295,648	553,552	257,904	87.2%
Juvenile (030)	5,597,643	5,831,015	5,961,465	6,034,966	73,501	1.2%
Health Services (274)	4,584,193	6,078,223	5,747,090	5,203,710	(543,380)	-9.5%
Community Development (295)	-	300,000	100,000	175,000	75,000	75.0%
Dog Control (350)	73,718	74,042	149,916	182,716	32,800	21.9%
Adult Parole & Probation (355)	451,189	285,189	285,189	285,189	-	0.0%
Jamison-Debt Service (539)	249,581	248,902	221,000	223,000	2,000	0.9%
Jail Project-Debt Service (556)	272,265	273,666	272,100	273,000	900	0.3%
Fair & Expo Center (615)	200,000	200,000	200,000	200,000	-	0.0%
Administrative Services (625)	22,275	40,000	40,000	40,000	-	0.0%
BOCC (628)	221,988	229,850	285,889	361,445	75,556	26.4%
Finance/Finance Reserve (630/631)	-	-	-	-	-	-
Information Technology (660)	66,000	66,000	66,000	66,000	-	0.0%
General Capital Reserve (060)	3,136,663	2,116,908	2,035,033	4,119,194	2,084,161	102.4%
Other transfers	147,031	258,133	2,246,665	395,290	(1,851,375)	-82.4%
Transfers Out Subtotal	17,420,194	18,359,576	19,937,995	20,252,297	314,302	1.6%
Contingency	-	9,341,080	9,563,536	10,151,769	222,456	2.4%
<b>Non-Departmental Subtotal</b>	<b>18,679,415</b>	<b>29,102,485</b>	<b>30,855,233</b>	<b>31,668,050</b>	<b>812,817</b>	<b>2.8%</b>
<b>Total General Fund Requirements</b>	<b>\$ 32,811,687</b>	<b>\$ 45,154,786</b>	<b>\$ 47,048,140</b>	<b>\$ 49,482,255</b>	<b>\$ 2,434,115</b>	<b>5.2%</b>

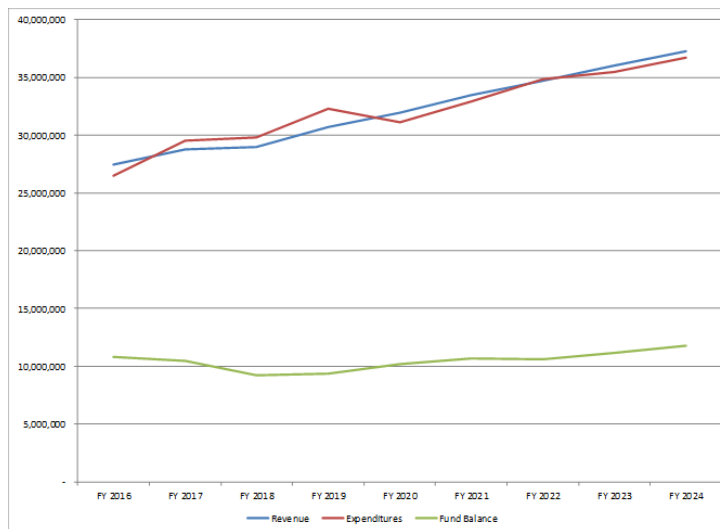
## General Fund Department Summary

	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Adopted	Amount Change	Percent Change
<b>Resources</b>						
Assessor	\$ 847,520	\$ 870,658	\$ 837,284	\$ 836,713	\$ (571)	-0.1%
Clerk	1,796,418	1,787,270	1,597,368	2,153,741	\$ 556,373	34.8%
BOPTA	12,468	12,700	12,220	12,220	\$ -	0.0%
District Attorney's Office	226,561	389,782	311,215	467,138	\$ 155,923	50.1%
Finance/Tax Office	201,617	198,950	195,390	419,927	\$ 224,537	114.9%
Veterans' Services	162,223	166,423	166,423	175,608	\$ 9,185	5.5%
Property Management Admin	99,500	120,000	120,000	122,000	\$ 2,000	1.7%
Non-Departmental	41,411,928	41,609,007	43,808,240	45,294,908	\$ 1,486,668	3.4%
<b>Total General Fund Resources</b>	<b>\$ 44,758,235</b>	<b>\$ 45,154,790</b>	<b>\$ 47,048,140</b>	<b>\$ 49,482,255</b>	<b>\$ 2,434,115</b>	<b>5.2%</b>
<b>Requirements</b>						
<b>Personnel Services</b>						
Assessor	\$ 3,398,386	\$ 3,838,345	\$ 3,990,879	\$ 4,233,970	\$ 243,091	6.1%
Clerk	775,461	940,645	953,446	1,086,594	\$ 133,148	14.0%
BOPTA	51,183	54,645	58,266	60,947	\$ 2,681	4.6%
District Attorney's Office	5,404,648	6,180,964	6,733,741	7,006,994	\$ 273,253	4.1%
Finance/Tax Office	439,375	460,410	481,524	616,434	\$ 134,910	28.0%
Veterans' Services	345,095	387,246	404,679	440,165	\$ 35,486	8.8%
Property Management Admin	203,235	226,882	226,987	249,263	\$ 22,276	9.8%
Personnel Services Subtotal	10,617,383	12,089,137	12,849,522	13,694,367	\$ 844,845	6.6%
<b>Materials &amp; Services</b>						
Assessor	842,317	956,606	979,225	1,003,537	24,312	2.5%
Clerk	753,612	913,752	1,007,473	964,421	(43,052)	-4.3%
BOPTA	14,086	18,480	17,898	18,998	1,110	6.2%
District Attorney's Office	1,018,609	1,156,467	1,134,001	1,217,081	83,080	7.3%
Medical Examiner	158,160	173,129	235,542	236,358	816	0.3%
Finance/Tax Office	351,669	411,609	364,783	353,174	(11,609)	-3.2%
Veterans' Services	147,521	160,040	175,681	199,406	23,725	13.5%
Property Management Admin	48,428	60,976	54,998	68,270	13,272	24.1%
Non-Departmental	1,259,222	1,401,829	1,353,702	1,263,984	(89,718)	-6.6%
Materials & Services Subtotal	4,593,624	5,252,888	5,323,293	5,325,229	1,936	0.0%
<b>Capital Outlay</b>						
Assessor	-	7,500	-	-	-	0.0%
Clerk	-	-	54,500	-	(54,500)	-100.0%
BOPTA	-	-	-	-	-	0.0%
District Attorney's Office	167,675	35,500	10,000	10,000	-	0.0%
Finance/Tax Office	-	-	-	1,000	1,000	0.0%
Veterans' Services	-	25,000	-	-	-	0.0%
Property Management Admin	-	-	-	-	-	0.0%
Non-Departmental	-	-	-	-	-	0.0%
<b>Capital Outlay (All departments)</b>	<b>167,675</b>	<b>68,000</b>	<b>64,500</b>	<b>11,000</b>	<b>(53,500)</b>	<b>-82.9%</b>
<b>Transfers Out</b>						
Assessor	-	28,292	31,030	29,155	(1,875)	-6.0%
District Attorney's Office	10,980	12,213	11,904	11,608	(296)	-2.5%
Veterans Services	-	-	3,465	3,432	(33)	-1.0%
Property Management Admin	1,832	3,600	3,371	3,398	27	0.8%
Non-Departmental	17,420,194	18,359,576	19,197,519	20,252,297	1,054,778	5.5%
Transfers Out Subtotal	17,433,006	18,403,681	19,247,289	20,299,890	1,052,601	5.5%
Contingency (Non-Departmental)	-	9,341,080	9,563,536	10,151,769	588,233	6.2%
<b>Total Requirements/Expenditures</b>	<b>\$ 32,811,688</b>	<b>\$ 45,154,786</b>	<b>\$ 47,048,140</b>	<b>\$ 49,482,255</b>	<b>\$ 2,434,115</b>	<b>5.2%</b>



## 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 increasing costs and growth in general fund revenues:



**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. For purposes of this projection, assessed value is estimated to grow by a declining amount per year. Other general revenues are expected to grow by 2% per year. The General Fund tax rate was reduced by \$.03 per \$1,000 of assessed value in both FY 2018 and 2019.

**Expenditures** - The staffing levels for General Fund supported functions are estimated to remain constant throughout the five year projection. Payroll costs are assumed to increase by 4.5% per year. Health insurance costs were not increased for FY 2019 and future insurance costs are assumed to increase 5% per year. Assumptions include a PERS rate increase of 4% of payroll projected to take effect in FY 2020 and FY 2022. Non-personnel costs are expected to rise by 2% per year.

**Fund Balance** – The policy level for General Fund balance is 4 months of the next year's property tax revenues. For 2020, that amount is \$9,700,000. Fund balance was flat for FY 2015 and FY 2016 due to an increase in PERS rates for FY 2016, final payment on the solid waste loan in FY 2015 and a contribution from the General Fund for the Finance/HR software project that began in FY 2016. The decline in FY 2017 is due to a contribution to the PERS reserve in anticipation of significantly higher PERS rates in FY 2018 and beyond. Fund balance is expected to experience moderate growth given the assumptions in this projection from FY 2019 through FY 2024 while still contributing about \$2 million per year to reserves.



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# COMMUNITY JUSTICE

*Reduce risk, repair harm and create opportunity, and to achieve sustained reductions in offender recidivism by holding offenders accountable, facilitating pro-social thinking and behavior change and collaborating with community partners.*

## 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.

Department Director: Ken Hales

☎: 541-388-6671 (Juvenile) or 541-385-3246 (Adult Parole & Probation)

✉: juvsvcs@deschutes.org or parole@deschutes.org

The Juvenile Division operates the following programs:

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

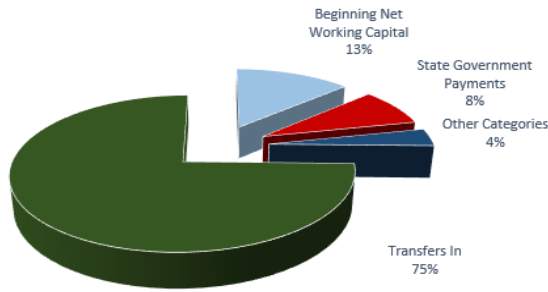
Juvenile Summary	
Total Budget	\$8,084,056
Budget Change	+2.22%
Total Staff	47.90 FTE
Staff Change	No Change

The Adult Division operates the following programs:

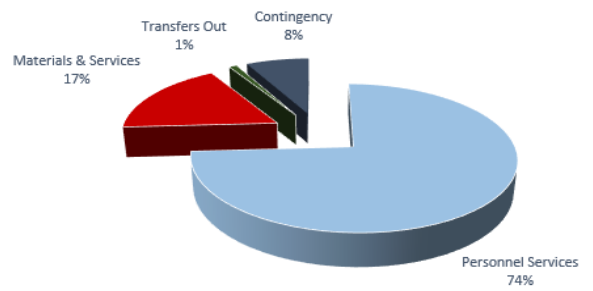
- Community Corrections, including supervision and services for persons on felony and specified misdemeanor probation, parole and post-prison supervision, and transitional leave from prison. Services include community service crew and community based volunteer services, cognitive behavioral programming and electronic monitoring of supervised persons.
- Community Safety and Restoration, including monitoring and supervision of persons on misdemeanor probation and management of pretrial electronic monitoring services. (Community Service, Electronic Monitoring and Misdemeanor Supervision)

Adult Parole & Probation Summary	
Total Budget	\$8,995,290
Budget Change	+3.99%
Total Staff	41.85 FTE
Staff Change	2.00 FTE

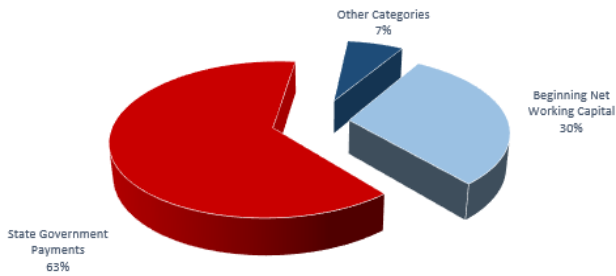
### Juvenile Resources



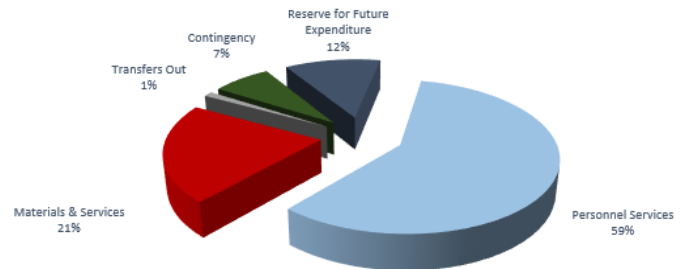
### Juvenile Requirements



### Adult Parole & Probation Resources



### Adult Parole & Probation Requirements



## COMMUNITY JUSTICE: SUCCESSES & CHALLENGES

### Significant Accomplishments

The department continues to examine and implement evidence-based practices and develop a continuous learning culture. Activities in FY20 included:

- Solidifying an adult risk assessment unit that is ensuring all supervised persons receive a criminogenic risk assessment within 10 days of intake.
- Continuing entering into a formal research project with the Oregon Social Learning Center to gauge the impact juvenile probation staff can have on substance use disorder treatment.
- Implementing new cognitive behavioral groups for juveniles (Moral Reconciliation Therapy – MRT for medium and high-risk youth; and PowerSource for youth in detention) and parole and probation clients (Motivation Enhancement Therapy – MET for clients who are currently failing to engage in required treatment and supervision).
- We continue to explore and utilize interactive data platforms (dashboards) that help supervisors and managers coach staff to excellence.
- The adult division continues to successfully perform Justice Reinvestment Initiative activities, which has resulted in continued lowered prison usage than before the program, was enacted.

The division is also providing crucial administrative and program development support to a multi-agency county effort to bring pretrial assessment, supervision and release to specified defendants.

## Fiscal Issues

- The juvenile detention and field services facility, built in 1998, required additional expenditures in FY20 and will continue to do so in FY21. These include a 90% increase in electricity costs due to a significant previously undetected equipment malfunction dating to 1998 that resulted in incorrectly low power readings, \$35,000 to upgrade and repair video security systems over FY20 and FY21, and \$10,000 to replace an electronic secure key lock box in the detention portion of the building.
- The Adult Division receives 90% of its operating revenue from state Community Corrections resources. Due to a change in allocation formula, the division is currently holding \$1.2 million in revenue for future expenditure, which we anticipate spending down over the next several biennia as state allocations have historically failed to keep up with all cost of living and annual service costs increases.
- In effort to meet County vehicle fleet best practices, both divisions included expenses for vehicle replacement. After FY21, both divisions will have met fleet requirements.

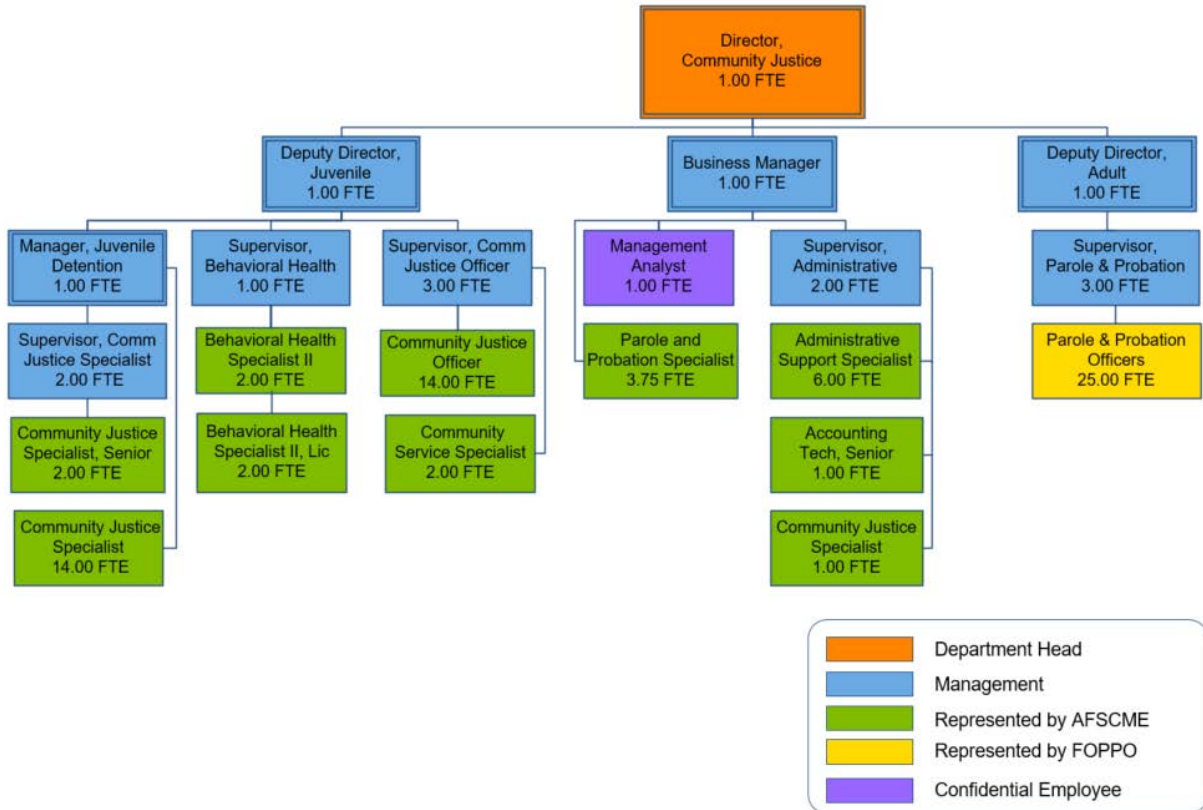
## Operational Challenges

- Both the adult and juvenile divisions continue to require substantial improvements in space needs, including the consolidation of Bend area adult division staff from two to one location, and building a community service shop that is adjacent to department buildings. In January 2020, the department vacated its adult Bend satellite office staff and the juvenile community service shop to make way for the new stabilization center to be built at the location they had previously occupied. Adult Bend staff relocated to a temporary modular structure and the community service shop relocated to downtown Bend, necessitating additional time and logistics to run the program. County leadership and staff are working with architectural consultants at this time to finalize design proposals and implementation timelines.
- The adult division requires additional Parole & Probation Officer FTE to meet changing industry requirements for quality and quantity of contact with supervised persons that result in higher likelihood of long-term behavior change as well as compliance with current terms of supervision. The FY21 budget request includes the addition of 2.0 FTE for this purpose.
- Evidence-based practices require rigorous evaluation and monitoring. Both divisions continue to work with the state (Department of Corrections (DOC) and Juvenile Justice Information System (JJIS)) and the county to develop interactive “dashboards” to supply supervisors, managers and line staff with real-time data and establish the tools to grow the department into a “continuous learning” organization. Additionally in FY20, continuing to FY21, both divisions will be working with researchers from Southern Oregon University on various projects to validate and evaluate processes and procedures to ensure their effectiveness.

# Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Juvenile Justice FTE (Fund 030)	47.80	46.90	47.30	47.90	47.90	47.90
Adult Parole & Probation (Fund 355)	38.55	39.45	39.45	39.85	39.85	41.85
<b>TOTAL COMMUNITY JUSTICE FTE</b>	<b>86.35</b>	<b>86.35</b>	<b>86.75</b>	<b>87.75</b>	<b>87.75</b>	<b>89.75</b>

# Organizational Chart



## Budget Summary– Juvenile Justice (Fund 030)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,358,098	1,348,881	1,090,000	1,074,000	1,074,000	1,074,000	-1.5%
State Government Payments	559,047	588,703	610,980	668,740	668,740	668,740	9.5%
Charges for Services	142,097	107,943	89,000	99,000	99,000	99,000	11.2%
Fines & Fees	6,112	6,281	6,550	6,050	6,050	6,050	-7.6%
Interest Revenue	21,264	31,318	31,000	17,300	17,300	17,300	-44.2%
Other Non-Operational Revenue	89,127	88,239	99,400	94,500	94,500	94,500	-4.9%
Interfund Grants	20,000	20,000	20,000	89,500	89,500	89,500	347.5%
Transfers In	5,597,643	5,831,015	5,961,465	6,034,966	6,034,966	6,034,966	1.2%
<b>Resources Total</b>	<b>7,793,389</b>	<b>8,022,382</b>	<b>7,908,395</b>	<b>8,084,056</b>	<b>8,084,056</b>	<b>8,084,056</b>	<b>2.2%</b>
<b>Requirements</b>							
Personnel Services	5,149,243	5,412,349	5,797,927	5,970,797	5,977,414	5,970,797	3.0%
Materials & Services	1,226,264	1,218,976	1,329,410	1,397,552	1,397,552	1,397,552	5.1%
Capital Outlay	-	7,566	-	22,000	22,000	22,000	
Transfers Out	69,000	87,000	87,000	77,112	77,112	77,112	-11.4%
Contingency	-	-	694,058	616,595	609,978	616,595	-11.2%
<b>Requirements Total</b>	<b>6,444,507</b>	<b>6,725,892</b>	<b>7,908,395</b>	<b>8,084,056</b>	<b>8,084,056</b>	<b>8,084,056</b>	<b>2.2%</b>

## Budget Summary – Adult Parole & Probation (Fund 355)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,690,943	2,333,720	2,590,000	2,714,814	2,714,814	2,714,814	4.8%
State Government Payments	5,549,987	6,000,354	5,433,278	5,674,588	5,674,588	5,674,587	4.4%
Charges for Services	2,468	8,902	2,500	3,000	3,000	3,000	20.0%
Fines & Fees	341,719	275,701	162,000	180,000	180,000	180,000	11.1%
Interest Revenue	36,963	77,778	77,500	37,700	37,700	37,700	-51.4%
Interfund Charges	50,000	51,034	50,000	50,000	50,000	50,000	0.0%
Interfund Grants	61,684	50,000	50,000	50,000	50,000	50,000	0.0%
Transfers In	451,189	285,189	285,189	285,189	285,189	285,189	0.0%
<b>Resources Total</b>	<b>8,184,953</b>	<b>9,082,678</b>	<b>8,650,467</b>	<b>8,995,291</b>	<b>8,995,291</b>	<b>8,995,290</b>	<b>4.0%</b>
<b>Requirements</b>							
Personnel Services	4,226,603	4,522,266	4,809,644	5,062,565	5,254,839	5,254,839	9.3%
Materials & Services	1,548,670	1,686,408	1,844,847	1,923,795	1,923,795	1,923,795	4.3%
Capital Outlay	31,960	-	15,000	-	-	-	
Transfers Out	44,000	120,000	62,000	97,693	97,693	97,693	57.6%
Contingency	-	-	740,196	649,542	649,542	649,542	-12.2%
Reserve for Future Expenditure	-	-	1,178,780	1,261,695	1,069,421	1,069,421	-9.3%
<b>Requirements Total</b>	<b>5,851,233</b>	<b>6,328,673</b>	<b>8,650,467</b>	<b>8,995,291</b>	<b>8,995,291</b>	<b>8,995,290</b>	<b>4.0%</b>

## Performance Management

### Goal: Safe Communities

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

- Measure #1: Successfully test whether Juvenile probation officers (CJO's) can positively intervene with youth with Substance Use Disorders
- Measure #2: Complete criminogenic risk assessments of supervised adult clients within 10 days of intake.
- Measure #3: Ensure 75% of supervised adult clients have active and updated Behavior Change Plans.
- Measure #4: Have two completed validation studies by January 2021, one for existing intake assessment and one for existing detention risk assessment.
- Measure #5: Ensure 65% of cognitive-behavioral group participants report skill acquisition (Juvenile MRT, Adult MRT and Adult Moving On).

- Measure #6: Ensure 100% of contracted adult treatment providers are providing or actively working on an action plan to treatment that qualifies as "evidence-based" according to the Correctional Program Checklist.
- Measure #7: Remain at least 10% below the state's pre-Justice Reinvestment Program county prison utilization baseline of 1,716 months (the number of months at the time of the baseline measurement that Deschutes County adults in custody were serving/sentenced). As of January 2020 we were at 1,199 or 30% below baseline.
- Measure #8: Transition from written to digital monthly reporting of adults on supervision.



# DISTRICT ATTORNEY'S OFFICE

*Justice and Community Safety*



## John Hummel, District Attorney

Deschutes County District Attorney John Hummel took office in 2014.

☎: 541-388-6520

💻: [www.dcda.us](http://www.dcda.us)

## 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 chief deputy district attorneys, deputy district attorneys, trial assistants, an investigator, a crime prevention analyst, IT staff, and 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.

In addition to the primary responsibility of criminal prosecution, the District Attorney's Office is responsible for providing the following public safety services:

- Representing the State in juvenile delinquency and dependency matters where the focus is on the safety, health and welfare of children.
- Conducting death investigations.
- Representing the State in mental health civil commitment proceedings.
- Co-administering with the Sheriff, the County's officer deadly use of force team and plan.
- Managing multi-disciplinary teams including the child abuse, elder abuse and sexual assault teams.
- Acting as a member of the Domestic Violence Council
- Serving as an administrative law judge for appeals of public records requests.
- Ensuring that the innocent are protected, the guilty are held accountable, and victims of crime are made as whole as possible.

District Attorney's Summary	
Total Budget	\$8,245,683
Budget Change	+4.57%
Total Staff	54.10
Staff Change	No Change

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

Our goal is to provide timely and effective services for all crime victims in the community. The services VAP provides are not replicated by any other agency in the community and are required under Oregon Statute.

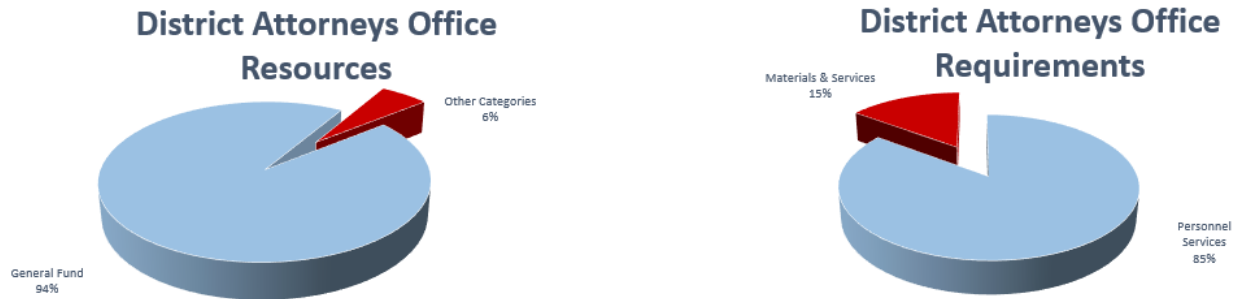
Oregon Statutes and the Constitution mandate many of the services provided by this program including:

- Informing victims, as soon as practicable, of their rights under Oregon law (ORS147.417)
- Informing crime victims of their case status and progress (OR Const, Art I, ORS 419C.273)
- Providing the victim information regarding the defendant's status regarding HIV and other communicable diseases (ORS 135.139)
- Providing information to the victim about the defendant's criminal record (ORS 147.421)
- Accompanying victims to court hearings (ORS 147.425)
- Advocating for the victim's preferences about information shared with a defendant (ORS 135.970)
- Assisting the victim with media (ORS 135.873)
- Assisting with ensuring that the victim's civil rights are not violated (ORS 657.176; ORS 659A.885; ORS 90.325)
- Assisting victims in obtaining the return of property held as evidence.
- Assisting victims with safety planning.
- Facilitating testimony of victims and witnesses, including ensuring an interpreter for the victim (HB2339)
- Providing crisis intervention counseling and stabilization to victims of crime.
- Referring victims to community resources (ORS 192.868; OAR 461-135-1210)
- Accompanying victims to interviews and meetings with deputy district attorneys, law enforcement agencies and social service agencies.
- Assisting victims to obtain compensation for their losses (ORS 137.106)
- Providing information and assistance in obtaining offender custody status information.
- Providing the victim information about final resolution of cases (ORS 147.430)
- Facilitating an opportunity for the victim to be heard regarding case resolution negotiations (ORS 147.512)
- Providing the victim with records from the proceedings (ORS 147.419)
- Assisting victims obtain a U Visa or T Visa (USC 1110)

Other duties and functions performed by VAP include:

- Maintaining statistics on services provided by VAP.
- Providing community education, outreach and training.
- Managing the DUII Victim Impact Panel.
- Providing intern and volunteer opportunities within the program.
- Developing/promoting community resources to assist victims of crime.
- Participating in multi-disciplinary teams and councils for domestic violence, child abuse and sexual assault victims.

- Collaborating with law enforcement, governmental agencies and community organizations to facilitate process improvements for providing comprehensive services to victims.
- Providing community outreach and education about the Victims Assistance Program, victims' rights and crime victims' issues.



## DISTRICT ATTORNEY'S OFFICE: SUCCESSES & CHALLENGES

### Significant Accomplishments

#### PREVENTING CRIME:

#### Goldilocks – A Crime Prevention Initiative: Identifying the 'Just Right' Intervention

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.

1. Clean Slate: Pre-charge diversion for people suspected of possession of a controlled substance (PCS). Eligible participants are screened and placed in Clean Slate Level I or II based on the results of risk assessment screenings. Level I participants receive referrals to services. They are not charged with a crime regardless of whether they avail themselves of the services. Level II participants are directly referred to a participating primary care provider at one of two federally qualified health centers (Mosaic or La Pine Community Health Center). If Level II participants participate in and substantially benefit from their treatment, and if they remain crime free for a year, they are not charged with a crime and their original arrest record is expunged.
2. Boost: For suspects who were not successful in Clean Slate, or who are charged with a drug crime more severe than PCS. These individuals are prosecuted via the "traditional" criminal justice system model. If eligible, and subject to availability, people in this tier can enter the Circuit Court's Family Drug Court program.

3. Deter: District Attorney seeks the maximum prison sentence for individuals with a history of drug dealing who are charged with a commercial drug offense or with selling drugs to a minor.

Since November 2017, 319 people have availed themselves of the Goldilocks Clean Slate program. Over 230 individuals have been connected with a primary care physician, some of whom have stated it has been more than 5, 10 or even 20 years since they saw a doctor. More than 60 individuals have also met with an OHP enroller to acquire health insurance, and 68 individuals have successfully graduate the program after 12 months of engagement. In addition, we have avoided having to schedule 330 court appearances and the program's one-year recidivism rate for participants is only 32 percent compared to Deschutes County's rate of 53 percent for drug possession offenses. And equally as important are the strides participants have been made to improve their health and change the trajectory of their lives, including a 51-year-old woman with 9 months of sobriety after 32 years of drug use; a son who is now invited to participate in family events again and is holding down a job; and a young mother who is engaged in treatment and will not be permanently barred from participating in her daughter's school events due to an arrest record. These life changes, initiated and supported through their involvement in the Clean Slate program, showcase how redefining the way Deschutes County addresses substance use and drug possession crimes can create a healthier and safer community overall.

## **PROSECUTION**

- Successfully prosecuted a number of complex cases including child physical abuse, child sexual abuse, robbery, felony assaults, rape, felony domestic violence crimes, and felony property crimes. Particularly complex, time consuming, important, and successful prosecutions included:
  - Sacora Rose Horne-Garcia and Estevan Garcia were convicted by a jury of murder by abuse and two counts of criminal mistreatment and the jury found the additional aggravating factor that the 5-year-old child was a vulnerable victim. Kandy Gies and Stacy Neil prosecuted this emotionally and technically difficult case.
  - Eric Rickerson, at the time of the offense was the state supervisor of a federal agency attending a conference at Sunriver River Resort. He sexually assaulted a woman who was under his supervision at the conference despite her repeated efforts to get away from him. He pleaded guilty to sexual abuse, harassment, coercion, intimidation, and private indecency. Stephen Gunnels prosecuted this case.
  - Ezequiel Sandoval-Garcia sexually assaulted his step-daughter in 2015; he immediately fled when he was confronted by the child's mother. He was arrested several months later and posted security and was released. While the case was pending trial, Sandoval-Garcia cut-off his GPS monitoring device and fled to Mexico, and then to Canada where he was apprehended. In 2020 the case was prosecuted and the defendant was convicted. Kari Hathorn, Evander McIver, Rosalie Matthews and Kandy Gies were involved in the prosecution of this case.
  - Alan Porciello, while on a date with the victim, pointed a firearm at her, the gun discharged, and the bullet struck her in the torso area killing her. He called 911 after shooting her and stated the discharge was accidental. The defendant entered a plea to manslaughter. Brandi Shroyer and Daniel Reesor prosecuted the case.
  - Gregory Tahsahsanah was found guilty except for insanity of assault and unlawful use of a weapon. After the victim contacted 911 to report being stabbed, officers responded to the downtown area to investigate. The victim was taken to the hospital, the defendant

was arrested and officers had the added complication of dealing with intoxicated people leaving bars and interfering in the investigation. Matt Nelson prosecuted this case.

- Julio Bosarreyes was convicted at trial of rape and sexually abusing his long-time live in girlfriend's teenage daughter after he forcibly rape her. The child had previously reported the sexual abuse but was not believed and continued to endure abuse until the rape and her call to 911. Matt Nelson and Mary Anderson prosecuted the case.
- Thomas Borden sexually abused one of his step-daughters, she reported the incident several years later and the defendant was charged in 2016. After multiple delays, the case was tried in 2019 and the defendant was convicted by a jury. Brooks McClain and Drew Moore prosecuted this case.
- Franklin Moore sexually abused his step-daughter for a 5-year period. As a young adult the victim reported the abuse in 2015 and charges were filed. The defendant was convicted of some charges 2019 by a jury; remaining charges were resolved after the trial. Evander McIver started this prosecution, left the office for a period of time and returned to successfully prosecute the case 4 years later.

### **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, the evidence was obtained contrary to the law, or the interests of justice compelled our decision.

### **COMMUNITY COLLABORATION**

- The District Attorney, Chief Deputy District Attorneys, Deputy District Attorneys, Victims' Advocates and other DA staff members successfully completed a Community Asset Assignment as a part of the Prosecutor Impact Training called City Seek. This assignment led staff to one of many Deschutes County community organizations, where each organization made their staff and community members available. This helped our office become familiar with community assets to be better equipped to advise and refer victims, offender and their families to effective resources within the community. Organizations: Changing Patterns, Rimrock Trails, East Cascade Workforce, Family Access Network, Thrive Central Oregon, KIDS Center, and Heart of Oregon.
- District Attorney Staff presented to: Summit High School, Mountain View High School, Redmond Proficiency Academy, local Rotary clubs, Deschutes County College, OSU Cascades, Leadership Redmond, Leadership Bend, and numerous other civic organizations.

### **TRAINING**

- Our attorneys provided instruction at the Central Oregon Law Enforcement Reserve Academy on the topics of: property crimes, sex crimes, assault, murder, drugs, robbery, procedural law, and juvenile law. Total instruction time was 32 hours.

### **HUMAN RESOURCES**

- Successfully recruited and integrated into our team: 3 Deputy District Attorneys, 1 JRP Deputy District Attorney, 4 Trial Assistants, 1 Operations Manager, 1 Receptionist, 3 Law Clerks, 1 Elder Abuse/ Financial Crimes Investigator Volunteer, 1 Law Clerk Volunteer, 1 Victims' Advocate, and 4

Victims' Advocate Volunteers.

**VICTIMS' ASSISTANCE PROGRAM**

- Started a volunteer program to assist in meeting operational challenges.
- Established a data dashboard to measure workload and work deliverables.

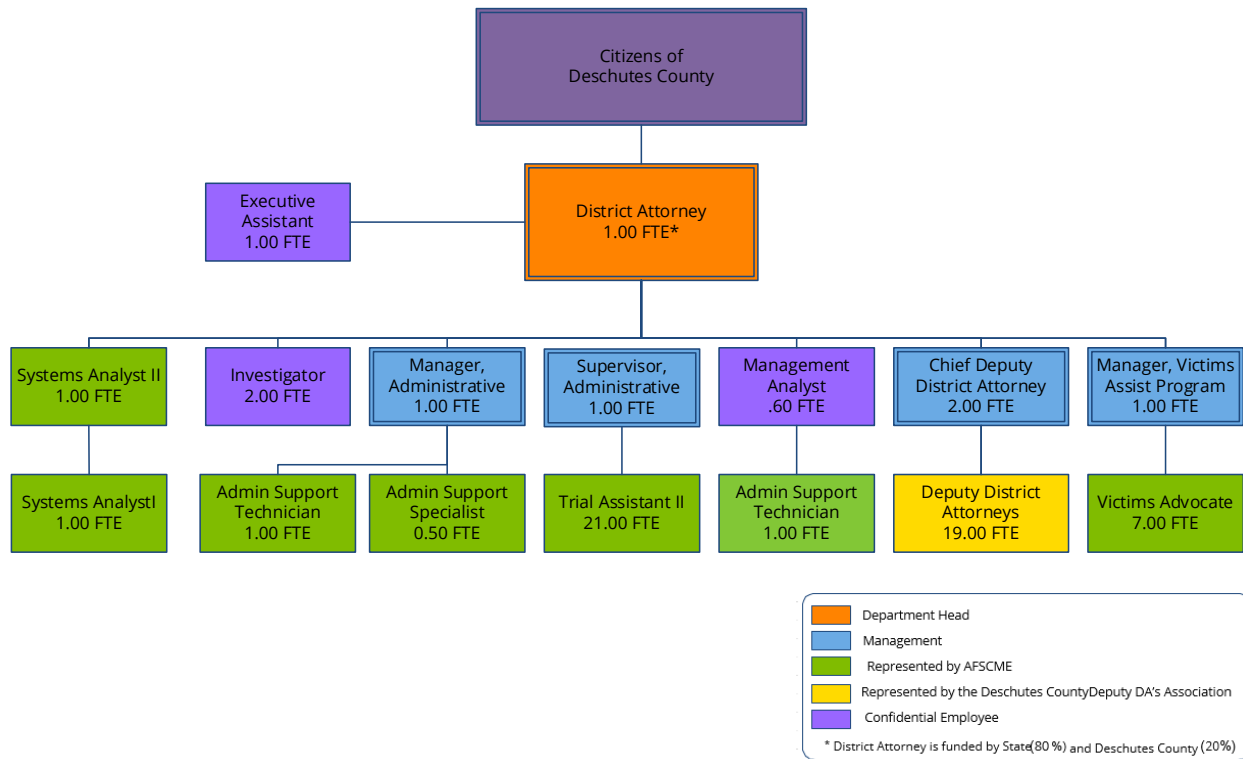
**Operational Challenges**

- We have run out of room. As the population of Deschutes County continues to rise, and as our annual number of tourists continues to rise, so does the annual number of cases referred to our office. This has necessitated the hiring of additional staff, which has necessitated the retrofitting of our office space to accommodate these additional people. There is now no additional room to shoehorn in additional work stations, yet we need to hire additional staff. We look to County administration to help us procure additional office space.
- Electronic data evidence is growing faster than we can analyze it. The proliferation of cell phone videos, text messages, Tick Tock clips, social media postings, law enforcement body worn cameras, dark web sites, and hundreds of other examples of electronic evidence, has outpaced the ability of law enforcement and our attorneys to identify, seize, and analyze the evidence prior to trial. We're working with law enforcement, in particular the Deschutes County Sheriff's Office, to enhance the services offered by their forensic data team.
- The availability of medical, behavioral, and mental health care needed by community members who get caught up in the criminal justice system is lacking. We're confident the opening of the Crisis Stabilization Center will assist in this regard and we look forward to our partnership with this center.
- Our community needs to come together to identify a plan to help those among us who houseless or at risk of becoming houseless. We need to go this out of sense of empathy for them and out of a sense of duty to help them. We also need to do this because the criminal justice system is ill-equipped to be the service provider for people who are experiencing houselessness.
- Our work load is too large for our staff size. More cases are filed by our office than ever before. We filed 100 more cases in 2019 than in 2018.

**Staff Summary**

<b>Full Time Equivalents</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
District Attorney's Office FTE (Fund 001-11)	42.95	43.95	45.95	48.30	52.95	54.10
Victims' Assistance FTE (Fund 212)	6.00	6.00	6.75	7.00	8.00	8.00
<b>TOTAL DISTRICT ATTORNEY'S OFFICE FTE</b>	<b>48.95</b>	<b>49.95</b>	<b>52.70</b>	<b>55.30</b>	<b>60.95</b>	<b>62.10</b>

## Organizational Chart



## Budget Summary – District Attorney (Fund 001-11)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Federal Government Payments	-	96,289	149,815	114,995	114,995	114,995	-23.2%
State Government Payments	174,129	141,974	194,991	318,143	318,143	318,143	63.2%
Local Government Payments	-	10,000	11,000	11,000	11,000	11,000	0.0%
Charges for Services	12,490	123,657	20,000	20,000	20,000	20,000	0.0%
Other Non-Operational Revenue	39,942	15,000	5,000	-	-	-	
Interfund Charges	-	-	3,000	3,000	3,000	3,000	0.0%
General Fund	6,375,352	6,618,537	7,501,257	7,778,545	7,778,545	7,778,545	3.7%
<b>Resources Total</b>	<b>6,601,913</b>	<b>7,005,457</b>	<b>7,885,063</b>	<b>8,245,683</b>	<b>8,245,683</b>	<b>8,245,683</b>	<b>4.6%</b>
<b>Requirements</b>							
Personnel Services	5,404,649	5,864,202	6,729,158	7,005,193	7,006,994	7,006,994	4.1%
Materials & Services	1,018,609	1,090,811	1,134,001	1,218,882	1,217,081	1,217,081	7.3%
Capital Outlay	167,675	38,232	10,000	10,000	10,000	10,000	0.0%
Transfers Out	10,980	12,213	11,904	11,608	11,608	11,608	-2.5%
<b>Requirements Total</b>	<b>6,601,913</b>	<b>7,005,457</b>	<b>7,885,063</b>	<b>8,245,683</b>	<b>8,245,683</b>	<b>8,245,683</b>	<b>4.6%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
General Fund	158,160	160,296	235,542	236,358	236,358	236,358	0.3%
<b>Resources Total</b>	<b>158,160</b>	<b>160,296</b>	<b>235,542</b>	<b>236,358</b>	<b>236,358</b>	<b>236,358</b>	0.3%
<b>Requirements</b>							
Materials & Services	158,160	160,296	235,542	236,358	236,358	236,358	0.3%
<b>Requirements Total</b>	<b>158,160</b>	<b>160,296</b>	<b>235,542</b>	<b>236,358</b>	<b>236,358</b>	<b>236,358</b>	0.3%

## Budget Summary – Victims' Assistance (Fund 212)

The primary sources of this fund are County General Fund, the Criminal Fines Account, Victims of Crime Act grant funds received via pass-through from the Federal Government and State of Oregon and revenue from the DUII Victim Impact Panel.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	102,442	81,517	129,000	-	-	-	
Federal Government Payments	185,934	260,169	369,266	339,409	339,409	339,409	-8.1%
State Government Payments	101,980	101,980	101,980	101,980	101,980	101,980	0.0%
Charges for Services	36,235	44,380	32,000	-	-	-	
Fines & Fees	468	2,165	-	-	-	-	
Interest Revenue	1,180	1,744	2,000	-	-	-	
Other Non-Operational Revenue	40	25	-	-	-	-	
Transfers In	295,648	295,648	295,648	553,552	477,009	491,407	66.2%
<b>Resources Total</b>	<b>723,926</b>	<b>787,628</b>	<b>929,894</b>	<b>994,941</b>	<b>918,398</b>	<b>932,796</b>	0.3%
<b>Requirements</b>							
Personnel Services	594,244	674,318	791,226	836,730	836,730	836,730	5.8%
Materials & Services	48,166	53,964	65,229	81,668	81,668	81,668	25.2%
Contingency	-	-	73,439	76,543	14,398	14,398	-80.4%
<b>Requirements Total</b>	<b>642,409</b>	<b>728,281</b>	<b>929,894</b>	<b>994,941</b>	<b>932,796</b>	<b>932,796</b>	0.3%

## Performance Management

### Goal: Safe Communities

*Objective: Provide safe and secure communities through coordinated public safety services.*

- Measure #1: 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.

### Goal: Safe Communities

*Objective: Reduce Crime and recidivism through prevention, intervention, supervision and enforcement.*

- Measure #2: Currently the long term, 1 year average recidivism rate for PCS crimes in Deschutes County for is 50.6%. Goal is to maintain a one (1) year recidivism rate for all enrolled Goldilocks Clean Slate participants 40% or less.
- Measure #3: Currently the long term, two year average recidivism rate for PCS crimes in Deschutes County is 62%. Goal is to maintain a two (2) year recidivism rate for all enrolled Goldilocks Clean Slate participants 45% or less.
- Measure #4: Driving under the influence of intoxicants trial conviction rate.
- Measure #5: Achieve minimum 50 percent positive Deputy District Attorney survey 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.

# 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 Charles Fadeley was appointed in 2004.

☎: 541-617-4758

💻: [www.deschutes.org/court](http://www.deschutes.org/court)

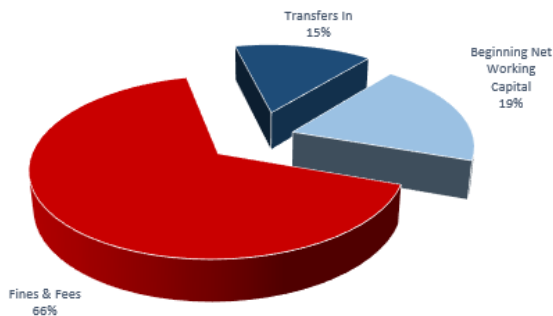
## Department Overview

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.

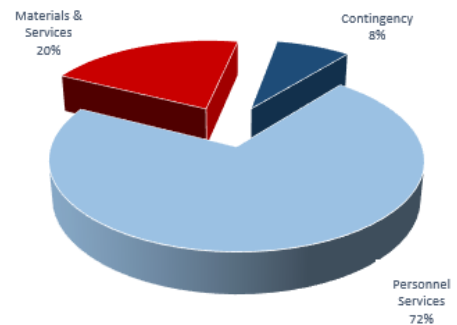
Justice Court Summary	
Total Budget	\$741,312
Budget Change	-0.23%
Total Staff	4.60 FTE
Staff Change	No Change

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.

## Justice Court Resources



## Justice Court Requirements



## SUCCESSSES & CHALLENGES

### Significant Accomplishments

- Scanned, stored and purged all completed small claims case files.
- Completed and implemented a Justice Court Business Continuity Plan.
- Kept office operating at full capacity with one unfilled Court Services Assistant position.

### Fiscal Issues

- Maintaining the current level of service with increased caseload and no additional staff.
- Adjusting expenditures to address the cost of payments to PERS for retirees working on an hourly basis.

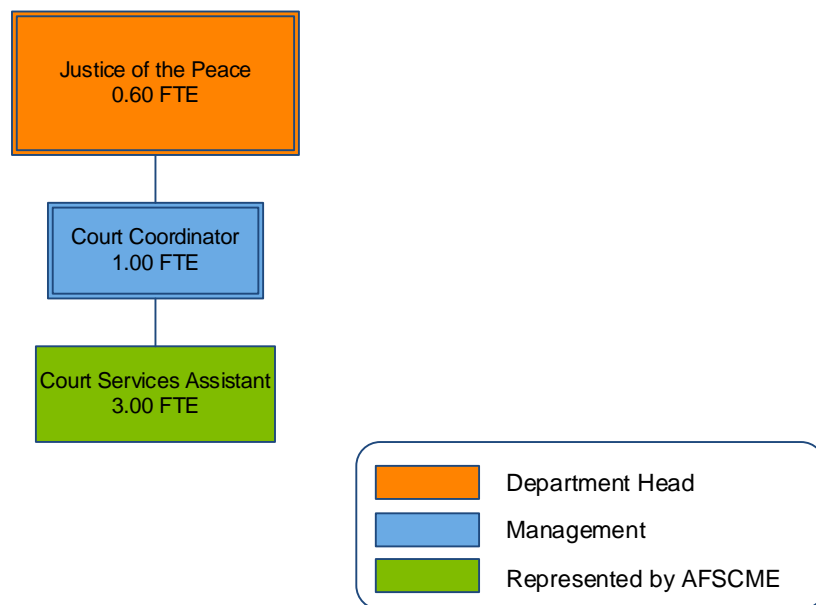
### Operational Challenges

- Providing information on proposed legislation of legislative amendments regarding license sanctions.
- Scanning, storing and purging archived traffic case files.
- Recruiting, hiring and training a new Court Services Assistant.

### Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL JUSTICE COURT FTE</b>	4.60	4.60	4.60	4.60	4.60	4.60

### Organizational Chart



## Budget Summary – Justice Court (220)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	112,442	157,990	165,000	144,227	144,227	144,227	-12.6%
State Government Payments	-	-	-	-	-	-	
Fines & Fees	574,364	605,344	575,000	488,750	488,750	488,750	-15.0%
Interest Revenue	1,518	2,931	3,000	1,100	1,100	1,100	-63.3%
Transfers In	70,000	30,000	-	107,235	107,235	107,235	
<b>Resources Total</b>	<b>758,324</b>	<b>796,266</b>	<b>743,000</b>	<b>741,312</b>	<b>741,312</b>	<b>741,312</b>	-0.2%
<b>Requirements</b>							
Personnel Services	462,655	508,098	516,868	531,006	532,649	531,006	2.7%
Materials & Services	137,679	143,941	161,273	152,502	152,502	152,502	-5.4%
Contingency	-	-	64,859	57,804	56,161	57,804	-10.9%
<b>Requirements Total</b>	<b>600,334</b>	<b>652,039</b>	<b>743,000</b>	<b>741,312</b>	<b>741,312</b>	<b>741,312</b>	-0.2%

## Performance Management

### Goal: Safe Communities

*Objective: Provide safe and secure communities through coordinated public safety services.*

- Measure #1: Rate of collections on fines 50% of above within 90 days of judgement. Enforcing payment of fines and fees holds defendants accountable and promotes compliance with traffic laws. Timely collection and distribution of fines and fees supports law enforcement programs and court functions.

### Goal: Service Delivery

*Objective: Promote community participation and engagement with County government.*

- Measure #2: 90% resolution of small claim cases before trial. Trials generally result in a lose/lose outcome for all parties involved. Mediation programs and other forms of settlement create a positive end to issues and save hours of court time and associated costs.



# SHERIFF'S OFFICE

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



## L. Shane Nelson, Deschutes County Sheriff

Sheriff L. Shane Nelson was appointed Deschutes County Sheriff in 2015 and took office in 2016.

☎: 541-388-6655

🌐: [www.sheriff.deschutes.org](http://www.sheriff.deschutes.org)

## 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:

Sheriff's Office Summary	
Total Budget	\$49,814,963
Budget Change	+7.36%
Total Staff	247.50
Staff Change	8.00 FTE

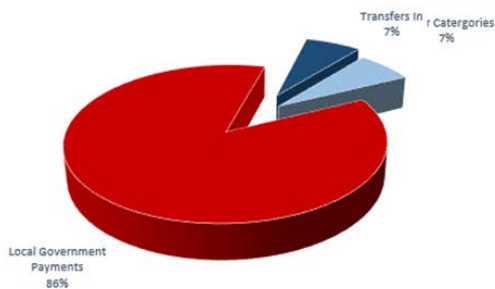
- **ADMINISTRATION:** Includes business management, human resources, information technology, legal and command staff.
- **CORRECTIONS:** Includes the adult jail, work center, court security transports and maintenance.
- **COURT SECURITY:** Provides a security checkpoint which conducts a security screen 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.

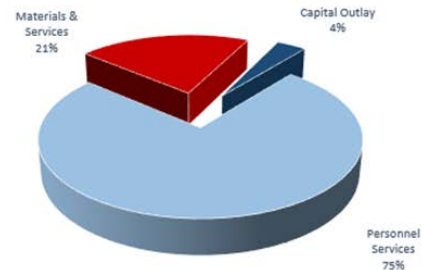


- **DETECTIVES:** Investigates crimes that include homicide, domestic violence, narcotics, forgery, child pornography, child and elderly abuse and sexual assault.
- **STREET CRIMES/CODE/DIGITAL FORENSICS:** Consists of membership in the Central Oregon Drug Enforcement Team (CODE), street crimes, digital forensic, 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.

**Sheriff's Office Resources**



**Sheriff's Office Requirements**



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Added a Blue-Line Safety Zone in Sisters, providing a clearly marked and well-lit location for the citizens of Deschutes County to use for situations like child exchanges and online transactions that occur every day in Central Oregon. We now have these monitored sites in Bend and Sisters, with another under construction in La Pine.
- Continued to improve community service in the Concealed Handgun License Unit by introducing credit and debit card processing over the phone, as well as renewal by mail or drop-off.
- Developed and implemented an Online Reporting System for community members to file non-emergency Sheriff's Office reports.
- Continued to strengthen facility security measures to provide the safest work environment for our teammates. Enhanced security in the patrol vehicle parking area and the patrol substations.
- Completed final year of a five-year replacement of heating, ventilation and air conditioning (HVAC) units in the jail.
- Completed an LED Lighting upgrade. Existing light fixtures were replaced with LED technology in the Jail. Within 5 years, the project will have paid for itself with an approximate additional savings of \$80,000.
- The online reporting of graffiti and illegal dump sites continues to be a successful program, with over 137,000 pounds of trash cleaned up throughout Deschutes County this past year.
- Held our 2<sup>nd</sup> annual Deputy Day Camp and expanded our Youth Academy. Both community events continue to help develop ambassadors for the law enforcement profession, and may recruit deputies.
- Continued to revamp our strategic plan.



### Fiscal Issues

- The immediate uncertainty surrounding COVID-19, along with our effort to educate our citizens, provide public safety, flatten the curve, and keep our teammates healthy carries unknown costs. Additionally, we do not know the extent to which our economy will be impacted, even after restrictions are lifted. We are working closely with our partners to share costs and seek reimbursements where available.

- New technology and maintenance costs often outpace the funds available for such purchases.
- As technology evolves or the demands or laws affecting it 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, behavioral, and behavioral health care needed by inmates continues to increase.
- Providing funding and staffing as we partner with Deschutes County Health to operate and maintain the Crisis Stabilization Center and to add a Sober Station component.
- The cost to replace aging building systems and operating equipment continues to increase.
- Staffing levels remain a challenge for both Patrol and Corrections. The investment in hours on behavioral health related patrol calls has increased 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

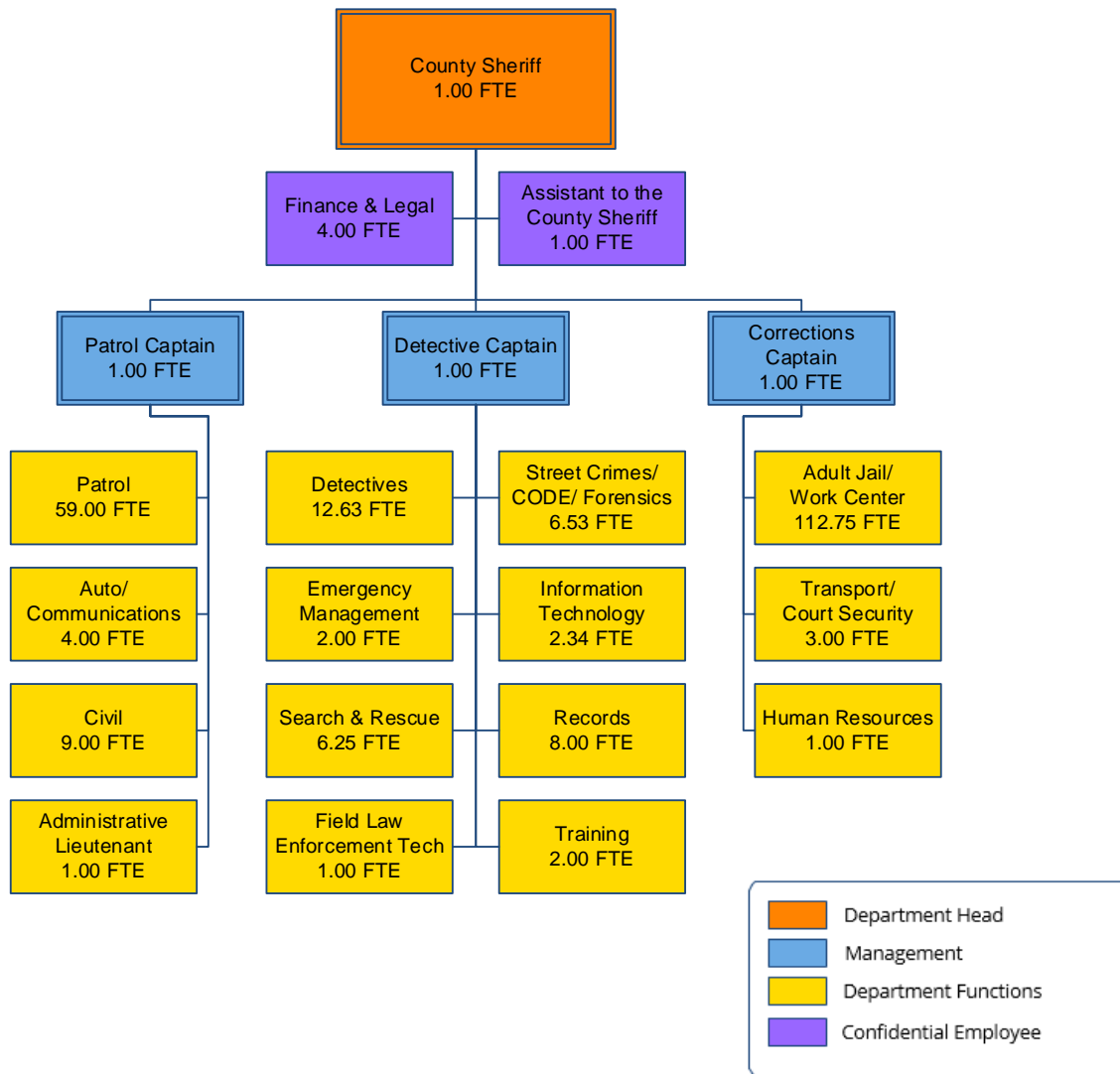
- The COVID-19 pandemic continues to impact our agency on many levels: New staffing strategies for physical distancing and protecting the health of our team, prioritizing calls, securing PPE and other essential supplies—all in the midst of daily change is our new normal.
- Integrating the new staffing challenges related to COVID-19 with the pre-virus challenges of operating at optimum levels while balancing staff availability and absences due to vacation, Family and Medical Leave Act (FMLA), illness and injury.
- The increase in arrests for DUII drug impaired drivers and citations for minors in possession of marijuana over the last few years continue to require additional resources. Calls for marijuana grows operating without proper permitting, 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 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.



## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Corrections FTE	112.75	113.75	117.75	117.75	117.75	119.75
Law Enforcement FTE	97.60	97.10	95.76	97.76	103.76	108.76
Administrative and Support Services FTE	16.15	16.15	16.99	16.99	17.99	18.99
Communications System FTE (Fund 245)	0.50	0.00	0.00	0.00	0.00	0.00
<b>TOTAL SHERIFF'S OFFICE FTE</b>	<b>226.50</b>	<b>227.50</b>	<b>230.50</b>	<b>232.50</b>	<b>239.50</b>	<b>247.50</b>

## Organizational Chart



## Budget Summary – Sheriff’s Office (Fund 255)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Federal Government Payments	284,080	247,183	230,320	224,320	224,320	224,320	-2.6%
State Government Payments	2,437,468	1,994,999	1,930,782	2,177,798	2,177,798	2,177,798	12.8%
Local Government Payments	32,610,679	35,017,501	39,161,118	42,261,469	43,009,958	43,009,958	9.8%
Charges for Services	281,100	272,982	224,100	207,814	207,814	207,814	-7.3%
Fines & Fees	468,276	521,477	417,800	440,200	440,200	440,200	5.4%
Interest Revenue	-	-	-	-	-	-	
Other Non-Operational Revenue	103,453	54,280	58,255	62,255	62,255	62,255	6.9%
Interfund Charges	234,131	293,728	283,718	290,241	290,241	290,241	2.3%
Interfund Grants	3,000	-	3,000	3,000	3,000	3,000	0.0%
Transfers In	3,151,787	3,254,919	3,392,036	3,392,077	3,392,077	3,392,077	0.0%
Sales of Equipment	9,700	70,493	2,500	7,300	7,300	7,300	192.0%
<b>Resources Total</b>	<b>39,583,673</b>	<b>41,727,563</b>	<b>45,703,629</b>	<b>49,066,474</b>	<b>49,814,963</b>	<b>49,814,963</b>	<b>9.0%</b>
<b>Requirements</b>							
Personnel Services	30,967,432	32,472,481	34,395,142	36,612,716	37,361,205	37,361,205	8.6%
Materials & Services	7,228,034	7,391,153	9,086,828	10,401,973	10,401,973	10,401,973	14.5%
Capital Outlay	1,115,942	1,590,263	1,203,839	1,778,785	1,778,785	1,778,785	47.8%
Transfers Out	272,266	273,666	272,100	273,000	273,000	273,000	0.3%
Contingency	-	-	745,720	-	-	-	
<b>Requirements Total</b>	<b>39,583,673</b>	<b>41,727,563</b>	<b>45,703,629</b>	<b>49,066,474</b>	<b>49,814,963</b>	<b>49,814,963</b>	<b>9.0%</b>

## Countywide Law Enforcement District 1 (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 transferred to the Sheriff’s Office (255).

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	6,901,422	7,780,071	8,074,827	11,153,975	11,153,975	11,153,975	38.1%
Property Tax	22,777,139	25,466,957	26,593,470	27,756,763	28,147,336	27,756,763	4.4%
Other Taxes	12,062	12,805	12,000	-	-	-	
Interest Revenue	157,047	288,269	138,000	101,100	101,100	101,100	-26.7%
Sales of Equipment	33,979	53,322	-	-	-	-	
<b>Resources Total</b>	<b>29,881,649</b>	<b>33,601,424</b>	<b>34,818,297</b>	<b>39,011,838</b>	<b>39,402,411</b>	<b>39,011,838</b>	<b>12.0%</b>
<b>Requirements</b>							
Materials & Services	22,101,578	23,877,524	26,391,035	28,412,361	28,802,934	28,412,361	7.7%
Contingency	-	-	8,427,262	10,599,477	10,599,477	10,599,477	25.8%
<b>Requirements Total</b>	<b>22,101,578</b>	<b>23,877,524</b>	<b>34,818,297</b>	<b>39,011,838</b>	<b>39,402,411</b>	<b>39,011,838</b>	<b>12.0%</b>

## Countywide Law Enforcement District 2 (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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	6,517,251	7,093,374	6,642,172	7,522,192	7,522,192	7,522,192	13.2%
Property Tax	10,204,760	10,312,306	10,772,014	11,212,307	11,451,274	11,212,307	4.1%
Other Taxes	16,556	15,887	8,000	-	-	-	
Interest Revenue	124,758	193,301	136,000	120,000	120,000	120,000	-11.8%
Sales of Equipment	15,221	21,561	-	-	-	-	
<b>Resources Total</b>	<b>16,878,547</b>	<b>17,636,429</b>	<b>17,558,186</b>	<b>18,854,499</b>	<b>19,093,466</b>	<b>18,854,499</b>	<b>7.4%</b>
<b>Requirements</b>							
Materials & Services	9,785,172	10,541,670	11,998,235	13,002,909	13,241,876	13,002,909	8.4%
Contingency	-	-	5,559,951	5,851,590	5,851,590	5,851,590	5.2%
<b>Requirements Total</b>	<b>9,785,172</b>	<b>10,541,670</b>	<b>17,558,186</b>	<b>18,854,499</b>	<b>19,093,466</b>	<b>18,854,499</b>	<b>7.4%</b>

## Performance Management

### Goal: Healthy People

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

- Measure #1: Maintain current service levels and complete 4,400 sick call visits (response to an inmate requests to see the doctor or someone on the nursing staff).
- Measure #2: Maintain current service levels and complete 1,100 14-day assessments (a questionnaire concerning the overall health of inmates).

### Goal: Safe Communities

*Objective: Provide safe and secure communities through coordinated public safety services.*

- Measure #3: Maintain current service levels by responding to or initiating 80,000 patrol community contacts.

## 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 \$60,000 in revenue in FY 2021. State funding for inmate housing continues in FY 2021, including \$1,155,455 for inmates resulting from Senate Bill 1145 legislation and \$350,000 for incarcerating repeat DUII offenders.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Adult Jail FTE (255-37)	109.75	110.75	113.75	113.75	113.75	115.75
Court Security FTE (255-38)	3.00	3.00	4.00	4.00	4.00	4.00
<b>TOTAL CORRECTIONS FTE</b>	<b>112.25</b>	<b>113.75</b>	<b>117.75</b>	<b>117.75</b>	<b>117.75</b>	<b>119.75</b>

## Corrections: Budget Summary

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
State Government Payments	2,058,108	1,643,282	1,447,580	1,687,290	1,687,290	1,687,290	16.6%
Local Government Payments	15,058,593	16,211,436	17,984,425	18,477,249	18,660,335	18,660,335	3.8%
Charges for Services	205,423	243,437	199,000	183,000	183,000	183,000	-8.0%
Fines & Fees	-	129	100	100	100	100	0.0%
Interfund Charges	98,208	150,551	149,000	154,000	154,000	154,000	3.4%
Sales of Equipment	-	3,012	-	-	-	-	
<b>Resources Total</b>	<b>17,420,332</b>	<b>18,251,846</b>	<b>19,780,105</b>	<b>20,501,639</b>	<b>20,684,725</b>	<b>20,684,725</b>	<b>4.6%</b>
<b>Requirements</b>							
Personnel Services	14,441,923	15,029,878	15,951,191	16,998,891	16,938,720	16,938,720	6.2%
Materials & Services	2,632,645	2,573,719	3,360,125	2,873,389	2,873,389	2,873,389	-14.5%
Capital Outlay	73,499	374,584	196,689	356,359	356,359	356,359	81.2%
Transfers Out	272,266	273,666	272,100	273,000	273,000	273,000	0.3%
<b>Requirements Total</b>	<b>17,420,332</b>	<b>18,251,846</b>	<b>19,780,105</b>	<b>20,501,639</b>	<b>20,441,468</b>	<b>20,441,468</b>	<b>3.3%</b>

## Law Enforcement Services Program

This program includes Patrol Investigations, Civil Records, Special Services, Search & Rescue and Emergency Services. Patrol continues to successfully impact traffic safety issues of DUIL, 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.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Civil/Special Units FTE (255-21)	10.33	9.83	8.83	8.83	8.83	8.83
Investigations/Evidence FTE (255-33)	10.87	10.47	10.55	10.55	11.55	12.55
Patrol FTE (255-34)	55.84	55.84	55.84	55.84	59.84	63.84
Records FTE (255-35)	8.17	7.17	7.17	7.17	8.17	8.17
Emergency Services FTE (255-39)	1.00	2.00	2.00	2.00	2.00	2.00
Special Services/Search & Rescue FTE (255-41)	6.42	6.42	6.42	7.42	7.42	7.42
Other Law Enforcement Services FTE (255-44)	4.97	5.37	4.95	4.95	5.95	5.95
<b>TOTAL LAW ENFORCEMENT FTE</b>	<b>97.60</b>	<b>97.10</b>	<b>95.76</b>	<b>96.76</b>	<b>103.76</b>	<b>108.76</b>

## Law Enforcement Services – Budget Summary

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Federal Government Payments	284,080	247,183	230,320	224,320	224,320	224,320	-2.6%
State Government Payments	379,360	351,717	483,202	490,508	490,508	490,508	1.5%
Local Government Payments	11,900,658	12,350,652	13,730,320	15,466,788	15,785,433	15,785,433	15.0%
Charges for Services	63,494	17,217	14,600	14,700	14,700	14,700	0.7%
Fines & Fees	468,246	521,229	417,700	440,100	440,100	440,100	5.4%
Other Non-Operational Revenue	103,453	54,280	58,255	62,255	62,255	62,255	6.9%
Interfund Charges	135,923	143,177	134,718	136,241	136,241	136,241	1.1%
Interfund Grants	3,000	-	3,000	3,000	3,000	3,000	0.0%
Transfers In	3,151,787	3,254,919	3,392,036	3,392,077	3,392,077	3,392,077	0.0%
Sales of Equipment	9,700	50,862	2,500	7,300	7,300	7,300	192.0%
<b>Resources Total</b>	<b>16,499,701</b>	<b>16,991,236</b>	<b>18,466,651</b>	<b>20,237,289</b>	<b>20,555,934</b>	<b>20,555,934</b>	<b>11.3%</b>
<b>Requirements</b>							
Personnel Services	14,097,824	14,650,141	15,664,765	16,538,906	16,526,390	16,526,390	5.5%
Materials & Services	1,519,481	1,587,189	1,926,897	2,361,958	2,361,958	2,361,958	22.6%
Capital Outlay	882,396	753,906	874,990	1,336,426	1,336,426	1,336,426	52.7%
<b>Requirements Total</b>	<b>16,499,701</b>	<b>16,991,236</b>	<b>18,466,651</b>	<b>20,237,289</b>	<b>20,224,774</b>	<b>20,224,774</b>	<b>9.5%</b>

## 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.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Administration FTE (255-17)	10.16	10.16	10.50	10.50	10.50	11.50
Automotive/Communications FTE (255-29)	3.83	4.33	4.33	4.33	4.33	5.33
Training FTE (255-43)	2.16	2.16	2.16	2.16	2.16	2.16
<b>TOTAL ADMINISTRATIVE &amp; SUPPORT FTE</b>	<b>16.15</b>	<b>16.65</b>	<b>16.69</b>	<b>16.99</b>	<b>16.99</b>	<b>18.99</b>

## Administrative & Support – Budget Summary

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
State Government Payments	-	-	-	-	-	-	-
Local Government Payments	5,651,427	6,455,412	7,446,373	8,317,432	8,564,190	8,564,190	15.0%
Charges for Services	12,183	12,329	10,500	10,114	10,114	10,114	-3.7%
Fines & Fees	30	120	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-
Sales of Equipment	-	16,619	-	-	-	-	-
<b>Resources Total</b>	<b>5,663,641</b>	<b>6,484,480</b>	<b>7,456,873</b>	<b>8,327,546</b>	<b>8,574,304</b>	<b>8,574,304</b>	<b>15.0%</b>
<b>Requirements</b>							
Personnel Services	2,427,686	2,792,462	2,779,187	3,074,919	3,896,094	3,896,094	40.2%
Materials & Services	3,075,908	3,230,245	3,799,806	5,166,627	5,166,627	5,166,627	36.0%
Capital Outlay	160,047	461,773	132,160	86,000	86,000	86,000	-34.9%
Contingency	-	-	745,720	-	-	-	-
<b>Requirements Total</b>	<b>5,663,641</b>	<b>6,484,480</b>	<b>7,456,873</b>	<b>8,327,546</b>	<b>9,148,721</b>	<b>9,148,721</b>	<b>22.7%</b>

## 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 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed	FY 2020 Approved	FY 2020 Adopted	% Chg FY 2020
Beginning Net Working Capital	49,921	22,026	-	-	-	-	-
Fines & Fees	137,048	62,717	85,850	85,850	85,850	85,850	0.00%
Interest Revenue	592	217	150	200	200	200	33.33%
<b>Total Resources</b>	<b>187,561</b>	<b>84,960</b>	<b>86,000</b>	<b>86,050</b>	<b>86,050</b>	<b>86,050</b>	<b>0.06%</b>
Materials & Services	165,535	84,960	86,000	86,050	86,050	86,050	0.06%
<b>Total Requirements</b>	<b>165,535</b>	<b>84,960</b>	<b>86,000</b>	<b>86,050</b>	<b>86,050</b>	<b>86,050</b>	<b>0.06%</b>

## Communications System Reserve (Fund 256)

This fund was used in FY 2018 to purchase communication equipment. The Fund will be maintained as a reserve for future communication system needs.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed	FY 2020 Approved	FY 2020 Adopted	% Chg FY 2020
Beginning Net Working Capital	812,555	9,051	59,600	60,000	60,000	60,000	0.67%
Local Government Payments	-	50,000	100,000	100,000	100,000	100,000	0.00%
Interest Revenue	7,026	447	2,000	3,000	3,000	3,000	50.00%
<b>Total Resources</b>	<b>819,581</b>	<b>59,497</b>	<b>161,600</b>	<b>163,000</b>	<b>163,000</b>	<b>163,000</b>	<b>0.87%</b>
Materials & Services	810,530	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	161,600	163,000	163,000	163,000	0.87%
<b>Total Requirements</b>	<b>810,530</b>	<b>-</b>	<b>161,600</b>	<b>163,000</b>	<b>163,000</b>	<b>163,000</b>	<b>0.87%</b>

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## Direct Service Departments

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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 Scot Langton took office in 2001.

☎: 541-388-6508

✉: [assessor@deschutes.org](mailto:assessor@deschutes.org)

🌐: [www.deschutes.org/assessor](http://www.deschutes.org/assessor)

## 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:

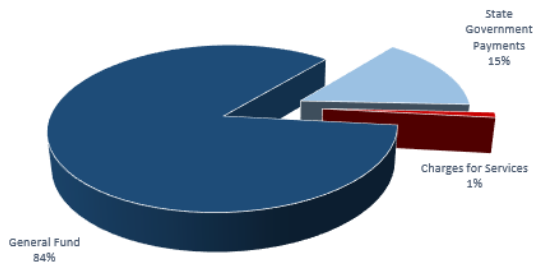
- **Appraisal Division** is responsible for the appraisal of new construction, re-appraisals, appeal process, sales analysis, special assessments and annual adjustments of property values.
- **Assessment Records Division** is responsible for providing public information, administering deferral, exemption,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

County Assessor's Summary	
Total Budget	\$5,266,662
Budget Change	+4.82%
Total Staff	35.26 FTE
Staff Change	No Change

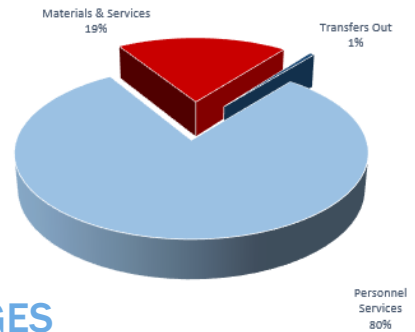
In FY 2019/20, Deschutes County had 108,159 taxable accounts representing \$44.8 billion in real market value and \$25.9 billion in taxable assessed value, generating \$398.4 million in property taxes and assessments.



## Assessor's Office Resources



## Assessor's Office Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Improved staff knowledge, skills, resources and tools necessary to deliver top-quality products.
- All appraisal staff are current on state-required continuing education hours to maintain appraisal registration.
- Other staff trainings included: customer service, deed and real estate law, exemptions, and other related courses to stay current on Oregon property tax laws, practices and standards.
- Timely and accurately completed assigned work:
  - 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. This is a multi-year process of updating manually maintained maps into current electronic versions.

### 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.

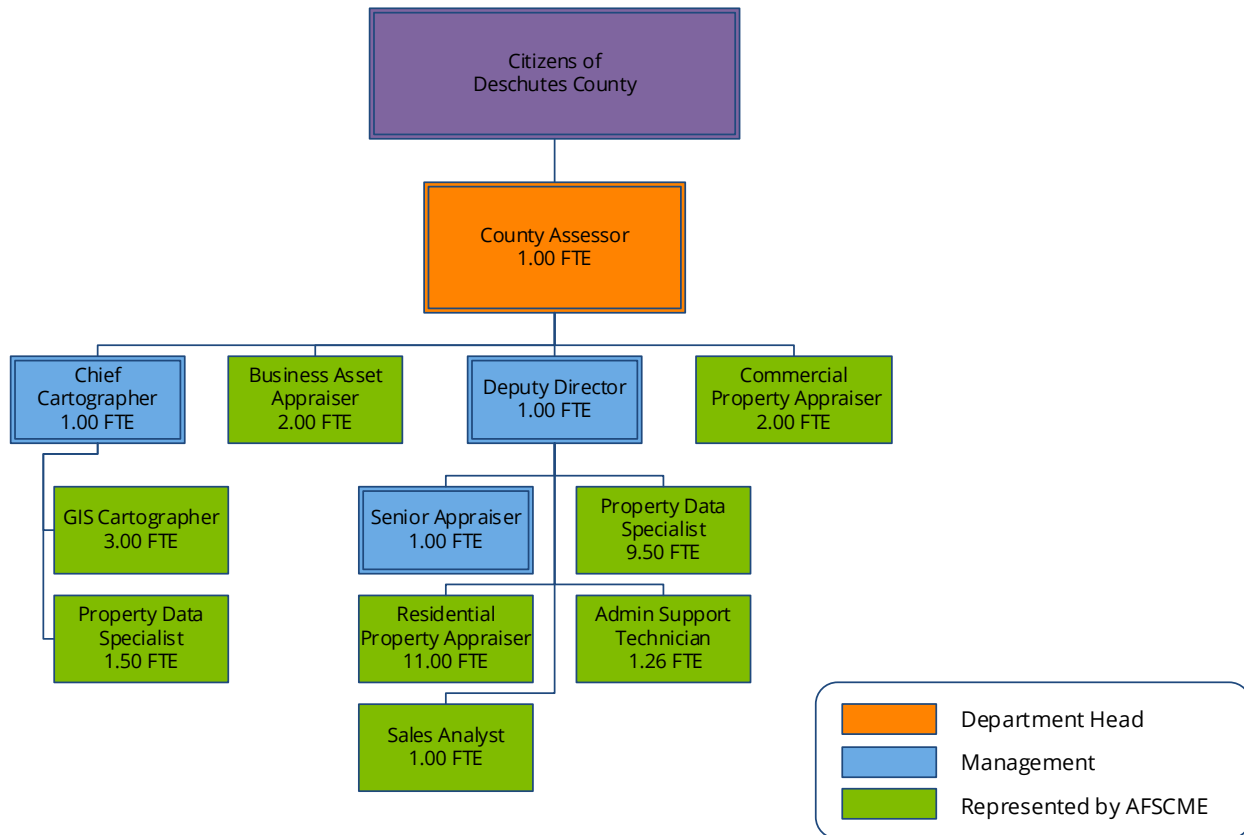
### Operational Challenges

- With potential impacts to real estate values and the amount of new construction that will occur in calendar year 2020 due to impacts caused by COVID-19 there are many uncertainties and unknowns on both the level and depth of any downturn. It will be imperative that this office closely monitor and make any required adjustments in resources and staffing levels to as efficiently and cost effectively as possible insure an accurate and timely tax roll is completed.
- Starting in the winter of 2020 this office is performing a pilot study of using iPads with vendor provided software for field appraisals. We are targeting completing this pilot in the first quarter of FY20-21. Currently this pilot is showing great promise, if pilot is a success then will look at implementing for all appraisers in early 2021. This change will both improve appraisal quality and efficiencies resulting in future cost savings and a higher quality product.

## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL ASSESSOR'S OFFICE FTE</b>	<b>33.00</b>	<b>33.00</b>	<b>34.26</b>	<b>35.26</b>	<b>35.26</b>	<b>35.26</b>

## Organization Chart



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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
State Government Payments	795,193	781,809	785,034	783,963	783,963	783,963	-0.1%
Charges for Services	52,328	41,318	52,249	52,750	52,750	52,750	1.0%
General Fund	3,393,182	3,735,723	4,187,037	4,429,949	4,429,949	4,429,949	5.8%
<b>Resources Total</b>	<b>4,240,703</b>	<b>4,558,850</b>	<b>5,024,320</b>	<b>5,266,662</b>	<b>5,266,662</b>	<b>5,266,662</b>	<b>4.8%</b>
<b>Requirements</b>							
Personnel Services	3,398,386	3,669,193	4,014,065	4,233,970	4,233,970	4,233,970	5.5%
Materials & Services	842,317	861,365	979,225	1,003,537	1,003,537	1,003,537	2.5%
Transfers Out	-	28,292	31,030	29,155	29,155	29,155	-6.0%
<b>Requirements Total</b>	<b>4,240,703</b>	<b>4,558,850</b>	<b>5,024,320</b>	<b>5,266,662</b>	<b>5,266,662</b>	<b>5,266,662</b>	<b>4.8%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	860,898	993,969	1,125,000	1,136,764	1,136,764	1,136,764	1.0%
Interest Revenue	13,071	22,795	21,000	14,000	14,000	14,000	-33.3%
Transfers In	120,000	120,000	120,000	120,000	120,000	120,000	0.0%
<b>Resources Total</b>	<b>993,969</b>	<b>1,136,764</b>	<b>1,266,000</b>	<b>1,270,764</b>	<b>1,270,764</b>	<b>1,270,764</b>	<b>0.4%</b>
<b>Requirements</b>							
Reserve for Future Expenditure	-	-	1,266,000	1,270,764	1,270,764	1,270,764	0.4%
<b>Requirements Total</b>	<b>-</b>	<b>-</b>	<b>1,266,000</b>	<b>1,270,764</b>	<b>1,270,764</b>	<b>1,270,764</b>	<b>0.4%</b>

## Performance Management

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

Measure #1: Accounts managed per FTE compared to other Oregon counties.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Deschutes County</b>	<b>2,591</b>	<b>2,711</b>	<b>2,709</b>	<b>2,835</b>	<b>2,624</b>	<b>2,901</b>	<b>3,118</b>
<b>7 County Average</b>	<b>2,742</b>	<b>2,795</b>	<b>2,784</b>	<b>2,924</b>	<b>2,919</b>	<b>3,061</b>	<b>2,940</b>
Lane County	3,850	3,850	3,739	3,735	3,808	3,831	3,688
Jackson County	2,853	2,986	2,988	2,925	3,055	3,082	2,982
Clackamas County	2,749	2,758	2,715	2,758	2,828	2,941	2,939
Douglas County	2,744	2,815	2,816	3,749	3,673	4,659	3,997
Marion County	2,480	2,471	2,499	2,554	2,612	2,664	2,663
Linn County	2,359	2,302	2,270	2,355	2,207	2,309	2,319
Benton County	2,162	2,381	2,463	2,395	2,249	2,340	1,991

Measure #2: Written approval by the Department of Revenue for the Assessor's Certified Ratio Study.

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Target
<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieve</b>

Measure #3: Percentage of tax statements mailed by Oct. 25.

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Target
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100%	100%	100%	100%	100%	100%	100%	100%
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Measure #4: Written certification from the Department of Revenue approving the County Assessment Function Assistance (CAFFA) program.

FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Target
Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieve

Measure #5: Administrative expenses as a percentage of taxes imposed compared to other Oregon counties.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Deschutes County</b>	<b>1.70%</b>	<b>1.62%</b>	<b>1.66%</b>	<b>1.71%</b>	<b>1.65%</b>	<b>1.57%</b>	<b>1.60%</b>
<b>7 County Average</b>	<b>1.96%</b>	<b>1.94%</b>	<b>1.87%</b>	<b>1.78%</b>	<b>1.66%</b>	<b>1.62%</b>	<b>1.67%</b>
Clackamas County	1.18%	1.12%	1.13%	1.10%	1.09%	1.05%	1.01%
Lane County	1.32%	1.55%	1.67%	1.31%	1.24%	1.25%	1.21%
Jackson County	1.95%	1.83%	1.67%	1.64%	1.59%	1.64%	1.60%
Marion County	2.00%	1.92%	1.75%	1.71%	1.58%	1.57%	1.50%
Benton County	2.01%	1.98%	1.68%	1.66%	1.59%	1.53%	1.73%
Linn County	2.27%	2.31%	2.20%	2.17%	2.16%	2.07%	1.95%
Douglas County	2.99%	2.89%	2.99%	2.85%	2.39%	2.22%	2.69%

# 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, Nancy Blankenship

Deschutes County Clerk Nancy Blankenship took office in January 2003.

- ☎: 541-388-6547 (elections) and 541-388-6549 (recording)
- ✉: elections@deschutes.org and [recording@deschutes.org](mailto:recording@deschutes.org)
- 🌐: [www.deschutes.org/assessor](http://www.deschutes.org/assessor)

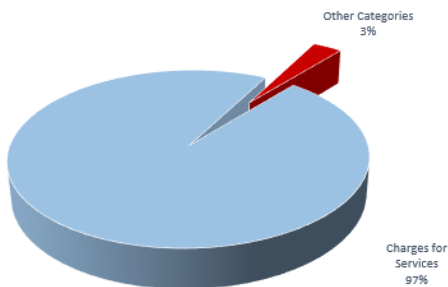
## Department Overview

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

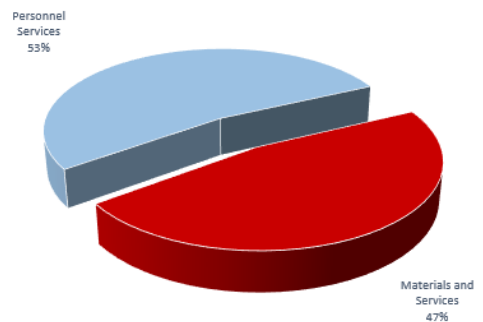
- Records center and archives
- Voter registration and election administration
- Records microfilming and preservation
- Federal passport acceptance agent

County Clerk's Summary	
Total Budget	\$2,051,015
Budget Change	+0.96%
Total Staff*	10.00
Staff Change	No Change

## County Clerk Resources



## County Clerk Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- The Clerk's online Document Search, one of the County's most visited sites, has deeds dating back to 1952 and is on the verge of importing its remaining deed records back to 1871. Having one source repository for a majority of deed records will produce lasting results for future generations.
- In January 2020, the Clerk's Archive and Records Center database (RAC 3.0), developed on FileMaker Pro platform by Recording Supervisor Jeff Sageser, was introduced. The release includes many enhancements for reports, user-friendly interface and audits. In addition, its use has expanded to include tracking for passport applications, recording of subdivision and partition plats, business licenses and lost property reports.
- Oregon Association of County Clerk's legislative leadership team gained bi-partisan support to pass Senate Bill 224, Precinct Committee Person nominating. This creates the requirement for candidates to file as a Write-in candidate in order for votes to be counted for them. The changes will create a more efficient process for counting Write-In votes for PCPs. This will save a significant amount of time.
- In response to COVID-19, the Clerk's Office quickly modified its practices to temporarily accommodate services, including couples seeking marriage licenses while adhering to the safety measures set forth by health officials. Couples may apply for the marriage license online and pay the requisite fee all without an in person visit.



### Fiscal Issues

- The primary revenue source for the Clerk's Office is recording fees. In FY 2020, recording revenues significantly increased while we saw mortgage rates continue to drop. Recording revenues in FY 2021 are anticipated to remain positive.
- 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.
- As a result of the site assessment conducted by the Department of Homeland Security last July, a list of security enhancements was identified. The Clerk's Office is working with State Elections to use HAVA funds to address some of the items listed. In addition to the other items implemented since the assessment.

### Operational Challenges

- Identifying program and service modifications to address growth and workforce readiness, including business continuity and succession planning, allowing continued focus on customer service. In particular, with the upcoming October deadline of the Real ID Act, which may be modified, new travel restrictions will be in place. DMV has announced they will be unable to



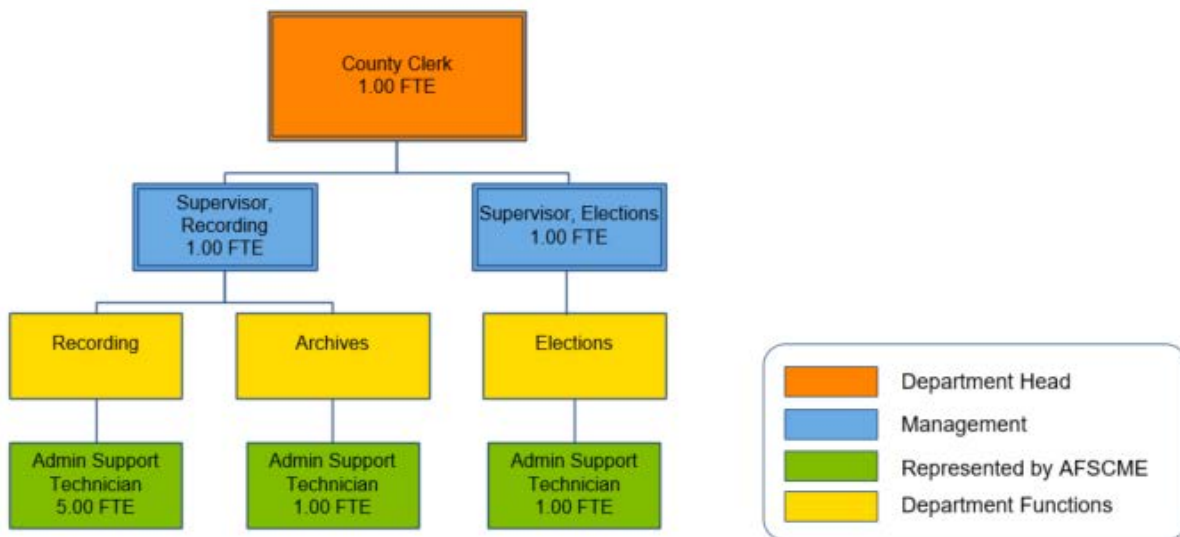
meet the demand for federally recognized driver's licenses. As a result passport applications have significantly increased. Our challenge is knowing the ultimate impact of COVID-19 on our services.

- Preparing for and conducting the 2020 Presidential General election. With an anticipated turnout of greater than 80%, the total number of ballots cast in November 2020 could be higher than the total number of registered voters during the last Presidential election.
- Collaborating with county, state and federal partners to enhance security and best practices. Cybersecurity and misinformation/disinformation are some of our biggest threats.
- Service (USPS) can create a single permit managed and paid for by the SOS's office, counties could have to pay for this change until reimbursed.
- Implementing the upgrade of hardware and software to our Fluence Automation sorter will enhance the performance and security of that system. The upgrade is necessary because the hardware and software that run the sorter are becoming obsolete.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
County Clerk's Office FTE (Fund 001-05)	7.98	7.98	7.98	7.98	9.48	9.48
BOPTA FTE (Fund 001-06)	0.52	0.52	0.52	0.52	0.52	0.52
<b>TOTAL COUNTY CLERK FTE</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>10.00</b>	<b>10.00</b>

## Organizational Chart



## Budget Summary – County Clerk’s Office (Fund 001-05)

This fund supports the general operations, including elections, of the Clerk’s Office.

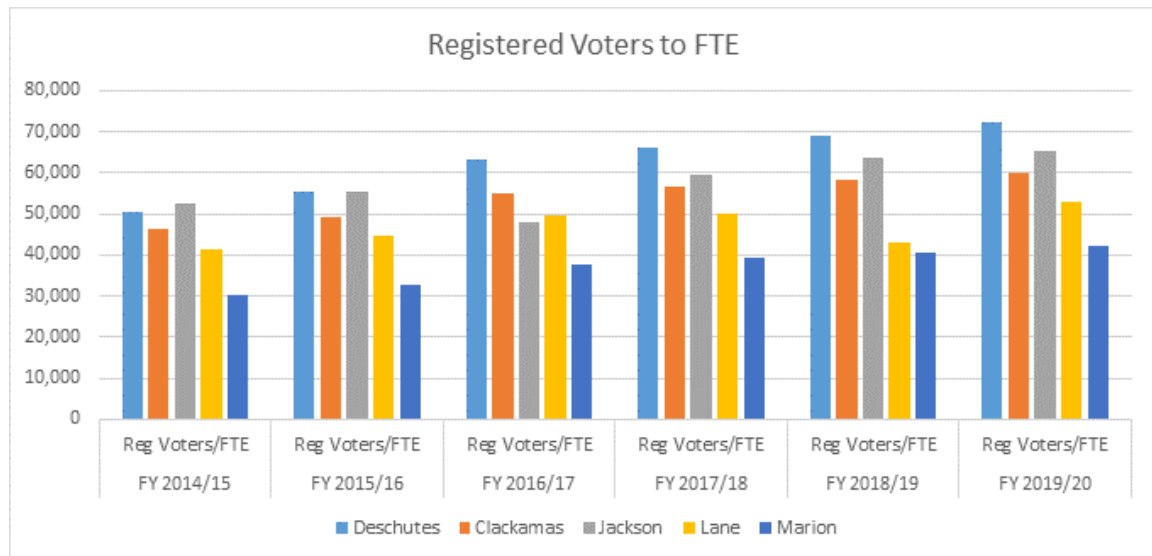
	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Licenses & Permits	34,325	33,550	33,775	33,775	33,775	33,775	0.0%
State Government Payments	17,671	16,974	82,181	17,000	17,000	17,000	-79.3%
Charges for Services	1,733,060	1,638,421	1,481,433	2,084,397	2,084,397	2,084,397	40.7%
Fines & Fees	-	30	-	60	60	60	
Interfund Charges	11,362	13,787	17,891	18,509	18,509	18,509	3.5%
General Fund	(267,344)	(103,998)	434,221	(102,726)	(102,726)	(102,726)	-123.7%
<b>Resources Total</b>	<b>1,529,074</b>	<b>1,598,764</b>	<b>2,049,501</b>	<b>2,051,015</b>	<b>2,051,015</b>	<b>2,051,015</b>	<b>0.1%</b>
<b>Requirements</b>							
Personnel Services	775,462	851,040	987,528	1,086,594	1,086,594	1,086,594	10.0%
Materials & Services	753,612	747,725	1,007,473	964,421	964,421	964,421	-4.3%
Capital Outlay	-	-	54,500	-	-	-	
<b>Requirements Total</b>	<b>1,529,074</b>	<b>1,598,764</b>	<b>2,049,501</b>	<b>2,051,015</b>	<b>2,051,015</b>	<b>2,051,015</b>	<b>0.1%</b>

## Performance Management

### Goal: Service Delivery

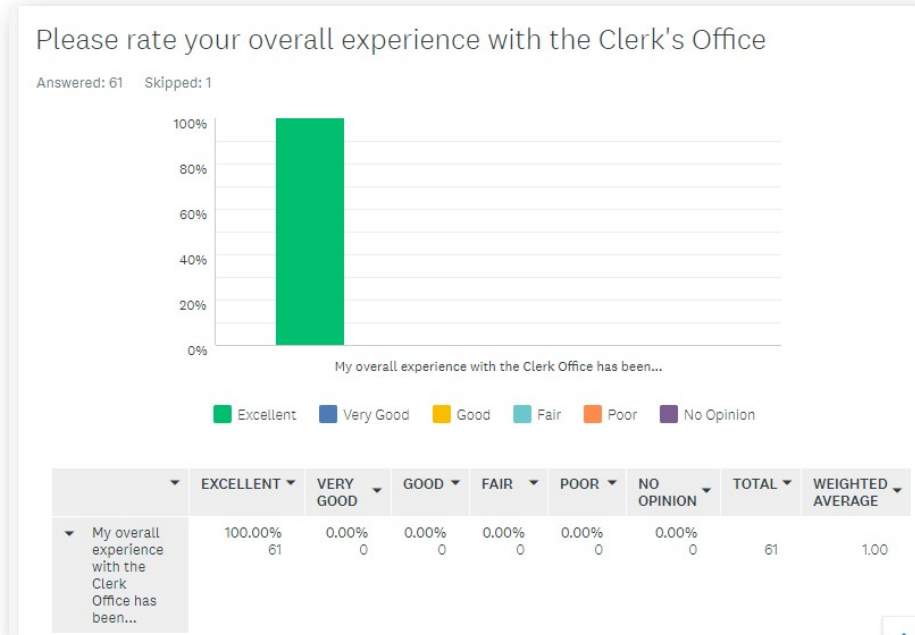
*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #1: Compares recording staff FTE to the number of pages recorded.
- Measure #2: Compares election staff FTE to voter registration. (see table below)



Objective: Support and promote Deschutes County Customer Service "Every Time" standards.

- Measure #3: Percentage of customers rating levels of service as very good to excellent.



- Measure #4: Over the last five years the number of passport applications has significantly trended upward.

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Baseline FY14/15	225	237	327	245
Last FY Qtr Total	617	562	812	552
Fiscal Qtr Total	572	575	1032	0
Last FY %	164%	158%	160%	156%
Current Fiscal Qtr %	161%	59%	68%	
Difference	-3%	-99%	-91%	

- Measure #5: Election personnel cost comparison per 1,000 ballots tallied for countywide elections. (see table below)

Type of Election	Date of Election	Personnel Costs	Ballots tallied/1,000	Personnel Cost/1,000 tallied ballots	Total Voter Registration
Presidential Primary	5/17/2016	\$33,234	55.262	\$601	107,590
	5/15/2012	\$23,142	34.21	\$676	88,819
	5/20/2008	\$21,315	48.837	\$436	86,019
Presidential General	11/8/2016	\$66,233	100.261	\$661	122,216
	11/6/2012	\$52,264	82.661	\$632	97,335

	11/4/2008	\$42,379	80.391	\$527	92,605
Gubernatorial Primary	5/15/2018	\$18,047	47.426	\$381	129,768
	5/20/2014	\$15,815	38.215	\$414	96,701
	5/18/2010	\$17,107	40.522	\$422	88,551
Gubernatorial General	11/6/2018	\$33,610	97.255	\$346	135,324
	11/4/2014	\$32,292	72.128	\$448	99,298
	11/2/2010	\$21,745	65.257	\$333	89,020
Special Elections - Odd Years	5/21/2019	\$10,520	33.799	\$311	136,411
	5/16/2017	\$9,230	36.789	\$251	123,507
	5/19/2015	\$8,863	18.588	\$477	99,491
	11/5/2013	\$10,606	34.477	\$308	96,715
	5/21/2013	\$11,237	33.428	\$336	96,627
	5/17/2011	\$10,597	26.001	\$408	88,779
	11/3/2009	\$10,233	38.728	\$264	88,568
	5/19/2009	\$7,939	17.345	\$458	90,394

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
State Government Payments	12,468	12,119	12,220	12,220	12,220	12,220	0.0%
General Fund	52,803	57,446	65,730	67,725	67,725	67,725	3.0%
<b>Resources Total</b>	<b>65,270</b>	<b>69,565</b>	<b>77,950</b>	<b>79,945</b>	<b>79,945</b>	<b>79,945</b>	<b>2.6%</b>
<b>Requirements</b>							
Personnel Services	51,184	54,531	60,062	60,947	60,947	60,947	1.5%
Materials & Services	14,087	15,034	17,888	18,998	18,998	18,998	6.2%
<b>Requirements Total</b>	<b>65,270</b>	<b>69,565</b>	<b>77,950</b>	<b>79,945</b>	<b>79,945</b>	<b>79,945</b>	<b>2.6%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	322,497	329,519	301,000	346,079	346,079	346,079	15.0%
Charges for Services	112,886	101,868	94,500	126,700	126,700	126,700	34.1%
Interest Revenue	4,298	6,383	6,000	3,300	3,300	3,300	-45.0%
<b>Resources Total</b>	<b>439,682</b>	<b>437,771</b>	<b>401,500</b>	<b>476,079</b>	<b>476,079</b>	<b>476,079</b>	<b>18.6%</b>
<b>Requirements</b>							
Materials & Services	110,162	120,026	119,198	122,668	122,668	122,668	2.9%
Contingency	-	-	282,302	353,411	353,411	353,411	25.2%
<b>Requirements Total</b>	<b>110,162</b>	<b>120,026</b>	<b>401,500</b>	<b>476,079</b>	<b>476,079</b>	<b>476,079</b>	<b>18.6%</b>

# COMMUNITY DEVELOPMENT

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



## Department Overview

The Community Development Department (CDD) consists of Administrative Services and five divisions which provide coordinated planning and development services.

Department Director: Nick Lelack  
☎: 541-388-6575  
✉: [cdd-webmaster@deschutes.org](mailto:cdd-webmaster@deschutes.org)  
🌐: [www.deschutes.org/cd](http://www.deschutes.org/cd)

Community Development Summary	
Total Budget	\$9,457,684
Budget Change	-10.4%
Total Staff	56.00 FTE
Staff Change	No Change

The divisions include the following:

### 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 ENFORCEMENT DIVISION

Code enforcement is 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.

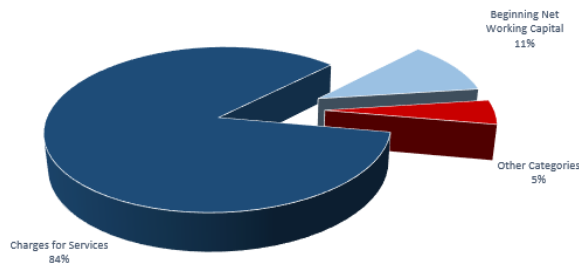
### **ENVIRONMENTAL SOILS DIVISION**

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

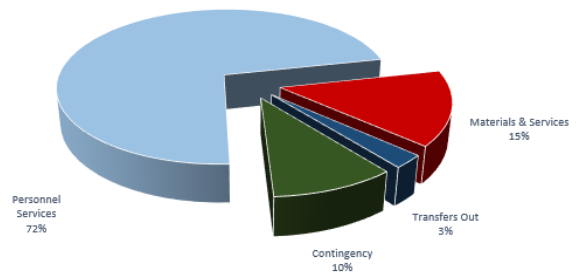
### **PLANNING DIVISION**

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.

**Community Development Resources**



**Community Development Requirements**



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Published a weekly web-based Land Use Activity Summary and a monthly Development Activity Summary to communicate department news, development activity, application summary and performance measures to all internal and external customers
- Completed our Continuity of Operations Plan (COOP) which details our operations plan in the event of an emergency or disaster and participated in a county-wide effort to plan for Disaster Preparedness.
- Hosted an Active Shooter Training in conjunction with the Sheriff's Office.
- Reconfigured permitting processes within Accela to enhance electronic communication between partnering jurisdictions, other County departments and CDD.
- Continued to enforce County regulations to preserve rural quality of life by achieving voluntary compliance in 85% of our code enforcement complaints and resolving 75% of cases within one year.
- Provided community education through regular presentations to real estate groups, title companies, and licensed professional on various issues, including code enforcement processes and procedures, waterfront development, online application submittals, and general planning and zoning issues.
- Continued coordination with the Deschutes County/Neighbor Impact Loan Partnership program that provides financial assistance to South County property owners when a nitrogen-reducing ATT system is required to repair a failing onsite system.
- Coordinated with the City of Bend to assess sites eligible for onsite wastewater treatment and dispersal systems due to their distances from a sewer collection facility. Coordinated on proposed developments with City staff.
- Successfully recruited and hired two permit technicians in preparation for two long-term staff retirements.
- The Board adopted two sets of Floodplain text amendments, Religious Land Use and Institutionalized Persons Act text amendments, Sunriver Employee Housing text amendments, and a revised Terrebonne Refinement Plan applicant-initiated plan amendment and 4 staff-initiated plan amendments.
- Facilitated the Wildfire Mitigation Advisory Committee process to develop recommendations to the Board to update the County's Wildfire Hazard Zone, and building and land use wildfire hazard mitigation standards.
- Awarded a Department of Land Conservation and Technical Assistance (TA) Grant to update the County's wildlife habitat inventory and consider wildfire hazard mitigation standards.

### Fiscal Issues

- Ensuring costs are accounted for and recovered through fees and other revenue sources, per the adopted budget.
- Ensuring financial stability and ongoing operations while navigating the uncertainty of COVID-19.
- Establishing a financial contingency plan detailing our course of action as it relates to reserve fund reduction and resource allocation decision-making strategies, in response to unknown economic and development activity conditions.



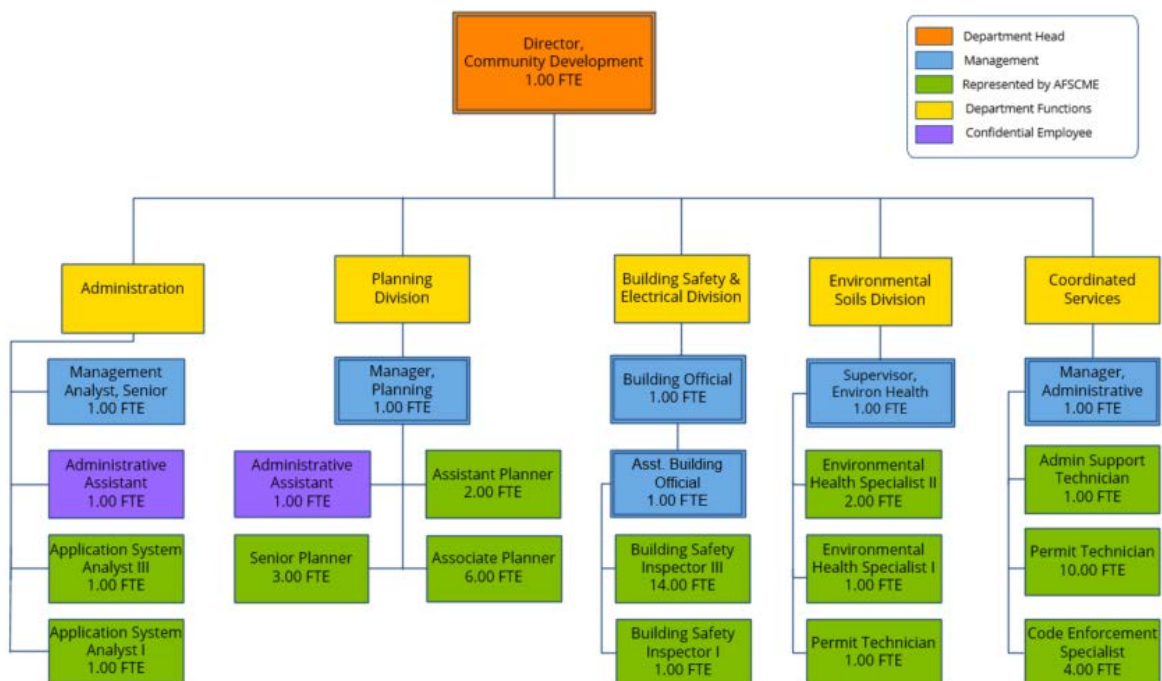
## Operational Challenges

- Maintaining high customer service levels with appropriate staffing levels while practicing social distancing, among other safety measures to protect everyone and expanding training for CDD's online services.
- Adjusting departmental operations based on Oregon's state of emergency declaration and recommended practices, including, but not limited to, ongoing in-person front counter services in Bend and at satellite offices, building and septic inspections, and code enforcement investigations.
- Developing and implementing new public hearing and overall citizen engagement strategies for meaningful public involvement in planning projects as social distancing and similar measures will likely be necessary for at least part of the fiscal year.
- Responding to new regulations and laws as an outcome of 2020/21 legislative sessions.
- Processing complex and controversial land use applications and decisions and code enforcement cases.
- Addressing affordable housing.
- Improving the department's website and keeping it up-to-date as utilization will significantly increase during and beyond the pandemic development statistics dashboards and other reports to keep our staff and customers informed of development activity, and current and upcoming major projects.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Administrative and Coordinated Svcs Division	12.40	12.10	14.85	18.00	18.00	18.00
Building Safety Division	10.25	11.05	13.05	16.00	19.00	19.00
Planning Division	9.25	10.55	13.55	16.00	16.00	14.00
Environmental Soils Division	2.10	2.30	3.55	5.00	5.00	5.00
<b>TOTAL COMMUNITY DEVELOPMENT FTE</b>	<b>34.00</b>	<b>36.00</b>	<b>45.00</b>	<b>55.00</b>	<b>58.00</b>	<b>56.00</b>

## Organizational Chart





## Budget Summary – Community Development (Fund 295)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	2,167,678	2,529,615	1,982,004	1,212,959	1,212,959	1,012,694	-48.9%
State Government Payments	10,282	3,349	11,500	33,000	33,000	33,000	187.0%
Local Government Payments	21,659	35,198	30,000	35,000	35,000	35,000	16.7%
Charges for Services	7,545,390	7,521,927	8,216,556	7,984,004	7,984,004	7,984,004	-2.8%
Fines & Fees	8,356	140	200	26,200	26,200	26,200	13000.0%
Interest Revenue	40,373	57,545	64,000	28,000	28,000	28,000	-56.3%
Other Non-Operational Revenue	16,841	-	-	-	-	-	
Interfund Charges	133,752	137,727	146,564	145,522	145,522	145,522	-0.7%
Transfers In	-	289,193	100,000	193,264	193,264	193,264	93.3%
<b>Resources Total</b>	<b>9,944,331</b>	<b>10,574,694</b>	<b>10,550,824</b>	<b>9,657,949</b>	<b>9,657,949</b>	<b>9,457,684</b>	<b>-10.4%</b>
<b>Requirements</b>							
Personnel Services	4,958,974	5,955,278	6,499,665	7,050,317	6,915,769	6,850,053	5.4%
Materials & Services	1,244,954	1,292,163	1,405,974	1,414,689	1,414,689	1,414,689	0.6%
Capital Outlay	48,547	84,352	-	-	-	-	
Transfers Out	1,162,241	1,459,365	1,548,081	248,744	248,744	248,744	-83.9%
Contingency	-	-	1,097,104	944,200	944,200	944,198	-13.9%
<b>Requirements Total</b>	<b>7,414,716</b>	<b>8,791,158</b>	<b>10,550,824</b>	<b>9,657,951</b>	<b>9,523,403</b>	<b>9,457,684</b>	<b>-10.4%</b>

## Performance Management

### Goal: Safe Communities

*Objective: Provide safe and secure communities through coordinated public safety services.*

- Measure #1: Improve voluntary compliance in code enforcement cases from 85% to 90%.
- Measure #2: Improve the resolution of code enforcement cases within 12 months from 75% to 85%.

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Measure #3: Complete DLCD grants with public involvement to develop and consider recommendations to address wildfire hazard mitigation and Goal 5 wildlife habitat inventories to inform the 2021 Comprehensive Plan Update.

### Goal: Healthy People

*Objective: Help to sustain natural resources in balance with other community needs.*

- Measure #4: Achieve compliance with the ATT (Alternative Treatment Technology Septic System) Operation and Maintenance (O&M) reporting requirements of 95% to protect groundwater.

### Goal: Economic Vitality

*Objective: Administer land use programs that promote livability and sustainability.*

- Measure #5: City of Bend and Redmond Affordable 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. Amend the City of Redmond Urban Growth Boundary to implement HB 2336, a pilot project to increase the supply of affordable housing units.

Objective: Support affordable and transitional housing options through availability of lands, project planning, and appropriate regulation.
- Measure #6: Complete rural vacant residential lands analysis and develop a County housing strategy to inform the 2021 Comprehensive Plan Update.

## Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #7: Achieve 6-10 inspection stops per day to provide quality service.
- Measure #8: Achieve an average turnaround time on building plan reviews of 8-10 days to meet or exceed state requirements.
- Measure #9: Sustain the issuance of land use administrative decisions with notice within 45 days and without notice within 21 days of completed application.
- Measure #10: Improve the issuance of onsite septic system permits within 15 days of completed application to within 12 days of completed application.

## Budget Summary - Code Abatement (Fund 020)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	74,411	71,835	115,000	115,326	115,326	115,326	0.3%
Fines & Fees	-	34,290	26,000	-	-	-	
Interest Revenue	1,046	2,075	2,000	1,100	1,100	1,100	-45.0%
<b>Resources Total</b>	<b>75,457</b>	<b>108,201</b>	<b>143,000</b>	<b>116,426</b>	<b>116,426</b>	<b>116,426</b>	<b>-18.6%</b>
<b>Requirements</b>							
Materials & Services	3,622	1,075	143,000	116,426	116,426	116,426	-18.6%
<b>Requirements Total</b>	<b>3,622</b>	<b>1,075</b>	<b>143,000</b>	<b>116,426</b>	<b>116,426</b>	<b>116,426</b>	<b>-18.6%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	87,030	186,307	120,412	139,029	139,029	139,029	15.5%
Interest Revenue	1,507	3,550	4,000	2,200	2,200	2,200	-45.0%
Other Non-Operational Revenue	152,881	70,036	60,000	117,600	117,600	117,600	96.0%
<b>Resources Total</b>	<b>241,418</b>	<b>259,893</b>	<b>184,412</b>	<b>258,829</b>	<b>258,829</b>	<b>258,829</b>	<b>40.4%</b>
<b>Requirements</b>							
Transfers Out	55,111	92,437	115,071	55,202	55,202	55,202	-52.0%
Contingency	-	-	69,341	203,627	203,627	203,627	193.7%
<b>Requirements Total</b>	<b>55,111</b>	<b>92,437</b>	<b>184,412</b>	<b>258,829</b>	<b>258,829</b>	<b>258,829</b>	<b>40.4%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	2,059,465	2,647,373	3,954,171	2,425,557	2,425,557	2,425,557	-38.7%
Interest Revenue	32,706	67,995	58,000	48,400	48,400	48,400	-16.6%
Transfers In	-	-	800,000	-	-	-	
<b>Resources Total</b>	<b>2,092,171</b>	<b>2,715,367</b>	<b>4,812,171</b>	<b>2,473,957</b>	<b>2,473,957</b>	<b>2,473,957</b>	<b>-48.6%</b>
<b>Requirements</b>							
Transfers Out	(555,202)	(1,100,875)	-	-	-	-	
Reserve for Future Expenditure	-	-	4,812,171	2,473,957	2,473,957	2,473,957	-48.6%
<b>Requirements Total</b>	<b>(555,202)</b>	<b>(1,100,875)</b>	<b>4,812,171</b>	<b>2,473,957</b>	<b>2,473,957</b>	<b>2,473,957</b>	<b>-48.6%</b>

## 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,004,406	1,375,851	1,780,645	3,984,173	3,783,909	3,984,173	123.7%
Interest Revenue	16,138	31,821	29,000	20,500	20,500	20,500	-29.3%
Transfers In	-	-	572,858	148,226	148,226	148,226	-74.1%
<b>Resources Total</b>	<b>1,020,544</b>	<b>1,407,672</b>	<b>2,382,503</b>	<b>4,152,899</b>	<b>3,952,635</b>	<b>4,152,899</b>	<b>74.3%</b>
<b>Requirements</b>							
Transfers Out	(355,307)	(217,948)	-	-	-	-	
Reserve for Future Expenditure	-	-	2,382,503	4,152,899	3,888,972	4,152,899	74.3%
<b>Requirements Total</b>	<b>(355,307)</b>	<b>(217,948)</b>	<b>2,382,503</b>	<b>4,152,899</b>	<b>3,888,972</b>	<b>4,152,899</b>	<b>74.3%</b>

## 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	-	139,081	259,988	577,798	577,798	577,798	122.2%
Interest Revenue	627	3,781	3,000	2,200	2,200	2,200	-26.7%
Transfers In	-	-	89,528	-	-	-	
<b>Resources Total</b>	<b>627</b>	<b>142,862</b>	<b>352,516</b>	<b>579,998</b>	<b>579,998</b>	<b>579,998</b>	<b>64.5%</b>
<b>Requirements</b>							
Transfers Out	(138,454)	(60,687)	-	93,264	93,264	93,264	
Reserve for Future Expenditure	-	-	352,516	486,734	486,734	486,734	38.1%
<b>Requirements Total</b>	<b>(138,454)</b>	<b>(60,687)</b>	<b>352,516</b>	<b>579,998</b>	<b>579,998</b>	<b>579,998</b>	<b>64.5%</b>

## Budget Summary - Facilities Reserve (Fund 303)

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

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	75,937	1,622	-	-	-	-	
Interest Revenue	1,117	87	-	-	-	-	
<b>Resources Total</b>	<b>77,053</b>	<b>1,709</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Requirements</b>							
Materials & Services	85,432	1,619	-	-	-	-	
Transfers Out	(10,000)	90	-	-	-	-	
<b>Requirements Total</b>	<b>75,432</b>	<b>1,709</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

# 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 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.

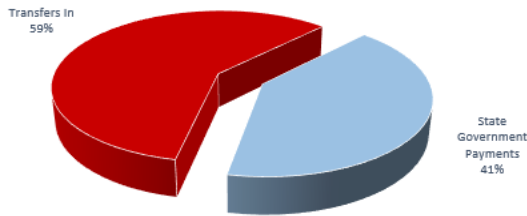
Fair & Expo Center Summary	
Total Budget	\$2,336,698
Budget Change	-12.7%
Total Staff	11.00 FTE
Staff Change	-1.00 FTE

Deschutes County Fair Summary	
Total Budget	\$127,000
Budget Change	-93.3%
Total Staff	1.00 FTE
Staff Change	No Change

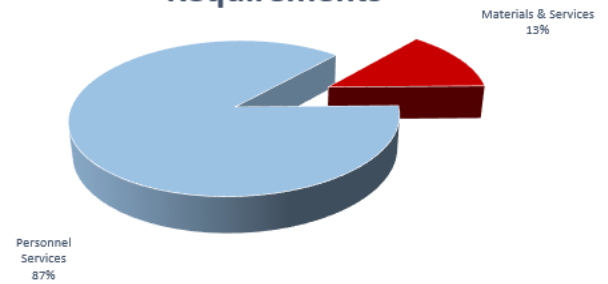
Department Director: Geoff Hinds

☎: 541-548-2711 🌐: [expo.deschutes.org](http://expo.deschutes.org)

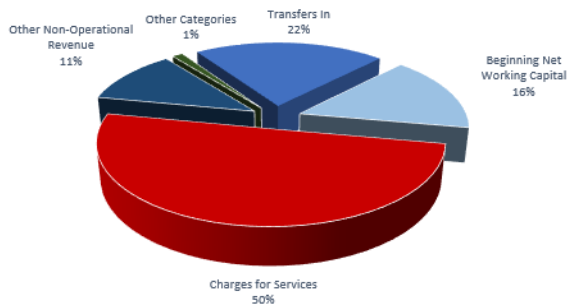
## Deschutes County Fair Resources



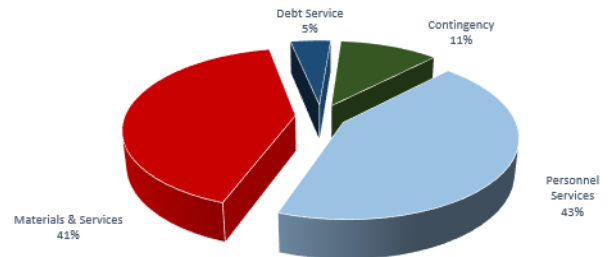
## Deschutes County Fair Requirements



## Fair & Expo Center Resources



## Fair & Expo Center Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Staff secured 93 contracts and submitted 58 proposals for new events. Some of our 2019-2020 events included: Cascade Futurity & Aged Event, USA Climbing Bouldering Nationals, Mayhem CrossFit Competition, Oregon Wrestling Classic, Cascade Car Show, Beaver Coach RV Rally, Heartland RV Owners Rally, Arena-Cross, Monster Trucks, and the Western Regional Caving Competition.
- Completed our 100<sup>th</sup> Anniversary Deschutes County Fair, with record attendance.
- NPRA Rodeo of the year for 17 of the last 20 years.
- Creation of RV Park Capital Reserve Fund with significant initial funding; highlighting the success of the RV Park concept and operation.

### Fiscal Issues

- Fair & Expo is working to create a long term Capital repair and maintenance plan, and concept funding models to allow our Facility to remain the premier facility of its type in the Pacific Northwest.
- Despite highest annual attendance numbers, increased production costs of the 2020 Deschutes County Fair resulted in lower than expected net earnings.
- While growth of TRT over prior years has been significant, it is expected to level off or decline for FY 21 resulting in less available funds for Fair & Expo marketing for FY 21.
- Due to the COVID-19 Virus, FY 20 forced significant adjustments to facility operations and revenues. These adjustments significantly altered the FY 20 end of year projections.



## 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.
- LED Lighting upgrade and up fit in the First Interstate Bank Center will provide an upgraded experience for our arena event partners and visitors. This high visibility project will also result in reduced electrical expenditures, benefiting both Fair & Expo finances and helping to keep our community green. (Estimated cost \$96,000)
- 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 DCFE 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 each of our 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, walk path repair, and more. (Estimated cost TBD)
- Upgrading the software program that manages the facility's HVAC system. (Estimated cost is \$200,000).

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fair & Expo Center FTE (Fund 615)	10.00	11.00	11.00	11.00	11.00	10.00
Deschutes County Fair (Fund 616)	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FAIR &amp; EXPO CENTER FTE</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>



## Budget Summary – Fair & Expo Center (Fund 615)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	180,736	(60,285)	80,000	-	364,903	364,904	356.1%
Charges for Services	950,418	1,248,940	1,258,500	1,196,250	1,173,750	1,173,750	-6.7%
Fines & Fees	90	210	-	-	-	-	
Interest Revenue	486	(518)	2,000	(2,200)	(2,200)	(2,200)	-210.0%
Other Non-Operational Revenue	234,353	286,615	271,000	278,000	264,500	264,500	-2.4%
Interfund Charges	30,000	54,573	30,000	30,000	30,000	30,000	0.0%
Interfund Grants	533,514	-	-	-	-	-	
Transfers In	255,744	747,996	1,034,654	1,052,427	505,744	505,744	-51.1%
<b>Resources Total</b>	<b>2,185,340</b>	<b>2,277,531</b>	<b>2,676,154</b>	<b>2,554,477</b>	<b>2,336,697</b>	<b>2,336,698</b>	<b>-12.7%</b>
<b>Requirements</b>							
Personnel Services	1,166,693	1,409,284	1,333,599	1,296,315	1,006,221	1,006,222	-24.5%
Materials & Services	1,264,559	1,278,675	1,030,388	1,105,834	959,749	959,749	-6.9%
Debt Service	101,824	101,136	100,800	104,400	104,400	104,400	3.6%
Transfers Out	(287,452)	(417,000)	11,791	10,777	10,777	10,777	-8.6%
Contingency	-	-	199,576	-	255,550	255,550	28.0%
<b>Requirements Total</b>	<b>2,245,625</b>	<b>2,372,095</b>	<b>2,676,154</b>	<b>2,517,326</b>	<b>2,336,697</b>	<b>2,336,698</b>	<b>-12.7%</b>

## Budget Summary – Deschutes County Fair (Fund 616)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	84,497	103,237	-	-	-	-	
State Government Payments	53,167	53,167	52,000	52,000	52,000	52,000	0.0%
Charges for Services	1,060,071	1,247,717	1,284,000	1,321,300	-	-	
Interest Revenue	1,001	607	200	-	-	-	
Other Non-Operational Revenue	262,083	323,349	308,500	330,000	-	-	
Interfund Grants	135,127	-	-	-	-	-	
Transfers In	-	150,000	250,000	130,000	75,000	75,000	-70.0%
Sales of Equipment	-	-	5,000	2,000	-	-	
<b>Resources Total</b>	<b>1,595,946</b>	<b>1,878,077</b>	<b>1,899,700</b>	<b>1,835,300</b>	<b>127,000</b>	<b>127,000</b>	<b>-93.3%</b>
<b>Requirements</b>							
Personnel Services	150,920	158,121	164,638	157,367	110,000	110,000	-33.2%
Materials & Services	1,054,338	1,204,327	1,340,062	1,343,426	17,000	17,000	-98.7%
Transfers Out	287,452	417,000	395,000	308,500	-	-	
Contingency	-	-	-	17,834	-	-	
<b>Requirements Total</b>	<b>1,492,710</b>	<b>1,779,448</b>	<b>1,899,700</b>	<b>1,827,127</b>	<b>127,000</b>	<b>127,000</b>	<b>-93.3%</b>

## Performance Management

### Goal: Safe Communities

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Measure #1: Build and continue effective partnerships with Federal, State and Local emergency or incident response providers including preparation, training and planning.

### Goal: Economic Vitality

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

- Measure #2: Strive to 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 Travel Industries of America travel index.

- Measure #3: Provide a safe, modern event venue to our community that attracts more than 750,000 visitors annually.
- Measure #4: Development of a refined facility marketing plan, with focus on creation of target market segments. Create and utilize local partnerships to increase awareness of Deschutes County Fair & Expo and the Deschutes County Region.

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems*

- Measure #5: Develop and implement Fair/Large event traffic mitigation plan and strategies.

### Goal: Service Delivery

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

- Measure #6: Continue to achieve minimum of 90% or greater customer service satisfaction in all areas.

## Budget Summary – Fair & Expo Center Reserve (Fund 617)

A transfer of surplus funds from the Fair and Expo Center (Fund 618) and, at the Budget Committee’s discretion, funds from Transient Room Tax (Fund 170) to build up the reserve for capital replacement or improvement projects.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	602,611	790,525	1,360,088	1,143,224	1,143,224	1,143,224	-15.9%
Interest Revenue	10,765	20,791	16,000	14,000	14,000	14,000	-12.5%
Transfers In	245,978	630,083	286,687	253,158	253,158	253,158	-11.7%
<b>Resources Total</b>	<b>859,354</b>	<b>1,441,399</b>	<b>1,662,775</b>	<b>1,410,382</b>	<b>1,410,382</b>	<b>1,410,382</b>	<b>-15.2%</b>
<b>Requirements</b>							
Materials & Services	68,829	228,803	345,000	235,000	235,000	235,000	-31.9%
Capital Outlay	-	69,372	1,017,775	100,000	100,000	100,000	-90.2%
Transfers Out	-	-	300,000	-	-	-	
Reserve for Future Expenditure	-	-	-	1,075,382	1,075,382	1,075,382	
<b>Requirements Total</b>	<b>68,829</b>	<b>298,175</b>	<b>1,662,775</b>	<b>1,410,382</b>	<b>1,410,382</b>	<b>1,410,382</b>	<b>-15.2%</b>



## Budget Summary – RV Park (Fund 618)

The RV Park has seen significant growth the last couple of years; however with the change in policy limiting guests to a 45 maximum stay, there has been a decline in month-to-month rentals. Steady growth is anticipated in overnight rentals as the more business is booked.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	292,046	443,480	560,000	592,992	587,992	587,992	5.0%
Charges for Services	17,158	23,654	15,500	16,250	16,250	16,250	4.8%
Interest Revenue	6,094	12,255	12,000	7,600	7,600	7,600	-36.7%
Other Non-Operational Revenue	421,558	452,711	410,200	432,200	412,200	412,200	0.5%
Interfund Grants	35,088	-	-	-	-	-	
Transfers In	160,000	160,000	195,000	185,000	185,000	185,000	-5.1%
<b>Resources Total</b>	<b>931,943</b>	<b>1,092,100</b>	<b>1,192,700</b>	<b>1,234,042</b>	<b>1,209,042</b>	<b>1,209,042</b>	<b>1.4%</b>
<b>Requirements</b>							
Materials & Services	266,328	276,007	318,273	339,202	321,402	321,402	1.0%
Debt Service	222,136	223,101	222,100	222,500	222,500	222,500	0.2%
Transfers Out	-	-	502,000	502,000	621,628	621,628	23.8%
Contingency	-	-	150,327	170,340	43,512	43,512	-71.1%
<b>Requirements Total</b>	<b>488,463</b>	<b>499,108</b>	<b>1,192,700</b>	<b>1,234,042</b>	<b>1,209,042</b>	<b>1,209,042</b>	<b>1.4%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	-	-	-	-	490,000	490,000	
Interest Revenue	-	-	12,550	1,100	1,100	1,100	-91.2%
Transfers In	-	-	502,000	502,000	621,628	621,628	23.8%
<b>Resources Total</b>	<b>-</b>	<b>-</b>	<b>514,550</b>	<b>503,100</b>	<b>1,112,728</b>	<b>1,112,728</b>	<b>116.3%</b>
<b>Requirements</b>							
Materials & Services	-	-	-	-	-	-	
Capital Outlay	-	-	100,000	100,000	100,000	100,000	0.0%
Reserve for Future Expenditure	-	-	414,550	403,100	1,012,728	1,012,728	144.3%
<b>Requirements Total</b>	<b>-</b>	<b>-</b>	<b>514,550</b>	<b>503,100</b>	<b>1,112,728</b>	<b>1,112,728</b>	<b>116.3%</b>

# ROAD DEPARTMENT

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



## 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 approximately 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.

Department Director: Chris Doty

☎: 541-388-6581

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Road Summary	
Total Budget	\$23,376,896
Budget Change	-18.80%
Total Staff	57.00 FTE
Staff Change	No Change

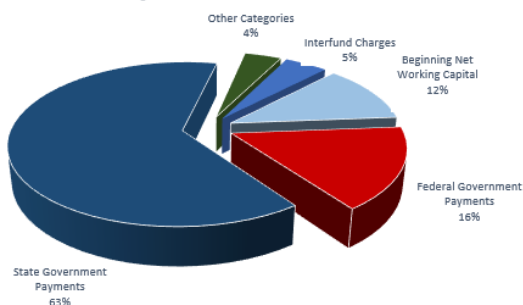
The Road Department's divisions/programs include:

- 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

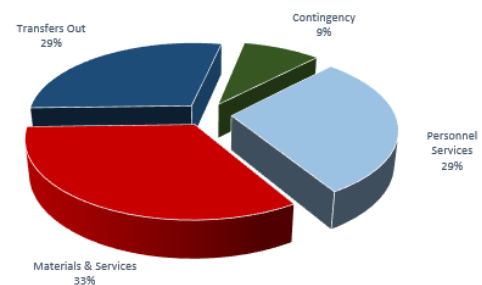
the Engineering/Survey Division.

- 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.
- 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.

**Road Department Resources**



**Road Department Requirements**



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- In FY 20, 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 87.6 miles of chip seal and 9.8 miles of contracted paving. Additional chip seal was performed for the cities of Bend, La Pine, and Sisters.
- Intersection improvements (turn lane and realignment) at the “Six Corners” intersection of S. Canal Boulevard-61<sup>st</sup> Street –Quarry Avenue were constructed. Within the same corridor, a turn lane and other improvements were also constructed at the intersection of S. Canal Boulevard/Helmholtz Way. A Safe-Routes-To-School (SRTS) grant was utilized to add sidewalk to C-Avenue in Terrebonne to provide safer crossing and access in support of the Terrebonne Community School. (Note, this project was the first project delivered in the State under the new SRTS program.) Parking and safety improvements were constructed at Harper’s Bridge (Spring River Road) to support continued recreational access to the Deschutes River. Deschutes County also partnered with ODOT on various State Highway/County Road intersection planning and design projects in Terrebonne (Lower Bridge Way), Tumalo (OB Riley-Cook Avenue), and east Bend (Ward-Hamby). By the time of budget publication, bridge rehabilitation will be underway at the Sisemore Road Bridge (Bull Creek Bridge), funded through the ODOT Local Bridge Program.
- In FY 20 the Road Department initiated project development (design/engineering and/or right-

of-way acquisition) for the Old Bend-Redmond Highway/Tumalo Road roundabout project, the Tumalo Road/Tumalo Place roundabout project, the NE 17<sup>th</sup> Street-Negus Way reconstruction project, and the Hunnell Road improvement project.

- Via the Central Oregon Public Works Partnership and other various IGAs, the Road Department performed \$740,000 worth of work for various partners in FY 20, primarily consisting of chip seal, striping, and vegetation management activities.
- In FY 20, the Road Department completed the county-wide Transportation Safety Action Plan and the Cascade Lakes Highway Safety Audit. These safety plans were funded via grants (ODOT Safety and FHWA FLAP) obtained by the Road Department. Additionally, the Department initiated an update to the county's Transportation System Plan, with the goal of adoption in 2022.

## Fiscal Issues

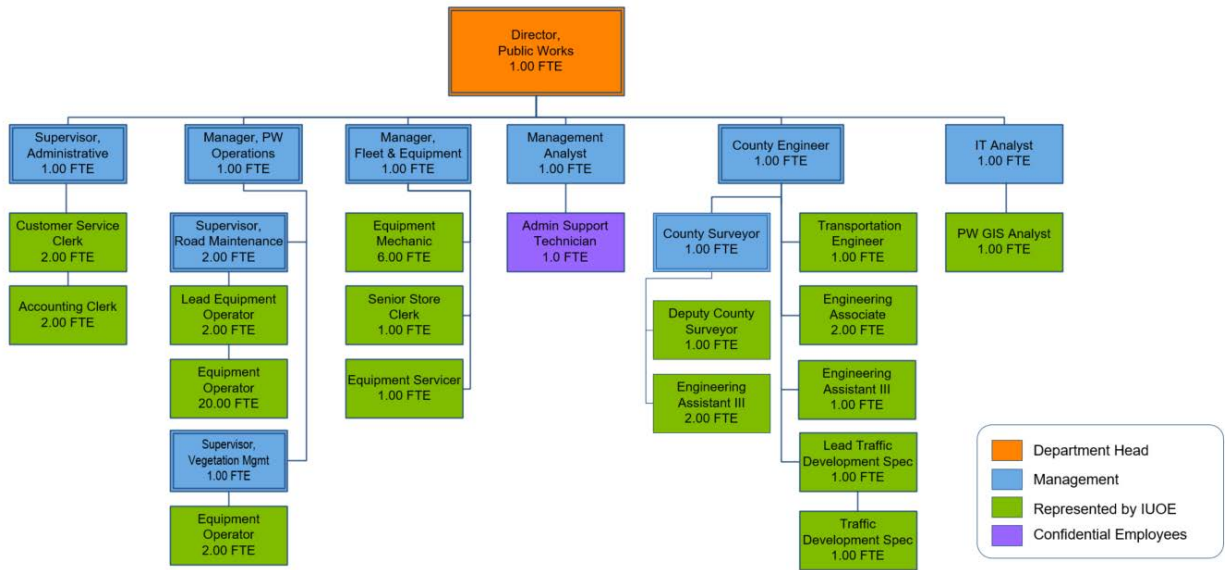
- In June of 2017, the legislature passed a transportation funding package via HB 2017 which will provide a 7-year phase-in of a 10-cent fuel tax increase, in addition to other funding mechanisms. On January 1, 2020 the second of the three phase fuel tax increase (2-cents per gallon) took effect. The 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 20 Road Department budget has been prioritized to reflect the necessity to maintain and sustain the existing pavement system asset (\$496,000,000 replacement value). The total FY 21 Pavement Management Program investment of \$6.2M is projected to sustain the Pavement Condition Index (low 80s).
- The FY 21 Road Department budget includes grant funding from the Federal Lands Access Program (\$1.3M) for chip seal treatment of Cascade Lakes Highway (Elk Lake to Klamath County line).
- The FY 21 budget assumes federal re-authorization of funding (\$2.4M) 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 \$9.6M of planned expenditures in FY 21 to be delivered by the Road Department and \$10M in cash contribution to ODOT partner projects (Terrebonne and US 97 North Corridor). Proposed expenditures are provided in detail in the Capital Improvement Program section of the budget.
- In FY 20 and again in FY 21, 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.
- The Road Department has initiated an update to the County's Transportation System Plan (TSP), the bulk of which will occur in FY 21. The TSP will identify capital project needs thru 2040 which will be budgeted and prioritized in a new Capital Improvement Plan.
- In the past year, the Road Department has implemented various county-wide and department specific software systems to modernize finance, personnel, time-keeping and asset management systems. Collectively, these systems, (which have added significant value to the Department's fiscal and asset management objectives) have created data entry and work-load issues for the Operations Division and Fleet/Equipment Division managers. In the FY 21 budget,

the Road Department is proposing the addition of 1.0 FTE (Accounting Clerk) to alleviate time consuming data entry and reporting for Division Managers to enable them to focus on higher priority items within their respective Divisions.

## Organizational Chart



## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL ROAD FTE</b>	<b>53.50</b>	<b>54.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>57.00</b>

## Budget Summary – Road (Fund 325)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	8,776,841	10,314,842	6,001,989	2,695,786	2,695,786	2,695,786	-55.1%
Federal Government Payments	3,025,701	3,387,765	2,667,207	3,799,533	3,799,533	3,799,533	42.5%
State Government Payments	14,833,348	17,461,542	17,629,539	14,810,507	14,810,507	14,810,507	-16.0%
Local Government Payments	537,224	400,849	660,000	385,000	385,000	385,000	-41.7%
Charges for Services	66,618	57,405	51,500	48,000	48,000	48,000	-6.8%
Fines & Fees	71,832	66,851	10,000	9,000	9,000	9,000	-10.0%
Interest Revenue	141,419	235,734	252,000	118,000	118,000	118,000	-53.2%
Other Non-Operational Revenue	1,094	1,122	1,000	1,000	1,000	1,000	0.0%
Interfund Charges	1,472,491	1,096,023	1,156,581	1,114,070	1,114,070	1,114,070	-3.7%
Sales of Equipment	378,623	327,920	358,000	396,000	396,000	396,000	10.6%
<b>Resources Total</b>	<b>29,305,192</b>	<b>33,350,052</b>	<b>28,787,816</b>	<b>23,376,896</b>	<b>23,376,896</b>	<b>23,376,896</b>	<b>-18.8%</b>
<b>Requirements</b>							
Personnel Services	5,852,960	6,246,351	6,447,671	6,720,357	6,789,327	6,790,968	5.3%
Materials & Services	6,995,505	5,912,553	8,092,165	7,753,525	7,753,525	7,753,525	-4.2%
Capital Outlay	141,885	-	33,500	50,500	50,500	50,500	50.7%
Transfers Out	6,000,000	14,464,308	11,910,575	6,683,218	6,614,248	6,683,218	-43.9%
Contingency	-	-	2,303,905	2,169,296	2,169,296	2,098,685	-8.9%
<b>Requirements Total</b>	<b>18,990,350</b>	<b>26,623,212</b>	<b>28,787,816</b>	<b>23,376,896</b>	<b>23,376,896</b>	<b>23,376,896</b>	<b>-18.8%</b>

## Performance Management

### Goal: Economic Vitality

*Objective: Maintain a safe, efficient and sustainable transportation system.*

- Measure #1: Sustain Pavement Condition Index (low 80s)
- Measure #2: Achieve 96% of roads rated good or better (PCI above 70)
- Measure #3: Achieve 50% of bridges rated good or better (Deck, Superstructure, and Substructure Ratings all above 7)

### Goal: Service Delivery

*Objective: Preserve and enhance capital assets and strengthen fiscal security.*

- Measure #4: Provide a maintenance treatment or resurface 14.0% of the County's road pavement asset.
- Measure #5: Sustain the weighted average Bridge Sufficiency Rating at or above 85.
- Measure #6: Provide further implementation and development of the Road Capital Improvement Plan.

### Goal: Service Delivery

*Objective: Provide collaborative internal support for County Operations*

- Measure #7: Percentage of county-wide light fleet out of life-cycle. (Long term target is 0%, annual goal is a downward trend).

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	165,164	236,369	222,481	249,763	249,763	249,763	12.3%
Licenses & Permits	157,534	174,036	152,000	120,001	120,001	120,001	-21.1%
Charges for Services	54,162	31,956	43,040	57,554	57,554	57,554	33.7%
Interest Revenue	4,550	7,554	6,000	3,300	3,300	3,300	-45.0%
<b>Resources Total</b>	<b>381,409</b>	<b>449,915</b>	<b>423,521</b>	<b>430,618</b>	<b>430,618</b>	<b>430,618</b>	<b>1.7%</b>
<b>Requirements</b>							
Materials & Services	145,040	208,951	220,566	174,713	174,713	174,713	-20.8%
Contingency	-	-	202,955	255,905	255,905	255,905	26.1%
<b>Requirements Total</b>	<b>145,040</b>	<b>208,951</b>	<b>423,521</b>	<b>430,618</b>	<b>430,618</b>	<b>430,618</b>	<b>1.7%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	678,076	757,893	781,928	954,242	954,242	954,242	22.0%
Charges for Services	438,112	388,142	380,000	502,714	502,714	502,714	32.3%
Interest Revenue	14,666	20,971	18,000	11,900	11,900	11,900	-33.9%
<b>Resources Total</b>	<b>1,130,854</b>	<b>1,167,005</b>	<b>1,179,928</b>	<b>1,468,856</b>	<b>1,468,856</b>	<b>1,468,856</b>	<b>24.5%</b>
<b>Requirements</b>							
Materials & Services	372,960	332,178	388,415	398,257	398,257	398,257	2.5%
Contingency	-	-	791,513	1,070,599	1,070,599	1,070,599	35.3%
<b>Requirements Total</b>	<b>372,960</b>	<b>332,178</b>	<b>1,179,928</b>	<b>1,468,856</b>	<b>1,468,856</b>	<b>1,468,856</b>	<b>24.5%</b>

## Road Building and 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	977,743	2,253,436	3,392,508	3,470,814	3,470,814	3,470,814	2.3%
Interest Revenue	34,015	76,282	67,000	49,500	49,500	49,500	-26.1%
Transfers In	-	-	1,313,601	1,418,945	1,418,945	1,418,945	8.0%
<b>Resources Total</b>	<b>1,011,759</b>	<b>2,329,718</b>	<b>4,773,109</b>	<b>4,939,259</b>	<b>4,939,259</b>	<b>4,939,259</b>	<b>3.5%</b>
<b>Requirements</b>							
Materials & Services	47,105	36,928	221,628	382,623	382,623	382,623	72.6%
Capital Outlay	711,218	783,362	1,215,587	1,037,000	1,037,000	1,037,000	-14.7%
Transfers Out	(2,000,000)	(2,000,000)	-	-	-	-	-
Contingency	-	-	3,335,894	3,519,636	3,519,636	3,519,636	5.5%
<b>Requirements Total</b>	<b>(1,241,677)</b>	<b>(1,179,710)</b>	<b>4,773,109</b>	<b>4,939,259</b>	<b>4,939,259</b>	<b>4,939,259</b>	<b>3.5%</b>



## 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 from this fund provide for capital improvements that increase capacity of the transportation system.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	2,304,164	2,841,011	2,953,327	3,145,350	3,145,350	3,145,350	6.5%
Licenses & Permits	1,066,111	1,224,550	1,000,000	612,842	612,842	612,842	-38.7%
Interest Revenue	43,258	77,710	67,400	64,647	64,647	64,647	-4.1%
Other Non-Operational Revenue	5,532	4,925	3,000	3,000	3,000	3,000	0.0%
<b>Resources Total</b>	<b>3,419,065</b>	<b>4,148,195</b>	<b>4,023,727</b>	<b>3,825,839</b>	<b>3,825,839</b>	<b>3,825,839</b>	<b>-4.9%</b>
<b>Requirements</b>							
Transfers Out	578,054	929,655	1,417,940	2,253,384	2,253,384	2,253,384	58.9%
Contingency	-	-	2,605,787	1,572,455	1,572,455	1,572,455	-39.7%
<b>Requirements Total</b>	<b>578,054</b>	<b>929,655</b>	<b>4,023,727</b>	<b>3,825,839</b>	<b>3,825,839</b>	<b>3,825,839</b>	<b>-4.9%</b>

## Vehicle Maintenance and 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,022,567	1,123,625	1,022,884	1,095,119	1,095,119	1,095,119	7.1%
Interest Revenue	16,065	23,793	23,000	14,000	14,000	14,000	-39.1%
Transfers In	528,070	644,259	607,797	714,974	714,974	714,974	17.6%
Sales of Equipment	39,683	65,788	-	35,000	35,000	35,000	
<b>Resources Total</b>	<b>1,606,385</b>	<b>1,857,465</b>	<b>1,653,681</b>	<b>1,859,093</b>	<b>1,859,093</b>	<b>1,859,093</b>	<b>12.4%</b>
<b>Requirements</b>							
Materials & Services	165,873	218,652	205,000	217,257	217,257	217,257	6.0%
Capital Outlay	316,887	520,319	600,000	600,000	600,000	600,000	0.0%
Contingency	-	-	848,681	1,041,836	1,041,836	1,041,836	22.8%
<b>Requirements Total</b>	<b>482,760</b>	<b>738,970</b>	<b>1,653,681</b>	<b>1,859,093</b>	<b>1,859,093</b>	<b>1,859,093</b>	<b>12.4%</b>



## 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. Fund 465 will also budget resources for pavement preservation (contracted asphalt overlay projects); these projects were previously budgeted expenditures in Fund 325.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	7,823,938	9,588,827	15,616,536	23,154,407	23,154,407	23,154,407	48.3%
State Government Payments	-	-	1,944,893	2,258,100	2,258,100	2,258,100	16.1%
Interest Revenue	120,460	261,131	198,000	209,700	209,700	209,700	5.9%
Interfund Charges	-	-	-	-	-	-	
Transfers In	4,578,054	13,393,963	12,014,914	7,517,657	7,517,657	7,517,657	-37.4%
<b>Resources Total</b>	<b>12,522,453</b>	<b>23,243,921</b>	<b>29,774,343</b>	<b>33,139,864</b>	<b>33,139,864</b>	<b>33,139,864</b>	<b>11.3%</b>
<b>Requirements</b>							
Materials & Services	35,701	73,153	71,748	158,465	158,465	158,465	120.9%
Capital Outlay	2,897,925	5,411,213	13,764,165	19,877,585	19,877,585	19,877,585	44.4%
Contingency	-	-	15,938,430	13,103,814	13,103,814	13,103,814	-17.8%
<b>Requirements Total</b>	<b>2,933,626</b>	<b>5,484,366</b>	<b>29,774,343</b>	<b>33,139,864</b>	<b>33,139,864</b>	<b>33,139,864</b>	<b>11.3%</b>

# 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 the risk of fire. This includes 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 the Ready, Set, Go programs. The Natural Resource Department also provides public education, technical and financial assistance related to noxious weed control and eradication.

Natural Resources Summary	
Total Budget	\$1,742,495
Budget Change	+30.76%
Total Staff	2.00 FTE
Staff Change	No Change

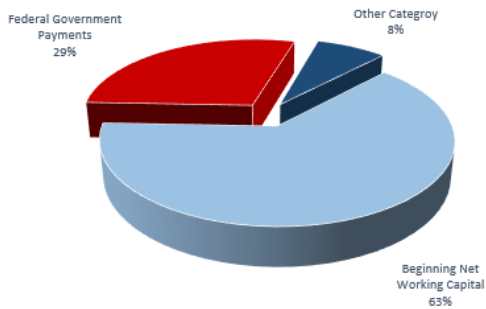
County Forester: Ed Keith

☎: 541-322-7117

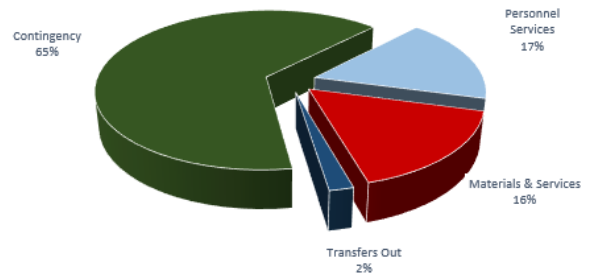
✉: ed.keith@deschutes.org

🌐: www.deschutes.org/forester

## Natural Resources Funding



## 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 33,000 cubic yards of defensible space material in the spring and another 8,000 yards in the fall. Collection days for the transfer stations will be doubled in 2020.
- Firewise USA communities in Deschutes County now total 35, with ten new communities added in 2019 and many other communities likely to be recognized in 2020.

### Fiscal Issues

- Work with OEM and FEMA to award a Hazard Mitigation Grant Program (HMGP) for fuels reduction which Deschutes County is eligible for due to the Milli Fire.
- Uncertainty in Title III fund reauthorization has been balanced out by transitioning to funding provided by the Payment in Lieu of Taxes program.
- An additional FTE was added as we transitioned away from providing support for efforts related to Project Wildfire through a part time contractor.

### Operational Challenges

- Expand citizen participation in FireFree and Firewise communities in cooperation with Project Wildfire partners.
- Completion of fuel reduction projects in high priority areas as identified in the Community Wildfire Protection Plans.
- Provide technical and financial assistance to landowners with high priority noxious weeds.
- Work with other public land managers through multiple efforts to improve resilient landscapes throughout the County, including the development of new initiatives.

## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL NATURAL RESOURCES FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

## Budget Summary – Natural Resources (Fund 326)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	615,404	624,464	702,025	1,104,839	1,104,839	1,104,839	57.4%
Federal Government Payments	705,798	720,962	520,550	502,337	502,337	502,337	-3.5%
State Government Payments	17,650	-	-	10,219	10,219	10,219	
Charges for Services	-	-	-	-	-	-	
Interest Revenue	9,737	20,441	20,000	15,100	15,100	15,100	-24.5%
Interfund Grants	5,506	2,408	49,000	60,000	80,000	60,000	22.4%
Transfers In	27,031	30,463	41,000	50,000	50,000	50,000	22.0%
<b>Resources Total</b>	<b>1,381,126</b>	<b>1,398,737</b>	<b>1,332,575</b>	<b>1,742,495</b>	<b>1,762,495</b>	<b>1,742,495</b>	<b>30.8%</b>
<b>Requirements</b>							
Personnel Services	175,608	169,877	232,179	295,547	297,692	295,547	27.3%
Materials & Services	543,654	348,740	365,497	286,021	306,021	286,021	-21.7%
Transfers Out	37,400	4,892	4,892	33,642	33,642	33,642	587.7%
Contingency	-	-	730,007	1,127,285	1,125,140	1,127,285	54.4%
<b>Requirements Total</b>	<b>756,662</b>	<b>523,509</b>	<b>1,332,575</b>	<b>1,742,495</b>	<b>1,762,495</b>	<b>1,742,495</b>	<b>30.8%</b>

## Performance Management

### Goal: Safe Communities

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Department Measure #1: Maintain or increase public participation in Fire Free events as measured by yard debris collected.

### Goal: Healthy People

*Objective: Help to sustain natural resources in balance with other community needs.*

- Department Measure #2: Maintain or increase the number of communities participating in the Firewise USA™ Program.

## Federal Forest Title III (Fund 327)

Activities funded under Title III of the Secure Rural Schools Act include: 1) Community Wildfire Protection Plans, 2) Firewise Community planning, including fire prevention and education, and 3) Search and Rescue operations on National Forest lands.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	270,664	262,659	239,548	197,747	197,747	197,747	-17.4%
Federal Government Payments	96,936	87,967	100,477	85,000	85,000	85,000	-15.4%
Interest Revenue	3,801	5,609	5,000	3,300	3,300	3,300	-34.0%
<b>Resources Total</b>	<b>371,400</b>	<b>356,234</b>	<b>345,025</b>	<b>286,047</b>	<b>286,047</b>	<b>286,047</b>	<b>-17.1%</b>
<b>Requirements</b>							
Materials & Services	108,742	111,244	160,000	160,000	160,000	160,000	0.0%
Contingency	-	-	185,025	126,047	126,047	126,047	-31.9%
<b>Requirements Total</b>	<b>108,742</b>	<b>111,244</b>	<b>345,025</b>	<b>286,047</b>	<b>286,047</b>	<b>286,047</b>	<b>-17.1%</b>

# 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 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.

Department Director: Timm Schimke

☎: 541-317-3163

✉: [solidwaste@deschutes.org](mailto:solidwaste@deschutes.org)

🌐: [www.deschutes.org/solidwaste](http://www.deschutes.org/solidwaste)

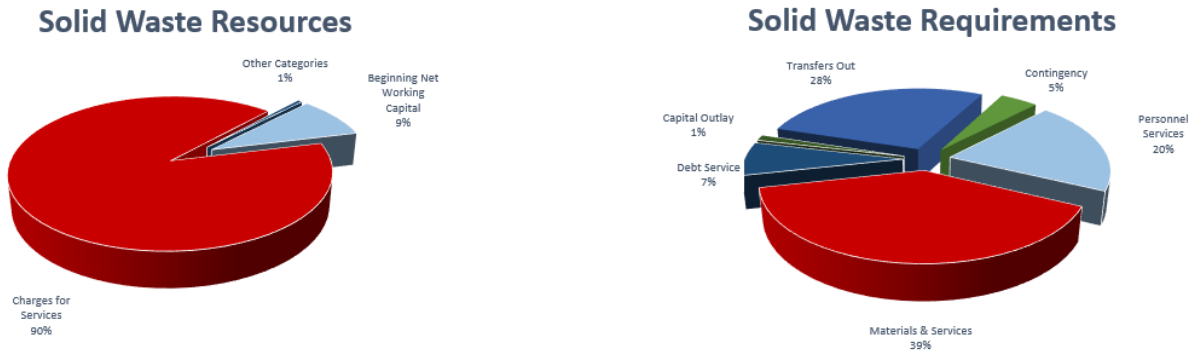
Solid Waste Summary	
Total Budget	\$13,257,411
Budget Change	+7.6%
Total Staff	24.00 FTE
Staff Change	-.50 FTE

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 near Bend, 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 is performed by private companies that are regulated under 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.



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Cell 8 construction required additional space at the Knott facility to stockpile soil. The Department applied and received a conditional use permit to incorporate an additional 20 acres into the facility for those needs.
- Underwent construction of Cell 8 to provide disposal capacity for the next three or four years.

### Fiscal Issues

- As we plan for the closure of Knott Landfill, we've identified \$25 to \$30 million in capital needs, including upgrades to transfer stations and the compost operation as well as siting and constructing a new landfill. The Department is exploring a variety of options (including tip fee increases and the use of debt) to meet expected capital needs.
- The Department is projecting to use debt to fund the facility improvements at the Negus Transfer Station in Redmond. Analysis reveals the transfer station is operating at capacity and requires significant facility improvements to accommodate population growth in the area. The Department is working to complete the design of the facility improvements and develop accurate cost estimates for construction.

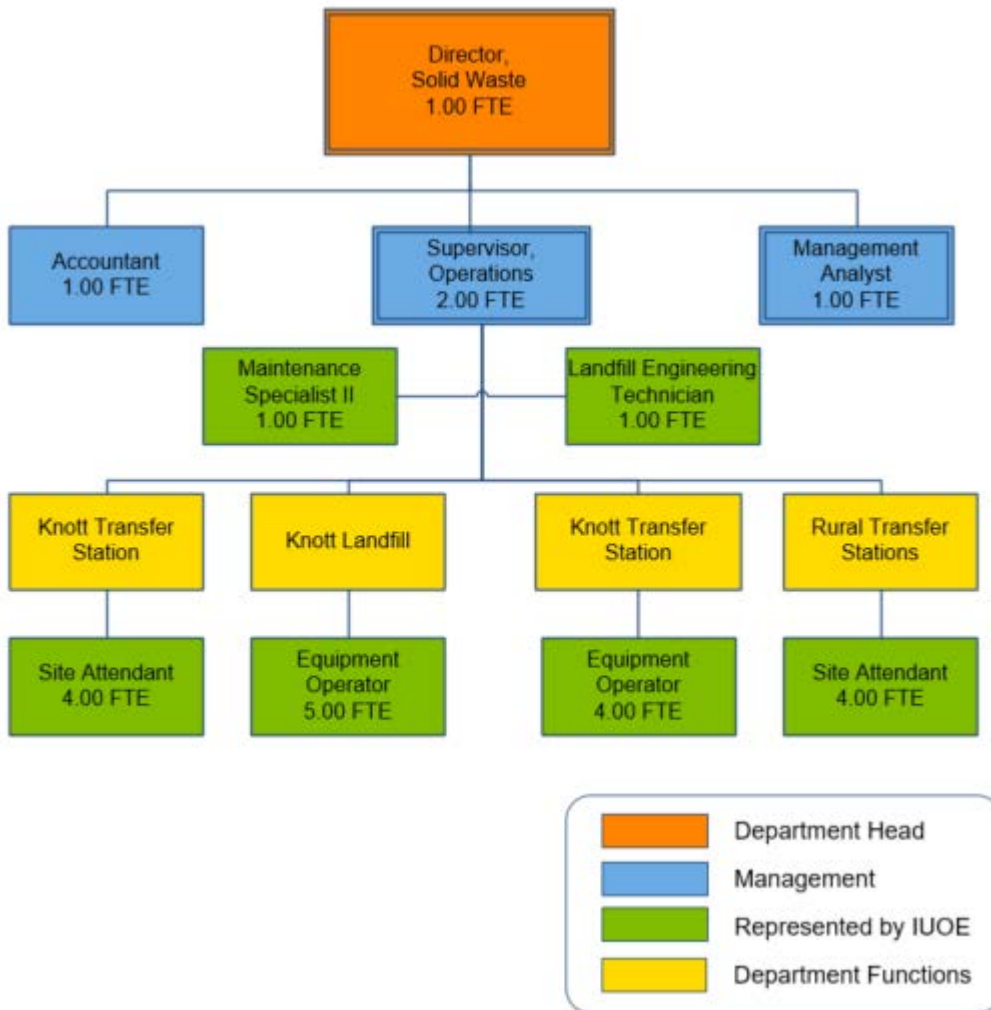
### Operational Challenges

- Expand the electronic data management systems used for monitoring environmental protection systems.
- Complete a Waste Characterization Study to identify possible areas for increased diversion of recyclables from the landfill.

## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
TOTAL SOLID WASTE FTE	22.50	22.50	23.50	24.50	24.50	24.00

## Organizational Chart



## Budget Summary – Solid Waste (Fund 610)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,237,677	1,938,991	600,000	1,201,609	1,201,609	1,179,819	96.6%
State Government Payments	-	-	-	-	-	-	-
Charges for Services	11,032,847	11,434,785	11,653,628	12,001,891	12,001,891	12,001,891	3.0%
Fines & Fees	90	-	-	-	-	-	-
Interest Revenue	23,143	58,235	59,000	23,700	23,700	23,700	-59.8%
Other Non-Operational Revenue	8,341	161	241	1	1	1	-99.6%
Sales of Equipment	24,711	11,063	12,000	52,000	52,000	52,000	333.3%
<b>Resources Total</b>	<b>12,326,810</b>	<b>13,443,234</b>	<b>12,324,869</b>	<b>13,279,201</b>	<b>13,279,201</b>	<b>13,257,411</b>	<b>7.6%</b>
<b>Requirements</b>							
Personnel Services	2,173,108	2,331,135	2,538,776	2,659,370	2,664,471	2,637,579	3.9%
Materials & Services	4,684,108	4,341,881	4,927,163	5,227,119	5,227,119	5,227,119	6.1%
Debt Service	861,102	860,937	862,100	945,000	945,000	945,000	9.6%
Capital Outlay	89,501	109,681	56,000	162,500	162,500	162,500	190.2%
Transfers Out	2,580,000	5,000,029	3,296,192	3,684,280	3,684,280	3,684,280	11.8%
Contingency	-	-	644,638	600,933	595,832	600,933	-6.8%
<b>Requirements Total</b>	<b>10,387,819</b>	<b>12,643,664</b>	<b>12,324,869</b>	<b>13,279,201</b>	<b>13,279,201</b>	<b>13,257,411</b>	<b>7.6%</b>

## Performance Management

### Goal: Service Delivery

*Objective: Help to sustain natural resources in balance with other community needs.*

- Measure #1: Continue to meet or exceed the general industry compaction standard of 1,200 lb/cy to ensure efficient use of the Knott Landfill resource.
- Measure #2: Work with solid waste service providers to increase the diversion rate and collect more recyclables than the prior year's 62,118 tons.

### Goal: Service Delivery

*Objective: Preserve and enhance capital assets and strengthen fiscal security.*

- Measure #3: Develop a performance dashboard providing real-time data for management oversight of solid waste operations to better help make decisions in staffing and other cost controls.

*Objective: Support and promote Deschutes County Customer Service "Every Time" standards.*

- Measure #4: Attendant cash transaction error percentage be better than the historical high of 0.13%.
- Measure #5: Develop and deploy a customer service satisfaction survey.

*Objective: Preserve and enhance capital assets, strengthen fiscal security and ensure sufficient space for operational needs.*

- Measure #6: Complete construction of the Negus Transfer Station facility improvements to accommodate population growth in the Redmond area.



## Landfill Closure (Fund 611)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	3,761,118	4,389,650	4,855,267	5,049,848	5,049,848	5,049,848	4.0%
Interest Revenue	61,275	100,310	94,000	60,300	60,300	60,300	-35.9%
Transfers In	-	-	100,000	100,000	100,000	100,000	0.0%
<b>Resources Total</b>	<b>3,822,393</b>	<b>4,489,959</b>	<b>5,049,267</b>	<b>5,210,148</b>	<b>5,210,148</b>	<b>5,210,148</b>	<b>3.2%</b>
<b>Requirements</b>							
Materials & Services	32,743	18,661	568,400	554,050	554,050	554,050	-2.5%
Capital Outlay	-	-	-	15,000	15,000	15,000	-
Transfers Out	(600,000)	(400,000)	1,000,000	-	-	-	-
Contingency	-	-	3,480,867	4,641,098	4,641,098	4,641,098	33.3%
<b>Requirements Total</b>	<b>(567,257)</b>	<b>(381,339)</b>	<b>5,049,267</b>	<b>5,210,148</b>	<b>5,210,148</b>	<b>5,210,148</b>	<b>3.2%</b>

## Landfill Postclosure (Fund 612)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	786,548	797,899	1,063,986	1,182,255	1,182,255	1,182,255	11.1%
Interest Revenue	11,352	17,356	17,000	13,000	13,000	13,000	-23.5%
Transfers In	-	-	100,000	100,000	100,000	100,000	0.0%
<b>Resources Total</b>	<b>797,899</b>	<b>815,255</b>	<b>1,180,986</b>	<b>1,295,255</b>	<b>1,295,255</b>	<b>1,295,255</b>	<b>9.7%</b>
<b>Requirements</b>							
Materials & Services	-	-	1,000	1,000	1,000	1,000	0.0%
Transfers Out	-	(250,000)	-	-	-	-	-
Reserve for Future Expenditure	-	-	1,179,986	1,294,255	1,294,255	1,294,255	9.7%
<b>Requirements Total</b>	<b>-</b>	<b>(250,000)</b>	<b>1,180,986</b>	<b>1,295,255</b>	<b>1,295,255</b>	<b>1,295,255</b>	<b>9.7%</b>

## Solid Waste Capital Projects (Fund 613)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	2,320,268	417,861	3,400,818	1,000,053	1,000,053	1,000,053	-70.6%
Interest Revenue	36,594	33,797	17,000	48,400	48,400	48,400	184.7%
Transfers In	-	-	3,963,827	2,342,189	2,342,189	2,342,189	-40.9%
Long Term Liability	-	-	-	6,000,000	6,000,000	6,000,000	-
<b>Resources Total</b>	<b>2,356,862</b>	<b>451,658</b>	<b>7,381,645</b>	<b>9,390,642</b>	<b>9,390,642</b>	<b>9,390,642</b>	<b>27.2%</b>
<b>Requirements</b>							
Materials & Services	301,817	25,178	1,129,030	428,512	428,512	428,512	-62.0%
Capital Outlay	3,237,184	-	6,165,000	6,100,000	6,100,000	6,100,000	-1.1%
Transfers Out	(1,600,000)	(3,250,000)	-	-	-	-	-
Contingency	-	-	87,615	2,862,130	2,862,130	2,862,130	3166.7%
<b>Requirements Total</b>	<b>1,939,001</b>	<b>(3,224,822)</b>	<b>7,381,645</b>	<b>9,390,642</b>	<b>9,390,642</b>	<b>9,390,642</b>	<b>27.2%</b>

## Solid Waste Equipment Reserve (Fund 614)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	398,831	648,751	802,837	611,954	836,954	836,954	4.2%
Interest Revenue	8,558	18,345	15,000	10,800	10,800	10,800	-28.0%
Transfers In	-	-	100,000	1,100,000	1,100,000	1,100,000	1000.0%
<b>Resources Total</b>	<b>407,389</b>	<b>667,096</b>	<b>917,837</b>	<b>1,722,754</b>	<b>1,947,754</b>	<b>1,947,754</b>	<b>112.2%</b>
<b>Requirements</b>							
Materials & Services	9,316	6,740	6,468	13,965	13,965	13,965	115.9%
Capital Outlay	99,322	846,933	685,000	1,480,000	1,705,000	1,705,000	148.9%
Transfers Out	(350,000)	(1,050,000)	-	-	-	-	
Contingency	-	-	226,369	228,789	228,789	228,789	1.1%
<b>Requirements Total</b>	<b>(241,362)</b>	<b>(196,327)</b>	<b>917,837</b>	<b>1,722,754</b>	<b>1,947,754</b>	<b>1,947,754</b>	<b>112.2%</b>

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## Health Services

### HEALTH SERVICES DEPARTMENT

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# HEALTH SERVICES

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



## 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 300 employees across eight sites, working in a diverse range of programs within the Director's Office and three divisions: Public Health, Behavioral Health, and Administrative Services.

Health Services	
Total Budget	\$50,735,319
Budget Change	-3.5%
Total Staff	323.00
Staff Change	+ 4.00 FTE

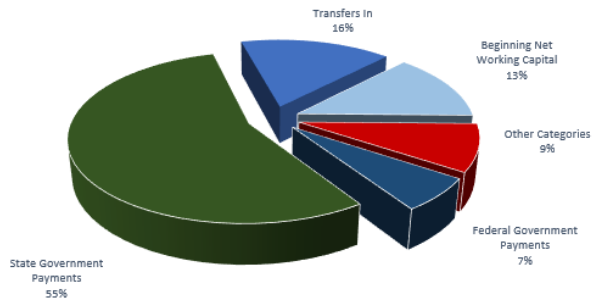
Department Director: Dr. George A. Conway

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

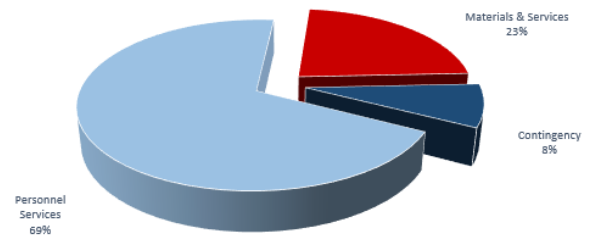
✉: [healthservices@deschutes.org](mailto:healthservices@deschutes.org)

🌐: [www.deschutes.org/health](http://www.deschutes.org/health)

## Health Services Resources



## Health Services Requirements



**PUBLIC HEALTH DIVISION:** Works to keep people healthy and safe by striving to improve and protect the health of people in Deschutes County. This work occurs in a number of ways, including disease monitoring; prevention 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 emerging threats, outbreaks and other events. These services are provided through the following programs:

- Access to Preventive Health Services and Supports: Works to prevent, detect, and treat illness early and to improve the health status of, and outcomes for, the county's most vulnerable persons. Services include:
  - Reproductive Health Clinic—Well women's exams, family planning, STD testing, and follow-up;
  - Women, Infants and Children (WIC)—Health and growth screenings, nutrition and breastfeeding education and support, resource referrals and supplemental food benefits for vulnerable pregnant and post-partum women, infants and young children;
  - Family Support Services (FSS)—Health assessments, case management and care coordination, home visiting education and support services for high-risk infants, special needs children, 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 and Emergency Preparedness: Investigates, prevents and controls communicable diseases and outbreaks that pose a threat to the public. Includes epidemiology services to monitor, analyze, and report on disease and outbreak data, trends, and emerging threats. Prepares for and responds to emergency events and threats impacting the health of the public.
- Environmental Health: Conducts licensure and regulatory inspections of local food and water facilities to protect the public from illness and death.
- Prevention and Health Promotion: Works with community to assess needs, gaps and strengths in order to prioritize and work toward solutions known to improve health, based on capacity and

readiness of the community.

- Public Health Administration: Provides leadership, management and oversight for local public health programs and services. Works to diversify and leverage resources to meet public health needs, and to assure the effective and efficient use of resources.

**BEHAVIORAL HEALTH DIVISION:** Behavioral Health programs and services help Deschutes County residents with mental health and/or substance use disorders, and intellectual and/or developmental disabilities (I/DD). Priority populations for behavioral health services include Oregon Health Plan (OHP) members, the uninsured, and persons in crisis. These services also promote health and recovery and can prevent more costly care and interventions. Services include:

- Adult Intensive Services: Focuses on programs serving adults with serious and persistent mental illness, including outpatient and community-based services, primary care integration, and specialty services such as homeless outreach, 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.
- Crisis and Access Services: Crisis provides 24/7 rapid response and stabilization to individuals experiencing mental health crises and at risk for hospitalization, as well as forensic diversion services. The Access team conducts behavioral health screening and assessments, connecting individuals seeking mental health or substance use disorder services with appropriate treatment resources.
- Intellectual and/or Developmental Disabilities (I/DD): Provides support for this population to live as independently as possible in the least restrictive environment. Services are aimed at facilitating greater access to social interaction, community engagement, and employment opportunities.
- Outpatient Complex Care: Provides services to adults, children, and families struggling with mental health and substance use disorder challenges, as well as mediation services for separating and divorcing parents of minor children. Outpatient teams coordinate with integrated primary care providers to address co-occurring chronic health conditions of individuals served Behavioral Health Administration and Front Office: Provides leadership and support for Behavioral Health programs and administrative functions of client intake and scheduling.

**ADMINISTRATIVE SERVICES DIVISION:** 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.

**DIRECTOR'S OFFICE:** Oversees programs and activities with broad public, community partner, inter-agency and cross-jurisdictional impact and involvement, including assessment and epidemiology for the health of the populations within our community.

## SUCCESSES AND CHALLENGES

### Significant Accomplishments

- The State Public Health Division conducted an onsite triennial review of local public health to assure compliance with state and federal public health laws and requirements. The review also evaluated overall program effectiveness. They found Deschutes County Public Health to be providing excellent public health services with 100 percent compliance in all 18 program areas reviewed. Deschutes County is only the second county in Oregon to have ever achieved a 100% compliance report.
- Public Health achieved re-accreditation by the National Public Health Accreditation Board (PHAB), meeting 100 percent of quality standards and performance metrics, as set by PHAB. Public Health Accreditation assures consistent, high quality public health services are provided to the communities served and helps to assure the efficacious stewardship of public investments and resources in public health.
- Public Health played a critical role in the compilation and analysis of data for the Central Oregon Regional Health Assessment (RHA). The RHA provides a snapshot of the health of Central Oregon and serves as to guide the development of the Regional Health Improvement Plan (RHIP). Public Health participated as a regional partner in the development of the RHIP, a collaborative vision for improving health of Central Oregonians (2020 – 2023).
- Capitalizing on the successful implementation of the Certified Community Behavioral Health Clinic (CCBHC) Demonstration Grant, Behavioral Health provided approximately 46 percent more services to individuals with mental health and substance use disorders, nearly doubled the number of veterans served monthly, integrated primary care into each clinic setting, and improved intensive care coordination to individuals served with co-occurring mental health, substance use and chronic physical health conditions. These accomplishments led to a successful application for continuation funding through the CCBHC Expansion Grant.
- Behavioral Health leveraged over one million additional dollars in Federal and State grant funds this year through grants that support the Deschutes County Stabilization Center, Peer delivered Interventions, Parent Child Interaction Therapy, staff Zero Suicide training for staff, and Community Behavioral Health Clinic Integration of Primary and Behavioral Health Care efforts.
- I/DD participated in a pilot of the state's new Centralized Abuse Management (CAM) system, which tracks abuse cases and other serious incidents involving clients. This system now allows I/DD to better identify serious incident trends and develop strategies to address client welfare concerns.
- Administrative Services continued automating and operationalizing the use of data in decision-making in order to improve services to the community. An estimated 280 hours of staff hours are saved through the automatic scheduling of reports and transitioning to electronic billing instead of paper. A redesign of the department's chart of accounts to align with funding streams improves grant tracking, transparency, and access to real-time information for managers.
- In order to improve client services and ensure compliance, Administrative Services developed



and launched a clinical coding and documentation training for new and existing staff. To date, 64 staff participated, which contributed to an unprecedented Coordinated Care Organization Behavioral Health annual site review score of 99 percent.

## 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. In response to the uncertainty of this fiscal climate, DCHS has prepared a budget request that will maintain its most essential current services.

As proposed, the overall Fiscal Year (FY) 2021 Health Services budget is \$50,670,840, a decrease of \$1,877,952 (-3.6%) in budgetary requirements from FY 2020 to FY 2021. The proposed County General Funds in FY 2021 is \$5,677,169, or approximately 11.2% of DCHS’ total resources, a decrease of \$69,921 (-1.2%) from FY 2020.

### BUDGETARY HIGHLIGHTS

- The Certified Community Behavioral Health Clinic (CCBHC) two-year pilot program ended in FY 2019, yet a six month CCBHC Continuation program extended the funding from September 2019 through February 2020, resulting in an estimated net revenue of \$2.1 million. This model continued to allow DCHS to receive enhanced, cost-based reimbursement from Medicaid on a payment per patient model, enabling DCHS to better cover costs of integrated care for people with complex mental health, substance use and medical problems. The Oregon Legislature is currently at an impasse with regard to continued funding; a special legislative session is scheduled on this topic in May 2020. In addition to CCBHC Continuation funds, DCHS is a recipient of the CCBHC Expansion grant which extends from September 2018 to September 2020, and is funded as a more traditional grant, not per patient. DCHS has reapplied for another two-year CCBHC Expansion Grant, and is awaiting notification as to whether it has been awarded the grant. FY 2020 CCBHC-related revenue is anticipated at \$2.0M, pending notification of award. The CCBHC Expansion Grant funding extends 18.5 FTE limited-duration employees and will add 0.5 FTE limited-duration employee, if awarded.
- During FY 2020, DCHS successfully negotiated a contract with PacificSource, the Coordinated Care Organization, which increased reimbursement in all categories and includes Deschutes County Behavioral Health in the Global healthcare budget. The agreement, which differentiates between capitation and fee-for-services, will increase capitation revenue by \$600,000 compared to its 2020 agreement.
- Staffing decreased from 318.65 to 316.95 FTE in FY 2021, which includes the addition of 3.0 FTE for the I/DD Program approved during FY 2020, a reduction of 1.7 FTE for cost saving measures, and a reduction of 3.0 FTE limited-duration positions. Staffing levels in the FY 2021 Proposed Budget reflect less than a 1 percent decrease from FY 2020.
- Staffing levels for the Deschutes County Stabilization Center as proposed in this budget are for operating from 7:00 a.m. to 9:00 p.m., 5 days a week, and 10:00 a.m. to 9:00 p.m. Saturday and Sunday through April 2021 allowable through a partnership with the Deschutes County Sheriff’s Office as well as support through one-time funds from the Central Oregon Health Council in the amount of \$581,431.

- With healthcare industry funding subject to economic, political, and social influences (at varying levels of government), the long-term fiscal outlook for DCHS is indeterminable. Given that reality, efforts are being made to limit exposure, and maintain flexibility, both in terms of contract obligations and personnel services. Furthermore, it is the intent of DCHS to seek out alternate funding sources that will complement the current service array.

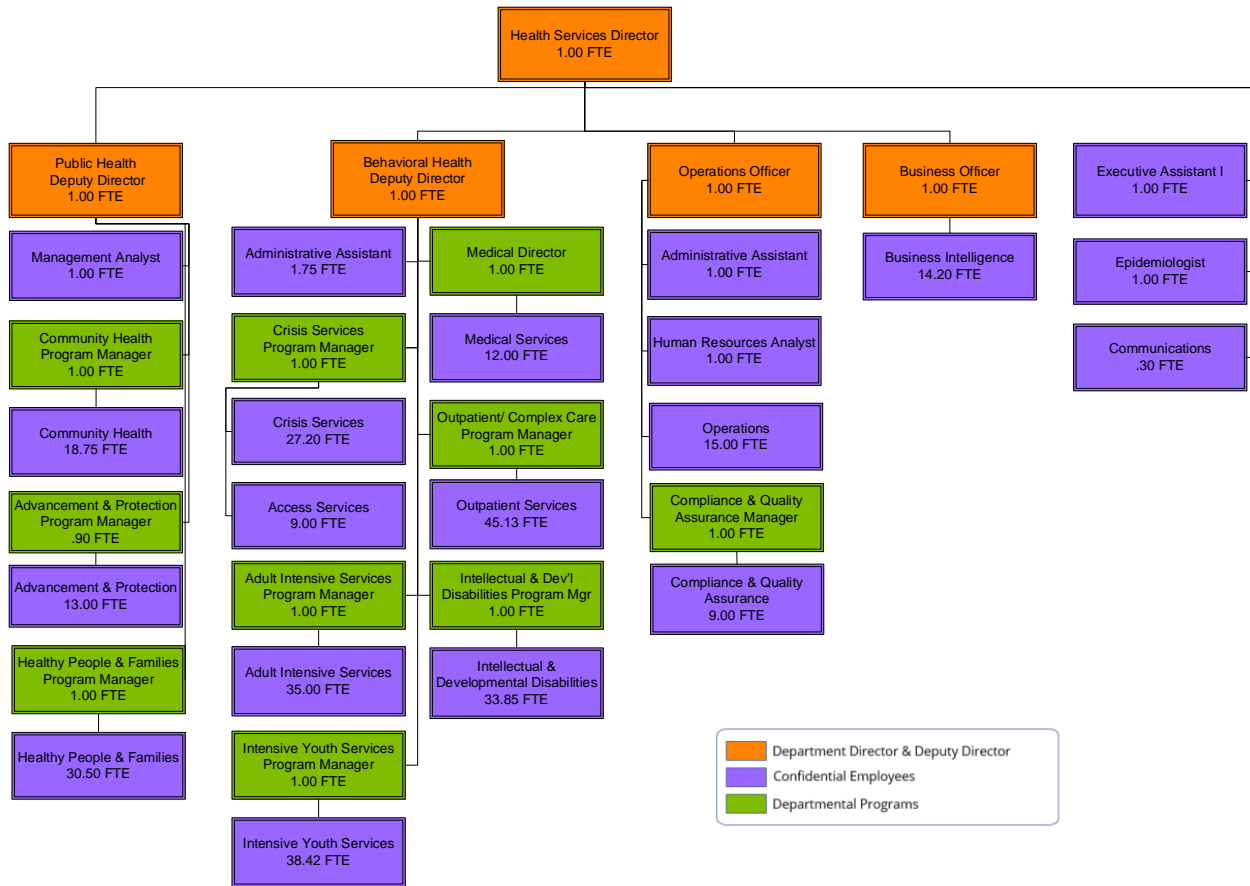
## Operational Challenges

- Deschutes County continues to have one of the highest rates of youth suicide in the state of Oregon. From 2003 to 2017, the rate went from 6.6 to 17.6 (rates are per 100,000 persons). This is unique to Deschutes County, as national rates have decreased during the same timeframe.
- At this time it is impossible to predict the short- and long-term impact of COVID-19 (the novel coronavirus) on local public health resources, services, and revenue. The availability of current resources to prevent and respond to potential outbreaks is limited, requiring staff to redeploy as necessary and resulting in a lack of coverage in other programs such as Prevention services.
- The number of facilities inspected by Environmental Health increased 19 percent between 2013 and 2019, yet Environmental Health Specialist inspectors FTE increased only 9 percent.
- Affordable, safe and available housing continues to be a challenge for Deschutes County and is especially problematic for behavioral health clients who may have poor rental history, outstanding debt, and/or a history of legal system involvement. The absence of stable housing is a significant barrier to successful treatment outcomes.
- Initial weak support from the state for the CCBHC Demonstration project made it difficult to ensure ongoing participation in the federal match. In addition, impasse in the state legislature will delay DCHS' ability to maximize CCBHC Continuation funding.
- I/DD is continuing efforts to meet community access needs throughout Deschutes County by increasing presence in north County, as well as better meeting the needs of non-English speaking populations and working with community partner provider organization to increase choice of local residential capacities.
- As the need for health services expands for Deschutes County's growing population, facility space continues to be a departmental challenge. Through building remodeling, purchase of new facilities, and rental of additional properties, DCHS has attempted to keep up with this growing need. In the coming years, this will continue to be a challenge.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Behavioral Health Division	139.40	149.10	159.55	189.05	200.80	209.35
Public Health Division	57.90	56.00	55.50	63.40	68.25	67.15
Administrative Services Division	44.40	43.00	46.70	50.60	49.60	46.5
<b>TOTAL HEALTH SERVICES FTE</b>	<b>242.30</b>	<b>244.40</b>	<b>261.25</b>	<b>299.85</b>	<b>318.65</b>	<b>323.00</b>

## Organizational Chart



## Budget Summary – Health Services (Fund 274)

	FY 2018	FY 2019	FY 2020	FY 2021		% CHANGE FY20-FY21	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	ADOPTED		
<b>Resources</b>							
Beginning Net Working Capital	8,229,714	9,304,552	10,120,803	6,863,118	6,626,979	6,626,979	-34.5%
Licenses & Permits	138,610	164,313	181,330	179,830	179,830	179,830	-0.8%
Federal Government Payments	632,833	1,582,882	3,409,516	3,076,187	3,202,990	3,202,990	-6.1%
State Government Payments	33,918,864	32,050,471	28,356,753	27,892,783	28,043,508	28,043,508	-1.1%
Local Government Payments	824,004	357,786	913,031	659,477	659,477	659,477	-27.8%
Charges for Services	1,886,216	1,999,262	1,847,316	2,072,618	2,027,759	2,027,759	9.8%
Fines & Fees	81,412	79,168	79,000	-	-	-	
Interest Revenue	114,846	218,767	171,000	147,400	147,400	147,400	-13.8%
Other Non-Operational Revenue	82,550	465,473	421,900	434,032	434,032	434,032	2.9%
Interfund Charges	316,245	326,245	384,052	894,000	894,000	894,000	132.8%
Interfund Grants	368,412	351,371	368,400	243,400	243,400	243,400	-33.9%
Transfers In	4,584,193	6,367,892	6,295,691	8,057,034	8,275,944	8,275,944	31.5%
<b>Resources Total</b>	<b>51,177,898</b>	<b>53,268,183</b>	<b>52,548,792</b>	<b>50,519,879</b>	<b>50,735,319</b>	<b>50,735,319</b>	<b>-3.5%</b>
<b>Requirements</b>							
Personnel Services	27,547,272	29,780,257	33,186,830	34,777,431	34,072,924	34,841,908	5.0%
Materials & Services	13,718,125	12,455,102	13,707,479	11,517,281	12,071,750	11,517,282	-16.0%
Capital Outlay	117,629	206,031	695,000	-	-	-	
Transfers Out	490,320	188,688	193,326	232,908	232,908	232,908	20.5%
Contingency	-	-	4,766,157	4,143,221	4,357,737	4,143,221	-13.1%
<b>Requirements Total</b>	<b>41,873,346</b>	<b>42,630,078</b>	<b>52,548,792</b>	<b>50,670,841</b>	<b>50,735,319</b>	<b>50,735,319</b>	<b>-3.5%</b>

## Public Health Reserve (Fund 261)

This fund is set aside to respond to a significant public health event of sufficient intensity and duration to jeopardize the financial ability of the DCHS to respond. Pandemic influenza, a natural disaster or even a substantial disease investigation could have a significant and prolonged impact on the public's health and warrant the use of these funds. This fund is no longer used.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	285,548	289,669	-	-	-	-	
Interest Revenue	4,121	-	-	-	-	-	
Transfers In	-	(289,669)	-	-	-	-	
<b>Resources Total</b>	<b>289,669</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## Oregon Health Plan – Mental Health and Alcohol & Drug Services (Funds 270 and 280)

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.

### Budget Summary – OHP-Mental Health Services (Fund 270)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	4,588,516	2,050,628	5,192,450	8,484,428	8,484,428	8,484,428	63.4%
State Government Payments	1,309,982	2,656,469	-	-	-	-	
Local Government Payments	2,225,732	-	-	-	-	-	
Charges for Services	18,466	29,557	-	-	-	-	
Interest Revenue	80,145	139,215	166,000	71,000	71,000	71,000	-57.2%
<b>Resources Total</b>	<b>8,222,841</b>	<b>4,875,869</b>	<b>5,358,450</b>	<b>8,555,428</b>	<b>8,555,428</b>	<b>8,555,428</b>	<b>59.7%</b>
<b>Requirements</b>							
Materials & Services	6,172,213	(2,228,603)	469,482	131,903	131,903	131,903	-71.9%
Transfers Out	-	-	548,601	2,379,865	2,379,865	2,379,865	333.8%
Reserve for Future Expenditure	-	-	4,340,367	6,043,660	6,043,660	6,043,660	39.2%
<b>Requirements Total</b>	<b>6,172,213</b>	<b>(2,228,603)</b>	<b>5,358,450</b>	<b>8,555,428</b>	<b>8,555,428</b>	<b>8,555,428</b>	<b>59.7%</b>

### Budget Summary – OHP-Alcohol/Drug Services (Fund 280)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	2,243,809	-	-	-	-	-	
Local Government Payments	(2,225,732)	-	-	-	-	-	
Interest Revenue	17,524	-	-	-	-	-	
<b>Resources Total</b>	<b>35,601</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Requirements</b>							
Materials & Services	35,601	-	-	-	-	-	
<b>Requirements Total</b>	<b>35,601</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	894,682	806,163	727,539	596,507	596,507	596,507	-18.0%
State Government Payments	434,013	434,013	434,013	434,013	434,013	434,013	0.0%
Interest Revenue	12,841	17,300	18,000	8,700	8,700	8,700	-51.7%
<b>Resources Total</b>	<b>1,341,537</b>	<b>1,257,476</b>	<b>1,179,552</b>	<b>1,039,220</b>	<b>1,039,220</b>	<b>1,039,220</b>	<b>-11.9%</b>
<b>Requirements</b>							
Materials & Services	535,374	535,687	534,846	541,947	541,947	541,947	1.3%
Contingency	-	-	644,706	497,273	497,273	497,273	-22.9%
<b>Requirements Total</b>	<b>535,374</b>	<b>535,687</b>	<b>1,179,552</b>	<b>1,039,220</b>	<b>1,039,220</b>	<b>1,039,220</b>	<b>-11.9%</b>

## Performance Management

### Goal: Safe Communities

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

- Measure #1: Ensure that 20% of individuals served by the Forensic Diversion Program will experience a reduction in recidivism.

### Goal: Healthy People

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

- Measure #2: See Behavioral Health Oregon Health Plan clients within state timelines as specified in the following categories: 1) Emergent/Urgent: within 24-48 hours; and 2) Routine: within 2 weeks.

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

- Measure #3: Reduce outbreaks and spread of disease by completing 95% of communicable disease investigations within 10 days, as defined by the Oregon Health Authority.
- Measure #4: 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.
- Measure #5: Assure 90% of women served in the DCHS clinic and at risk for unintended pregnancy use effective methods of contraception after receiving services.
- Measure #6: Assure 80% of pregnant women being served by DCHS receive prenatal care beginning in the first trimester.

### Goal: Service Delivery

*Objective: Support and promote Deschutes County Customer Service "Every Time" standards.*

- Measure #7: Offer a behavioral health appointment that falls within the seven (7) day period post-discharge to 82.7% of individuals discharged from Sageview.

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# BOARD OF COUNTY COMMISSIONERS

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



*Deschutes County Commissioners: Anthony DeBone, Patti Adair and Phil Henderson.*

☎ 541-388-6570

✉ [board@deschutes.org](mailto:board@deschutes.org)

## 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.

BOCC Summary	
Total Budget	\$739,202
Budget Change	-6.81%
Total Staff	3.00 FTE
Staff Change	No Change

## 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

- Central Oregon Area Commission on Transportation
- Central Oregon Health Council
- Central Oregon Intergovernmental Council
- Deschutes County Audit Committee
- Economic Development Advisory Committee - Sisters
- Economic Development for Central Oregon
- Hospital Facility Authority Board
- Deschutes County Behavioral Health Advisory Committee
- Sisters Vision Implementation Team
- Sisters Park & Recreation District – Budget Committee



### Commissioner Anthony DeBone, Vice-Chair

- Bend Metropolitan Planning Organization
- Central Oregon Regional Solutions Advisory Committee
- Central Oregon Visitors' Association
- Deschutes County Historical Society
- Deschutes County Investment Advisory Committee
- Deschutes County Local Public Safety Coordinating Council
- East Cascades Works
- Oregon Cybersecurity Advisory Council
- Project Wildfire
- Sunriver-La Pine Economic Development Committee alternate
- Oregon Cybersecurity Advisory Council – Representing AOC
- State Interoperability Executive Council



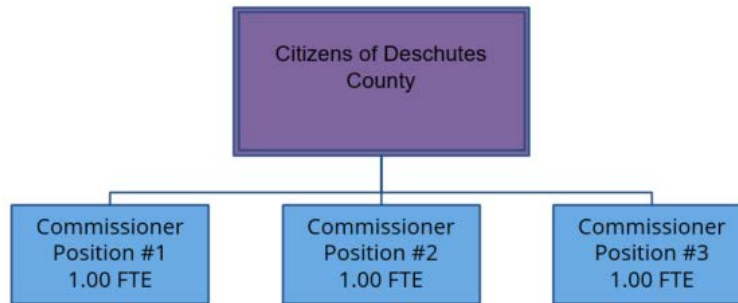
### Commissioner Philip G. Henderson

- Central Oregon Cohesive Strategy Steering Committee
- Central Oregon Area Commission on Transportation alternate
- Central Oregon Intergovernmental Council alternate
- Deschutes Collaborative Forest Project
- Economic Development Committee – La Pine/Sunriver
- Redmond Economic Development Inc.
- Deschutes County Public Safety Coordinating Council alternate
- Deschutes Basin Water Collaborative
- Deschutes County Public Health Advisory Committee

## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL BOCC FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Organizational Chart



## Budget Summary – Board of Commissioners (Fund 628)

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	91,408	96,720	82,012	82,516	82,516	82,516	0.6%
Interest Revenue	1,480	2,414	2,000	1,100	1,100	1,100	-45.0%
Interfund Charges	409,003	417,151	423,277	294,141	294,141	294,141	-30.5%
Transfers In	221,988	229,850	285,889	361,445	361,445	361,445	26.4%
<b>Resources Total</b>	<b>723,879</b>	<b>746,135</b>	<b>793,178</b>	<b>739,202</b>	<b>739,202</b>	<b>739,202</b>	<b>-6.8%</b>
<b>Requirements</b>							
Personnel Services	419,939	420,490	433,224	442,656	442,656	442,656	2.2%
Materials & Services	207,221	225,889	260,306	270,978	270,978	270,978	4.1%
Capital Outlay	-	-	30,000	-	-	-	
Transfers Out	-	3,915	3,715	3,715	3,715	3,715	0.0%
Contingency	-	-	65,933	21,853	21,853	21,853	-66.9%
<b>Requirements Total</b>	<b>627,159</b>	<b>650,294</b>	<b>793,178</b>	<b>739,202</b>	<b>739,202</b>	<b>739,202</b>	<b>-6.8%</b>

## 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. The budget resource summary includes revenues not associated with the General Fund operating departments, which are addressed in other areas of this document as indicated below.

- County General Fund Revenue
- 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)
- 001-99 County General Fund Non-departmental

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	10,917,957	11,946,544	11,090,000	12,100,400	12,324,438	12,100,400	9.1%
Property Tax	27,276,690	28,178,746	29,416,840	30,455,307	30,455,307	30,455,307	3.5%
Other Taxes	65,968	78,393	58,000	45,000	45,000	45,000	-22.4%
Licenses & Permits	34,325	33,550	33,775	33,775	33,775	33,775	0.0%
Federal Government Payments	500,000	596,289	649,815	614,995	614,995	614,995	-5.4%
State Government Payments	3,650,972	3,546,115	3,687,830	3,489,324	3,289,324	3,289,324	-10.8%
Local Government Payments	-	10,000	11,000	11,000	11,000	11,000	0.0%
Charges for Services	1,883,414	1,903,697	1,653,682	2,259,547	2,259,547	2,259,547	36.6%
Fines & Fees	-	30	-	60	60	60	
Interest Revenue	234,728	423,452	239,000	145,200	139,297	145,201	-39.2%
Other Non-Operational Revenue	39,942	15,000	5,000	-	-	-	
Interfund Charges	28,362	35,787	42,891	267,646	267,646	267,646	524.0%
Transfers In	71,200	289,065	260,000	260,000	260,000	260,000	0.0%
Sales of Equipment	54,679	79,391	-	-	-	-	
General Fund	(11,946,544)	(12,349,379)	-	(5,677,169)	(7,752)	-	
<b>Resources Total</b>	<b>32,811,693</b>	<b>34,786,680</b>	<b>47,147,833</b>	<b>44,005,085</b>	<b>49,692,637</b>	<b>49,482,255</b>	<b>5.0%</b>
<b>Requirements</b>							
Personnel Services	10,617,385	11,453,442	12,941,003	13,678,620	13,694,367	13,694,367	5.8%
Materials & Services	4,593,625	4,889,499	5,512,484	5,430,455	5,325,230	5,325,229	-3.4%
Capital Outlay	167,675	63,135	64,500	11,000	11,000	11,000	-82.9%
Transfers Out	17,433,007	18,380,604	19,283,310	14,733,241	20,510,272	20,299,890	5.3%
Contingency	-	-	9,346,536	10,151,769	10,151,769	10,151,769	8.6%
<b>Requirements Total</b>	<b>32,811,692</b>	<b>34,786,680</b>	<b>47,147,833</b>	<b>44,005,085</b>	<b>49,692,637</b>	<b>49,482,255</b>	<b>5.0%</b>

## Requirements Budget Summary – General Fund (001-99)

\*Detailed information of Transfers Out can be found in the Summaries section.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
General Fund	18,679,417	19,792,825	30,106,778	26,208,004	31,878,433	31,668,050	5.2%
<b>Resources Total</b>	<b>18,679,417</b>	<b>19,792,825</b>	<b>30,106,778</b>	<b>26,208,004</b>	<b>31,878,433</b>	<b>31,668,050</b>	<b>5.2%</b>
<b>Requirements</b>							
Materials & Services	1,259,222	1,456,326	1,526,702	1,370,586	1,263,984	1,263,984	-17.2%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	17,420,195	18,336,499	19,233,540	14,685,649	20,462,680	20,252,297	5.3%
Contingency	-	-	9,346,536	10,151,769	10,151,769	10,151,769	8.6%
<b>Requirements Total</b>	<b>18,679,417</b>	<b>19,792,825</b>	<b>30,106,778</b>	<b>26,208,004</b>	<b>31,878,433</b>	<b>31,668,050</b>	<b>5.2%</b>

# ADMINISTRATIVE SERVICES

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

## 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.

County Administrator: Tom Anderson

☎: 541-388-6570

✉: [admin@deschutes.org](mailto:admin@deschutes.org)

🌐: [www.deschutes.org/administration](http://www.deschutes.org/administration)

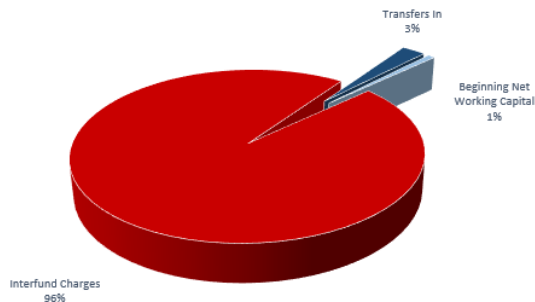
Administrative Svcs Summary	
Total Budget	\$1,518,850
Budget Change	-2.0%
Total Staff	7.75 FTE
Staff Change	No Change

Administrative Services includes:

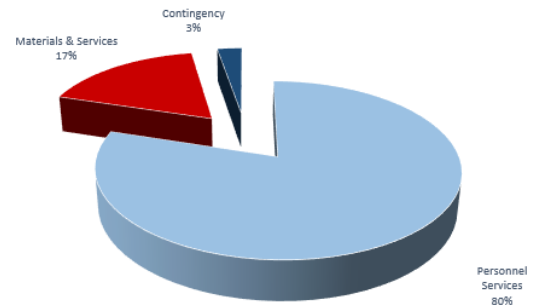
- Internal Audit
- Property Management
- Public Information
- Risk Management
- Veterans' Services
- Law Library Services

Administrative Services also provides oversight of the Video Lottery, Economic Development, Humane Society of Redmond, Special Transportation and Taylor Grazing Funds.

### Administration Resources



### Administration Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Coordinated with departments and community partners to respond to the COVID-19 pandemic, including coordinating business resources, implementing short-term rental prohibitions, preparing the Deschutes County Reopening Plan, coordinating communication to County residents and businesses and more.
- Worked with the Board of Commissioners to make available County-owned property for affordable housing projects.
- Maintained a wait time of 10 days or less in Veterans' Services.
- Increased cross-training of Risk Management staff for reviewing certificates of insurance and filing workers' compensation claims.
- Worked closely with the Facilities and Health Services Departments on the Courtney Building air quality issues and HVAC replacement.
- Recent performance audits included recommendations for positive change in:
  - Cellular Costs - Verizon
  - Juvenile cash handling
  - Treasurer Transition
  - Human Resources Cash Handling
  - Supervisory topics - Span of control and Performance management
- Providing follow-ups to all unresolved recommendations. Issued initial follow-up reports for:
  - 911 Cash handling
  - Supervisory topics - Span of control
  - Health Services fiscal revenue controls
  - Road Cash handling
- Internal Auditor has been working with on call auditor to develop resources for tracking recommendations and follow-up.
- Through the County's social media accounts (Facebook, Twitter and Instagram), gained 2,608 new followers, earned 909,315 impressions and had 78,330 engagements with residents.
- County communications (news releases, e-newsletters, etc.) had a 64% open rate, which is 39% above the industry average. The County now has more than 14,000 subscribers to its e-newsletters.
- Awarded \$291,000 from Oregon Video Lottery funds to 15 service partners, which leveraged over \$3.5 million.
- Secured \$869,772 from Oregon Department of Transportation (ODOT) Special Transportation Fund (STF) Program, to support transportation services targeted primarily to the elderly and people with disabilities, and \$2,932,000 in funds from the ODOT Statewide Transportation Improvement Fund (STIF) for other public transit services throughout Deschutes County.

### Fiscal Issues

- Responding to the fiscal impacts of COVID-19.
- Worked with Finance to implement short and long-term strategies to address rising cost of the Public Employees' Retirement System (PERS).
- Ensuring adequate reserves in the Risk Management fund.

## Operational Challenges

- Maintaining Veterans' Services office wait times at the targeted 10-days or less; continuing to provide services at satellite offices; and expanding outreach services in the community
- Managing damage and degradation of County-owned public lands tied to vehicular use, illegal dumping, and unauthorized camping
- Determining and selecting options to support growth of County and State (courthouse) functions in terms of space and funding.
- Developing strategies to manage countywide labor cost increases, including wages, pension, and health insurance expenses.
- Evaluating how Risk Management can increase support departments on safety training and programs.
- Balancing projected shortfalls in video lottery and special transportation funding due to COVID-19.

## Staff Summary

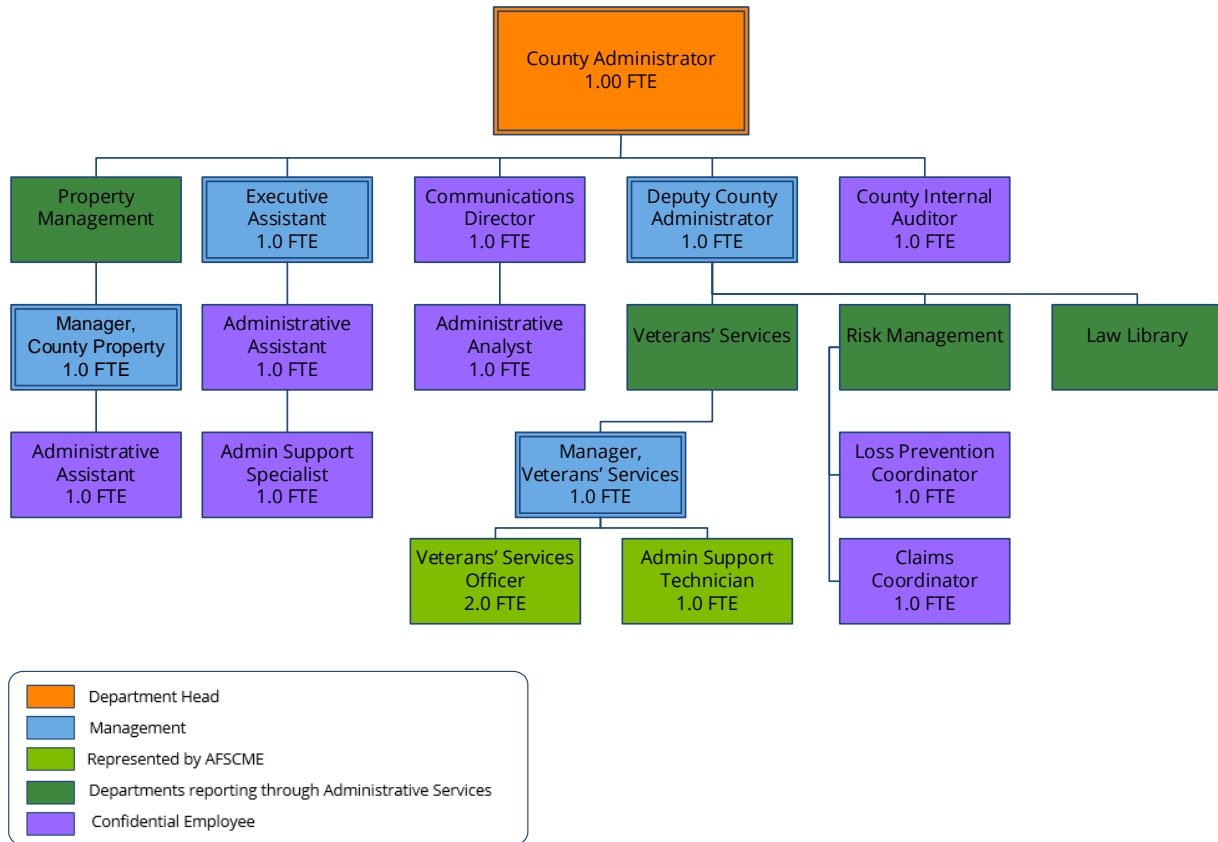
Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Administrative Services (Fund 625)	6.75	6.75	7.75	6.75	7.75	7.75
Veterans' Services (Fund 001-23)	4.00	4.00	4.00	4.00	4.00	4.00
Property Management (Fund 001-25)	1.80	1.80	1.80	1.80	1.80	1.80
Grant Projects (Fund 001-26)	0.00	0.00	0.00	0.00	0.00	0.00
Video Lottery (Fund 165)	0.00	0.00	0.00	0.00	0.00	0.00
Law Library (Fund 120)	0.50	0.00	0.00	0.00	0.00	0.00
Risk Management (Fund 670)	3.25	3.25	3.25	3.25	2.25	2.25
<b>TOTAL ADMINISTRATIVE SERVICES FTE</b>	<b>16.30</b>	<b>15.80</b>	<b>16.80</b>	<b>15.80</b>	<b>15.80</b>	<b>15.80</b>

1 — The Deputy County Administrator personnel cost is allocated to Administrative Service (75%) and Risk Management (25%).

2— The Law Library services are contracted with the Deschutes Public Library, beginning in FY 2016.



## Organizational Chart



## Budget Summary – Administrative Services (Fund 625)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	238,875	263,415	294,673	12,206	12,206	12,206	-95.9%
State Government Payments	-	-	-	-	-	-	
Charges for Services	225	422	270	395	395	395	46.3%
Interest Revenue	4,232	6,152	6,000	3,300	3,300	3,300	-45.0%
Interfund Charges	1,292,651	1,243,995	1,208,133	1,444,949	1,475,566	1,462,949	21.1%
Transfers In	22,275	3,767	40,000	40,000	40,000	40,000	0.0%
<b>Resources Total</b>	<b>1,558,258</b>	<b>1,517,751</b>	<b>1,549,076</b>	<b>1,500,850</b>	<b>1,531,467</b>	<b>1,518,850</b>	-2.0%
<b>Requirements</b>							
Personnel Services	1,092,412	1,141,166	1,189,819	1,212,976	1,212,976	1,212,976	1.9%
Materials & Services	202,431	188,781	239,257	247,192	258,192	265,192	10.8%
Contingency	-	-	120,000	40,682	47,682	40,682	-66.1%
<b>Requirements Total</b>	<b>1,294,843</b>	<b>1,329,947</b>	<b>1,549,076</b>	<b>1,500,850</b>	<b>1,518,850</b>	<b>1,518,850</b>	-2.0%

## Performance Management

### Goal: Safe Communities

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Measure #1: Coordinate with 9-1-1 and DCSO to increase the number of web-registered Deschutes Alerts subscribers

### Goal: Economic Vitality

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

- Measure #2: Secure state and federal funds to support local public transit services in partnership with local providers.

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

- Measure #3: Leverage funds for job creation and business recruitment, support and diversification through County economic development loan program.

*Objective: Support affordable housing options through availability of lands and appropriate regulation.*

- Measure #4: Work with non-profit agencies to increase the supply of affordable housing.
- Measure #5: Identify asset or foreclosure properties that may be appropriate for housing and/or social services and assist the developer in bringing projects to fruition.
- Measure #6: Seek opportunities to partner with other jurisdictions to stimulate affordable housing projects.

### Goal: Service Delivery

*Objective: Preserve and enhance capital assets and strengthen fiscal security.*

- Measure #7: 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.

*Objective: Provide collaborative internal support for County operations.*

- Measure #8: Achieve 95% survey rating of overall quality of internal audit reports.
- Measure #9: Number of workplace accidents that require days away from work, or transferred workers per 100 employees (DART Rate).

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
State Government Payments	162,223	168,945	175,614	175,608	175,608	175,608	0.0%
General Fund	330,394	370,081	417,402	467,394	467,394	467,395	12.0%
<b>Resources Total</b>	<b>492,617</b>	<b>539,026</b>	<b>593,016</b>	<b>643,002</b>	<b>643,002</b>	<b>643,003</b>	<b>8.4%</b>
<b>Requirements</b>							
Personnel Services	345,095	372,185	404,679	440,165	440,165	440,165	8.8%
Materials & Services	147,521	141,937	184,872	199,406	199,406	199,406	7.9%
Capital Outlay	-	24,904	-	-	-	-	-
Transfers Out	-	-	3,465	3,432	3,432	3,432	-1.0%
<b>Requirements Total</b>	<b>492,617</b>	<b>539,026</b>	<b>593,016</b>	<b>643,002</b>	<b>643,002</b>	<b>643,003</b>	<b>8.4%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Charges for Services	84,500	100,000	100,000	102,000	102,000	102,000	2.0%
Interfund Charges	15,000	20,000	20,000	20,000	20,000	20,000	0.0%
General Fund	153,995	162,566	190,356	181,808	198,931	198,931	4.5%
<b>Resources Total</b>	<b>253,495</b>	<b>282,566</b>	<b>310,356</b>	<b>303,808</b>	<b>320,931</b>	<b>320,931</b>	<b>3.4%</b>
<b>Requirements</b>							
Personnel Services	203,235	222,806	251,987	235,483	249,263	249,263	-1.1%
Materials & Services	48,428	56,160	54,998	64,927	68,270	68,270	24.1%
Transfers Out	1,832	3,600	3,371	3,398	3,398	3,398	0.8%
<b>Requirements Total</b>	<b>253,495</b>	<b>282,566</b>	<b>310,356</b>	<b>303,808</b>	<b>320,931</b>	<b>320,931</b>	<b>3.4%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	11,866	127,663	127,663	96,000	96,000	96,000	-24.8%
Charges for Services	216,582	46,061	115,000	115,000	115,000	115,000	0.0%
Interest Revenue	18	2,396	3,000	1,100	1,100	1,100	-63.3%
<b>Resources Total</b>	<b>228,466</b>	<b>176,120</b>	<b>245,663</b>	<b>212,100</b>	<b>212,100</b>	<b>212,100</b>	<b>-13.7%</b>
<b>Requirements</b>							
Materials & Services	100,803	46,618	115,138	123,502	123,502	123,502	7.3%
Contingency	-	-	130,525	88,598	88,598	88,598	-32.1%
<b>Requirements Total</b>	<b>100,803</b>	<b>46,618</b>	<b>245,663</b>	<b>212,100</b>	<b>212,100</b>	<b>212,100</b>	<b>-13.7%</b>

## Video Lottery (Fund 165)

State video lottery apportionment for activities promoting economic development.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	157,923	211,333	98,800	272,979	272,979	255,877	159.0%
State Government Payments	756,811	751,778	760,000	500,000	256,800	500,000	-34.2%
Interest Revenue	4,546	7,460	7,000	3,300	3,300	3,300	-52.9%
<b>Resources Total</b>	<b>919,281</b>	<b>970,571</b>	<b>865,800</b>	<b>776,279</b>	<b>533,079</b>	<b>759,177</b>	-12.3%
<b>Requirements</b>							
Materials & Services	707,948	771,519	865,800	699,924	456,724	684,177	-21.0%
Contingency	-	-	-	76,355	76,355	75,000	
<b>Requirements Total</b>	<b>707,948</b>	<b>771,519</b>	<b>865,800</b>	<b>776,279</b>	<b>533,079</b>	<b>759,177</b>	-12.3%

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	432,993	351,895	318,612	284,000	284,000	284,000	-10.9%
State Government Payments	139,576	113,717	99,000	114,175	114,175	114,175	15.3%
Interest Revenue	5,253	7,124	7,000	3,300	3,300	3,300	-52.9%
<b>Resources Total</b>	<b>577,822</b>	<b>472,736</b>	<b>424,612</b>	<b>401,475</b>	<b>401,475</b>	<b>401,475</b>	-5.4%
<b>Requirements</b>							
Materials & Services	154,727	154,004	203,320	203,134	203,134	203,134	-0.1%
Transfers Out	71,200	-	-	-	-	-	
Contingency	-	-	221,292	198,341	198,341	198,341	-10.4%
<b>Requirements Total</b>	<b>225,927</b>	<b>154,004</b>	<b>424,612</b>	<b>401,475</b>	<b>401,475</b>	<b>401,475</b>	-5.4%

## Risk Management (Fund 670)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	5,359,570	6,582,283	6,100,000	7,000,000	7,000,000	7,000,000	14.8%
State Government Payments	-	-	-	-	-	-	
Charges for Services	378,752	103,563	118,500	81,505	81,505	81,505	-31.2%
Fines & Fees	-	30	30	10	10	10	-66.7%
Interest Revenue	86,122	148,890	137,000	87,200	87,200	87,200	-36.4%
Interfund Charges	3,236,772	3,224,573	3,239,509	3,094,931	3,094,931	3,094,931	-4.5%
<b>Resources Total</b>	<b>9,061,217</b>	<b>10,059,339</b>	<b>9,595,039</b>	<b>10,263,646</b>	<b>10,263,646</b>	<b>10,263,646</b>	7.0%
<b>Requirements</b>							
Personnel Services	360,138	371,145	390,797	354,775	354,775	354,775	-9.2%
Materials & Services	2,117,795	2,491,619	3,741,498	3,439,569	3,439,569	3,439,569	-8.1%
Transfers Out	1,000	3,168	6,918	3,500	3,500	3,500	-49.4%
Contingency	-	-	5,455,826	6,465,802	6,465,802	6,465,802	18.5%
<b>Requirements Total</b>	<b>2,478,933</b>	<b>2,865,932</b>	<b>9,595,039</b>	<b>10,263,646</b>	<b>10,263,646</b>	<b>10,263,646</b>	7.0%

## Economic Development (Fund 050)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	229,932	171,356	210,400	106,735	106,735	106,735	-49.3%
Interest Revenue	7,755	2,618	3,000	1,100	1,100	1,100	-63.3%
Other Non-Operational Revenue	43,669	27,968	26,667	33,025	33,025	33,025	23.8%
<b>Resources Total</b>	<b>281,356</b>	<b>201,943</b>	<b>240,067</b>	<b>140,860</b>	<b>140,860</b>	<b>140,860</b>	<b>-41.3%</b>
<b>Requirements</b>							
Materials & Services	110,000	96,000	240,067	140,860	140,860	140,860	-41.3%
<b>Requirements Total</b>	<b>110,000</b>	<b>96,000</b>	<b>240,067</b>	<b>140,860</b>	<b>140,860</b>	<b>140,860</b>	<b>-41.3%</b>

## Humane Society of Redmond (Fund 080)

Loan repayment revenue dedicated for repayment of the loan from Solid Waste Reserve Fund (611).

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	(481,878)	(481,878)	-	-	-	-	-
Other Non-Operational Revenue	-	510,942	-	-	-	-	-
<b>Resources Total</b>	<b>(481,878)</b>	<b>29,065</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Requirements</b>							
Transfers Out	-	29,065	-	-	-	-	-
<b>Requirements Total</b>	<b>-</b>	<b>29,065</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Special Transportation (Fund 150)

State and federal grants for public transit services.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	7,030	9,162	11,100	5,749,257	5,749,257	5,749,257	51695.1%
Federal Government Payments	32,763	43,687	43,700	43,685	43,685	43,685	0.0%
State Government Payments	462,472	414,678	3,773,367	4,038,886	4,038,886	4,038,886	7.0%
Local Government Payments	-	-	-	2,500	2,500	2,500	-
Interest Revenue	2,135	2,215	2,000	9,700	9,700	9,700	385.0%
Interfund Grants	-	-	-	2,500	2,500	2,500	-
<b>Resources Total</b>	<b>504,400</b>	<b>469,743</b>	<b>3,830,167</b>	<b>9,846,528</b>	<b>9,846,528</b>	<b>9,846,528</b>	<b>157.1%</b>
<b>Requirements</b>							
Materials & Services	495,238	460,612	3,830,167	9,846,528	9,846,528	9,846,528	157.1%
<b>Requirements Total</b>	<b>495,238</b>	<b>460,612</b>	<b>3,830,167</b>	<b>9,846,528</b>	<b>9,846,528</b>	<b>9,846,528</b>	<b>157.1%</b>

## Taylor Grazing (Fund 155)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	41,685	47,957	55,000	54,900	54,900	54,900	-0.2%
State Government Payments	5,660	5,338	6,000	6,000	6,000	6,000	0.0%
Interest Revenue	612	1,045	1,000	1,100	1,100	1,100	10.0%
<b>Resources Total</b>	<b>47,957</b>	<b>54,340</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>	<b>0.0%</b>
<b>Requirements</b>							
Materials & Services	-	-	56,000	47,000	47,000	47,000	-16.1%
Transfers Out	-	-	6,000	15,000	15,000	15,000	150.0%
<b>Requirements Total</b>	<b>-</b>	<b>-</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>	<b>0.0%</b>

# 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 Overview

The Facilities Department provides facility 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.

Facilities Summary	
Total Budget	\$4,138,555
Budget Change	-.05%
Total Staff	23.00 FTE
Staff Change	-2.00 FTE

Department Director: Lee Randall

☎: 541-617-4711

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, copy paper, archives pickup and delivery, appliances, furniture purchasing and installation, pest control).
- Annual compliance testing for fire and life safety systems.

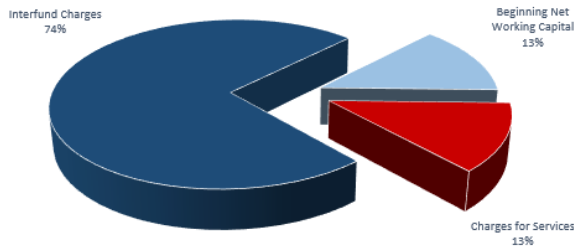
### Building and Grounds Maintenance

- 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 locksets; maintenance and installation of all electronic access control components.
- Maintenance of grounds and hardscapes including irrigation systems, lawns, flower beds, sidewalk replacement, parking lot sealcoating and striping, snow removal, and parking lot signage.

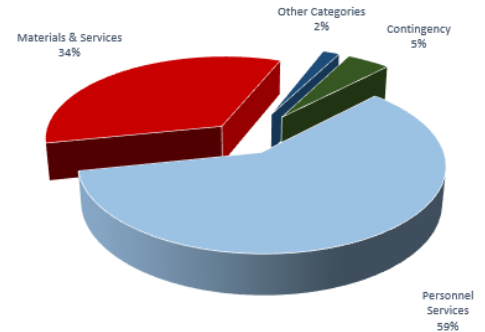
### Custodial Services

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

## Facilities Resources



## Facilities Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Completed multiple construction and remodel projects including the new OSU Extension/4-H Building II, the Crisis Stabilization Center, and the Legal Department remodel.
- Managed two roof replacement projects at the Fair & Expo Center: the Event Center lower roof and the Middle Sister Conference Center kitchen-area roof.
- Completed detailed inventory of HVAC mechanical systems as part of a preventative maintenance program review.
- Completed conversion of the HVAC system at the Health Services—Courtney building to a boiler-based hydronic heat system.
- Increased custodial service levels in response to COVID-19 including after-hours disinfection and additional daytime cleaning of meeting rooms, lobbies, and other common areas.
- Supported the COVID-19 Emergency Operations Command through courier services for collection of donated supplies, construction of sign boards for posting public information and additional facility support functions.

### 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 intersection of increasing costs of materials and equipment and the age of County facilities.
- Preparing for increases in custodial costs for standard services and the additional cost of increased levels of service due to COVID-19.
- Managing conceptual budget estimates for capital projects in a changing construction environment.

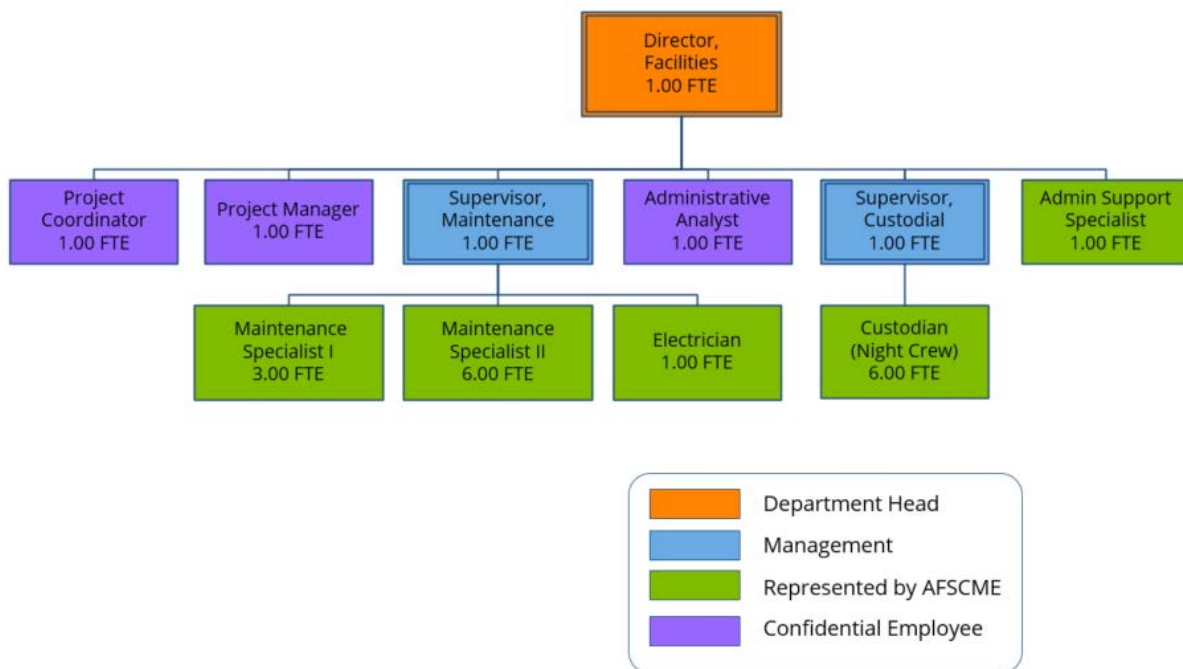
## Operational Challenges

- Adjusting building maintenance protocols to maintain staff safety in light of COVID-19.
- Meeting the need for increased staff capacity to manage capital maintenance projects and respond to work order requests generated by countywide growth and the age of facilities.
- Responding to increased demand for project management of new construction and remodel projects due to space needs across County departments and offices.

## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL FACILITIES FTE</b>	<b>25.20</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>23.00</b>

## Organizational Chart



## Budget Summary – Facilities (Fund 620)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	427,813	573,441	476,000	543,982	543,982	543,982	14.3%
State Government Payments	-	-	-	-	-	-	-
Charges for Services	513,374	580,979	514,028	531,067	531,067	531,067	3.3%
Interest Revenue	8,136	14,371	15,000	8,700	8,700	8,700	-42.0%
Interfund Charges	2,919,868	3,000,500	3,155,774	3,035,094	3,054,806	3,054,806	-3.2%
<b>Resources Total</b>	<b>3,869,190</b>	<b>4,169,291</b>	<b>4,160,802</b>	<b>4,118,843</b>	<b>4,138,555</b>	<b>4,138,555</b>	<b>-0.5%</b>
<b>Requirements</b>							
Personnel Services	2,066,339	2,276,478	2,186,549	2,442,335	2,355,101	2,462,047	12.6%
Materials & Services	1,183,651	1,155,646	1,454,851	1,413,462	1,413,462	1,413,462	-2.8%
Capital Outlay	5,500	76,439	5,000	15,000	15,000	15,000	200.0%
Transfers Out	40,260	55,270	62,467	58,430	58,430	58,430	-6.5%
Contingency	-	-	451,935	189,616	296,562	189,616	-58.0%
<b>Requirements Total</b>	<b>3,295,750</b>	<b>3,563,833</b>	<b>4,160,802</b>	<b>4,118,843</b>	<b>4,138,555</b>	<b>4,138,555</b>	<b>-0.5%</b>



## Performance Management

### Goal: Safe Communities

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Measure #1: Improve the structural resilience of County buildings through improvements to seismic restraints and by completing structural engineering reviews at targeted facilities.

### Goal: Safe Communities

*Objective: Provide safe and secure communities through coordinated public safety services.*

- Measure #2: Partner with County department stakeholders to further refine the Public Safety Campus Master plan for presentation to the Board of County Commissioners.

### Goal: Healthy People

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

- Measure #3: Ensure safe access to County facilities and services through annual inspection of 80% of sidewalk inventory and complete repairs as needed.

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #4: Utilize existing facility management software to track lifecycle planning for facility Heating Ventilation Air Conditioning (HVAC) assets.

*Objective: Preserve and enhance capital assets and strengthen fiscal security and ensure sufficient space for operational needs.*

- Measure #5: Continue the development and implementation of the facility asset management and replacement plan.

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	118,064	150,662	150,000	182,719	182,719	182,719	21.8%
Interest Revenue	2,016	3,572	3,000	2,200	2,200	2,200	-26.7%
Transfers In	32,000	32,000	32,000	32,000	32,000	32,000	0.0%
<b>Resources Total</b>	<b>152,080</b>	<b>186,234</b>	<b>185,000</b>	<b>216,919</b>	<b>216,919</b>	<b>216,919</b>	<b>17.3%</b>
<b>Requirements</b>							
Materials & Services	1,417	3,515	80,000	115,000	115,000	115,000	43.7%
Capital Outlay	-	-	105,000	101,919	101,919	101,919	-2.9%
<b>Requirements Total</b>	<b>1,417</b>	<b>3,515</b>	<b>185,000</b>	<b>216,919</b>	<b>216,919</b>	<b>216,919</b>	<b>17.3%</b>

## Park Acquisition and 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. The majority of these funds are transferred to the RV Park Fund (601).

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	233,017	343,576	356,000	562,320	562,320	562,320	58.0%
State Government Payments	326,763	328,913	350,000	350,000	350,000	350,000	0.0%
Interest Revenue	3,667	7,889	8,000	5,400	5,400	5,400	-32.5%
<b>Resources Total</b>	<b>563,447</b>	<b>680,378</b>	<b>714,000</b>	<b>917,720</b>	<b>917,720</b>	<b>917,720</b>	<b>28.5%</b>
<b>Requirements</b>							
Materials & Services	29,871	33,667	99,500	105,000	105,000	105,000	5.5%
Capital Outlay	-	-	230,500	230,500	230,500	230,500	0.0%
Transfers Out	190,000	190,000	190,000	190,000	190,000	190,000	0.0%
Contingency	-	-	194,000	392,220	392,220	392,220	102.2%
<b>Requirements Total</b>	<b>219,871</b>	<b>223,667</b>	<b>714,000</b>	<b>917,720</b>	<b>917,720</b>	<b>917,720</b>	<b>28.5%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	107,406	109,955	109,955	108,960	108,960	108,960	-0.9%
Licenses & Permits	2,450	1,050	1,500	1,500	1,500	1,500	0.0%
Interest Revenue	1,566	2,383	2,000	100	100	100	-95.0%
<b>Resources Total</b>	<b>111,422</b>	<b>113,388</b>	<b>113,455</b>	<b>110,560</b>	<b>110,560</b>	<b>110,560</b>	<b>-2.6%</b>
<b>Requirements</b>							
Materials & Services	1,467	2,385	113,455	110,560	110,560	110,560	-2.6%
<b>Requirements Total</b>	<b>1,467</b>	<b>2,385</b>	<b>113,455</b>	<b>110,560</b>	<b>110,560</b>	<b>110,560</b>	<b>-2.6%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	927,744	1,852,982	2,147,350	663,052	663,052	663,052	-69.1%
Property Tax	855,500	883,060	908,356	941,092	941,092	941,092	3.6%
Other Taxes	443	433	-	-	-	-	
Charges for Services	6,000	13,107	-	-	-	-	
Interest Revenue	15,553	45,083	39,000	6,500	6,500	6,500	-83.3%
Interfund Charges	1,286,474	4,844	-	-	-	-	
Transfers In	-	-	250,000	750,000	750,000	750,000	200.0%
<b>Resources Total</b>	<b>3,091,714</b>	<b>2,799,508</b>	<b>3,344,706</b>	<b>2,360,644</b>	<b>2,360,644</b>	<b>2,360,644</b>	<b>-29.4%</b>
<b>Requirements</b>							
Materials & Services	1,084,648	1,294,360	1,892,165	1,311,345	1,311,345	1,311,345	-30.7%
Capital Outlay	154,084	41,709	171,363	900,000	900,000	900,000	425.2%
Transfers Out	-	-	1,097,350	-	-	-	
Contingency	-	-	183,828	149,299	149,299	149,299	-18.8%
<b>Requirements Total</b>	<b>1,238,732</b>	<b>1,336,070</b>	<b>3,344,706</b>	<b>2,360,644</b>	<b>2,360,644</b>	<b>2,360,644</b>	<b>-29.4%</b>

# FINANCE / TAX

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

## 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.

County Treasurer & Chief Financial Officer: Greg Munn

☎: 541-388-6559

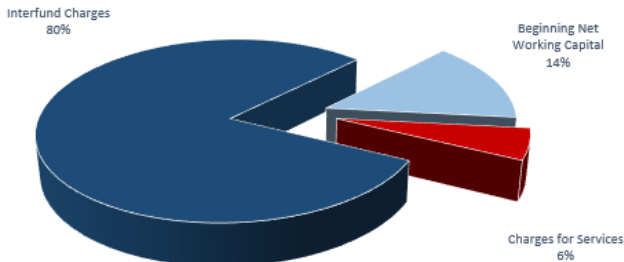
✉: [finance@deschutes.org](mailto:finance@deschutes.org)

🌐: [www.deschutes.org/finance](http://www.deschutes.org/finance)

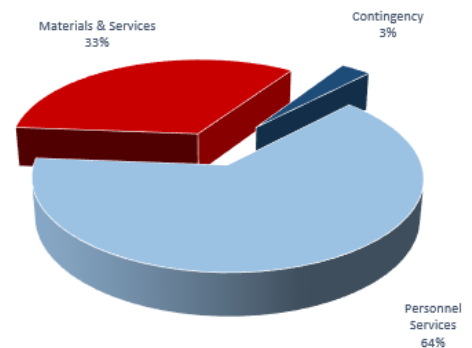
Finance Summary	
Total Budget	\$1,997,601
Budget Change	-7.61%
Total Staff	9.00 FTE
Staff Change	No Change

General Fund-Tax Summary	
Total Budget	\$970,608
Budget Change	+14.69%
Total Staff	5.50 FTE
Staff Change	No Change

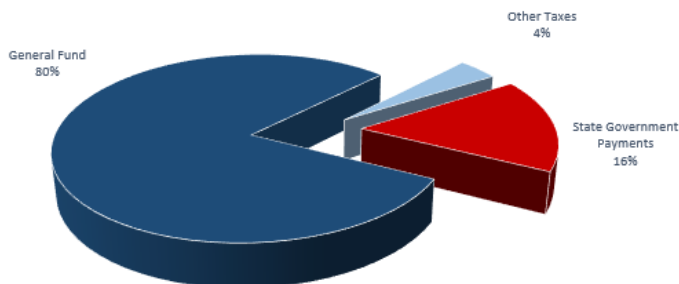
## Finance Resources



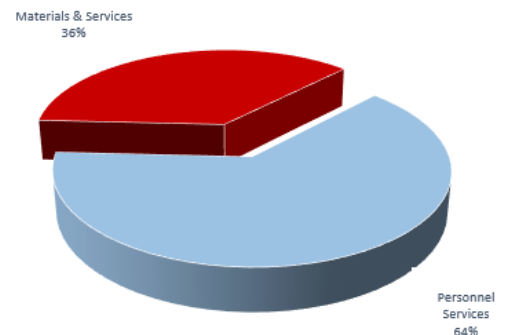
## Finance Requirements



## Tax Resources



## Tax Requirements



## SUCCESSSES & CHALLENGES

### Significant Accomplishments

- Developed and implemented a long-term strategy to reduce PERS costs and stabilize rates charged to County departments. Through a combination of investment of County PERS reserve dollars and recent changes to the state's PERS rules, rates charged to County departments will stabilize at an average long term rate of 20% versus an original projection with dramatic rate changes every two years that reached as high as 27%. Cost savings and balancing is expected to reduce County costs by \$60 million over the next 16 years.
- The Government Finance Officers Association established the Popular Annual Financial Report Program (PAFR) to encourage and assist state and local governments to extract information from their comprehensive annual financial report to produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance and then to recognize individual governments that are successful in achieving that goal. Deschutes County recently produced its first PAFR and have submitted it to GFOA for review and award consideration.
- Changed how internal budgets are charged to County departments to reduce future cost increases for internal service fund charges and health insurance fees.
- The County implemented new software to administer the County's Lodging Tax. This allows lodging facility operators to report and pay their lodging taxes online, improving the customer experience and reducing manual processing.
- Transitioned the distribution of monthly property tax turnover reports from manual processing and distribution to providing them on-line saving hours of staff time per month and a centralized location where taxing districts can retrieve their statements.

### Fiscal Issues

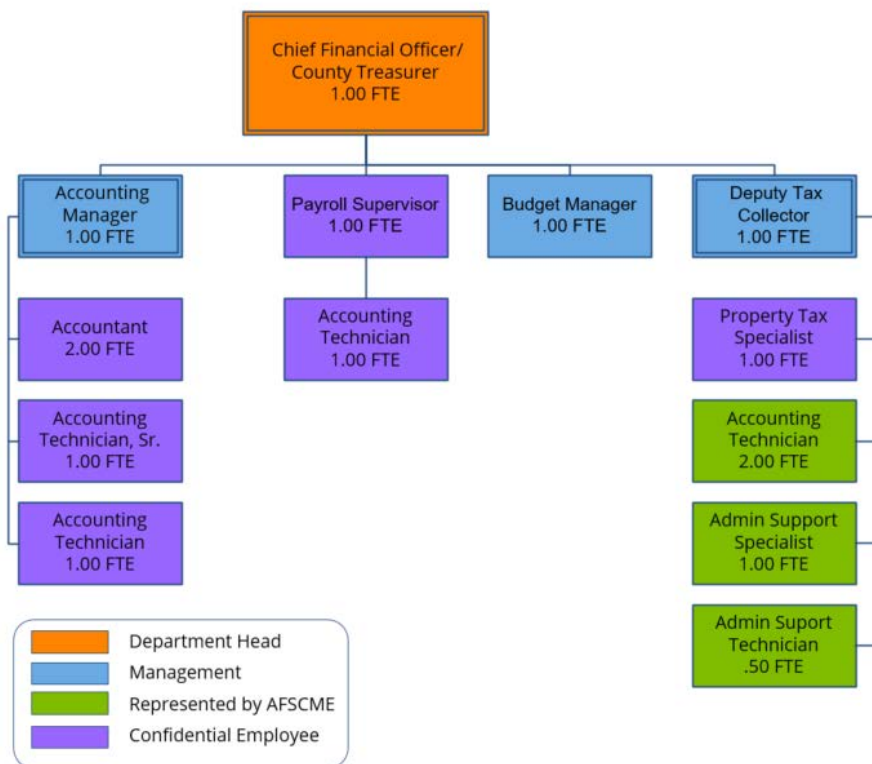
- The County is facing several potential large capital projects over the next several years. It will be important to develop alternative financing strategies for future projects.
- Although a significant decrease in interest rates in 2020 may reduce interest returns on the County's portfolio into the FY 2021 year, there may be an opportunity to take advantage of low borrowing rates to fund future capital improvement projects and/or refinance existing debt to lower future borrowing costs.
- The COVID-19 pandemic, and resulting world-wide economic recessionary pressures, may negatively affect County revenue including property taxes and state funding sources.

### Operational Challenges

- The County went live with phase two of the MUNIS financial software project in FY 2019 with the migration to MUNIS payroll and HR. Additional functionality will continue to be rolled out over the next year and will require focus from both Finance and HR staff members. Additional opportunities include:
  - Munis 2019: Upgraded user interface and generic functionality.
  - Employee expense reimbursement: provides quicker/cheaper processing of routine reimbursements.
  - P-card enhancements: provides a cheaper way to process invoices County-wide and

- o provides a rebate.
  - o Pro-active internal control monitoring: passive monitoring and advance warning of system processing issues (i.e. improper activity).
  - o Retiree health-care billing processed through Munis.
  - o Transition to ACH accounts payable payments.
- Development and implementation of Business Intelligence tools to assist County departments with efforts to improve transparency and monitoring of fiscal and operating activities, decision making and process improvement.
- Continue to find ways to improve operational processes and the customer service experience. Included is the transition of Dog Licensing registrations (to follow on-line renewals) from a manual, in-person process to an on-line system.
- Explore opportunities transition paper property tax statements to “e-statements”.
- Improve efficiency of County budget process and development of the annual budget document.

## Organizational Chart



## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Finance (Fund 630)	9.80	10.00	10.00	10.00	9.00	9.00
Tax (Fund 001-18)	4.50	4.50	4.50	4.50	5.50	5.50
Transient Room Tax (Fund 160)	0.00	0.00	0.00	0.00	0.00	0.00
Transient Room Tax-1% (Fund 170)	0.00	0.00	0.00	0.00	0.00	0.00
Dog Control (Fund 350)	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FINANCE FTE</b>	<b>14.30</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

## Budget Summary – Finance (Fund 630)

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	208,061	135,922	220,000	287,746	287,746	287,746	30.8%
State Government Payments	-	-	-	-	-	-	
Charges for Services	136,020	232,081	205,446	110,446	110,446	110,446	-46.2%
Fines & Fees	180	30	-	-	-	-	
Interest Revenue	508	2,576	2,000	4,000	4,000	4,000	100.0%
Interfund Charges	1,779,284	1,921,276	1,734,676	1,595,409	1,589,438	1,595,409	-8.0%
<b>Resources Total</b>	<b>2,124,054</b>	<b>2,291,885</b>	<b>2,162,122</b>	<b>1,997,601</b>	<b>1,991,630</b>	<b>1,997,601</b>	-7.6%
<b>Requirements</b>							
Personnel Services	1,398,245	1,409,060	1,372,916	1,284,063	1,278,713	1,278,713	-6.9%
Materials & Services	589,887	588,401	601,684	654,091	659,441	659,441	9.6%
Contingency	-	-	187,522	59,447	59,447	59,447	-68.3%
<b>Requirements Total</b>	<b>1,988,132</b>	<b>1,997,461</b>	<b>2,162,122</b>	<b>1,997,601</b>	<b>1,997,601</b>	<b>1,997,601</b>	-7.6%

## Budget Summary – Tax (Fund 001-18)

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Other Taxes	39,239	49,208	37,000	37,000	37,000	37,000	0.0%
State Government Payments	161,342	156,784	158,390	158,390	158,390	158,390	0.0%
Charges for Services	1,036	300	-	400	400	400	
Interfund Charges	-	-	-	224,137	224,137	224,137	
General Fund	589,427	573,038	669,917	550,681	550,681	550,681	
<b>Resources Total</b>	<b>791,044</b>	<b>779,330</b>	<b>865,307</b>	<b>970,608</b>	<b>970,608</b>	<b>970,608</b>	12.2%
<b>Requirements</b>							
Personnel Services	439,375	419,485	493,524	616,268	616,434	616,434	24.9%
Materials & Services	351,669	359,845	371,783	353,340	353,174	353,174	-5.0%
Capital Outlay	-	-	-	1,000	1,000	1,000	
<b>Requirements Total</b>	<b>791,044</b>	<b>779,330</b>	<b>865,307</b>	<b>970,608</b>	<b>970,608</b>	<b>970,608</b>	12.2%

## Performance Management

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #1: Improve the efficiency of payments by implementing and/or expanding electronic processes in employee reimbursements and expansion of ACH accounts payable payments and use of purchase card payments.
- Measure #2: Continue to find ways to improve operational processes by reducing labor requirements and data transfer errors while improving the customer service experience including the transition of Dog Licensing registration system from a manual, in-person process

to an on-line system, transition paper property tax statements to "e-statements" and more efficiently capture room tax accounts.

- Measure #3: Improve efficiency of County budget process and development of the annual budget document.
- Measure #4: Continue to develop new and functional business intelligence tools to assist County departments with efforts to improve transparency and monitoring of fiscal and operating activities, decision support and process improvements.

*Objective: Support and promote Deschutes County Customer Service "Every Time" standards.*

Measure #5: Develop and implement annual customer service survey for the Finance department.

## PERS Reserve (Fund 135)

This fund was established in FY 2002 to account for resources used to minimize future PERS rate increases to departments. County departments have contributed resources since FY 2002 during years when PERS rates were reduced to provide for future increases in the PERS rate. The County developed a plan to draw down the majority of the PERS reserve over the next six to eight years to - lessen the impact of rising rates to department budgets.

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	13,270,949	14,510,997	16,300,000	2,443,315	2,443,315	2,443,315	-85.0%
Interest Revenue	201,485	330,480	308,000	40,625	40,625	40,625	-86.8%
Transfers In	2,000,000	2,000,000	2,000,000	-	2,000,000	2,000,000	0.0%
<b>Resources Total</b>	<b>15,472,434</b>	<b>16,841,478</b>	<b>18,608,000</b>	<b>2,483,940</b>	<b>4,483,940</b>	<b>4,483,940</b>	<b>-75.9%</b>
<b>Requirements</b>							
Personnel Services	959,387	468,462	3,250,000	-	-	-	
Materials & Services	2,050	850	13,003,000	3,000	3,000	3,000	-100.0%
Reserve for Future Expenditure	-	-	2,355,000	2,480,940	4,480,940	4,480,940	90.3%
<b>Requirements Total</b>	<b>961,437</b>	<b>469,312</b>	<b>18,608,000</b>	<b>2,483,940</b>	<b>4,483,940</b>	<b>4,483,940</b>	<b>-75.9%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Federal Government Payments	-	267,040	305,000	305,000	305,000	305,000	0.0%
State Government Payments	280,511	301,224	308,000	308,000	308,000	308,000	0.0%
Interest Revenue	250	308	1,000	1,000	1,000	1,000	0.0%
<b>Resources Total</b>	<b>280,761</b>	<b>568,572</b>	<b>614,000</b>	<b>614,000</b>	<b>614,000</b>	<b>614,000</b>	<b>0.0%</b>
<b>Requirements</b>							
Materials & Services	280,761	568,572	614,000	614,000	614,000	614,000	0.0%
<b>Requirements Total</b>	<b>280,761</b>	<b>568,572</b>	<b>614,000</b>	<b>614,000</b>	<b>614,000</b>	<b>614,000</b>	<b>0.0%</b>



## 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	101,669	58,504	30,000	(10,671)	(10,671)	(10,671)	-135.6%
Licenses & Permits	254,342	244,223	291,000	253,700	253,700	253,700	-12.8%
Charges for Services	406	472	500	10,871	10,871	10,871	2074.2%
Fines & Fees	5,070	2,720	3,500	-	-	-	
Interest Revenue	1,743	1,284	2,000	1,100	1,100	1,100	-45.0%
Other Non-Operational Revenue	5,516	5,107	5,000	5,000	5,000	5,000	0.0%
Transfers In	73,718	102,542	149,916	182,716	182,716	182,716	21.9%
<b>Resources Total</b>	<b>442,464</b>	<b>414,853</b>	<b>481,916</b>	<b>442,716</b>	<b>442,716</b>	<b>442,716</b>	<b>-8.1%</b>
<b>Requirements</b>							
Materials & Services	383,960	411,891	442,607	408,804	408,804	408,804	-7.6%
Contingency	-	-	39,309	33,912	33,912	33,912	-13.7%
<b>Requirements Total</b>	<b>383,960</b>	<b>411,891</b>	<b>481,916</b>	<b>442,716</b>	<b>442,716</b>	<b>442,716</b>	<b>-8.1%</b>

## Finance Reserve (Fund 631)

The Finance Reserve Fund was established in FY 2016 to track expenditures for two projects, a new financial and human resources software package and a class and compensation study. Transfers from the General Fund will support the initial costs of these projects. The total cost of the projects will be recouped through inter-fund charges to departments over a seven year period.

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	437,697	351,963	270,000	251,700	251,700	251,700	-6.8%
Interest Revenue	5,195	6,986	8,000	3,300	3,300	3,300	-58.8%
Interfund Charges	260,000	260,000	260,000	260,000	260,000	260,000	0.0%
<b>Resources Total</b>	<b>702,893</b>	<b>618,948</b>	<b>538,000</b>	<b>515,000</b>	<b>515,000</b>	<b>515,000</b>	<b>-4.3%</b>
<b>Requirements</b>							
Materials & Services	246,350	71,850	-	-	-	-	
Capital Outlay	104,580	27,814	278,000	255,000	255,000	255,000	-8.3%
Transfers Out	-	260,000	260,000	260,000	260,000	260,000	0.0%
<b>Requirements Total</b>	<b>350,930</b>	<b>359,664</b>	<b>538,000</b>	<b>515,000</b>	<b>515,000</b>	<b>515,000</b>	<b>-4.3%</b>

## 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	449,923	1,204,818	2,300,000	3,712,394	3,712,394	3,712,394	61.4%
Other Taxes	6,087,493	6,665,904	6,711,250	6,004,649	5,978,573	6,004,649	-10.5%
Interest Revenue	23,055	57,628	51,000	49,500	49,500	49,500	-2.9%
<b>Resources Total</b>	<b>6,560,470</b>	<b>7,928,350</b>	<b>9,062,250</b>	<b>9,766,543</b>	<b>9,740,467</b>	<b>9,766,543</b>	<b>7.8%</b>
<b>Requirements</b>							
Materials & Services	2,178,122	2,203,905	2,259,987	1,997,522	2,301,522	2,301,522	1.8%
Capital Outlay	-	12,502	-	-	-	-	-
Transfers Out	3,177,531	3,177,531	3,477,531	3,177,531	4,093,824	4,119,900	18.5%
Reserve for Future Expenditure	-	-	3,324,732	4,591,822	3,345,121	3,345,121	0.6%
<b>Requirements Total</b>	<b>5,355,653</b>	<b>5,393,938</b>	<b>9,062,250</b>	<b>9,766,875</b>	<b>9,740,467</b>	<b>9,766,543</b>	<b>7.8%</b>

## 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	467,133	361,634	-	-	-	-	-
Other Taxes	869,647	952,275	958,750	52,484	857,809	857,809	-10.5%
Interest Revenue	8,294	6,816	11,000	4,400	4,400	4,400	-60.0%
<b>Resources Total</b>	<b>1,345,074</b>	<b>1,320,725</b>	<b>969,750</b>	<b>56,884</b>	<b>862,209</b>	<b>862,209</b>	<b>-11.1%</b>
<b>Requirements</b>							
Materials & Services	737,462	15,760	14,153	18,350	18,350	18,350	29.7%
Capital Outlay	-	1,786	-	-	-	-	-
Transfers Out	245,978	1,272,335	955,597	896,341	843,859	843,859	-11.7%
<b>Requirements Total</b>	<b>983,440</b>	<b>1,289,881</b>	<b>969,750</b>	<b>914,691</b>	<b>862,209</b>	<b>862,209</b>	<b>-11.1%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	1,015,310	1,085,679	1,085,679	2,600,000	2,600,000	2,600,000	139.5%
Charges for Services	-	3,647	-	1,000	1,000	1,000	
Fines & Fees	63	-	-	-	-	-	
Interest Revenue	152,621	129,553	60,653	39,240	39,240	39,240	-35.3%
Other Non-Operational Revenue	642,956	716,181	810,905	222,000	222,000	222,000	-72.6%
Interfund Charges	461,040	461,040	461,040	505,309	505,309	505,309	9.6%
Transfers In	300,000	-	1,000,000	1,000,000	1,000,000	1,000,000	0.0%
Sales of Equipment	15,000	-	30,000	-	-	-	
<b>Resources Total</b>	<b>2,586,989</b>	<b>2,396,099</b>	<b>3,448,277</b>	<b>4,367,549</b>	<b>4,367,549</b>	<b>4,367,549</b>	<b>26.7%</b>
<b>Requirements</b>							
Materials & Services	60,292	127,424	158,300	179,378	179,378	179,378	13.3%
Capital Outlay	-	-	2,411,966	3,323,171	3,323,171	3,323,171	37.8%
Transfers Out	1,441,018	846,148	878,011	865,000	865,000	865,000	-1.5%
<b>Requirements Total</b>	<b>1,501,310</b>	<b>973,572</b>	<b>3,448,277</b>	<b>4,367,549</b>	<b>4,367,549</b>	<b>4,367,549</b>	<b>26.7%</b>

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	7,288,728	10,550,608	12,857,515	6,259,769	6,259,769	6,259,769	-51.3%
Interest Revenue	125,216	250,218	227,000	142,000	142,000	142,000	-37.4%
Transfers In	3,136,663	2,116,909	2,035,033	5,756,256	4,336,318	4,336,318	113.1%
<b>Resources Total</b>	<b>10,550,608</b>	<b>12,917,734</b>	<b>15,119,548</b>	<b>12,158,025</b>	<b>10,738,087</b>	<b>10,738,087</b>	<b>-29.0%</b>
<b>Requirements</b>							
Transfers Out	-	-	7,750,000	1,750,000	1,750,000	1,750,000	-77.4%
Reserve for Future Expenditure	-	-	7,369,548	10,408,025	8,988,087	8,988,087	22.0%
<b>Requirements Total</b>	<b>-</b>	<b>-</b>	<b>15,119,548</b>	<b>12,158,025</b>	<b>10,738,087</b>	<b>10,738,087</b>	<b>-29.0%</b>

# HUMAN RESOURCES

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

## Department Overview

The Human Resources Department (HR) provides leadership and support to the organization by conducting comprehensive human resources activities.

Department Director: Kathleen Hinman

☎: 541-388-6553

✉: [hr@deschutes.org](mailto:hr@deschutes.org)

🌐: [www.deschutes.org/hr](http://www.deschutes.org/hr)

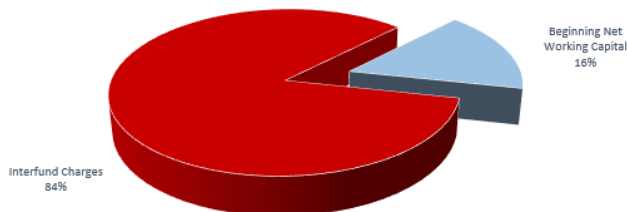
Human Resources Summary	
Total Budget	\$1,494,097
Budget Change	+ 3.80%
Total Staff	8.00 FTE
Staff Change	No Change

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 and Pharmacy. The department remains committed to improve operational efficiencies, to offer value-added strategic customer service partnerships, and to enhance our services to the organization and community.

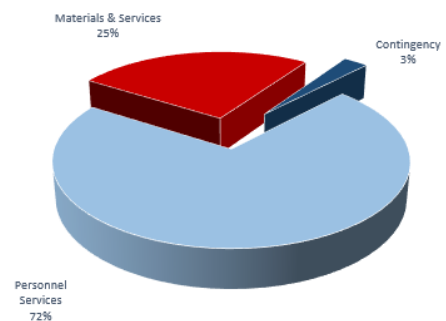
Vision Statement: We champion a culture of inclusion, innovation, and engagement to realize the full potential of the people who support our community.

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

### Human Resources Funding



### Human Resources Requirements



## SUCSESSES & CHALLENGES

### Significant Accomplishments

- Completed implementation of new HR system.
- Partnered with 9-1-1 Service District to migrate applicant testing to an online platform saving both time and space resources resulting in increased availability for applicant testing.
- Created hands on benefit orientation for new hires with secure portals for document delivery for new hires and benefit processes.
- Implemented new Employee Assistance Program (EAP) to support increased access to mental health care.
- Maintained health insurance claims cost trend below national average at 4%.
- Completed the County's first online Open Enrollment process and created a comprehensive employee benefit resource book.
- Issued DOC and DOC Pharmacy Request for Proposals.
- Revised and enhanced performance evaluation reporting for departments and County leadership.
- Created semi-annual training schedules (fall and spring) of the Public Sector Partner training program; launched new trainings focusing on diversity, equity, and inclusion awareness.

### Fiscal Issues

- Providing effective workforce and succession planning as well as continued staff development and training as County retirements occur.
- Continued compensation analysis to comply with Oregon's Pay Equity Act and staffing resources associated with the project.
- Balancing increased client service requests with current staff resources while maintaining internal service funding.

### Operational Challenges

- Complete integrated Leave of Absence tracking module.
- Dedicate staff time to complete work supporting Deschutes County's compliance with Oregon's Pay Equity Act.
- Develop Recruitment and Selection Guide for hiring managers to ensure best practices are being used throughout the County.
- Strengthen 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.
- Maintain integrity of implemented HR system through establishment of consistent procedures.
- Review, evaluate and create processes to improve greater automation and compliance among HR system.

## Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Human Resources FTE (Fund 650)	5.80	6.90	8.00	8.00	8.00	8.00
Health Benefits FTE (Fund 675)	1.20	1.10	0.00	0.00	0.00	0.00
<b>TOTAL HUMAN RESOURCES FTE</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## Budget Summary – Human Resources (Fund 650)

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	598,926	422,404	195,710	240,498	240,498	240,498	22.9%
State Government Payments	-	-	-	-	-	-	
Charges for Services	12,684	65	7,000	250	250	250	-96.4%
Interest Revenue	8,095	8,188	9,000	3,300	3,300	3,300	-63.3%
Interfund Charges	972,556	1,045,134	1,227,959	1,200,049	1,250,049	1,250,049	1.8%
<b>Resources Total</b>	<b>1,592,262</b>	<b>1,475,791</b>	<b>1,439,669</b>	<b>1,444,097</b>	<b>1,494,097</b>	<b>1,494,097</b>	<b>3.8%</b>
<b>Requirements</b>							
Personnel Services	876,505	956,918	994,602	1,072,040	1,072,040	1,072,040	7.8%
Materials & Services	293,353	285,658	322,722	332,013	382,013	382,013	18.4%
Contingency	-	-	122,345	40,044	40,044	40,044	-67.3%
<b>Requirements Total</b>	<b>1,169,858</b>	<b>1,242,576</b>	<b>1,439,669</b>	<b>1,444,097</b>	<b>1,494,097</b>	<b>1,494,097</b>	<b>3.8%</b>

## Performance Management

### Goal: Service Delivery

*Objective: Provide collaborative internal support for County operations.*

- Measure #1: Increase the number of exit interviews completed and returned by 10%.

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

- Measure #2: Achieve 100% of classification reviews delivered for consideration within one month of receipt of final draft from department.

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #3: Achieve 100% of employee action changes processed in good order (timely and accurately.)

*Objective: Preserve and enhance capital assets, strengthen fiscal security and ensure sufficient space for operational needs.*

- Measure #4: Comparison of percent of director, managers, and supervisors in County workforce in relationship to percentage in community population for women and for minorities.
- Measure #5: Maintain health care cost inflation at or below national average of 5-7% for self-funded plans.

*Objective: Promote community participation and engagement with County government.*

- Measure #6: Comparison of percent of County workforce in relationship to percent in community population for women and for minorities.

## Health Benefits Fund (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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	PROPOSED	FY 2021 APPROVED	ADOPTED	% CHANGE FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	15,382,578	15,075,316	16,106,294	15,323,729	15,323,729	15,323,729	-4.9%
Charges for Services	4,222,224	4,283,805	4,563,079	3,838,338	3,838,338	3,838,338	-15.9%
Interest Revenue	219,809	366,207	346,000	216,200	216,200	216,200	-37.5%
Interfund Charges	17,573,923	18,049,664	17,409,354	17,830,000	17,830,000	17,830,000	2.4%
<b>Resources Total</b>	<b>37,398,533</b>	<b>37,774,991</b>	<b>38,424,727</b>	<b>37,208,267</b>	<b>37,208,267</b>	<b>37,208,267</b>	<b>-3.2%</b>
<b>Requirements</b>							
Personnel Services	-	-	-	542	542	542	
Materials & Services	22,323,217	21,211,086	24,115,011	23,619,631	23,619,631	23,619,631	-2.1%
Contingency	-	-	14,309,716	13,588,094	13,588,094	13,588,094	-5.0%
<b>Requirements Total</b>	<b>22,323,217</b>	<b>21,211,086</b>	<b>38,424,727</b>	<b>37,208,267</b>	<b>37,208,267</b>	<b>37,208,267</b>	<b>-3.2%</b>

# INFORMATION TECHNOLOGY

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

## Department Overview

The Information Technology (IT) Department provides a wide range of technology services, primarily to County departments.

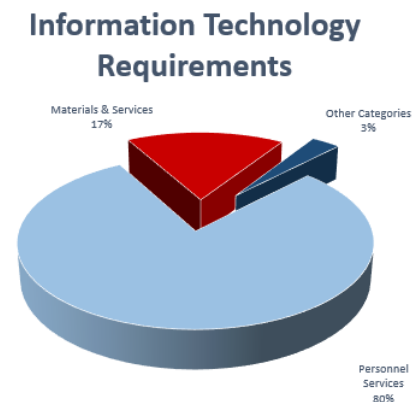
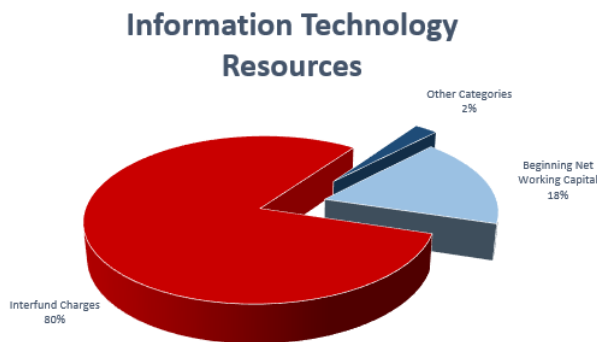
Director: Joe Sadony

🌐: [www.deschutes.org/](http://www.deschutes.org/)

Information Technology Summary	
Total Budget	\$2,954,550
Budget Change	-1.59%
Total Staff	18.00 FTE
Staff Change	No Change

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.





## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Phone system upgrade 80% complete with just part of Health Services remaining.
- Connection to the internet upgraded from 100 megabits per second to 1000 megabits per second. Service provider changed. No increase on annual cost.
- Cybersecurity program initiated. Program goals under development.
- Created two new methods for remote data communications to support remote workers. This was done to address changes in operation due to the COVID-19 pandemic.

### Fiscal Issues

- Recording fee revenue in 2020 came in above expectations. Revenue projection for 2021 is kept at current level.
- An ISF fee increase for fund 661 – Technology Reserve is requested in 2021. This increase is will allow the county to move to Microsoft 365 (formerly Office 365). The move is necessary as Microsoft 365 is officially replacing the majority of Microsoft Office products. The increase reflects the difference between the traditional and 365 software licensing models.

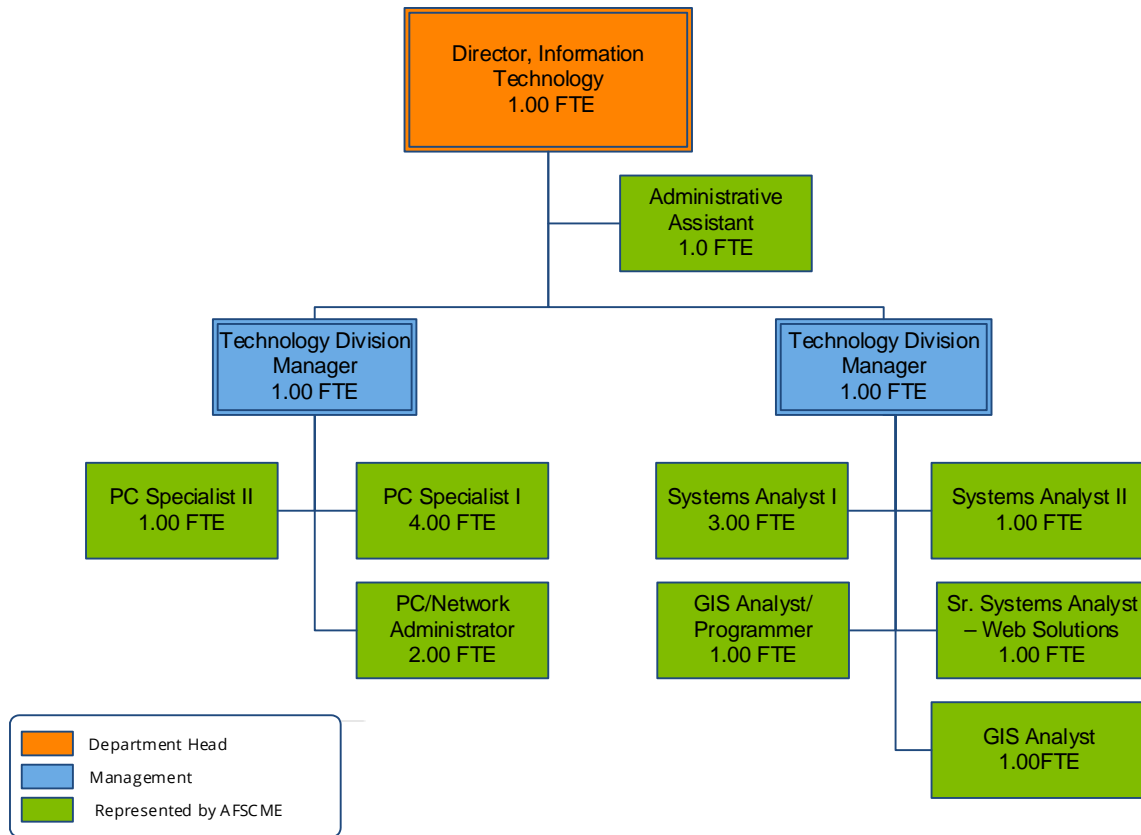
### Operational Challenges

- The COVID-19 pandemic will delay the progress of several IT initiatives in fiscal 2020. That which is not completed in 2020 will continue into 2021.
- We anticipate being requested to look at technologies aimed to improve the organization’s preparedness when faced with impacts to normal operations

### Staff Summary

Full Time Equivalents	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Information Technology FTE (Fund 660)	16.00	15.70	15.70	15.70	15.70	15.70
GIS Dedicated FTE (Fund 305)	2.00	2.30	2.30	2.30	2.30	2.30
<b>TOTAL INFORMATION TECHNOLOGY FTE</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

## Organizational Chart



## Budget Summary – Information Technology (Fund 660)

	FY 2018	FY 2019	FY 2020	FY 2021		% CHANGE FY20-FY21	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED ADOPTED		
<b>Resources</b>							
Beginning Net Working Capital	583,958	559,907	408,164	517,860	517,860	517,860	26.9%
State Government Payments	-	-	-	-	-	-	-
Charges for Services	23,070	750	800	800	800	800	0.0%
Interest Revenue	9,916	13,391	9,000	7,600	7,600	7,600	-15.6%
Interfund Charges	2,297,521	2,359,624	2,518,304	2,362,290	2,362,290	2,362,290	-6.2%
Transfers In	66,000	101,000	66,000	66,000	66,000	66,000	0.0%
<b>Resources Total</b>	<b>2,980,465</b>	<b>3,034,672</b>	<b>3,002,268</b>	<b>2,954,550</b>	<b>2,954,550</b>	<b>2,954,550</b>	<b>-1.6%</b>
<b>Requirements</b>							
Personnel Services	1,950,682	2,098,320	2,248,440	2,356,703	2,356,703	2,356,703	4.8%
Materials & Services	469,877	357,840	493,567	504,569	504,569	504,569	2.2%
Capital Outlay	-	26,791	-	-	-	-	-
Transfers Out	-	7,247	7,858	6,996	6,996	6,996	-11.0%
Contingency	-	-	252,403	86,282	86,282	86,282	-65.8%
<b>Requirements Total</b>	<b>2,420,558</b>	<b>2,490,198</b>	<b>3,002,268</b>	<b>2,954,550</b>	<b>2,954,550</b>	<b>2,954,550</b>	<b>-1.6%</b>

## Performance Management

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #1: Improve the cyber-security profile by creating data network segmentation between department operations and automated method of monitoring the active connections to the county network.
- Measure #2: Establish a standard for secure data communications to support a mobile workforce regardless of scale.

*Objective: Provide collaborative internal support for County operations.*

- Measure #3: Implement and promote the tools available in Microsoft 365 to improve communications between teams and departments.

### Geographic Information System Dedicated (Fund 305)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	183,670	275,247	319,152	362,058	362,058	362,058	13.4%
State Government Payments	11,509	10,993	11,092	11,092	11,092	11,092	0.0%
Charges for Services	291,514	264,405	230,500	230,500	230,500	230,500	0.0%
Interest Revenue	3,168	7,013	6,000	4,400	4,400	4,400	-26.7%
Interfund Charges	8,000	8,000	8,000	8,000	8,000	8,000	0.0%
<b>Resources Total</b>	<b>497,860</b>	<b>565,658</b>	<b>574,744</b>	<b>616,050</b>	<b>616,050</b>	<b>616,050</b>	<b>7.2%</b>
<b>Requirements</b>							
Personnel Services	175,240	147,728	261,333	293,359	293,359	293,359	12.3%
Materials & Services	47,373	75,671	66,336	62,231	62,231	62,231	-6.2%
Contingency	-	-	247,075	260,460	260,460	260,460	5.4%
<b>Requirements Total</b>	<b>222,613</b>	<b>223,400</b>	<b>574,744</b>	<b>616,050</b>	<b>616,050</b>	<b>616,050</b>	<b>7.2%</b>

### Information Technology Reserve (Fund 661)

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	709,124	785,231	526,231	639,881	639,881	639,881	21.6%
Interest Revenue	11,211	16,555	17,000	8,700	8,700	8,700	-48.8%
Interfund Charges	234,000	234,000	234,000	384,000	384,000	384,000	64.1%
<b>Resources Total</b>	<b>954,335</b>	<b>1,035,787</b>	<b>777,231</b>	<b>1,032,581</b>	<b>1,032,581</b>	<b>1,032,581</b>	<b>32.9%</b>
<b>Requirements</b>							
Materials & Services	28,557	103,134	35,000	257,500	257,500	257,500	635.7%
Capital Outlay	140,546	194,070	261,000	191,000	191,000	191,000	-26.8%
Transfers Out	-	35,000	-	-	-	-	-
Reserve for Future Expenditure	-	-	481,231	584,081	584,081	584,081	21.4%
<b>Requirements Total</b>	<b>169,103</b>	<b>332,205</b>	<b>777,231</b>	<b>1,032,581</b>	<b>1,032,581</b>	<b>1,032,581</b>	<b>32.9%</b>

# LEGAL COUNSEL

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

## 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.

Legal Counsel Summary	
Total Budget	\$1,451,810
Budget Change	+3.03%
Total Staff	7.00 FTE
Staff Change	No Change

Legal Counsel: David Doyle

☎: 541-388-6623

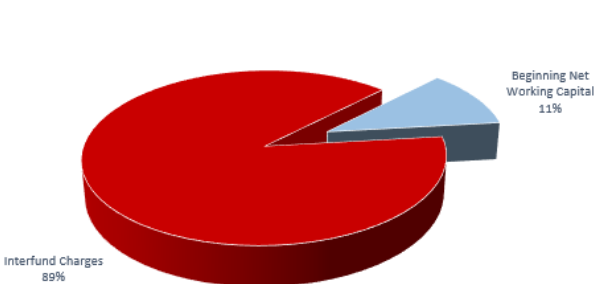
✉: legalcounsel@deschutes.org

🌐: www.deschutes.org/legal

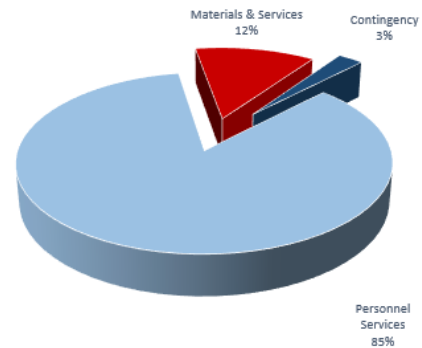
The Legal Department's programs include:

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

## Legal Counsel Resources



## Legal Counsel Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Successful onboarding of additional attorney FTE.
- Completed implementation of a new electronic case management system.
- 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.

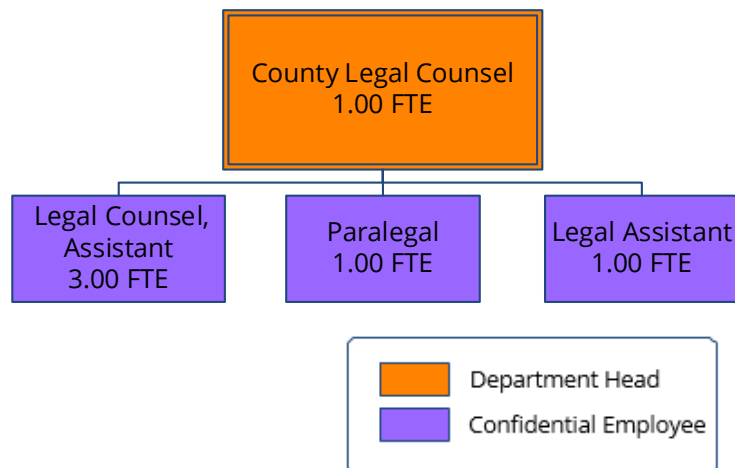
### Operational Challenges

- 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

### Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL LEGAL COUNSEL FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>

### Organizational Chart



## Budget Summary – Legal Counsel (Fund 640)

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	300,048	203,896	150,000	158,861	158,861	158,861	5.9%
State Government Payments	-	-	-	-	-	-	-
Charges for Services	2,070	899	500	500	500	500	0.0%
Interest Revenue	4,163	4,772	5,000	2,200	2,200	2,200	-56.0%
Interfund Charges	950,954	1,043,479	1,106,692	1,290,249	1,290,249	1,290,249	16.6%
Transfers In	-	-	146,961	-	-	-	-
Sales of Equipment	-	850	-	-	-	-	-
<b>Resources Total</b>	<b>1,257,235</b>	<b>1,253,896</b>	<b>1,409,153</b>	<b>1,451,810</b>	<b>1,451,810</b>	<b>1,451,810</b>	<b>3.0%</b>
<b>Requirements</b>							
Personnel Services	915,405	980,197	1,143,306	1,236,017	1,232,705	1,236,017	8.1%
Materials & Services	137,934	130,179	160,281	178,238	178,238	178,238	11.2%
Contingency	-	-	105,566	37,555	40,867	37,555	-64.4%
<b>Requirements Total</b>	<b>1,053,339</b>	<b>1,110,375</b>	<b>1,409,153</b>	<b>1,451,810</b>	<b>1,451,810</b>	<b>1,451,810</b>	<b>3.0%</b>

## Performance Management

### Goal: Safe Communities

*Objective: Collaborate with partners to prepare for and respond to emergencies and disasters.*

- Measure #1: The ongoing COVID-19 emergency response has highlighted strengths and weaknesses associated with providing real time, 24/7 support to county departments during the duration of an emergency event. Legal will develop internal processes to insure immediate, comprehensive and coordinated support.
- Measure #2: Legal will engage internal emergency operations staff and partner agencies to review/audit existing processes with the goal of identifying successful processes, and fine-tuning, rejecting and/or replacing all others.

### Goal: Service Delivery

*Objective: Ensure quality service delivery through the use of innovative technology and systems.*

- Measure #3: Legal will implement remote work site processes (developed on-the-fly during the COVID-19 emergency) to allow for a more robust and comprehensive level of 24/7 responsiveness.

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## County Service Districts

### DESCHUTES COUNTY 9-1-1 SERVICE DISTRICT

Deschutes County 9-1-1 Service District (Fund 705).....	216
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### EXTENSION/4-H COUNTY SERVICE DISTRICT

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Extension/4-H CSD Reserve (Fund 721).....	223



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# DESCHUTES COUNTY 9-1-1

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



## District 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.

Deschutes County 9-1-1 Summary	
Total Budget	\$16,242,817
Budget Change	+3.93%
Total Staff	60.00 FTE
Staff Change	No Change

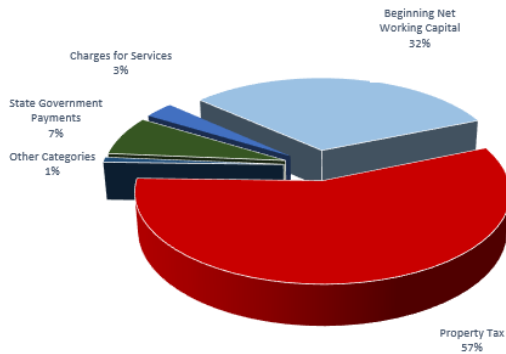
Communications Director: Sara Crosswhite

☎: 541-388-0185

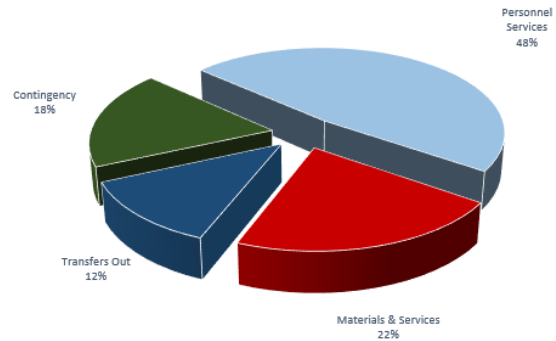
✉: [911public@deschutes.org](mailto:911public@deschutes.org)

🌐: [www.deschutes.org/911](http://www.deschutes.org/911)

## Deschutes County 911 Resources



## Deschutes County 911 Requirements



## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Successful deployment of a new Computer Aided Dispatch software.
- Implementation of mobile backup radios at the dispatch consoles.
- Refinement and improvements to the 800 mhz radio system to meet the needs of the public safety and general government users on the system.

### Fiscal Issues

- Most of the District's revenue comes from property taxes. The maximum levy rate is 42.5 cents per thousand dollars of Taxable Assessed Value (TAV). For FY 2021, and for the fifth 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 District's 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.
  - Carry over capital projects include:
  - Completion of the Overturf Butte Radio Site
  - Continued improvements/enhancements on the digital trunked radio system

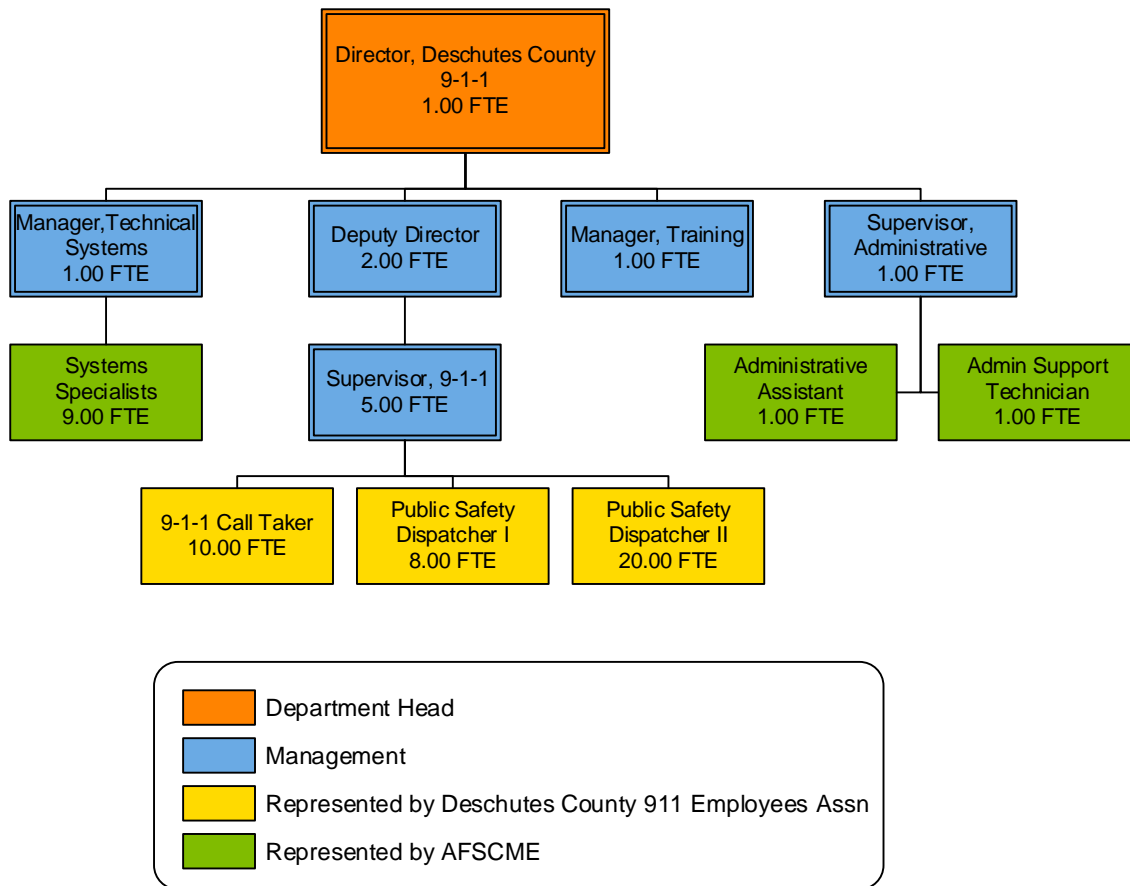
### Operational Challenges

- Continued deployment of the radio system enhancement plan, including published user agreements; Overturf Butte radio pole completion; and user defined radio system

enhancements (system functionality enhancements, in-building coverage, roaming profiles, subscriber replacement planning, and backup system enhancements).

- Continued development and refinement of our recently deployed Computer Aided Dispatch (CAD) system to ensure it meets the expectations and needs of 9-1-1 and 14 user agencies utilizing the system.
- Continuing to evolve and refine recruiting and training practices for a dynamically changing and shrinking workforce pool.

## Organizational Chart



## Staff Summary

Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>TOTAL 9-1-1 FTE</b>	<b>57.50</b>	<b>59.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>

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

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	7,447,951	6,053,017	5,120,591	5,211,519	5,211,519	5,211,519	1.8%
Property Tax	8,076,798	8,534,508	8,909,419	9,203,459	9,203,459	9,203,459	3.3%
Other Taxes	4,279	4,290	4,200	4,200	4,200	4,200	0.0%
State Government Payments	1,074,653	1,118,086	1,025,000	1,189,750	1,189,750	1,189,750	16.1%
Local Government Payments	99,878	140,045	85,000	88,637	88,637	88,637	4.3%
Charges for Services	422,974	413,818	382,731	488,252	488,252	488,252	27.6%
Interest Revenue	98,838	148,294	102,000	57,000	57,000	57,000	-44.1%
Other Non-Operational Revenue	1,599	3,022	-	-	-	-	
Transfers In	(1,809,626)	(1,603,918)	-	-	-	-	
Sales of Equipment	12,053	17,865	-	-	-	-	
<b>Resources Total</b>	<b>15,429,396</b>	<b>14,829,027</b>	<b>15,628,941</b>	<b>16,242,817</b>	<b>16,242,817</b>	<b>16,242,817</b>	<b>3.9%</b>
<b>Requirements</b>							
Personnel Services	6,376,466	6,267,945	7,462,575	7,787,283	7,787,283	7,787,283	4.4%
Materials & Services	2,317,166	2,477,022	3,387,761	3,476,381	3,476,381	3,476,381	2.6%
Capital Outlay	188,884	169,634	1,400,000	-	-	-	
Transfers Out	493,863	-	400,000	1,997,257	1,997,257	1,997,257	399.3%
Contingency	-	-	2,978,605	2,981,896	2,981,896	2,981,896	0.1%
<b>Requirements Total</b>	<b>9,376,379</b>	<b>8,914,602</b>	<b>15,628,941</b>	<b>16,242,817</b>	<b>16,242,817</b>	<b>16,242,817</b>	<b>3.9%</b>

## Performance Management

### Goal: Safe Communities

**Objective: Provide safe and secure communities through coordinated public safety services**

- Measure #1: Continue to meet and exceed the Emergency Medical Dispatch call taking standards established by the International Academies of Emergency Medical Dispatch and consider formal application for district medical accreditation in those standards.
- Measure #2: Continue to meet and exceed the Emergency Fire Dispatch call taking standards established by the International Academies of Emergency Fire Dispatch. Measured monthly by random call sampling used for quality assurance.

### Goal: Service Delivery

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

- Measure #3: 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.

**Objective: Ensure quality service delivery through the use of innovative technology and systems.**

- Measure #4: Enhance operational capabilities at existing backup center by deploying radio dispatch consoles as well as fully functional CAD system computers. Utilize the most of the small space by accommodating five consoles which will be available at any time for staff in an emergency situations.

## 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 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	3,394,078	2,633,115	2,633,115	3,129,899	3,129,899	3,129,899	18.9%
Interest Revenue	45,174	57,275	55,000	33,400	33,400	33,400	-39.3%
Transfers In	493,863	-	400,000	1,997,257	1,997,257	1,997,257	399.3%
<b>Resources Total</b>	<b>3,933,115</b>	<b>2,690,390</b>	<b>3,088,115</b>	<b>5,160,556</b>	<b>5,160,556</b>	<b>5,160,556</b>	<b>67.1%</b>
<b>Requirements</b>							
Capital Outlay	-	-	-	1,480,000	1,480,000	1,480,000	
Transfers Out	1,300,000	-	-	-	-	-	
Reserve for Future Expenditure	-	-	3,088,115	3,680,556	3,680,556	3,680,556	19.2%
<b>Requirements Total</b>	<b>1,300,000</b>	<b>-</b>	<b>3,088,115</b>	<b>5,160,556</b>	<b>5,160,556</b>	<b>5,160,556</b>	<b>67.1%</b>

# EXTENSION/4-H COUNTY SERVICE DISTRICT

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

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## 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 resources 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.

Extension/4-H Service District	
Total Budget	\$793,574
Budget Change	+6.01%
Total Staff	0.00 FTE
Staff Change	No Change

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.

Regional Administrator: Nicole Strong

County Leader: Candi Bothum

☎: 541-548-6088

🌐: Oregon.4h.oregonstate.edu

The following OSU Extension programs are offered in Central Oregon:

**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 or 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 families around education. Uniting with community partners to provide culturally relevant programming for 8-12th grade students and their parents, Juntos is designed to provide families with knowledge, skills, and resources to prevent youth from dropping out of high school, and to encourage families to work together to gain access to college.

**Agricultural Sciences & Natural Resources:** Provides education, support and assistance to local residents, businesses and industry in horticulture, including home gardening and landscaping and weed, disease, and insect problems, small farm operations, and animal science and livestock management.

**SMALL FARMS AND SPECIALTY CROPS**

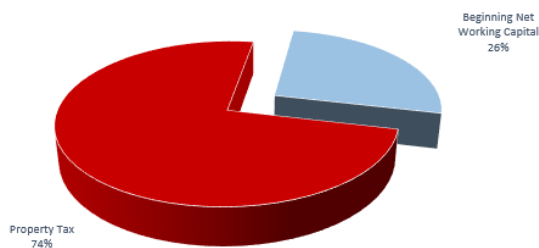
The Small Farms and Specialty Crops Program supports the development of sustainable agriculture in Central Oregon, with a focus on small-scale commercial horticulture and high value specialty crops. Based on needs assessment, local interest, and capacity, research and Extension programs in the area are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

**Forestry and 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, wood products, biomass, and non-timber forest products, wildlife habitat enhancement and other topics related to the stewardship of private and public lands.

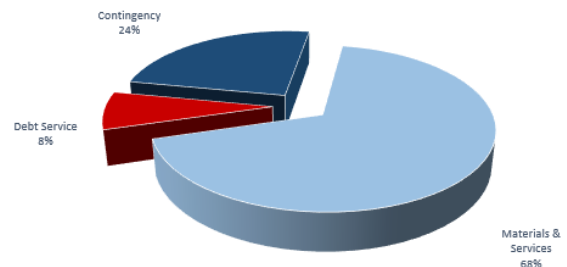
**Family & Community Health:** Provides education and information about nutrition, shopping and food preparation, food safety and preservation, disaster preparedness, financial management, parenting, planning for healthy retirement and aging well. Programs have been added to help reduce accidental injury: Safe Medications at Home, Stress Less with Mindfulness, and Question Persuade, Refer (QPR), suicide prevention training.

**SNAP-Ed (Supplemental Nutrition Assistance Program Education) Nutrition Education Program:** This program is 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.

**4-H County Service District Resources**



**4-H County Service District Requirements**





## SUCCESSES & CHALLENGES

### Significant Accomplishments

- Nearly 800 youth and 150 adult volunteers are engaged in year-round 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. Additionally, more than 1,500 youth gain various positive youth development benefits through short-term after school, school enrichment, and summer day camp opportunities.
- Deschutes County 4-H facilitates a diverse variety of annual experiential learning opportunities for youth and volunteers. These include project specific and life skill workshops, clinics, and training, leadership and retreat conferences, and international exchange opportunities. Other hands-on events are offered as well, including competitive skills contests and the county and state fairs where youth are judged against a standard of excellence to keep quality high and still provide recognition to all youth who participate. Thanks to County support and private contributions, Deschutes County 4-H continues to provide these opportunities to all youth, ages 5 - 19, regardless of their ability to pay.
- In Central Oregon, the OSU Master Gardener program trained and re-certified 121 volunteers in 2019. These volunteers help with the Hollinshead Water-wise Garden, the OSU Demonstration Garden, provide weekly radio spots on KPOV radio, All-America Selections Display Garden, Home and Garden Show, Hollinshead Community Garden, Northwest Crossing Community Garden, Spring Gardening Seminar, High Desert Garden Tour and OSU Plant Clinics in Redmond, Prineville and mobile sites. Our master gardener volunteers gave 7,805 hours (valued at \$198,481) and made 4,454 direct public contacts including adults and youth. They also earned 1,143 continuing education hours.
- The OSU Master Gardeners in Central Oregon had a booth at the Home and Garden Show. There they made 779 contacts and presented 6 classes to 164 attendees at this event. Master Gardeners hosted the Spring Gardening Seminar and had 230 attendees attending a choice of 16 classes. In total, master gardeners taught over 48 classes in the Central Oregon region reaching 651 participants. Volunteers responded and taught at 15 community requested events. A total of 1,490 pounds of produce was grown and donated from our community and demonstration gardens to Neighbor Impact, the largest regional food bank. OSU Master Gardener volunteers also provided programs for local schools and after school club and civic organizations.
- Local Extension educators are beginning to provide additional pollinator education, most specifically, two workshops addressing community needs regarding mason bee habitat and the inquiries about purchasing these bees online. Follow up data collection from over 50 participants suggests a significant amount of knowledge gained and appreciation for addressing this specific local need.
- The Forestry and Natural Resources program reaches nearly 1,500 landowners, forestry professionals and other clients annually through educational workshops, field tours and the quarterly Life on the Dry Side newsletter per year.
- The Forestry and Natural Resources program faculty offers facilitation and leadership to both the Deschutes Collaborative Forest Project and Ochoco Forest Restoration Collaborative,

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. This faculty position has also partnered with key local government groups and the Central Oregon Intergovernmental Council to spur conversation around biomass and wood products innovation and potential infrastructure investments in the region.

- We are in the process of hiring a new Forestry and Natural Resources Extension agent, as well as a newly created regional Fire Extension Specialist position. *We are not sure how COVID-19 will effect timing of these successful candidates starting.*
- Master Food Preserver (MFP) volunteers (18) help promote food safety/preservation to the public at the county fair and at community canning classes. In 2019, MFP volunteers reached 951 Central Oregonians and contributed 666 hours, a value of \$16,936.38 (\$25.43/hour<sup>1</sup>). Post-class surveys showed local community canning class participants went away with better knowledge and increased likelihood of practicing safe food preservation techniques. Of the 79 survey respondents, 96% said they had significant increased confidence to complete all of the steps to safely can foods.
- A Stress Less with Mindfulness mini-session was taught as a part of the National Suicide Prevention Week activities hosted by the Central Oregon Suicide Prevention Alliance and Deschutes County Suicide Prevention Outreach Committee.
- OSU Extension, in partnership with ODE updated the Balanced Energy Physical Activity (BEPA) tool kit, BEPA 2.0, as a tool for teachers to implement their 45 minutes of the new state legislation requiring elementary schools deliver 150 minutes of moderate to vigorous physical activity per youth, per week. The toolkit is now aligned to national physical activity and health standards and one of only a few state curriculums approved for teachers to use in implementing classroom based physical activity meeting the new requirements. The Deschutes County SNAP-Ed team retrained teachers and delivered the new toolkit to all interested partners in preparation for the new requirements. The Deschutes County SNAP-Ed team delivered 19 BEPA 2.0 trainings in two school districts.
- SNAP-Ed Educators delivered 260 activities increasing physical activity time for youth by 54 hours (6116 contacts) at 8 school sites. 62 teachers delivered 442 activities, implementing physical activity time for 253 total hours reaching 9,918 youth contacts. In an effort to maintain and promote continued beneficial sessions, monthly newsletters are sent to each teacher offering tips to easily implement the BEPA 2.0 curriculum. Student leaders have been trained to offer activities during recess to increase inclusive play.
- In 2019, small farms and specialty crop education happened in a variety of ways, including 14 classes, 11 workshops, and 7 field days for beginner and advanced farmers. The most impactful local workshops for farmers included an “Advanced High Tunnel Workshop, a “Berry Production Workshop,” and the “Fall Cover Crop Trial. “The Fall Cover Crop Trial was the first project in Central Oregon to investigate overwintering cover crop success in the region. The cover crop field days resulted in local farmers adopting new cover crop species, including two turnip plantings that will be used for educational field days in 2020.
- In spring of 2019, Central Oregon’s first dedicated “Small Farms Research Station” was established on a farm in Alfalfa, where two high tunnels were constructed. The site is currently being used for a Berry Research Trial (2019-2021), and is available for other small farm trials. This research station allows 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 from this trial will be used by local farmers to decide whether berry production is 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 support for specific programs offered by the OSU Extension Service.
- OSU program revenue and extension activities continue to expand due to the success of events such as the county fair, 4-H Idea Fair, Living on a Few Acres, Master Gardeners, and Garden Tour and Forestry programs.

## Operational Challenges

Only four years ago, OSU Extension was in a position to add employees, thanks to a slight increase in statewide funding allowing Extension to fill vacant positions and add some much needed research resources. However, in January of 2019, Deschutes County's 4-H agent resigned and the state funding for an EPA was rescinded due to several 4-H budget concerns. While a single donation from Coastal Farms has allowed us to maintain the EPA position through November 2020, we remain without a full-time 4-H Agent and will lose an additional full time 4-H Program Assistant in November. The state has assigned leadership of the 4-H program in Deschutes County to the former 4-H Educator and current statewide animal science coordinator as 30% of her current job duties. 4-H is a thriving and important program to OSU Extension and Deschutes County and managing it with reduced staff is difficult. We currently do not know the final solution or what exactly the future holds in 4-H staff in Deschutes County, it could be a year or longer, before permanent solutions can be secured.

The recent COVID-19 pandemic will no doubt significantly challenge funding from local, state and private sources.

It is also important to note our additional building is completed, under budget and with rave reviews. The building is constantly in use, serves enormous purpose for OSU Extension programs and facilitation and has welcomed many new guests to our "campus," who in many cases did not previously know we existed. The building has been a much needed and is a much appreciated addition. Thank you for the extensive help, direction and leadership throughout this project.

## Budget Summary – Extension / 4-H CSD (Fund 720)

Revenue for this fund is primarily derived from property taxes to support Oregon State University's extension service programs.

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	190,367	181,469	189,090	206,459	206,459	206,459	9.2%
Property Tax	501,302	530,164	554,366	583,715	583,715	583,715	5.3%
Other Taxes	265	266	-	-	-	-	
Charges for Services	259	-	-	-	-	-	
Interest Revenue	4,593	7,213	5,100	3,400	3,400	3,400	-33.3%
Sales of Equipment	748	1,110	-	-	-	-	
<b>Resources Total</b>	<b>697,535</b>	<b>720,222</b>	<b>748,556</b>	<b>793,574</b>	<b>793,574</b>	<b>793,574</b>	<b>6.0%</b>
<b>Requirements</b>							
Materials & Services	490,065	427,173	507,157	539,182	539,182	539,182	6.3%
Debt Service	-	-	60,275	60,275	60,275	60,275	0.0%
Transfers Out	26,000	60,000	-	-	-	-	
Contingency	-	-	181,124	194,117	194,117	194,117	7.2%
<b>Requirements Total</b>	<b>516,065</b>	<b>487,173</b>	<b>748,556</b>	<b>793,574</b>	<b>793,574</b>	<b>793,574</b>	<b>6.0%</b>

## Budget Summary – 4-H CSD Reserve (Fund 721)

This fund was reactivated in FY 2010 to provide resources for a project to expand the current Extension/4-H facilities. A transfer of \$60,000 was made from the Extension/4-H Service District Fund (720) in FY 2018 to support what is expected to be a \$1.5 million project. The interfund transfer includes a \$1,000,000 loan from Deschutes County.

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	533,710	516,628	475,136	-	-	-	
Charges for Services	-	-	60,275	-	-	-	
Interest Revenue	7,398	10,759	11,000	-	-	-	
Other Non-Operational Revenue	-	60,000	-	-	-	-	
Transfers In	26,000	60,000	1,000,000	-	-	-	
<b>Resources Total</b>	<b>567,108</b>	<b>647,387</b>	<b>1,546,411</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Requirements</b>							
Materials & Services	50,480	82,371	210,000	-	-	-	
Capital Outlay	-	796,764	1,336,411	-	-	-	
<b>Requirements Total</b>	<b>50,480</b>	<b>879,135</b>	<b>1,546,411</b>	<b>-</b>	<b>-</b>	<b>-</b>	

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## 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 portion of the annual budget 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. All capital projects are currently recurring, the County has not had significant non-recurring capital expenditures for several years. The 2021 adopted budget for all County funds includes a total of \$41,192,695 in capital expenditures. This is made up of \$34,076,991 in capital improvements, \$5,635,704 in capital equipment and \$1,480,000 for County Services Districts. The following pages detail the capital expenditures included in the FY 2021 budget by type of capital and by department. Also shown are expected capital improvements and selected equipment needs in future years.

Capital	FY 2021 Budget
<b>Capital Improvement Projects</b>	
Road Improvement Projects	19,877,585
Solid Waste Landfill Projects	6,175,000
County General Facility Projects	4,653,671
Public Safety Facilities Projects	3,370,735
Total Capital Improvements	34,076,991
<b>Capital Equipment</b>	
Road Department Equipment	1,687,500
Solid Waste Equipment	1,807,500
Sheriff Equipment	1,352,785
Technology	740,919
Other Departments Equipment	47,000
Total Equipment	5,635,704
<b>Total County Funds</b>	<b>39,712,695</b>
County Service Districts	1,480,000
<b>Total Capital</b>	<b>41,192,695</b>

## 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. Descriptions of select FY 21 projects are included on the following pages.

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
OLD BEND REDMOND HWY/TUMALO RD INTERSECTION IMPROVEMENT	1,350,782	-	-	-	-
TUMALO RD/TUMALO PL INTERSECTION IMPROVEMENT	1,517,345	379,336	-	-	-
NE 17TH ST AND NE NEGUS WAY IMPROVEMENT	788,684	1,743,615	-	-	-
US97: BEND NORTH CORRIDOR	5,000,000	-	-	-	-
HUNNEL ROAD: LOCO RD TO RODGERS RD	300,000	600,000	440,400	-	-
HUNNEL ROAD: RODGERS RD TO TUMALO RD	494,229	1,700,000	983,601	-	-
TERREBONNE WASTEWATER FEASIBILITY STUDY	50,000	-	-	-	-
TRANSPORTATION SYSTEM PLAN (TSP) UPDATE	170,000	-	-	-	-
RICKARD RD: GROFF RD TO US 20	605,300	1,889,115	-	-	-
TERREBONNE REFINEMENT PLAN/PROJECT	5,000,000	-	-	-	-
DESCHUTES MARKET RD/HAMEHOOK RD ROUNDABOUT	150,000	596,000	1,481,000	-	-
US20: COOK AVE/O.B. RILEY RD (TUMALO)	-	6,700,000	-	-	-
POWELL BUTTE HWY/BUTLER MARKET ROUNDABOUT	-	150,000	746,000	1,558,968	-
TUMALO RESERVOIR RD: O.B. RILEY RD TO BAILEY RD	-	100,000	225,000	548,992	-

BUCKHORN RD: HWY 126 TO MP 1.6 (FLAP)	-	-	150,000	538,572	986,872
BUCKHORN RD: MP 1.6 TO LOWER BRIDGE WAY	-	-	-	-	250,000
NW LOWER BRIDGE WAY: 43RD ST TO HOLMES RD	-	-	-	200,000	1,600,608
TUMALO PEDESTRIAN IMPROVEMENTS	-	-	-	70,000	130,000
S CENTURY DR: US 97 TO VENTURE LN	100,000	-	-	-	-
FRYREAR RD: US 20 TO OR 126	1,564,000	-	-	-	-
ALFALFA MKT RD: POWELL BUTTE HWY TO MP 4	-	-	-	-	-
POWELL BUTTE HWY: COUNTY LINE TO MCGRATH RD	651,000	1,074,295	-	-	-
YEOMAN RD: OLD DESCHUTES RD TO DESCHUTES MKT RD	-	403,871	-	-	-
DESCHUTES MKT RD: HAMEHOOK RD TO YEOMAN RD	-	310,838	-	-	-
ALFALFA MKT RD: MP 4 TO DODDS RD	-	265,000	1,119,543	-	-
HAMBY RD: US 97 TO BUTLER MARKET RD	-	200,000	210,000	-	-
NW HELMHOLTZ WAY: W ANTLER AVE TO NW WALNUT AVE	-	-	200,000	803,920	-
THREE CREEKS RD: SISTERS CITY LIMITS TO FS BOUND. (FLAP)	-	-	217,000	817,376	-
COTTONWOOD RD: US 97 TO BNSF RR	-	-	618,144	-	-
CLINE FALLS RD: HWY 126 TO COOK AVE.	-	-	-	800,000	2,523,233
S CANAL/OLD BEND REDMOND HWY: 61ST ST TO TUMALO RD	-	-	-	200,000	1,557,258
JOHNSON RD: SHEVLIN PARK TO TYLER RD	-	-	-	407,000	1,214,286
OLD BEND REDMOND HWY: TUMALO RD TO US 20	-	-	-	-	300,000



BURGESS RD: SUNRISE BLVD TO S CENTURY DR (FLAP)	-	-	-	-	530,000
POWELL BUTTE HWY: MCGRATH RD TO US 20	-	-	-	-	400,000
BEND ZONE LOCAL ROADS	500,000	-	-	-	1,000,000
LA PINE ZONE LOCAL ROADS	500,000	500,000	500,000	1,000,000	-
REDMOND ZONE LOCAL ROADS	-	-	500,000	-	-
SISTERS ZONE LOCAL ROADS	-	500,000	-	-	-
SIGNAGE IMPROVEMENTS	250,000	50,000	50,000	50,000	50,000
GUARDRAIL IMPROVEMENTS	100,000	100,000	100,000	100,000	100,000
SIDEWALK RAMP IMPROVEMENTS	75,000	75,000	-	-	-
SIEMORE BRIDGE #17C02 REHABILITATION (ODOT LBP/SFLP)	404,245	-	-	-	-
GRIBBLING RD BRIDGE #17C30 REPLACEMENT(ODOT LBP/SFLP)	222,000	400,000	-	-	-
SMITH ROCK WAY BRIDGE #15452 REPLACEMENT	85,000	300,000	400,000	-	-
SPRING RIVER RD (HARPER) BRIDGE #17923 REHABILITATION	-	57,000	212,000	-	-
WILCOX AVE BRIDGE #2171-03 REPLACEMENT	-	-	50,000	150,000	250,000
WILCOX AVE BRIDGE #2171-04 REPLACEMENT	-	-	50,000	150,000	250,000
OLD DESCHUTES RD BRIDGE #3294 REPLACEMENT	-	-	-	50,000	230,000
S CENTURY DR BRIDGE #16181 REHABILITATION	-	-	-	-	300,000
<b>Total</b>	<b>19,877,585</b>	<b>18,094,070</b>	<b>8,252,687</b>	<b>7,444,828</b>	<b>11,672,257</b>

### Bend District Local Roads

Asphalt concrete paving of various County roads in the Bend maintenance District. Road segments are

identified in the Departments 2018 Pavement Management Budget Options Report due to low PCI and remaining life

- Funding: State revenues (CIP Fund 465)
- Impact on Future Operating Budgets: Improvements are expected to reduce future maintenance costs.
- Estimated Useful Life: 10 years

### **Paving Fryrear: US 20 to 126**

Asphalt concrete paving and other work on this section of County road.

- Funding: (CIP Fund 465)
- Impact on Future Operating Budgets: Improvements are expected to reduce near term maintenance costs.
- Estimated Useful Life: 10 years

### **Paving La Pine Local Roads**

Asphalt concrete paving of various local County road in and around the City of La Pine

- Funding: (CIP Fund 465)
- Impact on Future Operating Budgets: Improvements are expected to reduce near term maintenance costs.
- Estimated Useful Life: 10 years

### **Tumalo Rd/Tumalo PI Intersection Improvement**

This project was identified in the Old Bend-Redmond Highway Corridor study as one of several projects needed to address higher traffic volumes and safety issues. This project includes constructing a roundabout at the existing three-leg, one way stop intersection.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

### **NE 17<sup>th</sup> St and NE Negus Way Improvement**

This project includes reconstruction and widening of NE Negus Way and NE 17<sup>th</sup> St between the Redmond city limits and O'Neil Hwy to the County's collector road standard.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

### **Old Bend-Redmond Highway/Tumalo Rd Intersection Improvement**

The project scope of work will include constructing a roundabout at the existing four-leg, two-way stop intersection. This project was identified in the Old Bend-Redmond Highway Corridor study as one of several projects needed to address higher traffic volumes and safety issues.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## Hunnel Rd – Cooley to Rodgers

The project scope of work will include constructing Hunnel Road between Rodgers Rd and Cooley Rd to the County's minimum collector road standard.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## Hunnel Rd – Rodgers to Tumalo Rd

The project scope of work will include improving and realigning Hunnel Road between Rodgers Rd and Tumalo Rd to the County's minimum collector road standard.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## Traffic Safety Signage Improvements

Contract replacement and improvement of signs on various County roads.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## Traffic Safety Guardrail Improvements

Contract replacement and improvement of guardrail on various County roads.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## Sisemore Bridge Rehabilitation

The project scope of work will include repair of distressed concrete, lining the inside of the bridge with a waterproof membrane, and removing and replacing the asphalt concrete wearing surface, bridge fill material, and internal drainage system. Project to be delivered by County under a reimbursable agreement with ODOT through the State-Funded Local Program. ODOT to reimburse County for 94% of total project costs.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

## US 97 Bend North Corridor

The project scope of work will include the County's adopted cash contribution to ODOT's INFRA Grant application for the US 97: Bend North Corridor project.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

### Gribbling Rd Bridge Replacement

The project scope of work will include replacement of the existing canal crossing bridge. The bridge is currently classified as "Structurally Deficient" with a Sufficiency Rating of 35.1. Project anticipated to be awarded funding through the ODOT Local Bridge (LBP) program and delivered by the County under an ODOT State-Funded Local Program (SFLP) agreement.

- Funding: Road Department (CIP Fund 465)
- Impact on Future Operating Budgets: The Road Department will be responsible for maintaining and repairing any additions to County roads.
- Estimated Useful Life: 20 years

### TSP Update

The project will include updating the County's Transportation System Plan to encompass years 2020 - 2040. The current TSP encompasses the period of 2010 - 2030. The plan was updated in 2012. With recent and projected completion of TSP-identified projects, recent increases in traffic volumes, increased state highway funding, new federal transportation funding opportunities, and the adoption of various other local plans, FY 2020 is an appropriate time to reassess countywide transportation needs and priorities. The TSP update would encompass the period of 2020 - 2040.

- Funding: Road Operations (Fund 465)
- Impact on Future Operating Budgets: N/A
- 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 2021 budget includes the following projects related to the County's solid waste operations.

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Fencing – Tall Litter Control Fence	75,000	-	-	-	-
Negus Transfer Center Improvement	6,000,000	-	-	-	-
Southwest Transfer Station Impr	-	-	-	6,460,000	-
Gas Well - Knott Landfill	100,000	-	-	-	-

Cell Closure	-	-	-	-
<b>Totals</b>	<b>6,175,000</b>	-	-	<b>6,460,000</b>

### 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 \$45,000. 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

### Landfill Gas Wells

The recent upgrade of the gas flare system has provided the capacity to add wells to the system to control odors and gas migration. This improvement will install additional vertical wells in the waste mass for extracting landfill gas.

- Funding: Solid Waste Capital Projects (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: 30 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. The general capital project activities included in the FY 2021 budget are as follows:

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Park Acquisition and Development	230,500	230,500	230,550	230,550	230,550

Project Development and Debt Service Reserve	3,323,171	-	-	-	-
General County Improvements	900,000	900,000	900,000	900,000	900,000
Fair and Expo Center Projects	200,000				
<b>Totals</b>	<b>4,653,671</b>	<b>1,130,500</b>	<b>1,130,500</b>	<b>1,130,500</b>	<b>1,130,500</b>

### Park Acquisition and Development

The County receives funds from the State for park development and maintenance activities. As the RV Park continues to attract more visitors, more funds are available in this fund for park acquisition and development. This appropriation is a placeholder as no specific project has been determined for these funds.

- Funding: Park acquisition and development (Fund130)
- Impact on Future Operating Budgets: N/A
- Estimated Useful Life: N/A

### Project Development and Debt Reserve

The County uses this fund to buy and sell surplus property and to use property sale proceeds to fund certain debt service obligations. This appropriation is a placeholder for the Property division for the purchase of property or other costs associated with holding property that will eventually be sold.

- Funding: Land sale proceeds in the Project Development and Debt Service Reserve (Fund 090).
- Impact on Future Operating Budgets: N/A
- Estimated Useful Life: N/A

### General Project Improvements

The FY 2021 budget includes \$900,000 in capital outlay for two projects to be funded from the general county project fund. Capital projects in the FY 2021 budget include the following:

Court Room Remodels	\$ 718,830
Building Remodels Placeholder	\$ 181,170

- Funding: General County Projects (Fund 070)
- 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: 20 years

### Fair and Expo Center—Capital Improvements

The Fair and Expo Center facilities have been under review by an outside consultant to determine if certain facilities should be renovated or added to reach additional event markets. The Capital appropriation of \$200,000 is a placeholder should viable projects be recommended and approved for construction.

- Funding: Fair and Expo Center Capital Reserve Fund (Fund 617 & 619)
- Impact on Future Operating Budgets: The Fair and Expo Center will be responsible for maintaining and repairing any additions, upgrades or remodels of Fair facilities.
- Estimated Useful Life: 20 years

## Capital Improvements – Public Safety

The County has embarked on several initiatives to meet the growing demand for public safety facilities. A longer term view is contemplated for the public safety campus at the North end of the City of Bend. However, the first phase of campus improvements have included the remodeling of an existing facility for the Crisis Stabilization Center, which is now complete, and an expansion of the Parole and Probation building, parking improvements, a shop building for the community service program, and limited remodels of several Sheriff facilities including the Jail and the Work Center.

Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Sheriff's Office Building, fencing, tech	426,000	-	-	-	-
Public Safety Campus Phase I	2,944,735	-	-	-	-
<b>Totals</b>	<b>3,370,735</b>	-	-	-	-

### Public Safety Campus Phase I

The Public Safety Campus at the north end of Bend includes the Sheriff's Office, the Adult Jail, the Work Center, 911, Adult Parole & Probation and Juvenile Services. Remodel of the Adult Parole & Probation Programs Building into the Crisis Stabilization Center has been completed. Phase I of the project also includes a Community Service Shop building to replace the garage space and parking areas at the former Programs Building, parking lot expansions, and expansion of the Parole and Probation Facility. The majority of the funding for this phase of the project is provided by the general county reserve with funds also provided by the Health Department.

## Equipment Replacement/Enhancement - Road

Each year, the Road Department replaces or purchases new equipment to perform road operations and maintenance functions. The equipment items listed for FY 2021 are included in the budget and in the explanations. Those shown in future years represent the current projected needs of the department through FY 2025. Only equipment greater than \$5,000 is listed for future years.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Road/Fleet Equipment	1,087,500	1,070,000	1,325,000	1,150,000	1,400,000

Fleet Replacements – Countywide		600,000	600,000	600,000	600,000	600,000
<b>Totals</b>		<b>1,687,500</b>	<b>1,670,000</b>	<b>1,925,000</b>	<b>1,750,000</b>	<b>2,000,000</b>

## Equipment Replacement/Enhancement—Solid Waste

The Solid Waste Enterprise not only requires substantial periodic improvements to carry out its function, it also requires periodic replacement and additions of heavy equipment. The following indicates the replacement schedule for equipment through FY 2025 for the Solid Waste Department.

Equipment		FY 2021	FY 2022	FY2023	FY 2024	FY 2025
Mule Truck	Repl	135,000	-		-	
Transfer Trailers (2)	Repl	225,000	-	-	-	-
Compactor	Repl	1,200,000	-	-	-	-
ADC Truck	Repl	145,000	-	-	-	-
Service Truck	Repl	60,000	-	-	-	-
Security Equipment	New	27,500				
SCADA System	Repl	15,000				
<b>Total Equipment</b>		<b>1,807,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Mule Truck

Replacement truck used to haul transfer trailers from the transfer stations to the landfill. The vehicle being replaced is at the end of its useful life.

### Transfer Trailers (2)

Replacement of two solid waste transfer trailers. Each trailer holds 100 yards of material and has a walking floor to aid in the movement of waste from the trailer. The trailers are used to transfer trash from the transfer stations to the landfill.

### Compactor

The compactor is the primary piece of equipment used in landfill operations. The department's experience with the rebuild of the current compactor was unsatisfactory, resulting in excess of downtime of the machine. This compactor will replace the machine intended to be rebuilt which is at the end of its life.



### Alternative Daily Cover Truck

A specialized truck with equipment used to deploy alternative daily cover (ADC) at Knott Landfill. The use of ADC saves significant landfill air space compared to using soil for daily cover, a regulatory requirement. The equipment being replaced is at the end of its useful life.

### Service Truck

Replacement truck with a one-ton chassis and accompanying service bed. The vehicle holds tools and equipment, such as an air compressor, hoist, etc., for field work on environmental protection systems. Staff is currently using a used vehicle obtained from another department that has reached the end of its useful life.

### Security Equipment

The department is experiencing dramatic increases of vandalism and theft in rural transfer stations. A package of cameras, lights and loud speakers will be installed at Negus Transfer Station to assess its effectiveness at curbing illegal activity.

### SCADA System

An electronic data management system for monitoring and recording data from the environmental protection systems at Demo Landfill. The system currently requires site visits to download data and monitor the system. New infrastructure will allow that information to be captured in real time at the office for more efficient monitoring and troubleshooting.

## Equipment Replacement/Enhancement— Sheriff's Office

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 2021 Sheriff's Office budget in the total amount of \$1,352,785. 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. Each year a number of vehicles are replaced.

Sheriff's		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vehicles	New/repl	1,110,560	1,000,000	1,000,000	1,000,000	1,000,000
Computers, technology improvements	Repl	146,122				
Sheriff Other	Repl	96,103				
<b>Total Sheriff's Office</b>		<b>1,352,785</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

## 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 2021 budget includes \$923,500 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 2021	FY 2022	FY 2023	FY 2024	FY 2025
Finance/Human Resources Project	255,000		-	-	-
Court Technology Reserve	101,919	32,000	32,000	32,000	32,000
Information Technology	384,000	384,000	384,000	384,000	384,000
<b>Total Technology</b>	<b>740,919</b>	<b>416,000</b>	<b>416,000</b>	<b>416,000</b>	<b>416,000</b>

### Finance/Human Resources

This represents the final phase of the Tyler MUNIS software project and will include the costs related to the final implementation of the HR/Payroll functions. This represents the resources left from the project to pay remaining costs and to complete any functionality that was delayed or set aside during the project.

### 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. \$70,000 has been budgeted in FY 2021 to fund any potential necessary upgrades. The balance of the resources in this fund are held in reserve for future years.

### Information Technology

The Information Technology Department is an internal service fund and charges user departments for its costs related to building, maintaining and enhancing the County's technology infrastructure. The department maintains a reserve fund for larger scale technology upgrades and replacements and charges departments across the County \$384,000 per year to fund the reserve. Expenditures for FY 2021 include \$50,000 for completion of the replacement of the County phone system, Data Migration tools, \$64,500 Backup Software and additional Data Storage, \$25,000 for a Cyber security Assessment, and \$175,000 for data network security enhancements.

## Equipment Replacement/Enhancement — Other Departments

Several other departments have also included capital in their budgets as shown below.

Equipment	FY 2021	FY 2022	FY 2023	FY2024	FY 2025
District Attorney	10,000	10,000	10,000	10,000	10,000
Juvenile Detention Video System Upgrade	22,000				
Facilities Equipment	15,000	15,000	20,000	20,000	20,000
<b>Total Equipment</b>	<b>47,000</b>	<b>25,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>

### District Attorney

The District Attorney has included \$10,000 for routine workstation replacements and software.

### Road

In addition to capital improvements and heavy equipment, the Road department also budgets for general types of equipment. This budget of \$31,500 includes a facility access control key box for \$16,500, Security cameras for \$8,000 and Computer Software for \$7,000.

### Community Corrections

The Adult Community Corrections department is budgeting for three cage cars for transporting corrections clients. These are used vehicles to be purchased at auction.

### Health Department

The Health Department is budgeting for computer replacement in the amount of \$5,000.

### Fair and Expo Center Equipment

The Fair and Expo Center operation depends on various pieces of equipment in its daily operation. The budget in the Fair and Expo Center Capital Reserve Fund includes \$100,000 for the purchase of replacement equipment used to maintain and operate the Fair and Expo Center Facility.

### Facilities

The Facilities Department has budgeted for a paint disposal station and for several mower cabs.

## 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. These County Service Districts function closely with the County and the details for their capital budgets are explained in the narratives following the table.

County Service Districts	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
9-1-1 Service District Technology Improvements	1,480,000	400,000	400,000	400,000	400,000
<b>Total County Service Districts</b>	<b>1,480,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>

### Deschutes County 9-1-1 Service District

The FY 2021 budget reserves funds for the future development of additional radio sites to improve the coverage if needed. In each future year, \$400,000 is set aside to fund replacement of the system over time.

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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 affirmed the County's General Obligation debt rating of Aa2 in June 2013 and upgraded the Full Faith & Credit borrowing debt rating from Aa2 to Aa1 in February 2019. Moody's February 2019 credit opinion provided the County with the following synopsis:

*“Deschutes County (Aa1) benefits from a large and growing tax base that is supported by a healthy economy rooted in tourism. The county's financial profile is strong, characterized by ample reserves and liquidity. Debt and pension liabilities are modest. The fiscally conservative management team is also a strength.”*

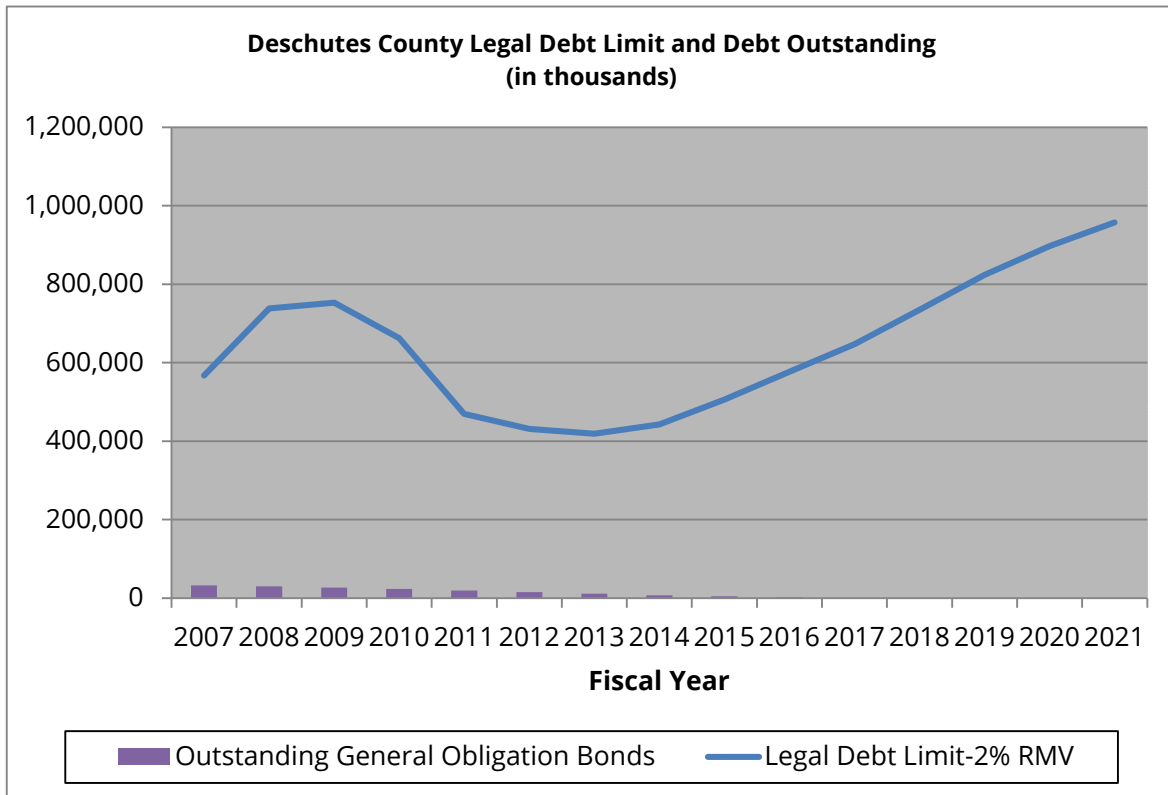
*Moody's Investor Services – February 2019*

## 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.

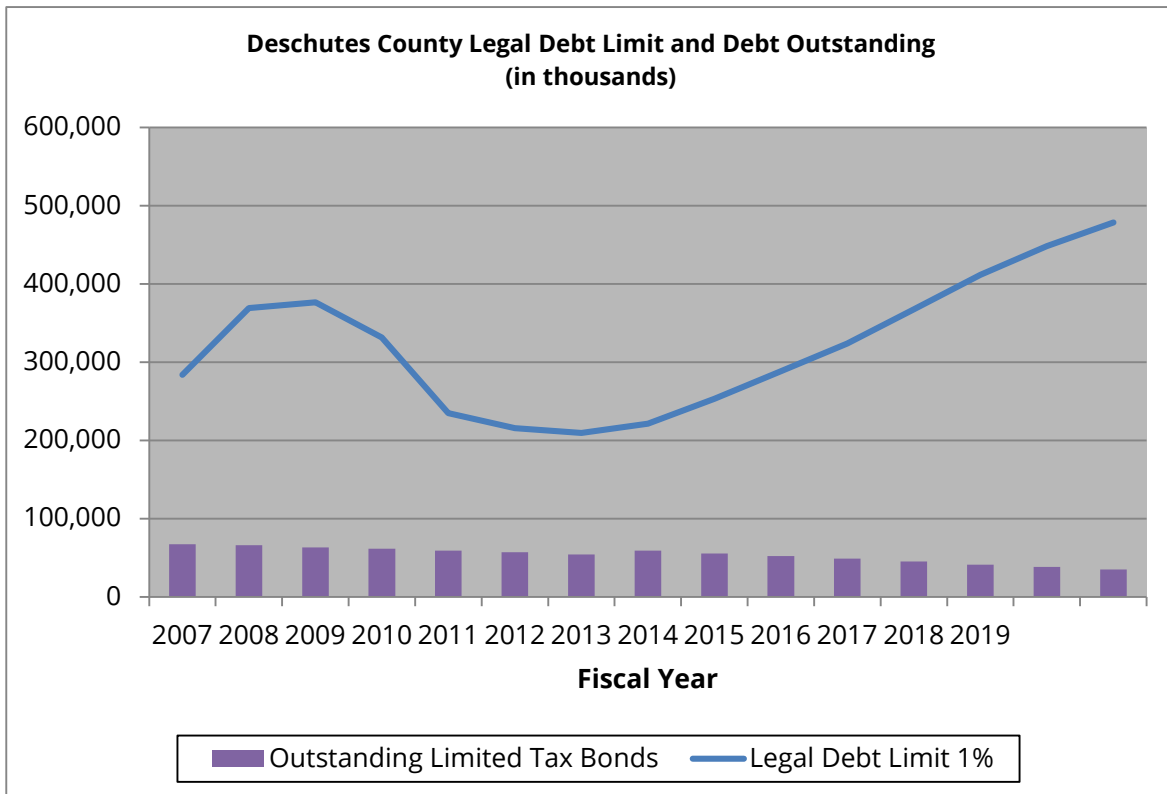
**General Obligation (GO) bonds** are bonds payable from taxes that may be levied, without limitation, in compliance with the Oregon Constitution. GO bonds may be issued after approval of the electors in the County and are used to finance capital construction or improvements. They are secured by a commitment to levy ad valorem property taxes. As of June 30, 2021 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 2020-21 RMV for Deschutes County is \$47,858,702,914, making the legal limit for general obligations \$957,174,058, well above the actual GO debt level of \$0.



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.

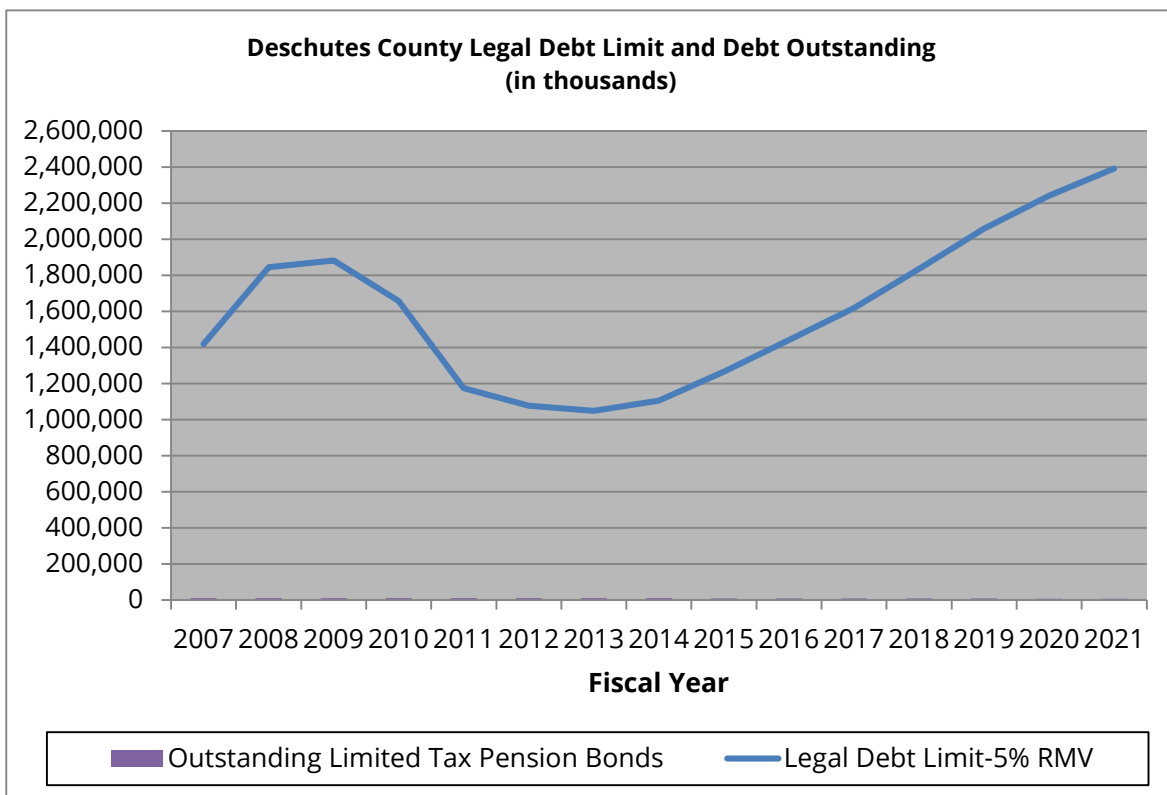
The legal debt limit, based on ORS 287A.105, for limited tax bonds is 1% of the real market value of the taxable property in the County. The 2020-21 RMV for Deschutes County is \$47,858,702,914, making the legal limit for limited tax bonds \$478,587,029, well above the actual limited tax debt level of \$34,843,000.





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 \$ 12.6 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 1.65% 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 2020-21 RMV for Deschutes County is \$47,858,702,914, making the legal limit for limited tax pension bonds \$2,058,961,679, well above the actual limited tax pension debt level of \$2,392,935,146.



## FY 2021 Scheduled Principal and Interest Payments Summary

### Deschutes County

	Average Interest Rate	Issue Date	Maturity Date	Amount Issued	Principal Outstanding 7/1/2020	Principal Outstanding 6/30/2021	2020-21 Principal	2020-21 Interest
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#### Limited Tax Pension Bonds

Limited Tax Pension Obligation Bond, 2002	7.02%	03/28/2002	06/01/2028	5,429,586	3,655,000	3,290,000	365,000	250,368
Limited Tax Pension Obligation Bond, 2004	6.19%	05/27/2004	06/01/2028	7,090,000	4,940,000	4,500,000	440,000	299,893
<b>TOTAL LIMITED TAX PENSION BONDS</b>				<b>12,519,586</b>	<b>8,595,000</b>	<b>7,790,000</b>	<b>805,000</b>	<b>550,261</b>

#### Full Faith and Credit

Series 2010-Secure Treatment Facility	3.70%	05/27/2010	12/01/2029	1,320,000	800,000	735,000	65,000	28,858
Series 2012-Refunding 2003 Buildings, Facilities & Radio System	2.86%	03/29/2012	12/01/2032	26,345,000	18,265,000	17,005,000	1,260,000	531,714
Series 2013-Jail Project Funding	4.17%	08/08/2013	06/01/2038	8,405,000	6,760,000	6,495,000	265,000	279,256
Series 2015 Refunding- 2005 Land, Jail, ADA, Fair & Expo Projects	2.09%	12/01/2015	12/01/2026	3,775,000	2,199,800	1,785,200	414,600	39,651
Series 2016 Refunding- 2007 Solid Waste, Fair & Expo, RV Park	1.68%	05/25/2016	06/01/2027	6,277,000	4,128,000	3,568,000	560,000	69,350
Series 2019 Refunding - 2008A OSP/911 & 2009A Jamison	2.12%	02/26/2019	06/01/2028	6,455,000	5,870,000	5,255,000	615,000	293,500
<b>TOTAL FULL FAITH AND CREDIT OBLIGATIONS</b>				<b>52,577,000</b>	<b>38,022,800</b>	<b>34,843,200</b>	<b>3,179,600</b>	<b>1,242,329</b>
<b>TOTAL COUNTY OBLIGATIONS</b>				<b>65,096,586</b>	<b>46,617,800</b>	<b>42,633,200</b>	<b>3,984,600</b>	<b>1,792,589</b>

**Scheduled Principal and Interest Payments Through Retirement**

**Deschutes County**

<b>FY</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Final Maturity of Debt</b>
2021	3,984,600	1,792,589	5,777,189	
2022	4,186,600	1,656,510	5,843,110	
2023	4,421,600	1,492,934	5,914,534	
2024	4,530,200	1,316,921	5,847,121	
2025	4,166,900	1,135,290	5,302,190	
2026	4,622,700	984,645	5,607,345	
2027	4,890,200	783,451	5,673,651	Series 2015, Full Faith & Credit Refunding Series 2016, Full Faith & Credit Refunding
2028	3,555,000	567,646	4,122,646	Series 2002 & 2004, Tax Pension Obligation Bonds Series 2019, Full Faith & Credit
2029	1,895,000	409,401	2,304,401	
2030	1,965,000	347,201	2,312,201	Series 2010, Full Faith & Credit
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
<b>Total</b>	<b>\$ 46,617,800</b>	<b>\$ 11,473,498</b>	<b>\$ 58,091,298</b>	

**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: Aa3 (Revised July 2018); A3 ( Original)

**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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
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	-
	<u>\$ 5,429,586.25</u>	<u>\$ 7,706,974.19</u>	<u>\$ 13,136,560.44</u>	

**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: Aa2 (Revised July 2018); A1 (Original)

**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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
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	-
	<u>\$ 7,090,000.00</u>	<u>\$ 7,825,107.25</u>	<u>\$ 14,915,107.25</u>	

**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**  
**\$1,320,000**  
**Series 2010, Full Faith and Credit**

**Date:** May 27, 2010

**Interest:** Semiannual each December and June, commencing December 1, 2010.  
Interest accrues at rates ranging from 2.00% to 4.00%.

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

**Purpose:** The proceeds of the bonds were used to finance the construction of a secure residential treatment facility.

**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>
2011	\$ -	\$ 42,387.05	\$ 42,387.05	\$ 1,320,000.00
2012	50,000.00	41,421.26	91,421.26	1,270,000.00
2013	55,000.00	40,371.26	95,371.26	1,215,000.00
2014	55,000.00	39,271.26	94,271.26	1,160,000.00
2015	55,000.00	38,171.26	93,171.26	1,105,000.00
2016	55,000.00	37,071.26	92,071.26	1,050,000.00
2017	60,000.00	35,808.76	95,808.76	990,000.00
2018	60,000.00	34,308.76	94,308.76	930,000.00
2019	65,000.00	32,627.51	97,627.51	865,000.00
2020	65,000.00	30,799.38	95,799.38	800,000.00
2021	65,000.00	28,857.50	93,857.50	735,000.00
2022	70,000.00	26,712.50	96,712.50	665,000.00
2023	70,000.00	24,393.75	94,393.75	595,000.00
2024	75,000.00	21,806.25	96,806.25	520,000.00
2025	80,000.00	18,900.00	98,900.00	440,000.00
2026	80,000.00	15,900.00	95,900.00	360,000.00
2027	85,000.00	12,700.00	97,700.00	275,000.00
2028	90,000.00	9,200.00	99,200.00	185,000.00
2029	90,000.00	5,600.00	95,600.00	95,000.00
2030	95,000.00	1,900.00	96,900.00	-
	<u>\$ 1,320,000.00</u>	<u>\$ 538,207.76</u>	<u>\$ 1,858,207.76</u>	

**Source:** The FY 2020 resources for the debt service payment in the Full Faith & Credit, Series 2010 Fund (541) are from a lease with a mental health service provider in the amount of \$133,239.

**Deschutes County**  
**\$26,345,000**  
**Series 2012, Full Faith and Credit Refunding**

**Date:** March 29, 2012

**Interest:** Semiannual each December and June, commencing June 1, 2012.  
Interest accrues at rates ranging from 2.00% to 4.00%.

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

**Purpose:** The proceeds of the bonds were used to refund the 2003 Full Faith & Credit Bonds that financed 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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
2012	\$ -	\$ 132,346.53	\$ 132,346.53	\$ 26,345,000.00
2013	240,000.00	766,063.76	1,006,063.76	26,105,000.00
2014	1,020,000.00	753,463.76	1,773,463.76	25,085,000.00
2015	1,050,000.00	727,513.76	1,777,513.76	24,035,000.00
2016	1,085,000.00	695,488.76	1,780,488.76	22,950,000.00
2017	1,120,000.00	662,413.76	1,782,413.76	21,830,000.00
2018	1,155,000.00	634,063.76	1,789,063.76	20,675,000.00
2019	1,185,000.00	598,813.76	1,783,813.76	19,490,000.00
2020	1,225,000.00	562,863.76	1,787,863.76	18,265,000.00
2021	1,260,000.00	531,713.76	1,791,713.76	17,005,000.00
2022	1,295,000.00	499,054.38	1,794,054.38	15,710,000.00
2023	1,340,000.00	458,495.00	1,798,495.00	14,370,000.00
2024	1,250,000.00	416,070.00	1,666,070.00	13,120,000.00
2025	1,285,000.00	381,170.00	1,666,170.00	11,835,000.00
2026	1,330,000.00	341,945.00	1,671,945.00	10,505,000.00
2027	1,365,000.00	301,520.00	1,666,520.00	9,140,000.00
2028	1,405,000.00	259,970.00	1,664,970.00	7,735,000.00
2029	1,445,000.00	217,220.00	1,662,220.00	6,290,000.00
2030	1,495,000.00	173,120.00	1,668,120.00	4,795,000.00
2031	1,545,000.00	126,747.50	1,671,747.50	3,250,000.00
2032	1,600,000.00	77,800.00	1,677,800.00	1,650,000.00
2033	1,650,000.00	26,400.00	1,676,400.00	-
	<u>\$ 26,345,000.00</u>	<u>\$ 9,344,257.25</u>	<u>\$ 35,689,257.25</u>	

**Source:** Lease payments of \$601,238 from state agencies, and transfers from the Project Development & Debt Reserve Fund (090) of \$644,422 and the Newberry Neighborhood Fund (297) of \$55,071, and payments from the Deschutes County 9-1-1 County Service District for the communication system of \$143,946 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 \$330,800 and the Fair & Expo Center Fund (615) in the amount of \$5,800. A de-minimus amount of \$6,587 to be funded by existing debt service reserves.

**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 \$272,100 and the Sheriff's Office Fund (255) in the amount of \$272,100 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). For FY 2020, the Project Development & Debt Reserve Fund (090) is contributing \$233,589. The remaining funding will be paid directly from the RV Park Fund (618) in the amount of \$166,100, and from the Fair & Expo Center Fund (615) in the amount of \$51,200.

**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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
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	-
	<u>\$ 6,277,000.00</u>	<u>\$ 652,095.27</u>	<u>\$ 6,929,095.27</u>	

**Source:** The FY 2020 debt service payments will be made directly from the RV Park Fund (618) in the amount of \$56,000, the Solid Waste Fund (610) in the amount of \$531,300, and the Fair & Expo Center Fund (615) in the amount of \$43,800.

**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, 2028.  
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.

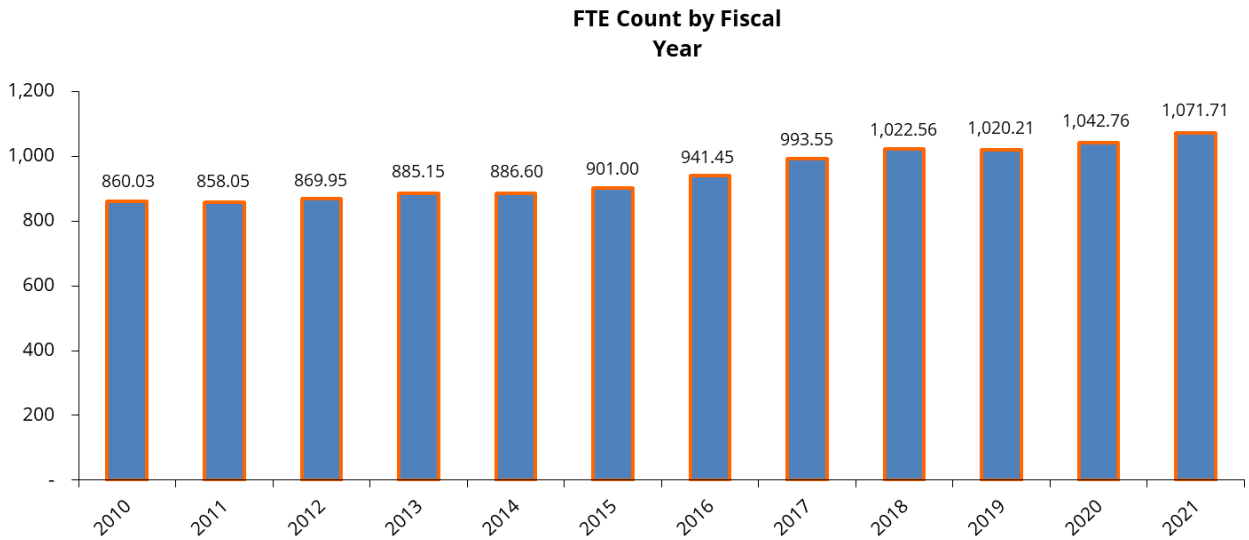
**Security:** The bonds are secured by the full faith and credit of the County.

**Debt service:**

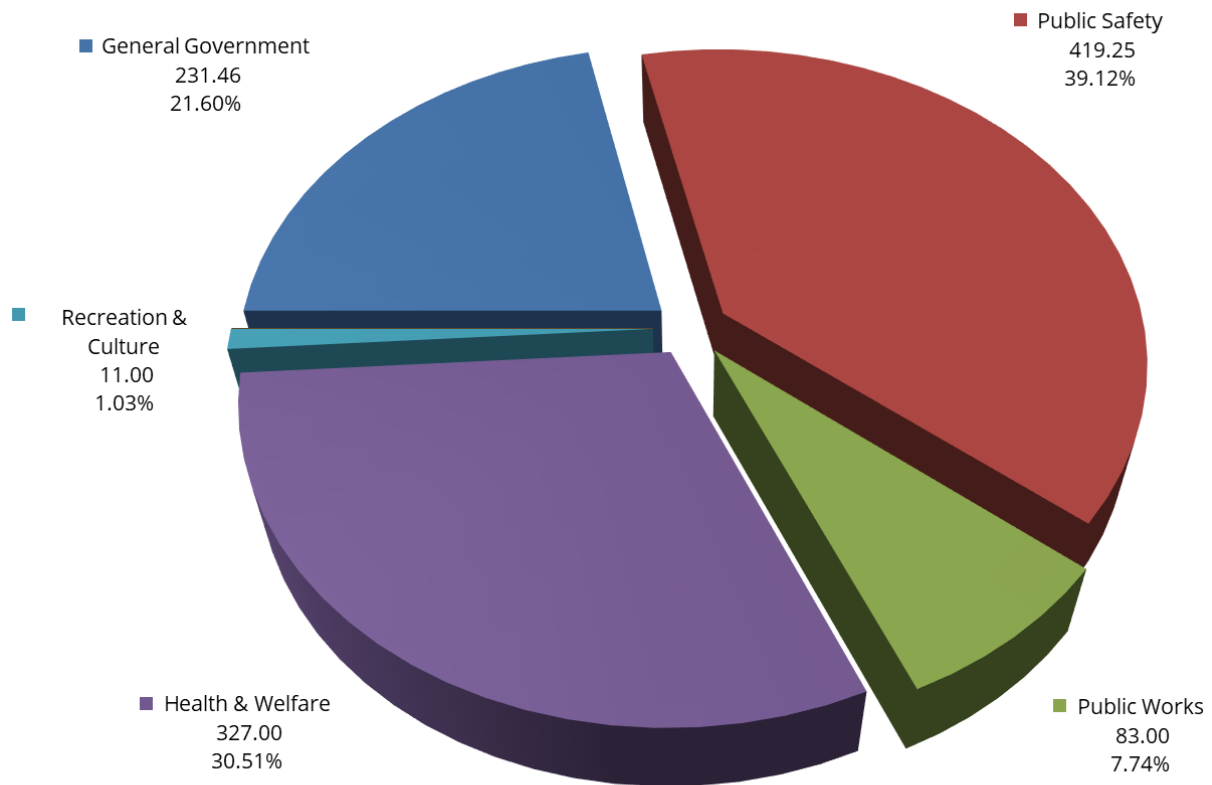
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
2019	\$ -	\$ 70,825.69	\$ 70,825.69	\$ 6,455,000.00
2020	585,000.00	322,750.00	907,750.00	5,870,000.00
2021	615,000.00	293,500.00	908,500.00	5,255,000.00
2022	645,000.00	262,750.00	907,750.00	4,610,000.00
2023	680,000.00	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	-
	<u>\$ 6,455,000.00</u>	<u>\$ 1,787,825.69</u>	<u>\$ 8,242,825.69</u>	

**Source:** The majority of FY 2020 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 \$534,287 and an intergovernmental payment from the Deschutes County 9-1-1 County Service District fund in the amount of \$175,516. The remaining resources for the debt service payment are from a transfer from the General Fund in the amount of \$221,000. Long-term lease payments exceed the related debt service by \$23,053 in Fiscal Year 2020.

## FULL TIME EQUIVALENT (FTE) BUDGETED



## FY 2021 FTE by Function



## FTE BY FUND

Fund/Department	Authorized Positions					FY 2021 Changes
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>County Funds</b>						
General Fund						
Assessor	33.00	34.26	35.26	35.26	35.26	-
Clerk/Elections	7.98	7.98	7.98	9.48	9.48	-
Board of Property Tax Appeals	0.52	0.52	0.52	0.52	0.52	-
District Attorney	44.75	46.75	49.10	54.10	54.10	-
Finance/Tax	4.50	4.50	4.50	5.50	5.50	-
Veterans' Services	4.00	4.00	4.00	4.00	4.00	-
Property Management Admin	1.80	1.80	1.80	1.80	2.00	0.20
General Fund Total	96.55	99.81	103.16	110.66	110.86	0.20
Community Justice-Juvenile	46.90	47.30	47.90	47.90	47.90	-
Victims' Assistance	6.00	6.75	7.00	8.00	8.00	-
Justice Court	4.60	4.60	4.60	4.60	4.60	-
Sheriff's Office	227.50	230.50	233.50	240.50	247.50	7.00
Health Services	299.85	309.45	300.90	318.65	323.00	4.35
Community Development	45.00	54.00	55.00	58.00	56.00	(2.00)
GIS Dedicated	2.30	2.30	2.30	2.30	2.30	-
Road	54.00	54.00	56.00	56.00	57.00	1.00
Natural Resources	1.00	1.00	1.00	2.00	2.00	-
Adult Parole & Probation	39.45	39.45	39.85	39.85	41.85	2.00
Solid Waste	22.50	23.50	24.50	24.50	24.00	(0.50)
Fair & Expo Center	11.00	11.00	11.00	11.00	10.00	(1.00)
Deschutes County Fair	1.00	1.00	1.00	1.00	1.00	-
Facilities	25.00	25.00	25.00	25.00	23.00	(2.00)
Administrative Services	6.75	7.75	6.75	7.75	7.75	-
Board of County Commissioners	3.00	3.00	3.00	3.00	3.00	-
Finance	10.00	10.00	10.00	9.00	9.00	-
Legal Counsel	6.00	6.00	6.00	7.00	7.00	-
Human Resources	8.00	8.00	8.00	8.00	8.00	-
Information Technology	15.70	15.70	15.70	15.70	15.70	-
Insurance-Risk Management	3.25	3.25	3.25	2.25	2.25	-
Total County Funds	935.35	963.36	965.41	1,002.66	1,011.71	9.05
<b>County Service Districts</b>						
Deschutes County 9-1-1 CSD	59.00	60.00	60.00	60.00	60.00	-
Total County Service Districts	59.00	60.00	60.00	60.00	60.00	-
Total	994.35	1,023.36	1,025.41	1,062.66	1,071.71	9.05

## FTE BY DEPARTMENT AND POSITION

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions					FY 2021 Changes
			Minimum	Maximum	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
<b>ADMINISTRATIVE SERVICES</b>										
General Government -Executive	County Administrator	N270	79.9879	92.2938	1.00	1.00	1.00	1.00	1.00	-
	Deputy County Administrator	N428	60.8333	81.5226	0.75	0.75	0.75	0.75	0.75	-
	County Internal Auditor	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	2.00	2.00	1.00	-	-	-
	Public Information Officer	N417	35.5680	47.6644	-	-	1.00	1.00	1.00	-
	Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	-	-	1.00	1.00	-
	Admin Support Specialist	A307	21.8357	29.2619	-	-	-	1.00	1.00	-
	Intern	N001	15.0000	17.5000	-	1.00	-	-	-	-
<b>TOTAL DEPARTMENT</b>					<b>6.75</b>	<b>7.75</b>	<b>6.75</b>	<b>7.75</b>	<b>7.75</b>	<b>-</b>
<b>ADULT PAROLE AND PROBATION</b>										
Public Safety -Corrections	Director, Community Justice	N427	57.9365	77.6406	0.50	0.50	0.50	0.50	0.50	-
	Deputy Director, Community Justice	N425	52.5501	70.4223	1.00	1.00	1.00	1.00	1.00	-
	Manager, Business	N421	43.2331	57.9365	0.30	0.30	0.50	0.50	0.50	-
	Supervisor, Parole & Probation	N419	39.2137	52.5501	3.00	3.00	3.00	3.00	3.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Manager, Administrative	N416	33.8742	45.3947	-	-	-	-	-	-
	Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Parole & Probation Officer	F010	29.2619	39.2137	23.00	23.00	23.00	23.00	25.00	2.00
	Parole & Probation Specialist	A310	25.2775	33.8742	3.75	3.75	3.75	3.75	3.75	-
	Community Service Specialist	A310	25.2775	33.8742	0.60	0.60	0.60	0.60	0.60	-
	Accounting Technician, Sr	N410	25.2775	33.8742	0.30	0.30	0.50	0.50	0.50	-
	Admin Support Tech	A305	19.8056	26.5415	-	-	-	1.00	1.00	-
	Admin Support Specialist	A307	21.8357	29.2619	5.00	5.00	5.00	4.00	4.00	-
<b>TOTAL DEPARTMENT</b>					<b>39.45</b>	<b>39.45</b>	<b>39.85</b>	<b>39.85</b>	<b>41.85</b>	<b>2.00</b>
<b>ASSESSOR</b>										
General Government -Other	County Assessor	N/A	65.6263	65.6263	1.00	1.00	1.00	1.00	1.00	-
	Deputy Director, Assessor	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	1.00	-
	Chief Cartographer	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
	Property Appraiser, Senior	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Property Appraiser III	A314	30.7250	41.1744	2.00	2.00	2.00	2.00	2.00	-
	Sales Analyst	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Business Asset Appraiser	A312	27.8685	37.3464	2.00	2.00	2.00	2.00	2.00	-
	Property Appraiser II	A312	27.8685	37.3464	5.00	8.00	11.00	9.00	9.00	-
	GIS Analyst	A311	26.5415	35.5680	3.00	3.00	3.00	3.00	3.00	-
	Property Appraiser I	A310	25.2775	33.8742	4.00	2.00	-	2.00	2.00	-
	Property Data Specialist III	A309	24.0739	32.2613	3.00	3.00	3.00	3.00	2.00	(1.00)
	Property Data Specialist II	A307	21.8357	29.2619	8.00	8.00	8.00	8.00	9.00	1.00
	Admin Support Technician	A305	19.8056	26.5415	1.00	1.26	1.26	1.26	1.26	-
<b>TOTAL DEPARTMENT</b>					<b>33.00</b>	<b>34.26</b>	<b>35.26</b>	<b>35.26</b>	<b>35.26</b>	<b>-</b>
<b>BOARD OF COUNTY COMMISSIONERS</b>										
General Government -Executive	County Commissioner	N/A	49.1380	49.1380	3.00	3.00	3.00	3.00	3.00	-
<b>TOTAL DEPARTMENT</b>					<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

## FTE BY DEPARTMENT AND POSITION

COMMUNITY DEVELOPMENT										
General Government	Director, Community Development	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	1.00	-
-Other	Building Official	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	1.00	-
and	Manager, Planning	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	1.00	-
Public Safety	Assistant Building Official	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	1.00	-
-Protective	Supervisor, Environmental Health	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
Inspection	Management Analyst, Senior	N417	35.5680	47.6644	-	-	1.00	1.00	1.00	-
	Application Systems Analyst III	A317	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
	Senior Planner	A316	33.8742	45.3947	3.00	5.00	5.00	3.00	3.00	-
	Manager Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	1.00	-	-	-	-
	Building Safety Inspector III	A315	32.2613	43.2331	7.00	14.00	13.00	14.00	14.00	-
	Associate Planner	A314	30.7250	41.1744	4.00	5.00	5.00	7.00	6.00	(1.00)
	Environmental Health Specialist II	A313	29.2619	39.2137	1.00	1.00	2.00	1.00	2.00	1.00
	Application Systems Analyst I	A313	29.2619	39.2137	-	1.00	1.00	1.00	1.00	-
	Building Inspector II	A313	29.2619	39.2137	1.00	-	-	-	-	-
	Assistant Planner	A312	27.8685	37.3464	4.00	4.00	4.00	3.00	2.00	(1.00)
	Code Enforcement Specialist	A311	26.5415	35.5680	3.00	3.00	3.00	4.00	4.00	-
	Building Safety Inspector I	A310	25.2775	33.8742	3.00	1.00	1.00	1.00	1.00	-
	Environmental Health Specialist I	A310	25.2775	33.8742	1.00	1.00	1.00	2.00	1.00	(1.00)
	Administrative Assistant	N409	24.0739	32.2613	-	1.00	2.00	2.00	2.00	-
	Permit Technician	A307	21.8357	29.2619	8.00	9.00	9.00	11.00	11.00	-
	Administrative Secretary	A307	21.8357	29.2619	2.00	-	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	-	1.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>45.00</b>	<b>54.00</b>	<b>55.00</b>	<b>58.00</b>	<b>56.00</b>	<b>(2.00)</b>

COMMUNITY JUSTICE JUVENILE										
Public Safety	Director, Community Justice	N427	57.9365	77.6406	0.50	0.50	0.50	0.50	0.50	-
-Corrections	Deputy Director, Community Justice	N425	52.5501	70.4223	1.00	1.00	1.00	1.00	1.00	-
	Manager, Business	N421	43.2331	57.9365	0.70	0.70	0.50	0.50	0.50	-
	Manager, Juvenile Detention	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-
	Supervisor, Community Justice Officer	N417	35.5680	47.6644	3.00	3.00	3.00	3.00	3.00	-
	Supervisor, Behavioral Health	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
	Supervisor, Community Justice Specialist	N416	33.8742	45.3947	2.00	2.00	2.00	2.00	2.00	-
	Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	-	2.00	2.00	2.00	2.00	-
	Behavioral Health Specialist II	A313	29.2619	39.2137	4.00	2.00	2.00	2.00	2.00	-
	Community Justice Officer	A312	27.8685	37.3464	14.00	14.00	14.00	14.00	14.00	-
	Community Justice Specialist, Sr	A311	26.5415	35.5680	2.00	2.00	2.00	2.00	2.00	-
	Community Service Specialist	A310	25.2775	33.8742	1.40	1.40	1.40	1.40	1.40	-
	Community Justice Specialist	A310	25.2775	33.8742	12.60	13.00	15.00	15.00	15.00	-
	Accounting Technician, Sr	N410	25.2775	33.8742	0.70	0.70	0.50	0.50	0.50	-
	Admin Support Specialist	A307	21.8357	29.2619	2.00	2.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>46.90</b>	<b>47.30</b>	<b>47.90</b>	<b>47.90</b>	<b>47.90</b>	<b>-</b>

COUNTY CLERK'S OFFICE / BOPTA										
General Government & Financial Administration	County Clerk	N/A	57.6935	57.6935	1.00	1.00	1.00	1.00	1.00	-
	Supervisor, Elections/Recording	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	2.00	-
	Customer Service Clerk III	A305	19.8056	26.5415	1.00	-	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	4.50	5.50	5.50	7.00	7.00	-
<b>TOTAL DEPARTMENT</b>					<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>

## FTE BY DEPARTMENT AND POSITION

DISTRICT ATTORNEY										
General Government -Judicial	County District Attorney	N/A	84.3654	84.3654	1.00	1.00	1.00	1.00	1.00	-
	Chief Deputy District Attorney	N424	50.0477	67.0687	2.00	2.00	2.00	2.00	2.00	-
	Deputy District Attorney	D010	43.0147	57.7816	18.00	18.00	18.00	21.00	21.00	-
	Management Analyst	N416	33.8742	45.3947	0.25	0.25	1.60	0.60	0.60	-
	Manager, Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Investigator	N415	32.2613	43.2331	1.00	1.00	2.00	2.00	2.00	-
	Applications System Analyst II	A315	32.2613	43.2331	-	-	1.00	1.00	1.00	-
	Applications System Analyst I	A313	29.2619	39.2137	2.00	2.00	1.00	1.00	1.00	-
	DA Executive Assistant	N414	30.7250	41.1744	1.00	-	-	1.00	1.00	-
	DA Legal Assistant	A308	22.9274	30.7250	1.00	-	-	-	-	-
	Trial Assistant II	A308	22.9274	30.7250	15.00	16.00	19.00	21.00	21.00	-
	Admin Support Specialist	A307	21.8357	29.2619	-	1.00	1.00	-	-	-
	Admin Support Assistant	A301	16.2940	21.8357	-	-	-	0.50	0.50	-
	Trial Assistant I	A306	20.7958	27.8685	1.00	3.00	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	-	1.00	1.00	1.00	1.00	-
	Customer Service Clerk II	A305	19.8056	26.5415	1.00	-	-	-	-	-
	Supervisor, Administrative	N414	30.7250	41.1744	-	-	-	1.00	1.00	-
	Customer Service Clerk I	A301	16.2940	21.8357	0.50	0.50	0.50	-	-	-
	<b>TOTAL DEPARTMENT</b>					<b>44.75</b>	<b>46.75</b>	<b>49.10</b>	<b>54.10</b>	<b>54.10</b>

FACILITIES											
General Government -Other	Director, Facilities	N425	52.5501	70.4223	1.00	1.00	1.00	1.00	1.00	-	
	Supervisor, Maintenance	N416	33.8742	45.3947	2.00	1.00	1.00	1.00	1.00	-	
	Maintenance Specialist III	A314	30.7250	41.1744	2.00	2.00	1.00	1.00	1.00	-	
	Electrician	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-	
	Supervisor, Custodial	N411	26.5415	35.5680	1.00	1.00	1.00	1.00	1.00	-	
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	-	-	-	
	Operations Specialist (Closed)	N409	24.0739	32.2613	-	1.00	1.00	-	-	-	
	Project Manager, Facilities	N419	39.2137	52.5501	-	-	1.00	1.00	1.00	-	
	Maintenance Specialist II	A308	22.9274	30.7250	5.00	4.00	5.00	6.00	6.00	-	
	Building Maintenance Specialist I	A306	20.7958	27.8685	2.00	3.00	2.00	2.00	2.00	-	
	Admin Support Specialist	A307	21.8357	29.2619	-	-	-	1.00	1.00	-	
	Administrative Analyst	N413	29.2619	39.2137	-	-	-	1.00	1.00	-	
	Admin Support Technician	A305	19.8056	26.5415	-	-	1.00	-	-	-	
	Custodian	A301	16.2940	21.8357	10.00	10.00	9.00	9.00	7.00	(2.00)	
	<b>TOTAL DEPARTMENT</b>					<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>23.00</b>	<b>(2.00)</b>

FAIR AND EXPO CENTER/COUNTY FAIR											
Recreation and Culture -Fairgrounds/ Expo Center	Director, Fair & Expo	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-	
	Manager, Fair & Expo Maint/Operations	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-	
	Manager, Food & Beverage	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-	
	Manager, Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-	(1.00)	
	Sales & Marketing Coordinator	N415	32.2613	43.2331	1.00	1.00	1.00	1.00	1.00	-	
	Fair Marketing Coordinator	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-	
	Fair/Expo Marketing Assistant	N408	22.9274	30.7250	1.00	1.00	1.00	1.00	1.00	-	
	Maintenance Specialist II	A308	22.9274	30.7250	2.00	2.00	2.00	3.00	3.00	-	
	Maintenance Specialist I	A306	20.7958	27.8685	3.00	3.00	3.00	2.00	2.00	-	
	<b>TOTAL DEPARTMENT</b>					<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>(1.00)</b>

FINANCE / TAX											
General Government -Financial Administration	Treasurer/Chief Financial Officer	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-	
	Accounting Manager	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	1.00	-	
	Chief Deputy Tax Collector (Closed)	N418	37.3464	50.0477	1.00	1.00	1.00	-	-	-	
	Deputy Tax Collector	N418	37.3464	50.0477	-	-	-	1.00	1.00	-	
	Budget Analyst	N418	37.3464	50.0477	2.00	1.00	1.00	1.00	1.00	-	
	Accounting Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	-	-	-	
	Accountant	N416	33.8742	45.3947	1.00	1.00	1.00	2.00	2.00	-	
	Payroll Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-	
	Accounting Technician, Sr	N410	25.2775	33.8742	-	1.00	1.00	2.00	2.00	-	
	Property Tax Specialist	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-	
	Accounting Technician	A307	21.8357	29.2619	2.00	4.00	4.00	3.00	3.00	-	
	Admin Support Specialist	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	1.00	-	
	Accounting Clerk II	A307	21.8357	29.2619	1.00	-	-	-	-	-	
	Admin Support Technician	A305	19.8056	26.5415	1.50	0.50	0.50	0.50	0.50	-	
	<b>TOTAL DEPARTMENT</b>					<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	-



## FTE BY DEPARTMENT AND POSITION

GEOGRAPHIC INFORMATION SYSTEM (GIS)										
General	Manager, IT Applications	N422	45.3947	60.8333	0.30	0.30	0.30	0.30	0.30	-
Government	GIS Analyst/Programmer	A315	32.2613	43.2331	1.00	1.00	1.00	1.00	1.00	-
-Other	GIS Analyst	A310	25.2775	33.8742	1.00	1.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	-

HEALTH SERVICES										
Health & Welfare	Director, Medical	N437	94.3726	126.4682	1.00	1.00	1.00	1.00	1.00	-
	Psychiatrist	N436	89.8787	120.4460	4.50	4.50	1.00	2.00	2.00	-
	Director, Health Services	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	1.00	-
	Deputy Director, Health Services	N425	52.5501	70.4223	3.00	3.00	3.00	2.00	2.00	-
	Nurse Practitioner, Psych	A322	45.3947	60.8333	2.00	2.00	4.60	3.60	3.00	(0.60)
	Physician, Clinical Services	N436	89.8787	120.4460	-	-	-	0.50	0.50	-
	Manager, Operations	N421	43.2331	57.9365	1.00	1.00	1.00	-	-	-
	Operations Officer	N422	45.3947	60.8333	-	-	-	1.00	1.00	-
	Manager, Public Health Program	N421	43.2331	57.9365	2.00	3.00	3.00	3.00	3.00	-
	Manager, Behavioral Health Program	N421	43.2331	57.9365	4.00	6.00	6.00	7.00	5.00	(2.00)
	Manager, Quality & Performance	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	1.00	-
	Manager, Business	N421	43.2331	57.9365	1.00	1.00	1.00	-	-	-
	Business Officer	N422	45.3947	60.8333	-	-	-	1.00	1.00	-
	Nurse Practitioner	A320	41.1744	55.1776	1.80	1.80	1.60	1.50	1.50	-
	Epidemiologist	N418	37.3464	50.0477	1.00	2.00	2.00	2.00	2.00	-
	Health Services Program Supervisor	N417	35.5680	47.6644	4.00	-	-	-	-	-
	Supervisor, Environmental Health	N417	35.5680	47.6644	1.00	-	-	-	-	-
	Supervisor, Health Services	N417	35.5680	47.6644	-	10.00	10.00	12.00	12.00	-
	WIC Supervisor/Coordinator	N417	35.5680	47.6644	1.00	-	-	-	-	-
	Community Health Supervisor	N417	35.5680	47.6644	1.00	-	-	-	-	-
	Behavioral Health Specialist III	N417	35.5680	47.6644	12.00	-	-	-	-	-
	Developmental Disabilities Specialist III	N417	35.5680	47.6644	2.00	-	-	-	-	-
	Management Analyst, Senior	N417	35.5680	47.6644	-	-	1.00	-	-	-
	Supervisor, Behavioral Health	N417	35.5680	47.6644	-	10.00	10.00	11.00	13.00	2.00
	Supervisor, Intel & Dev Dis Spec	N417	35.5680	47.6644	-	2.00	2.00	2.00	2.00	-
	Accountant	N416	33.8742	45.3947	-	-	-	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	4.00	4.00	6.20	6.00	(0.20)
	Human Resources Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Public Health Nurse II	A314	30.7250	41.1744	17.05	16.95	16.10	15.70	15.70	-
	Public Health Nurse III	A316	33.8742	45.3947	1.50	1.50	1.60	0.60	0.60	-
	Public Health Educator III	A314	30.7250	41.1744	-	-	-	3.00	3.00	-
	Health Educator I	A310	25.2775	33.8742	-	-	-	4.20	4.20	-
	Health Educator II	A313	29.2619	39.2137	-	-	-	4.90	4.90	-
	Quality Improvement Specialist	N416	33.8742	45.3947	4.00	4.00	3.00	3.00	3.00	-
	Clinical Information Systems Analyst	N416	33.8742	45.3947	1.00	-	-	-	-	-
	Administrative Analyst	N416	33.8742	45.3947	6.00	-	-	-	-	-
	Clinical Info System Admin	N416	33.8742	45.3947	-	4.00	4.00	4.00	4.00	-
	Coding & Data Analyst	N416	33.8742	45.3947	-	1.00	1.00	1.00	1.00	-
	Environmental Health Specialist III	A315	32.2613	43.2331	2.00	2.00	2.00	2.00	2.00	-
	Prevention Coordinator	A316	33.8742	45.3947	-	1.00	1.00	2.00	2.00	-
	Executive Assistant	N414	30.7250	41.1744	-	1.00	1.00	1.00	1.00	-
	Supervisor, Administrative	N414	30.7250	41.1744	-	3.00	3.00	2.05	2.00	(0.05)
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	-	44.70	44.70	49.00	45.10	(3.90)
	Environmental Health Specialist II	A313	29.2619	39.2137	4.00	4.00	4.00	4.00	4.00	-
	Program Development Specialist	A313	29.2619	39.2137	2.00	-	-	-	-	-
	Occupational Therapist	A314	30.7250	41.1744	-	1.50	1.50	1.00	1.00	-
	Behavioral Health Specialist II	A313	29.2619	39.2137	79.50	35.50	35.50	34.90	38.60	3.70
	Intel & Dev Disabilities Specialist II	A313	29.2619	39.2137	2.00	3.00	3.00	3.00	4.00	1.00
	Comm Health Specialist II	A314	30.7250	41.1744	12.45	14.65	13.45	7.00	7.00	-
	Registered Dietician	A312	27.8685	37.3464	1.50	1.30	1.30	1.30	1.20	(0.10)
Public Health Nurse I	A311	26.5415	35.5680	-	1.00	1.00	-	-	-	
Accounting Technician, Senior	N410	25.2775	33.8742	1.00	2.00	2.00	2.00	2.00	-	
Contract Specialist	A310	25.2775	33.8742	2.00	1.00	1.00	1.00	1.00	-	
Credentialing Specialist	A310	25.2775	33.8742	-	1.00	1.00	1.00	1.00	-	
Comm Health Specialist I	A311	26.5415	35.5680	5.00	8.20	8.20	1.75	1.75	-	
Behavioral Health Specialist I	A310	25.2775	33.8742	22.00	22.00	21.50	21.30	22.30	1.00	
Intel & Dev Disabilities Specialist I	A310	25.2775	33.8742	15.00	15.00	15.00	17.00	19.00	2.00	
WIC Certifier	A310	25.2775	33.8742	4.00	-	-	-	-	-	
Administrative Supervisor I (closed)	N417	35.5680	47.6644	5.00	-	-	-	-	-	
Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	2.00	2.00	-	

## FTE BY DEPARTMENT AND POSITION

HEALTH SERVICES (Continued)										
	Accounting Technician	A307	21.8357	29.2619	2.00	2.00	2.00	2.00	1.00	(1.00)
	Behavioral Health Technician	A307	21.8357	29.2619	2.00	1.00	1.00	2.50	2.50	-
	Registered Health Information Technician	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	1.00	-
	Patient Accounts Specialist II	A307	21.8357	29.2619	2.70	2.20	2.00	2.00	2.00	-
	Administrative Secretary	A307	21.8357	29.2619	2.00	-	-	-	-	-
	Accounting Clerk II	A307	21.8357	29.2619	1.00	-	-	-	-	-
	Admin Support Specialist	A307	21.8357	29.2619	8.00	24.85	13.00	18.80	19.30	0.50
	Breastfeeding Peer Counsel Coord.(closed)	A316	33.8742	45.3947	0.20	-	-	-	-	-
	Program Development Assistant	A306	20.7958	27.8685	1.00	-	-	-	-	-
	Patient Accounts Specialist I	A305	19.8056	26.5415	2.50	2.50	2.20	2.40	2.40	-
	Medical Assistant	A305	19.8056	26.5415	1.00	1.00	1.00	2.00	2.00	-
	Senior Secretary	A305	19.8056	26.5415	8.00	-	-	-	-	-
	Secretary	A305	19.8056	26.5415	3.35	-	-	-	-	-
	Medical Records Technician	A305	19.8056	26.5415	2.00	2.00	2.00	2.00	2.00	-
	Health Services Admin Specialist I	A305	19.8056	26.5415	13.30	13.30	21.65	17.95	17.95	-
	Language Access Coordinator	A310	25.2775	33.8742	-	-	-	-	1.00	1.00
	Peer Support Specialist	A302	17.1088	22.9274	14.50	14.00	13.00	18.50	19.50	1.00
<b>TOTAL DEPARTMENT</b>					<b>299.85</b>	<b>309.45</b>	<b>300.90</b>	<b>318.65</b>	<b>323.00</b>	<b>4.35</b>
HUMAN RESOURCES										
General	Human Resources Director	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-
-Financial	Human Resources Analyst	N416	33.8742	45.3947	3.00	3.00	3.00	3.00	3.00	-
Administration	Human Resources Specialist	N411	26.5415	35.5680	3.00	3.00	3.00	3.00	3.00	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>
INFORMATION TECHNOLOGY										
General	Information Technology Director	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-
Government	Manager, IT Applications	N422	45.3947	60.8333	0.70	0.70	0.70	0.70	0.70	-
-Other	Technology Division Manager	N422	45.3947	60.8333	1.00	-	-	-	-	-
	Manager, IT Operations	N422	45.3947	60.8333	-	1.00	1.00	1.00	1.00	-
	IT Analyst III	A317	35.5680	47.6644	2.00	2.00	2.00	2.00	2.00	-
	Applications Sys Analyst III	A317	35.5680	47.6644	1.00	2.00	3.00	4.00	4.00	-
	Senior Systems Analyst/Program (closed)	A317	35.5680	47.6644	1.00	-	-	-	-	-
	PC/Network Specialist II	A316	33.8742	45.3947	1.00	-	-	-	-	-
	Systems Analyst II (closed)	A314	30.7250	41.1744	1.00	-	-	-	-	-
	PC/Network Specialist I	A316	33.8742	45.3947	4.00	-	-	-	-	-
	IT Analyst II	A315	32.2613	43.2331	-	5.00	5.00	5.00	5.00	-
	Applications System Analyst II	A315	32.2613	43.2331	-	3.00	2.00	1.00	1.00	-
	Systems Analyst I (closed)	A313	29.2619	39.2137	2.00	-	-	-	-	-
	IT Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>15.70</b>	<b>15.70</b>	<b>15.70</b>	<b>15.70</b>	<b>15.70</b>	<b>-</b>
INSURANCE-RISK MANAGEMENT										
General	Deputy County Administrator	N428	60.8333	81.5226	0.25	0.25	0.25	0.25	0.25	-
Government	Loss Prevention Coordinator	N415	32.2613	43.2331	1.00	1.00	1.00	1.00	1.00	-
-Financial	Claims Coordinator	N410	25.2775	33.8742	1.00	1.00	1.00	1.00	1.00	-
Administration	Admin Support Specialist	A307	21.8357	29.2619	1.00	1.00	1.00	-	-	-
<b>TOTAL DEPARTMENT</b>					<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>2.25</b>	<b>2.25</b>	<b>-</b>
JUSTICE COURT										
General	Justice of the Peace	N/A	58.1731	58.1731	0.60	0.60	0.60	0.60	0.60	-
Government	Court Administrator	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
-Judicial	Court Services Assistant	A305	19.8056	26.5415	3.00	3.00	3.00	3.00	3.00	-
<b>TOTAL DEPARTMENT</b>					<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>-</b>
LEGAL COUNSEL										
General	Legal Counsel	N/A	97.6743	97.6743	1.00	1.00	1.00	1.00	1.00	-
Government	Assistant Legal Counsel	N423	47.6644	63.8751	3.00	3.00	3.00	4.00	4.00	-
-Financial Admin	Paralegal	N413	29.2619	39.2137	2.00	2.00	2.00	2.00	2.00	-
<b>TOTAL DEPARTMENT</b>					<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

## FTE BY DEPARTMENT AND POSITION

NATURAL RESOURCES										
PW-Sanitation	Forester	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	Fire Adapted Community Coordinator	N413	29.2619	39.2137	-	-	-	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>					<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

PROPERTY MANAGEMENT ADMINISTRATION										
General Government-Other	Director, Facilities	N425	52.5501	70.4223	-	-	-	-	-	-
	Manager, County Property	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	0.80	0.80	0.80	0.80	1.00	0.20
<b>TOTAL DEPARTMENT</b>					<b>1.80</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>	<b>2.00</b>	<b>0.20</b>

ROAD											
Public Works -Highways and Streets	Director, Public Works	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	1.00	-	
	County Engineer	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	1.00	-	
	Manager, PW Operations	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	1.00	-	
	Manager, Fleet & Equipment	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	1.00	-	
	County Surveyor	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-	
	Design/Traffic Engineer	I240	37.0553	47.2931	-	-	1.00	1.00	1.00	-	
	Admin Support Technician	A305	19.8056	26.5415	-	-	-	1.00	1.00	-	
	Administrative Analyst	N413	29.2619	39.2137	1.00	-	-	-	-	-	
	Management Analyst	N416	33.8742	45.3947	-	1.00	1.00	1.00	1.00	-	
	Supervisor, Vegetation Management	N415	32.2613	43.2331	1.00	1.00	1.00	1.00	1.00	-	
	Supervisor, Road Maintenance	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	2.00	-	
	Deputy County Surveyor	I230	31.9425	40.7710	1.00	1.00	1.00	1.00	1.00	-	
	Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-	
	PW Applications Analyst/Programmer	I220	30.0093	41.0617	-	-	-	-	-	-	
	PW GIS Analyst/Programmer	I220	30.0093	41.0617	1.00	1.00	1.00	-	-	-	
	PW Accounting Clerk	I050	17.6380	24.1378	-	-	-	-	1.00	1.00	
	IT Analyst	A317	35.5680	47.6644	-	-	-	1.00	1.00	-	
	Engineering Associate	I200	29.0343	37.0587	2.00	2.00	2.00	2.00	2.00	-	
	Engineering Assistant III	I180	24.8084	31.6691	2.00	2.00	3.00	3.00	3.00	-	
	Records/Contract Specialist	I160	24.1830	31.2678	1.00	-	-	-	-	-	
	Lead Traffic Device Specialist	I135	25.2754	32.2764	-	-	-	1.00	1.00	-	
	Traffic Device Specialist	I130	22.9776	29.3422	1.00	1.00	1.00	1.00	1.00	-	
	PW GIS Specialist I	I120	22.8746	29.2225	1.00	1.00	1.00	1.00	1.00	-	
	Equipment Servicer	I080	21.8519	27.8962	-	-	-	1.00	1.00	-	
	Equipment Mechanic	I110	22.8410	29.4965	7.00	7.00	7.00	6.00	6.00	-	
	Lead Equipment Operator	I100	23.3428	29.7920	2.00	2.00	2.00	2.00	2.00	-	
	Senior Store Clerk	I080	21.8519	27.8962	1.00	1.00	1.00	1.00	1.00	-	
	Accounting Clerk II	A305	19.8056	26.5415	1.00	1.00	1.00	-	-	-	
	PW Equipment Operator	I040	21.2206	27.0837	23.00	23.00	23.00	22.00	22.00	-	
	PW Customer Service Clerk	I030	16.6470	22.7724	1.00	2.00	2.00	2.00	2.00	-	
	<b>TOTAL DEPARTMENT</b>					<b>54.00</b>	<b>54.00</b>	<b>56.00</b>	<b>56.00</b>	<b>57.00</b>	<b>1.00</b>

## FTE BY DEPARTMENT AND POSITION

SHERIFF'S OFFICE										
Public Safety -Sheriff and Public Safety -Corrections	Medical Director	N425	52.5501	70.4223	0.50	0.50	0.50	1.00	1.00	-
	County Sheriff	N/A	76.9246	76.9246	1.00	1.00	1.00	1.00	1.00	-
	Captain	N425	52.5501	70.4223	3.00	3.00	3.00	3.00	3.00	-
	Sheriffs Legal Counsel	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	1.00	-
	Lieutenant	N423	47.6644	63.8751	12.00	13.00	13.00	12.00	13.00	1.00
	Special Command Officer	A322	45.3947	60.8333	0.50	-	-	-	-	-
	Psychiatric Nurse Practitioner	A322	45.3947	60.8333	0.50	0.50	0.50	-	-	-
	Manager, IT Systems	N422	45.3947	60.8333	0.50	-	-	-	-	-
	Manager, Behavioral Health Program	N421	43.2331	57.9365	-	0.50	0.50	0.50	0.50	-
	Manager, Business	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	1.00	-
	Sergeant	N419	39.2137	52.5501	24.00	25.00	24.00	24.00	24.00	-
	Detective, Digital Forensics	S110	38.5404	49.1883	-	2.00	2.00	3.00	4.00	1.00
	Behavioral Health Specialist III	A314	30.7250	41.1744	0.50	-	-	-	-	-
	Automotive Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	2.00	2.00	-
	Building Maintenance Supervisor	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-
	IT Analyst II	A315	32.2613	43.2331	3.00	3.00	3.00	3.00	3.00	-
	Detective	S100	32.4980	41.4575	8.00	7.00	6.00	11.00	11.00	-
	Nurse/Corrections	S090	33.8742	41.1744	8.00	8.00	8.00	8.00	8.00	-
	Sheriff Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Administrative Supervisor	N414	30.7250	41.1744	-	-	-	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	-	-	1.00	1.00	-
	Administrative Supervisor II	N414	30.7250	41.1744	1.00	-	-	-	-	-
	Behavioral Health Specialist II	A313	29.2619	39.2137	2.00	2.00	2.00	-	-	-
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	-	-	-	2.00	2.00	-
	Deputy Sheriff	S080	30.8598	39.3679	46.00	50.00	54.00	53.00	56.00	3.00
	Corrections Deputy	S080	30.8598	39.3679	64.00	71.00	71.00	72.00	73.00	1.00
	Paralegal	N413	29.2619	39.2137	-	-	-	1.00	1.00	-
	Human Resources Specialist	N411	26.5415	35.5680	1.00	1.00	2.00	2.00	2.00	-
	Project Coordinator	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	-	-	-
	Field Law Enforcement Technician	S060	22.9677	29.3179	5.00	-	-	1.00	1.00	-
	Emergency Services Coordinator	S060	22.9677	29.3179	1.00	1.00	1.00	1.00	1.00	-
	Evidence Technician	S060	22.9677	29.3179	2.00	2.00	3.00	3.00	3.00	-
	Building Maintenance Specialist II	A308	22.9274	30.7250	4.00	4.00	4.00	4.00	4.00	-
	Mechanic	S050	22.8410	29.4965	2.00	2.00	3.00	2.00	3.00	1.00
	Corrections Technician	S040	22.5531	28.7721	8.00	4.00	4.00	5.00	5.00	-
	Corrections Classification Specialist	S040	22.5531	28.7721	2.00	2.00	2.00	2.00	2.00	-
	Civil Technician	S040	22.5531	28.7721	6.00	6.00	5.00	5.00	5.00	-
	Office Assistant	S020	22.2964	27.0659	13.00	13.00	12.00	11.00	11.00	-
<b>TOTAL DEPARTMENT</b>					<b>227.50</b>	<b>230.50</b>	<b>233.50</b>	<b>240.50</b>	<b>247.50</b>	<b>7.00</b>

SOLID WASTE											
Public Works -Sanitation	Director, Solid Waste	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-	
	Supervisor, Operations	N417	35.5680	47.6644	2.00	2.00	2.00	2.00	2.00	-	
	Accountant	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	1.00	-	
	Management Analyst	N416	33.8742	45.3947	-	1.00	1.00	1.00	1.00	-	
	Landfill Engineer Technician	I180	24.8084	31.6691	1.00	1.00	1.00	1.00	1.00	-	
	Maintenance Specialist II	A308	22.9274	30.7250	-	-	1.00	-	-	-	
	PW Equipment Operator	I040	21.2206	27.0837	9.00	9.00	9.00	10.00	10.00	-	
	Landfill Site Attendant	I020	16.4841	21.0381	8.50	8.50	8.50	8.50	8.00	(0.50)	
	<b>TOTAL DEPARTMENT</b>					<b>22.50</b>	<b>23.50</b>	<b>24.50</b>	<b>24.50</b>	<b>24.00</b>	<b>(0.50)</b>

## FTE BY DEPARTMENT AND POSITION

VETERANS' SERVICES										
Health & Welfare -Welfare	Manager, Veterans' Services	N418	37.3464	50.0477	-	1.00	1.00	1.00	1.00	-
	Veterans' Services Officer	A311	26.5415	35.5680	1.00	2.00	2.00	2.00	2.00	-
	Assistant Veterans' Services Officer	A306	20.7958	27.8685	2.00	-	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	1.00	1.00	1.00	1.00	1.00	-
<b>TOTAL DEPARTMENT</b>						<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

VICTIMS' ASSISTANCE										
Genl Government -Judicial	Manager, Victims' Assistance Program	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	1.00	-
	Victims' Advocate	A309	24.0739	32.2613	5.00	5.75	6.00	7.00	7.00	-
<b>TOTAL DEPARTMENT</b>						<b>6.00</b>	<b>6.75</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

<b>COUNTY FUNDS TOTAL</b>						<b>935.35</b>	<b>963.36</b>	<b>965.41</b>	<b>1,002.66</b>	<b>1,011.71</b>	<b>9.05</b>
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DESCHUTES COUNTY 9-1-1										
Public Safety -Other Protection	Director, 9-1-1	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	1.00	-
	Supervisor, Public Safety System	N418	37.3464	50.0477	-	-	-	2.00	2.00	-
	Deputy Director, 9-1-1	N426	55.1776	73.9434	1.00	1.00	2.00	1.00	1.00	-
	Manager, 9-1-1 Technical Systems	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	1.00	-
	Supervisor, 9-1-1	N419	39.2137	52.5501	6.00	5.00	5.00	4.00	4.00	-
	Manager, 9-1-1 Training	N420	41.1744	55.1776	1.00	1.00	1.00	1.00	1.00	-
	Manager, 9-1-1 Operations	N421	43.2331	57.9365	-	-	-	1.00	1.00	-
	Public Safety System Specialist	A316	33.8742	45.3947	6.00	9.00	9.00	8.00	8.00	-
	PC/Network Specialist II	A316	33.8742	45.3947	2.00	-	-	-	-	-
	Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	1.00	-
	Public Safety Dispatcher II	T030	26.4887	33.8066	17.00	21.00	20.00	21.00	20.00	(1.00)
	Public Safety Dispatcher I	T020	25.2271	32.1968	10.00	8.00	8.00	7.00	7.00	-
	GIS Analyst	A311	26.5415	35.5680	1.00	-	-	-	-	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	1.00	-
	9-1-1 Call Taker	T010	21.9368	27.9972	10.00	10.00	10.00	10.00	11.00	1.00
	Admin Support Tech	A305	19.8056	26.5415	1.00	1.00	1.00	1.00	1.00	-
	<b>TOTAL DEPARTMENT</b>						<b>59.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>

<b>COUNTY SERVICE DISTRICTS TOTAL</b>						<b>59.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>-</b>
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<b>GRAND TOTAL</b>						<b>994.35</b>	<b>1,023.36</b>	<b>1,025.41</b>	<b>1,062.66</b>	<b>1,071.71</b>	<b>9.05</b>
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Salary range codes represent employee groups. Groups can be identified by the following codes:  
 N/A = Elected Official  
 Beginning with the letter N = Non-Represented  
 Beginning with the letter A = American Federation of State, County and Municipal Employees (AFSCME)  
 Beginning with the letter I = Public Works (International Union of Operating Engineers or IUOE)  
 Beginning with the letter S = Deschutes County Sheriff Employees Association (DCSEA)  
 Beginning with the letter T = Deschutes 9-1-1 Employees Association  
 Beginning with the letter F = Federation of Oregon Parole & Probation Officers (FOPPO)

## 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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

## 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.
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 Comprehensive Annual Financial Report (CAFR). The County's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, thoroughly disclose sufficient detail and minimize ambiguities and potentials for misleading inference. The County's CAFR 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% (1/12<sup>th</sup>) 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 Sheriff's 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. Sheriff's 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

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.

## 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.
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.
  - 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*

## Property Taxes and 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 2020-21 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 2020-21 Adopted Budget	
	FY 2019-20	FY 2020-21 (est)	% Change		Tax Rate	Taxes
Deschutes County	25,512,984,088	26,788,633,292	5.00%	1.2783	1.2183	31,036,399
Sheriff Countywide	25,512,984,088	26,788,633,292	5.00%	1.2500	1.0800	27,476,763
Sheriff Rural	8,296,854,402	8,711,697,122	5.00%	1.5500	1.3400	11,092,307
9-1-1	25,512,984,088	26,788,633,292	5.00%	0.4250	0.3618	9,113,459
Extension/4H	25,512,984,088	26,788,633,292	5.00%	0.0224	0.0224	577,715
Sunriver Service District	1,546,420,168	1,592,812,773	3.00%	3.4500	3.3100	5,008,600
Black Butte Ranch	680,566,542	699,622,405	2.80%	1.0499	1.0499	697,921
Black Butte Ranch (Local Option) *	680,566,542	699,622,405	2.80%	0.6500	0.6500	432,088

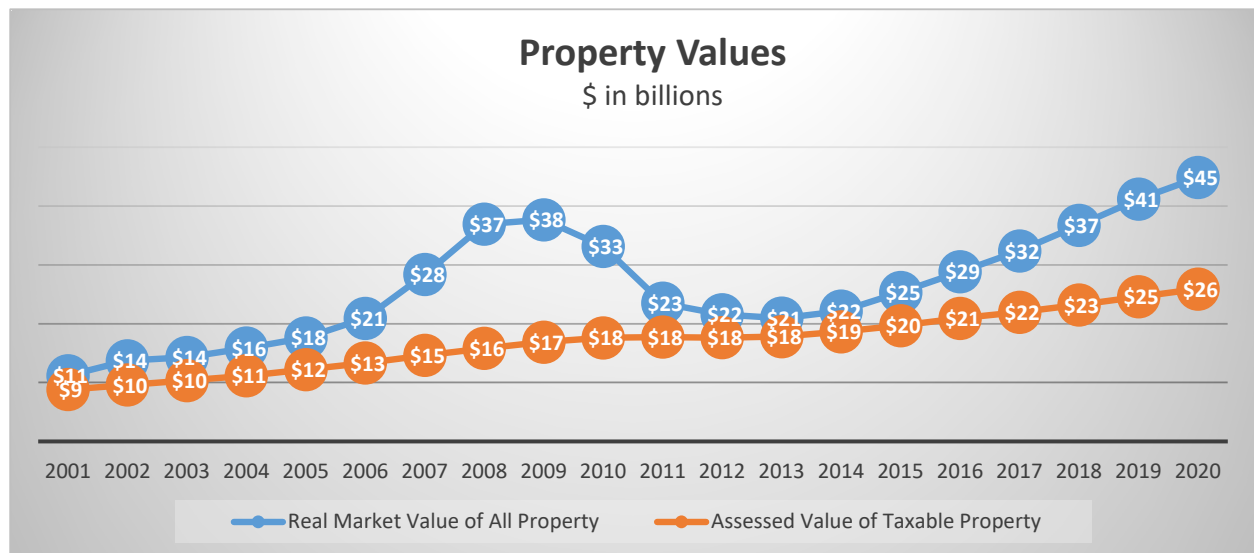
\*Voters approved to continue a local option levy to FY 2024-25 on May 19, 2020 and increase the rate from \$0.55 to \$0.65.

### 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 2000 to FY 2020.



## Principal 2019-20 Property Taxpayers

Taxpayer	Taxable Assessed Value	Rank	Percent of Total County Taxable Assessed Value
TDS Baja Broadband LLC	102,514,000	1	0.40%
Pacificorp (PP&L)	92,515,000	2	0.36%
Cascade Natural Gas Corp	76,950,000	3	0.30%
Gas Transmission Northwest Corp	77,055,000	4	0.30%
Centurylink	63,608,000	5	0.25%
Suterra LLC	51,795,460	6	0.20%
Touchmark at Mt. Bachelor Village	50,047,110	7	0.19%
Deschutes Brewery Inc.	46,974,680	8	0.18%
CVSC LLC	44,415,310	9	0.17%
Wal-Mart Stores Inc.	33,140,040	10	0.13%
<b>Total</b>	<b>639,014,600</b>		<b>2.47%</b>

Source: Deschutes County Assessors Office

Total taxable assessed value for 2019-20 is \$25,903,911,157.

## 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
2011	157,905	\$22,618	0.07%	\$143.24
2012	158,875	\$17,765	0.08%	\$111.82
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

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 and Overlapping Debt Debt Repaid with Property Taxes

As of March 31, 2020

Governmental Unit	Debt Outstanding	Percent Overlapping	Net Overlapping Debt
Overlapping Debt (1)			
Alfa RFPD	\$ 335,000	94.27%	\$ 315,805
Bend Metro Park & Rec District	26,573,828	100.00%	26,573,828
Central Oregon Community College	51,170,000	84.72%	43,351,224
City of Bend	38,473,263	100.00%	38,473,263
City of La Pine	350,000	100.00%	350,000
City of Redmond	6,520,736	100.00%	6,520,736
Cloverdale RFPD	2,325,000	100.00%	2,325,000
Crook County School District	47,557,725	0.82%	389,973
Crooked River Ranch RFPD	2,354,876	8.80%	207,229
Deschutes County RFPD 2 (Bend)	8,775,000	100.00%	8,775,000
Deschutes County School District #1 (Bend-La Pine)	469,043,387	100.00%	469,043,387
Deschutes County School District #2] (Redmond)	127,896,469	93.92%	120,120,364
Deschutes County School District #6 (Sisters)	18,479,422	99.98%	18,475,726
High Desert Education Service District	3,031,280	91.46%	2,772,409
Howell Hilltop Acres Special Road District	215,000	100.00%	215,000
La Pine Parks & Recreation District	350,000	100.00%	350,000
Lazy River Special Road District	63,500	100.00%	63,500
Redmond Area Park & Recreation District	492,887	100.00%	492,887
Redmond Fire & Rescue	1,144,506	99.86%	1,142,904
Sisters RFPD (Camp Sherman)	1,405,000	89.53%	1,257,897
Terrebonne Water District	450,000	100.00%	450,000
Subtotal Overlapping Debt	<u>\$ 807,006,879</u>		<u>\$ 741,666,131</u>
Deschutes County Direct Debt			<u>13,470,000</u>
Total Direct and Overlapping Debt			<u><b>\$ 755,136,131</b></u>

Source: Oregon State Treasury, Debt Management Division

Note (1): 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 and Assessed Value Statistics Last Ten Fiscal Years

Fiscal Year	Population (1)	Change from Prior Year	Total Taxable Assessed Value	Change from Prior Year
2011	157,905	0.1%	\$17,740,724,079	0.7%
2012	158,875	0.6%	\$17,626,168,430	-0.6%
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%

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 County Total FTE (2)	FTE Per Thousand Population
2011	157,905	815.55	5.16
2012	158,875	826.45	5.20
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

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.

## Deschutes County All Funds with Comparison to Prior Years Combined Funds 001 through 699

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>Resources</b>							
Beginning Net Working Capital	118,904,710	130,811,643	146,589,650	144,232,285	145,094,823	144,831,893	-1.2%
Charges for Services	32,578,479	33,293,694	33,892,103	34,273,876	32,734,255	32,734,255	-3.4%
Federal Government Payments	5,464,044	7,193,943	8,295,851	8,990,466	9,117,269	9,117,269	9.9%
Fines & Fees	1,620,748	1,674,186	1,365,930	1,236,320	1,236,320	1,236,320	-9.5%
Interest Revenue	2,117,990	3,594,464	3,120,503	1,920,312	1,914,409	1,920,313	-38.5%
Interfund Charges	35,947,027	35,268,397	35,080,524	36,095,900	36,190,258	36,183,612	3.1%
Interfund Grants	1,162,330	423,779	490,400	448,400	468,400	448,400	-8.6%
Licenses & Permits	1,653,372	1,841,722	1,659,605	1,201,648	1,201,648	1,201,648	-27.6%
Local Government Payments	34,441,205	36,317,522	41,194,611	43,770,617	44,519,106	44,519,106	8.1%
Long Term Liability	-	7,512,685	-	6,000,000	6,000,000	6,000,000	
Other Non-Operational Revenue	3,359,219	4,302,651	3,749,832	3,312,005	2,948,505	2,948,505	-21.4%
Other Taxes	7,023,551	7,697,006	7,728,000	6,959,940	6,881,382	6,907,458	-10.6%
Property Tax	28,132,190	29,061,806	30,325,196	31,396,399	31,396,399	31,396,399	3.5%
Sales of Equipment	522,396	555,505	407,500	492,300	490,300	490,300	20.3%
State Government Payments	64,860,062	66,817,802	65,501,007	62,931,205	62,638,730	62,881,929	-4.0%
Transfers In	28,279,423	38,550,902	54,043,326	44,495,512	44,735,886	44,750,284	-17.2%
<b>Resources Total</b>	<b>366,066,744</b>	<b>404,917,708</b>	<b>433,444,038</b>	<b>427,757,184</b>	<b>427,567,689</b>	<b>427,567,690</b>	<b>-1.4%</b>
<b>Requirements</b>							
Capital Outlay	9,380,384	10,073,339	34,705,545	39,295,695	39,520,695	39,520,695	13.9%
Contingency	-	-	72,345,832	71,930,540	72,295,553	71,907,317	-0.6%
Debt Service	6,278,369	13,274,398	5,715,122	5,866,900	5,866,900	5,866,900	2.7%
Materials & Services	87,059,536	75,361,256	111,441,324	101,911,362	101,017,444	100,677,428	-9.7%
Personnel Services	104,257,388	111,363,222	123,126,154	126,389,928	126,311,387	126,891,049	3.1%
Reserve for Future Expenditure	-	-	29,620,384	36,895,683	36,382,802	36,646,729	23.7%
Transfers Out	28,279,423	38,550,902	55,643,326	44,570,511	45,276,342	45,161,007	-18.8%
Unappropriated Ending Fund Balance	-	-	846,350	896,565	896,565	896,565	5.9%
<b>Requirements Total</b>	<b>235,255,101</b>	<b>248,623,117</b>	<b>433,444,038</b>	<b>427,757,184</b>	<b>427,567,689</b>	<b>427,567,690</b>	<b>-1.4%</b>

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>1 General Fund</b>							
Resources							
Beginning Net Working Capital	10,917,957	11,946,544	11,090,000	12,100,400	12,324,438	12,100,400	9.1%
Charges for Services	1,883,414	1,903,697	1,653,682	2,259,547	2,259,547	2,259,547	36.6%
Federal Government Payments	500,000	596,289	649,815	614,995	614,995	614,995	-5.4%
Fines & Fees	-	30	-	60	60	60	
Interest Revenue	234,728	423,452	239,000	145,200	139,297	145,201	-39.2%
Interfund Charges	28,362	35,787	42,891	267,646	267,646	267,646	524.0%
Licenses & Permits	34,325	33,550	33,775	33,775	33,775	33,775	0.0%
Local Government Payments	-	10,000	11,000	11,000	11,000	11,000	0.0%
Other Non-Operational Revenue	39,942	15,000	5,000	-	-	-	
Other Taxes	65,968	78,393	58,000	45,000	45,000	45,000	-22.4%
Property Tax	27,276,690	28,178,746	29,416,840	30,455,307	30,455,307	30,455,307	3.5%
Sales of Equipment	54,679	79,391	-	-	-	-	
State Government Payments	3,650,972	3,546,115	3,687,830	3,489,324	3,289,324	3,289,324	-10.8%
Transfers In	71,200	289,065	260,000	260,000	260,000	260,000	0.0%
Resources Total	44,758,237	47,136,059	47,147,833	49,682,254	49,700,389	49,482,255	5.0%
Requirements							
Capital Outlay	167,675	63,135	64,500	11,000	11,000	11,000	-82.9%
Contingency	-	-	9,346,536	10,151,769	10,151,769	10,151,769	8.6%
Materials & Services	4,593,625	4,889,499	5,512,484	5,430,455	5,325,230	5,325,229	-3.4%
Personnel Services	10,617,385	11,453,442	12,941,003	13,678,620	13,694,367	13,694,367	5.8%
Transfers Out	17,433,007	18,380,604	19,283,310	14,733,241	20,510,272	20,299,890	5.3%
Requirements Total	32,811,692	34,786,680	47,147,833	44,005,085	49,692,637	49,482,255	5.0%
<b>10 Assmt-Clerk-Tax Reserve</b>							
Resources							
Beginning Net Working Capital	860,898	993,969	1,125,000	1,136,764	1,136,764	1,136,764	1.0%
Interest Revenue	13,071	22,795	21,000	14,000	14,000	14,000	-33.3%
Transfers In	120,000	120,000	120,000	120,000	120,000	120,000	0.0%
Resources Total	993,969	1,136,764	1,266,000	1,270,764	1,270,764	1,270,764	0.4%
Requirements							
Reserve for Future Expenditure	-	-	1,266,000	1,270,764	1,270,764	1,270,764	0.4%
Requirements Total	-	-	1,266,000	1,270,764	1,270,764	1,270,764	0.4%
<b>20 Code Abatement</b>							
Resources							
Beginning Net Working Capital	74,411	71,835	115,000	115,326	115,326	115,326	0.3%
Fines & Fees	-	34,290	26,000	-	-	-	
Interest Revenue	1,046	2,075	2,000	1,100	1,100	1,100	-45.0%
Resources Total	75,457	108,201	143,000	116,426	116,426	116,426	-18.6%
Requirements							
Materials & Services	3,622	1,075	143,000	116,426	116,426	116,426	-18.6%
Requirements Total	3,622	1,075	143,000	116,426	116,426	116,426	-18.6%
<b>30 Community Justice Juvenile</b>							
Resources							
Beginning Net Working Capital	1,358,098	1,348,881	1,090,000	1,074,000	1,074,000	1,074,000	-1.5%
Charges for Services	142,097	107,943	89,000	99,000	99,000	99,000	11.2%
Fines & Fees	6,112	6,281	6,550	6,050	6,050	6,050	-7.6%
Interest Revenue	21,264	31,318	31,000	17,300	17,300	17,300	-44.2%
Interfund Grants	20,000	20,000	20,000	89,500	89,500	89,500	347.5%
Other Non-Operational Revenue	89,127	88,239	99,400	94,500	94,500	94,500	-4.9%
State Government Payments	559,047	588,703	610,980	668,740	668,740	668,740	9.5%
Transfers In	5,597,643	5,831,015	5,961,465	6,034,966	6,034,966	6,034,966	1.2%
Resources Total	7,793,389	8,022,382	7,908,395	8,084,056	8,084,056	8,084,056	2.2%
Requirements							
Capital Outlay	-	7,566	-	22,000	22,000	22,000	
Contingency	-	-	694,058	616,595	609,978	616,595	-11.2%
Materials & Services	1,226,264	1,218,976	1,329,410	1,397,552	1,397,552	1,397,552	5.1%
Personnel Services	5,149,243	5,412,349	5,797,927	5,970,797	5,977,414	5,970,797	3.0%
Transfers Out	69,000	87,000	87,000	77,112	77,112	77,112	-11.4%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>30</b> Requirements Total	6,444,507	6,725,892	7,908,395	8,084,056	8,084,056	8,084,056	2.2%
<b>40 Court Technology Reserve</b>							
Resources							
Beginning Net Working Capital	118,064	150,662	150,000	182,719	182,719	182,719	21.8%
Interest Revenue	2,016	3,572	3,000	2,200	2,200	2,200	-26.7%
Transfers In	32,000	32,000	32,000	32,000	32,000	32,000	0.0%
Resources Total	152,080	186,234	185,000	216,919	216,919	216,919	17.3%
Requirements							
Capital Outlay	-	-	105,000	101,919	101,919	101,919	-2.9%
Materials & Services	1,417	3,515	80,000	115,000	115,000	115,000	43.7%
Requirements Total	1,417	3,515	185,000	216,919	216,919	216,919	17.3%
<b>50 Economic Development</b>							
Resources							
Beginning Net Working Capital	229,932	171,356	210,400	106,735	106,735	106,735	-49.3%
Interest Revenue	7,755	2,618	3,000	1,100	1,100	1,100	-63.3%
Other Non-Operational Revenue	43,669	27,968	26,667	33,025	33,025	33,025	23.8%
Resources Total	281,356	201,943	240,067	140,860	140,860	140,860	-41.3%
Requirements							
Materials & Services	110,000	96,000	240,067	140,860	140,860	140,860	-41.3%
Requirements Total	110,000	96,000	240,067	140,860	140,860	140,860	-41.3%
<b>60 General County Reserve</b>							
Resources							
Beginning Net Working Capital	7,288,728	10,550,608	12,857,515	6,259,769	6,259,769	6,259,769	-51.3%
Interest Revenue	125,216	250,218	227,000	142,000	142,000	142,000	-37.4%
Transfers In	3,136,663	2,116,909	2,035,033	5,756,256	4,336,318	4,336,318	113.1%
Resources Total	10,550,608	12,917,734	15,119,548	12,158,025	10,738,087	10,738,087	-29.0%
Requirements							
Reserve for Future Expenditure	-	-	7,369,548	10,408,025	8,988,087	8,988,087	22.0%
Transfers Out	-	-	7,750,000	1,750,000	1,750,000	1,750,000	-77.4%
Requirements Total	-	-	15,119,548	12,158,025	10,738,087	10,738,087	-29.0%
<b>70 General County Projects</b>							
Resources							
Beginning Net Working Capital	927,744	1,852,982	2,147,350	663,052	663,052	663,052	-69.1%
Charges for Services	6,000	13,107	-	-	-	-	-
Interest Revenue	15,553	45,083	39,000	6,500	6,500	6,500	-83.3%
Interfund Charges	1,286,474	4,844	-	-	-	-	-
Other Taxes	443	433	-	-	-	-	-
Property Tax	855,500	883,060	908,356	941,092	941,092	941,092	3.6%
Transfers In	-	-	250,000	750,000	750,000	750,000	200.0%
Resources Total	3,091,714	2,799,508	3,344,706	2,360,644	2,360,644	2,360,644	-29.4%
Requirements							
Capital Outlay	154,084	41,709	171,363	900,000	900,000	900,000	425.2%
Contingency	-	-	183,828	149,299	149,299	149,299	-18.8%
Materials & Services	1,084,648	1,294,360	1,892,165	1,311,345	1,311,345	1,311,345	-30.7%
Transfers Out	-	-	1,097,350	-	-	-	-
Requirements Total	1,238,732	1,336,070	3,344,706	2,360,644	2,360,644	2,360,644	-29.4%
<b>80 Humane Society of Redmond</b>							
Resources							
Beginning Net Working Capital	(481,878)	(481,878)	-	-	-	-	-
Other Non-Operational Revenue	-	510,942	-	-	-	-	-
Resources Total	(481,878)	29,065	-	-	-	-	-
Requirements							
Transfers Out	-	29,065	-	-	-	-	-
Requirements Total	-	29,065	-	-	-	-	-
<b>90 Project Devel &amp; Debt Res</b>							

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>90 Resources</b>							
Beginning Net Working Capital	1,015,310	1,085,679	1,085,679	2,600,000	2,600,000	2,600,000	139.5%
Charges for Services	-	3,647	-	1,000	1,000	1,000	
Fines & Fees	63	-	-	-	-	-	
Interest Revenue	152,621	129,553	60,653	39,240	39,240	39,240	-35.3%
Interfund Charges	461,040	461,040	461,040	505,309	505,309	505,309	9.6%
Other Non-Operational Revenue	642,956	716,181	810,905	222,000	222,000	222,000	-72.6%
Sales of Equipment	15,000	-	30,000	-	-	-	
Transfers In	300,000	-	1,000,000	1,000,000	1,000,000	1,000,000	0.0%
Resources Total	2,586,989	2,396,099	3,448,277	4,367,549	4,367,549	4,367,549	26.7%
Requirements							
Capital Outlay	-	-	2,411,966	3,323,171	3,323,171	3,323,171	37.8%
Materials & Services	60,292	127,424	158,300	179,378	179,378	179,378	13.3%
Transfers Out	1,441,018	846,148	878,011	865,000	865,000	865,000	-1.5%
Requirements Total	1,501,310	973,572	3,448,277	4,367,549	4,367,549	4,367,549	26.7%
<b>120 Law Library</b>							
Resources							
Beginning Net Working Capital	432,993	351,895	318,612	284,000	284,000	284,000	-10.9%
Interest Revenue	5,253	7,124	7,000	3,300	3,300	3,300	-52.9%
State Government Payments	139,576	113,717	99,000	114,175	114,175	114,175	15.3%
Resources Total	577,822	472,736	424,612	401,475	401,475	401,475	-5.4%
Requirements							
Contingency	-	-	221,292	198,341	198,341	198,341	-10.4%
Materials & Services	154,727	154,004	203,320	203,134	203,134	203,134	-0.1%
Transfers Out	71,200	-	-	-	-	-	
Requirements Total	225,927	154,004	424,612	401,475	401,475	401,475	-5.4%
<b>130 Park Acquisition &amp; Devel</b>							
Resources							
Beginning Net Working Capital	233,017	343,576	356,000	562,320	562,320	562,320	58.0%
Interest Revenue	3,667	7,889	8,000	5,400	5,400	5,400	-32.5%
State Government Payments	326,763	328,913	350,000	350,000	350,000	350,000	0.0%
Resources Total	563,447	680,378	714,000	917,720	917,720	917,720	28.5%
Requirements							
Capital Outlay	-	-	230,500	230,500	230,500	230,500	0.0%
Contingency	-	-	194,000	392,220	392,220	392,220	102.2%
Materials & Services	29,871	33,667	99,500	105,000	105,000	105,000	5.5%
Transfers Out	190,000	190,000	190,000	190,000	190,000	190,000	0.0%
Requirements Total	219,871	223,667	714,000	917,720	917,720	917,720	28.5%
<b>132 Park Development Fees</b>							
Resources							
Beginning Net Working Capital	107,406	109,955	109,955	108,960	108,960	108,960	-0.9%
Interest Revenue	1,566	2,383	2,000	100	100	100	-95.0%
Licenses & Permits	2,450	1,050	1,500	1,500	1,500	1,500	0.0%
Resources Total	111,422	113,388	113,455	110,560	110,560	110,560	-2.6%
Requirements							
Materials & Services	1,467	2,385	113,455	110,560	110,560	110,560	-2.6%
Requirements Total	1,467	2,385	113,455	110,560	110,560	110,560	-2.6%
<b>135 PERS Reserve</b>							
Resources							
Beginning Net Working Capital	13,270,949	14,510,997	16,300,000	2,443,315	2,443,315	2,443,315	-85.0%
Interest Revenue	201,485	330,480	308,000	40,625	40,625	40,625	-86.8%
Transfers In	2,000,000	2,000,000	2,000,000	-	2,000,000	2,000,000	0.0%
Resources Total	15,472,434	16,841,478	18,608,000	2,483,940	4,483,940	4,483,940	-75.9%
Requirements							
Materials & Services	2,050	850	13,003,000	3,000	3,000	3,000	-100.0%
Personnel Services	959,387	468,462	3,250,000	-	-	-	
Reserve for Future Expenditure	-	-	2,355,000	2,480,940	4,480,940	4,480,940	90.3%
Requirements Total	961,437	469,312	18,608,000	2,483,940	4,483,940	4,483,940	-75.9%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>140 Foreclosed Land Sales</b>							
Resources							
Beginning Net Working Capital	11,866	127,663	127,663	96,000	96,000	96,000	-24.8%
Charges for Services	216,582	46,061	115,000	115,000	115,000	115,000	0.0%
Interest Revenue	18	2,396	3,000	1,100	1,100	1,100	-63.3%
Resources Total	228,466	176,120	245,663	212,100	212,100	212,100	-13.7%
Requirements							
Contingency	-	-	130,525	88,598	88,598	88,598	-32.1%
Materials & Services	100,803	46,618	115,138	123,502	123,502	123,502	7.3%
Requirements Total	100,803	46,618	245,663	212,100	212,100	212,100	-13.7%
<b>145 County School</b>							
Resources							
Federal Government Payments	-	267,040	305,000	305,000	305,000	305,000	0.0%
Interest Revenue	250	308	1,000	1,000	1,000	1,000	0.0%
State Government Payments	280,511	301,224	308,000	308,000	308,000	308,000	0.0%
Resources Total	280,761	568,572	614,000	614,000	614,000	614,000	0.0%
Requirements							
Materials & Services	280,761	568,572	614,000	614,000	614,000	614,000	0.0%
Requirements Total	280,761	568,572	614,000	614,000	614,000	614,000	0.0%
<b>150 Special Transportation</b>							
Resources							
Beginning Net Working Capital	7,030	9,162	11,100	5,749,257	5,749,257	5,749,257	51695.1%
Federal Government Payments	32,763	43,687	43,700	43,685	43,685	43,685	0.0%
Interest Revenue	2,135	2,215	2,000	9,700	9,700	9,700	385.0%
Interfund Grants	-	-	-	2,500	2,500	2,500	
Local Government Payments	-	-	-	2,500	2,500	2,500	
State Government Payments	462,472	414,678	3,773,367	4,038,886	4,038,886	4,038,886	7.0%
Resources Total	504,400	469,743	3,830,167	9,846,528	9,846,528	9,846,528	157.1%
Requirements							
Materials & Services	495,238	460,612	3,830,167	9,846,528	9,846,528	9,846,528	157.1%
Requirements Total	495,238	460,612	3,830,167	9,846,528	9,846,528	9,846,528	157.1%
<b>155 Taylor Grazing</b>							
Resources							
Beginning Net Working Capital	41,685	47,957	55,000	54,900	54,900	54,900	-0.2%
Interest Revenue	612	1,045	1,000	1,100	1,100	1,100	10.0%
State Government Payments	5,660	5,338	6,000	6,000	6,000	6,000	0.0%
Resources Total	47,957	54,340	62,000	62,000	62,000	62,000	0.0%
Requirements							
Materials & Services	-	-	56,000	47,000	47,000	47,000	-16.1%
Transfers Out	-	-	6,000	15,000	15,000	15,000	150.0%
Requirements Total	-	-	62,000	62,000	62,000	62,000	0.0%
<b>160 Transient Room Tax</b>							
Resources							
Beginning Net Working Capital	449,923	1,204,818	2,300,000	3,712,394	3,712,394	3,712,394	61.4%
Interest Revenue	23,055	57,628	51,000	49,500	49,500	49,500	-2.9%
Other Taxes	6,087,493	6,665,904	6,711,250	6,004,649	5,978,573	6,004,649	-10.5%
Resources Total	6,560,470	7,928,350	9,062,250	9,766,543	9,740,467	9,766,543	7.8%
Requirements							
Capital Outlay	-	12,502	-	-	-	-	
Materials & Services	2,178,122	2,203,905	2,259,987	1,997,522	2,301,522	2,301,522	1.8%
Reserve for Future Expenditure	-	-	3,324,732	4,591,822	3,345,121	3,345,121	0.6%
Transfers Out	3,177,531	3,177,531	3,477,531	3,177,531	4,093,824	4,119,900	18.5%
Requirements Total	5,355,653	5,393,938	9,062,250	9,766,875	9,740,467	9,766,543	7.8%
<b>165 Video Lottery</b>							
Resources							

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>165</b>							
Beginning Net Working Capital	157,923	211,333	98,800	272,979	272,979	255,877	159.0%
Interest Revenue	4,546	7,460	7,000	3,300	3,300	3,300	-52.9%
State Government Payments	756,811	751,778	760,000	500,000	256,800	500,000	-34.2%
Resources Total	919,281	970,571	865,800	776,279	533,079	759,177	-12.3%
Requirements							
Contingency	-	-	-	76,355	76,355	75,000	
Materials & Services	707,948	771,519	865,800	699,924	456,724	684,177	-21.0%
Requirements Total	707,948	771,519	865,800	776,279	533,079	759,177	-12.3%
<b>170 Transient Room Tax - 1%</b>							
Resources							
Beginning Net Working Capital	467,133	361,634	-	-	-	-	
Interest Revenue	8,294	6,816	11,000	4,400	4,400	4,400	-60.0%
Other Taxes	869,647	952,275	958,750	52,484	857,809	857,809	-10.5%
Resources Total	1,345,074	1,320,725	969,750	56,884	862,209	862,209	-11.1%
Requirements							
Capital Outlay	-	1,786	-	-	-	-	
Materials & Services	737,462	15,760	14,153	18,350	18,350	18,350	29.7%
Transfers Out	245,978	1,272,335	955,597	896,341	843,859	843,859	-11.7%
Requirements Total	983,440	1,289,881	969,750	914,691	862,209	862,209	-11.1%
<b>212 Victims' Assistance</b>							
Resources							
Beginning Net Working Capital	102,442	81,517	129,000	-	-	-	
Charges for Services	36,235	44,380	32,000	-	-	-	
Federal Government Payments	185,934	260,169	369,266	339,409	339,409	339,409	-8.1%
Fines & Fees	468	2,165	-	-	-	-	
Interest Revenue	1,180	1,744	2,000	-	-	-	
Other Non-Operational Revenue	40	25	-	-	-	-	
State Government Payments	101,980	101,980	101,980	101,980	101,980	101,980	0.0%
Transfers In	295,648	295,648	295,648	553,552	477,009	491,407	66.2%
Resources Total	723,926	787,628	929,894	994,941	918,398	932,796	0.3%
Requirements							
Contingency	-	-	73,439	76,543	14,398	14,398	-80.4%
Materials & Services	48,166	53,964	65,229	81,668	81,668	81,668	25.2%
Personnel Services	594,244	674,318	791,226	836,730	836,730	836,730	5.8%
Requirements Total	642,409	728,281	929,894	994,941	932,796	932,796	0.3%
<b>218 County Clerk Records</b>							
Resources							
Beginning Net Working Capital	322,497	329,519	301,000	346,079	346,079	346,079	15.0%
Charges for Services	112,886	101,868	94,500	126,700	126,700	126,700	34.1%
Interest Revenue	4,298	6,383	6,000	3,300	3,300	3,300	-45.0%
Resources Total	439,682	437,771	401,500	476,079	476,079	476,079	18.6%
Requirements							
Contingency	-	-	282,302	353,411	353,411	353,411	25.2%
Materials & Services	110,162	120,026	119,198	122,668	122,668	122,668	2.9%
Requirements Total	110,162	120,026	401,500	476,079	476,079	476,079	18.6%
<b>220 Justice Court</b>							
Resources							
Beginning Net Working Capital	112,442	157,990	165,000	144,227	144,227	144,227	-12.6%
Fines & Fees	574,364	605,344	575,000	488,750	488,750	488,750	-15.0%
Interest Revenue	1,518	2,931	3,000	1,100	1,100	1,100	-63.3%
State Government Payments	-	-	-	-	-	-	
Transfers In	70,000	30,000	-	107,235	107,235	107,235	
Resources Total	758,324	796,266	743,000	741,312	741,312	741,312	-0.2%
Requirements							
Contingency	-	-	64,859	57,804	56,161	57,804	-10.9%
Materials & Services	137,679	143,941	161,273	152,502	152,502	152,502	-5.4%
Personnel Services	462,655	508,098	516,868	531,006	532,649	531,006	2.7%
Requirements Total	600,334	652,039	743,000	741,312	741,312	741,312	-0.2%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>240 Court Facilities</b>							
Resources							
Beginning Net Working Capital	22,026	-	-	-	-	-	
Fines & Fees	62,717	79,748	85,850	86,050	86,050	86,050	0.2%
Interest Revenue	217	239	200	-	-	-	
Resources Total	84,960	79,987	86,050	86,050	86,050	86,050	0.0%
Requirements							
Materials & Services	84,960	79,987	86,050	86,050	86,050	86,050	0.0%
Requirements Total	84,960	79,987	86,050	86,050	86,050	86,050	0.0%
<b>255 Sheriff's Office</b>							
Resources							
Charges for Services	281,100	272,982	224,100	207,814	207,814	207,814	-7.3%
Federal Government Payments	284,080	247,183	230,320	224,320	224,320	224,320	-2.6%
Fines & Fees	468,276	521,477	417,800	440,200	440,200	440,200	5.4%
Interest Revenue	-	-	-	-	-	-	
Interfund Charges	234,131	293,728	283,718	290,241	290,241	290,241	2.3%
Interfund Grants	3,000	-	3,000	3,000	3,000	3,000	0.0%
Local Government Payments	32,610,679	35,017,501	39,161,118	42,261,469	43,009,958	43,009,958	9.8%
Other Non-Operational Revenue	103,453	54,280	58,255	62,255	62,255	62,255	6.9%
Sales of Equipment	9,700	70,493	2,500	7,300	7,300	7,300	192.0%
State Government Payments	2,437,468	1,994,999	1,930,782	2,177,798	2,177,798	2,177,798	12.8%
Transfers In	3,151,787	3,254,919	3,392,036	3,392,077	3,392,077	3,392,077	0.0%
Resources Total	39,583,673	41,727,563	45,703,629	49,066,474	49,814,963	49,814,963	9.0%
Requirements							
Capital Outlay	1,115,942	1,590,263	1,203,839	1,778,785	1,778,785	1,778,785	47.8%
Contingency	-	-	745,720	-	-	-	
Materials & Services	7,228,034	7,391,153	9,086,828	10,401,973	10,401,973	10,401,973	14.5%
Personnel Services	30,967,432	32,472,481	34,395,142	36,612,716	37,361,205	37,361,205	8.6%
Transfers Out	272,266	273,666	272,100	273,000	273,000	273,000	0.3%
Requirements Total	39,583,673	41,727,563	45,703,629	49,066,474	49,814,963	49,814,963	9.0%
<b>256 Communication System Res</b>							
Resources							
Beginning Net Working Capital	9,051	59,497	60,000	266,500	266,500	266,500	344.2%
Interest Revenue	447	3,432	3,000	2,200	2,200	2,200	-26.7%
Local Government Payments	50,000	100,000	100,000	100,000	100,000	100,000	0.0%
Resources Total	59,497	162,929	163,000	368,700	368,700	368,700	126.2%
Requirements							
Reserve for Future Expenditure	-	-	163,000	368,700	368,700	368,700	126.2%
Requirements Total	-	-	163,000	368,700	368,700	368,700	126.2%
<b>261 Public Health Reserve</b>							
Resources							
Beginning Net Working Capital	285,548	289,669	-	-	-	-	
Interest Revenue	4,121	-	-	-	-	-	
Transfers In	-	(289,669)	-	-	-	-	
Resources Total	289,669	-	-	-	-	-	
<b>270 OHP-Mental Health Services</b>							
Resources							
Beginning Net Working Capital	4,588,516	2,050,628	5,192,450	8,484,428	8,484,428	8,484,428	63.4%
Charges for Services	18,466	29,557	-	-	-	-	
Interest Revenue	80,145	139,215	166,000	71,000	71,000	71,000	-57.2%
Local Government Payments	2,225,732	-	-	-	-	-	
State Government Payments	1,309,982	2,656,469	-	-	-	-	
Resources Total	8,222,841	4,875,869	5,358,450	8,555,428	8,555,428	8,555,428	59.7%
Requirements							
Materials & Services	6,172,213	(2,228,603)	469,482	131,903	131,903	131,903	-71.9%
Reserve for Future Expenditure	-	-	4,340,367	6,043,660	6,043,660	6,043,660	39.2%



# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
270 Transfers Out	-	-	548,601	2,379,865	2,379,865	2,379,865	333.8%
Requirements Total	6,172,213	(2,228,603)	5,358,450	8,555,428	8,555,428	8,555,428	59.7%
<b>274 Health Services</b>							
Resources							
Beginning Net Working Capital	8,229,714	9,304,552	10,120,803	6,863,118	6,626,979	6,626,979	-34.5%
Charges for Services	1,886,216	1,999,262	1,847,316	2,072,618	2,027,759	2,027,759	9.8%
Federal Government Payments	632,833	1,582,882	3,409,516	3,076,187	3,202,990	3,202,990	-6.1%
Fines & Fees	81,412	79,168	79,000	-	-	-	
Interest Revenue	114,846	218,767	171,000	147,400	147,400	147,400	-13.8%
Interfund Charges	316,245	326,245	384,052	894,000	894,000	894,000	132.8%
Interfund Grants	368,412	351,371	368,400	243,400	243,400	243,400	-33.9%
Licenses & Permits	138,610	164,313	181,330	179,830	179,830	179,830	-0.8%
Local Government Payments	824,004	357,786	913,031	659,477	659,477	659,477	-27.8%
Other Non-Operational Revenue	82,550	465,473	421,900	434,032	434,032	434,032	2.9%
State Government Payments	33,918,864	32,050,471	28,356,753	27,892,783	28,043,508	28,043,508	-1.1%
Transfers In	4,584,193	6,367,892	6,295,691	8,057,034	8,275,944	8,275,944	31.5%
Resources Total	51,177,898	53,268,183	52,548,792	50,519,879	50,735,319	50,735,319	-3.5%
Requirements							
Capital Outlay	117,629	206,031	695,000	-	-	-	
Contingency	-	-	4,766,157	4,143,221	4,357,737	4,143,221	-13.1%
Materials & Services	13,718,125	12,455,102	13,707,479	11,517,281	12,071,750	11,517,282	-16.0%
Personnel Services	27,547,272	29,780,257	33,186,830	34,777,431	34,072,924	34,841,908	5.0%
Transfers Out	490,320	188,688	193,326	232,908	232,908	232,908	20.5%
Requirements Total	41,873,346	42,630,078	52,548,792	50,670,841	50,735,319	50,735,319	-3.5%
<b>276 Acute Care Services</b>							
Resources							
Beginning Net Working Capital	894,682	806,163	727,539	596,507	596,507	596,507	-18.0%
Interest Revenue	12,841	17,300	18,000	8,700	8,700	8,700	-51.7%
State Government Payments	434,013	434,013	434,013	434,013	434,013	434,013	0.0%
Resources Total	1,341,537	1,257,476	1,179,552	1,039,220	1,039,220	1,039,220	-11.9%
Requirements							
Contingency	-	-	644,706	497,273	497,273	497,273	-22.9%
Materials & Services	535,374	535,687	534,846	541,947	541,947	541,947	1.3%
Requirements Total	535,374	535,687	1,179,552	1,039,220	1,039,220	1,039,220	-11.9%
<b>280 OHP-Alcohol&amp;Drug Services</b>							
Resources							
Beginning Net Working Capital	2,243,809	-	-	-	-	-	
Interest Revenue	17,524	-	-	-	-	-	
Local Government Payments	(2,225,732)	-	-	-	-	-	
Resources Total	35,601	-	-	-	-	-	
Requirements							
Materials & Services	35,601	-	-	-	-	-	
Requirements Total	35,601	-	-	-	-	-	
<b>295 Community Development</b>							
Resources							
Beginning Net Working Capital	2,167,678	2,529,615	1,982,004	1,212,959	1,212,959	1,012,694	-48.9%
Charges for Services	7,545,390	7,521,927	8,216,556	7,984,004	7,984,004	7,984,004	-2.8%
Fines & Fees	8,356	140	200	26,200	26,200	26,200	13000.0%
Interest Revenue	40,373	57,545	64,000	28,000	28,000	28,000	-56.3%
Interfund Charges	133,752	137,727	146,564	145,522	145,522	145,522	-0.7%
Local Government Payments	21,659	35,198	30,000	35,000	35,000	35,000	16.7%
Other Non-Operational Revenue	16,841	-	-	-	-	-	
State Government Payments	10,282	3,349	11,500	33,000	33,000	33,000	187.0%
Transfers In	-	289,193	100,000	193,264	193,264	193,264	93.3%
Resources Total	9,944,331	10,574,694	10,550,824	9,657,949	9,657,949	9,457,684	-10.4%
Requirements							
Capital Outlay	48,547	84,352	-	-	-	-	
Contingency	-	-	1,097,104	944,200	944,200	944,198	-13.9%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>295</b>							
Materials & Services	1,244,954	1,292,163	1,405,974	1,414,689	1,414,689	1,414,689	0.6%
Personnel Services	4,958,974	5,955,278	6,499,665	7,050,317	6,915,769	6,850,053	5.4%
Transfers Out	1,162,241	1,459,365	1,548,081	248,744	248,744	248,744	-83.9%
Requirements Total	7,414,716	8,791,158	10,550,824	9,657,951	9,523,403	9,457,684	-10.4%
<b>296 CDD-Groundwater Partnership</b>							
Resources							
Beginning Net Working Capital	38,001	27,278	42,800	70,288	70,288	70,288	64.2%
Charges for Services	-	-	-	15,000	15,000	15,000	
Interest Revenue	527	719	1,000	1,100	1,100	1,100	10.0%
Transfers In	-	37,500	60,000	-	-	-	
Resources Total	38,528	65,497	103,800	86,388	86,388	86,388	-16.8%
Requirements							
Contingency	-	-	2,550	-	-	-	
Materials & Services	11,250	18,750	101,250	86,388	86,388	86,388	-14.7%
Requirements Total	11,250	18,750	103,800	86,388	86,388	86,388	-16.8%
<b>297 Newberry Neighborhood</b>							
Resources							
Beginning Net Working Capital	87,030	186,307	120,412	139,029	139,029	139,029	15.5%
Interest Revenue	1,507	3,550	4,000	2,200	2,200	2,200	-45.0%
Other Non-Operational Revenue	152,881	70,036	60,000	117,600	117,600	117,600	96.0%
Resources Total	241,418	259,893	184,412	258,829	258,829	258,829	40.4%
Requirements							
Contingency	-	-	69,341	203,627	203,627	203,627	193.7%
Transfers Out	55,111	92,437	115,071	55,202	55,202	55,202	-52.0%
Requirements Total	55,111	92,437	184,412	258,829	258,829	258,829	40.4%
<b>300 Community Development Res</b>							
Resources							
Beginning Net Working Capital	2,059,465	2,647,373	3,954,171	2,425,557	2,425,557	2,425,557	-38.7%
Interest Revenue	32,706	67,995	58,000	48,400	48,400	48,400	-16.6%
Transfers In	-	-	800,000	-	-	-	
Resources Total	2,092,171	2,715,367	4,812,171	2,473,957	2,473,957	2,473,957	-48.6%
Requirements							
Reserve for Future Expenditure	-	-	4,812,171	2,473,957	2,473,957	2,473,957	-48.6%
Transfers Out	(555,202)	(1,100,875)	-	-	-	-	
Requirements Total	(555,202)	(1,100,875)	4,812,171	2,473,957	2,473,957	2,473,957	-48.6%
<b>301 CDD Building Program Res</b>							
Resources							
Beginning Net Working Capital	1,004,406	1,375,851	1,780,645	3,984,173	3,783,909	3,984,173	123.7%
Interest Revenue	16,138	31,821	29,000	20,500	20,500	20,500	-29.3%
Transfers In	-	-	572,858	148,226	148,226	148,226	-74.1%
Resources Total	1,020,544	1,407,672	2,382,503	4,152,899	3,952,635	4,152,899	74.3%
Requirements							
Reserve for Future Expenditure	-	-	2,382,503	4,152,899	3,888,972	4,152,899	74.3%
Transfers Out	(355,307)	(217,948)	-	-	-	-	
Requirements Total	(355,307)	(217,948)	2,382,503	4,152,899	3,888,972	4,152,899	74.3%
<b>302 CDD Electrical Program Res</b>							
Resources							
Beginning Net Working Capital	-	139,081	259,988	577,798	577,798	577,798	122.2%
Interest Revenue	627	3,781	3,000	2,200	2,200	2,200	-26.7%
Transfers In	-	-	89,528	-	-	-	
Resources Total	627	142,862	352,516	579,998	579,998	579,998	64.5%
Requirements							
Reserve for Future Expenditure	-	-	352,516	486,734	486,734	486,734	38.1%
Transfers Out	(138,454)	(60,687)	-	93,264	93,264	93,264	
Requirements Total	(138,454)	(60,687)	352,516	579,998	579,998	579,998	64.5%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>303 CDD Facilities Reserve</b>							
Resources							
Beginning Net Working Capital	75,937	1,622	-	-	-	-	
Interest Revenue	1,117	87	-	-	-	-	
Resources Total	77,053	1,709	-	-	-	-	
Requirements							
Materials & Services	85,432	1,619	-	-	-	-	
Transfers Out	(10,000)	90	-	-	-	-	
Requirements Total	75,432	1,709	-	-	-	-	
<b>305 GIS Dedicated</b>							
Resources							
Beginning Net Working Capital	183,670	275,247	319,152	362,058	362,058	362,058	13.4%
Charges for Services	291,514	264,405	230,500	230,500	230,500	230,500	0.0%
Interest Revenue	3,168	7,013	6,000	4,400	4,400	4,400	-26.7%
Interfund Charges	8,000	8,000	8,000	8,000	8,000	8,000	0.0%
State Government Payments	11,509	10,993	11,092	11,092	11,092	11,092	0.0%
Resources Total	497,860	565,658	574,744	616,050	616,050	616,050	7.2%
Requirements							
Contingency	-	-	247,075	260,460	260,460	260,460	5.4%
Materials & Services	47,373	75,671	66,336	62,231	62,231	62,231	-6.2%
Personnel Services	175,240	147,728	261,333	293,359	293,359	293,359	12.3%
Requirements Total	222,613	223,400	574,744	616,050	616,050	616,050	7.2%
<b>325 Road</b>							
Resources							
Beginning Net Working Capital	8,776,841	10,314,842	6,001,989	2,695,786	2,695,786	2,695,786	-55.1%
Charges for Services	66,618	57,405	51,500	48,000	48,000	48,000	-6.8%
Federal Government Payments	3,025,701	3,387,765	2,667,207	3,799,533	3,799,533	3,799,533	42.5%
Fines & Fees	71,832	66,851	10,000	9,000	9,000	9,000	-10.0%
Interest Revenue	141,419	235,734	252,000	118,000	118,000	118,000	-53.2%
Interfund Charges	1,472,491	1,096,023	1,156,581	1,114,070	1,114,070	1,114,070	-3.7%
Local Government Payments	537,224	400,849	660,000	385,000	385,000	385,000	-41.7%
Other Non-Operational Revenue	1,094	1,122	1,000	1,000	1,000	1,000	0.0%
Sales of Equipment	378,623	327,920	358,000	396,000	396,000	396,000	10.6%
State Government Payments	14,833,348	17,461,542	17,629,539	14,810,507	14,810,507	14,810,507	-16.0%
Resources Total	29,305,192	33,350,052	28,787,816	23,376,896	23,376,896	23,376,896	-18.8%
Requirements							
Capital Outlay	141,885	-	33,500	50,500	50,500	50,500	50.7%
Contingency	-	-	2,303,905	2,169,296	2,169,296	2,098,685	-8.9%
Materials & Services	6,995,505	5,912,553	8,092,165	7,753,525	7,753,525	7,753,525	-4.2%
Personnel Services	5,852,960	6,246,351	6,447,671	6,720,357	6,789,327	6,790,968	5.3%
Transfers Out	6,000,000	14,464,308	11,910,575	6,683,218	6,614,248	6,683,218	-43.9%
Requirements Total	18,990,350	26,623,212	28,787,816	23,376,896	23,376,896	23,376,896	-18.8%
<b>326 Natural Resource Protection</b>							
Resources							
Beginning Net Working Capital	615,404	624,464	702,025	1,104,839	1,104,839	1,104,839	57.4%
Charges for Services	-	-	-	-	-	-	
Federal Government Payments	705,798	720,962	520,550	502,337	502,337	502,337	-3.5%
Interest Revenue	9,737	20,441	20,000	15,100	15,100	15,100	-24.5%
Interfund Grants	5,506	2,408	49,000	60,000	80,000	60,000	22.4%
State Government Payments	17,650	-	-	10,219	10,219	10,219	
Transfers In	27,031	30,463	41,000	50,000	50,000	50,000	22.0%
Resources Total	1,381,126	1,398,737	1,332,575	1,742,495	1,762,495	1,742,495	30.8%
Requirements							
Contingency	-	-	730,007	1,127,285	1,125,140	1,127,285	54.4%
Materials & Services	543,654	348,740	365,497	286,021	306,021	286,021	-21.7%
Personnel Services	175,608	169,877	232,179	295,547	297,692	295,547	27.3%
Transfers Out	37,400	4,892	4,892	33,642	33,642	33,642	587.7%
Requirements Total	756,662	523,509	1,332,575	1,742,495	1,762,495	1,742,495	30.8%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>327 Federal Forest Title III</b>							
Resources							
Beginning Net Working Capital	270,664	262,659	239,548	197,747	197,747	197,747	-17.4%
Federal Government Payments	96,936	87,967	100,477	85,000	85,000	85,000	-15.4%
Interest Revenue	3,801	5,609	5,000	3,300	3,300	3,300	-34.0%
Resources Total	371,400	356,234	345,025	286,047	286,047	286,047	-17.1%
Requirements							
Contingency	-	-	185,025	126,047	126,047	126,047	-31.9%
Materials & Services	108,742	111,244	160,000	160,000	160,000	160,000	0.0%
Requirements Total	108,742	111,244	345,025	286,047	286,047	286,047	-17.1%
<b>328 Surveyor</b>							
Resources							
Beginning Net Working Capital	165,164	236,369	222,481	249,763	249,763	249,763	12.3%
Charges for Services	54,162	31,956	43,040	57,554	57,554	57,554	33.7%
Interest Revenue	4,550	7,554	6,000	3,300	3,300	3,300	-45.0%
Licenses & Permits	157,534	174,036	152,000	120,001	120,001	120,001	-21.1%
Resources Total	381,409	449,915	423,521	430,618	430,618	430,618	1.7%
Requirements							
Contingency	-	-	202,955	255,905	255,905	255,905	26.1%
Materials & Services	145,040	208,951	220,566	174,713	174,713	174,713	-20.8%
Requirements Total	145,040	208,951	423,521	430,618	430,618	430,618	1.7%
<b>329 Public Land Corner</b>							
Resources							
Beginning Net Working Capital	678,076	757,893	781,928	954,242	954,242	954,242	22.0%
Charges for Services	438,112	388,142	380,000	502,714	502,714	502,714	32.3%
Interest Revenue	14,666	20,971	18,000	11,900	11,900	11,900	-33.9%
Resources Total	1,130,854	1,167,005	1,179,928	1,468,856	1,468,856	1,468,856	24.5%
Requirements							
Contingency	-	-	791,513	1,070,599	1,070,599	1,070,599	35.3%
Materials & Services	372,960	332,178	388,415	398,257	398,257	398,257	2.5%
Requirements Total	372,960	332,178	1,179,928	1,468,856	1,468,856	1,468,856	24.5%
<b>330 Road Building &amp; Equipment</b>							
Resources							
Beginning Net Working Capital	977,743	2,253,436	3,392,508	3,470,814	3,470,814	3,470,814	2.3%
Interest Revenue	34,015	76,282	67,000	49,500	49,500	49,500	-26.1%
Transfers In	-	-	1,313,601	1,418,945	1,418,945	1,418,945	8.0%
Resources Total	1,011,759	2,329,718	4,773,109	4,939,259	4,939,259	4,939,259	3.5%
Requirements							
Capital Outlay	711,218	783,362	1,215,587	1,037,000	1,037,000	1,037,000	-14.7%
Contingency	-	-	3,335,894	3,519,636	3,519,636	3,519,636	5.5%
Materials & Services	47,105	36,928	221,628	382,623	382,623	382,623	72.6%
Transfers Out	(2,000,000)	(2,000,000)	-	-	-	-	
Requirements Total	(1,241,677)	(1,179,710)	4,773,109	4,939,259	4,939,259	4,939,259	3.5%
<b>336 Countywide Trans SDC</b>							
Resources							
Beginning Net Working Capital	2,304,164	2,841,011	2,953,327	3,145,350	3,145,350	3,145,350	6.5%
Interest Revenue	43,258	77,710	67,400	64,647	64,647	64,647	-4.1%
Licenses & Permits	1,066,111	1,224,550	1,000,000	612,842	612,842	612,842	-38.7%
Other Non-Operational Revenue	5,532	4,925	3,000	3,000	3,000	3,000	0.0%
Resources Total	3,419,065	4,148,195	4,023,727	3,825,839	3,825,839	3,825,839	-4.9%
Requirements							
Contingency	-	-	2,605,787	1,572,455	1,572,455	1,572,455	-39.7%
Transfers Out	578,054	929,655	1,417,940	2,253,384	2,253,384	2,253,384	58.9%
Requirements Total	578,054	929,655	4,023,727	3,825,839	3,825,839	3,825,839	-4.9%
<b>350 Dog Control</b>							
Resources							

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
350							
Beginning Net Working Capital	101,669	58,504	30,000	(10,671)	(10,671)	(10,671)	-135.6%
Charges for Services	406	472	500	10,871	10,871	10,871	2074.2%
Fines & Fees	5,070	2,720	3,500	-	-	-	
Interest Revenue	1,743	1,284	2,000	1,100	1,100	1,100	-45.0%
Licenses & Permits	254,342	244,223	291,000	253,700	253,700	253,700	-12.8%
Other Non-Operational Revenue	5,516	5,107	5,000	5,000	5,000	5,000	0.0%
Transfers In	73,718	102,542	149,916	182,716	182,716	182,716	21.9%
Resources Total	442,464	414,853	481,916	442,716	442,716	442,716	-8.1%
Requirements							
Contingency	-	-	39,309	33,912	33,912	33,912	-13.7%
Materials & Services	383,960	411,891	442,607	408,804	408,804	408,804	-7.6%
Requirements Total	383,960	411,891	481,916	442,716	442,716	442,716	-8.1%

## 355 Adult Parole & Probation

Resources							
Beginning Net Working Capital	1,690,943	2,333,720	2,590,000	2,714,814	2,714,814	2,714,814	4.8%
Charges for Services	2,468	8,902	2,500	3,000	3,000	3,000	20.0%
Fines & Fees	341,719	275,701	162,000	180,000	180,000	180,000	11.1%
Interest Revenue	36,963	77,778	77,500	37,700	37,700	37,700	-51.4%
Interfund Charges	50,000	51,034	50,000	50,000	50,000	50,000	0.0%
Interfund Grants	61,684	50,000	50,000	50,000	50,000	50,000	0.0%
State Government Payments	5,549,987	6,000,354	5,433,278	5,674,588	5,674,588	5,674,587	4.4%
Transfers In	451,189	285,189	285,189	285,189	285,189	285,189	0.0%
Resources Total	8,184,953	9,082,678	8,650,467	8,995,291	8,995,291	8,995,290	4.0%
Requirements							
Capital Outlay	31,960	-	15,000	-	-	-	
Contingency	-	-	740,196	649,542	649,542	649,542	-12.2%
Materials & Services	1,548,670	1,686,408	1,844,847	1,923,795	1,923,795	1,923,795	4.3%
Personnel Services	4,226,603	4,522,266	4,809,644	5,062,565	5,254,839	5,254,839	9.3%
Reserve for Future Expenditure	-	-	1,178,780	1,261,695	1,069,421	1,069,421	-9.3%
Transfers Out	44,000	120,000	62,000	97,693	97,693	97,693	57.6%
Requirements Total	5,851,233	6,328,673	8,650,467	8,995,291	8,995,291	8,995,290	4.0%

## 463 Campus Improvement

Resources							
Beginning Net Working Capital	-	-	-	5,737,549	5,737,549	5,737,549	
Charges for Services	-	-	-	-	-	-	
Interest Revenue	-	-	-	25,900	25,900	25,900	
Interfund Charges	-	-	-	-	-	-	
Transfers In	-	-	7,597,350	-	-	-	
Resources Total	-	-	7,597,350	5,763,449	5,763,449	5,763,449	-24.1%
Requirements							
Capital Outlay	-	-	5,597,350	2,944,735	2,944,735	2,944,735	-47.4%
Materials & Services	-	-	2,000,000	2,818,714	2,818,714	2,818,714	40.9%
Requirements Total	-	-	7,597,350	5,763,449	5,763,449	5,763,449	-24.1%

## 465 Road - CIP

Resources							
Beginning Net Working Capital	7,823,938	9,588,827	15,616,536	23,154,407	23,154,407	23,154,407	48.3%
Interest Revenue	120,460	261,131	198,000	209,700	209,700	209,700	5.9%
Interfund Charges	-	-	-	-	-	-	
State Government Payments	-	-	1,944,893	2,258,100	2,258,100	2,258,100	16.1%
Transfers In	4,578,054	13,393,963	12,014,914	7,517,657	7,517,657	7,517,657	-37.4%
Resources Total	12,522,453	23,243,921	29,774,343	33,139,864	33,139,864	33,139,864	11.3%
Requirements							
Capital Outlay	2,897,925	5,411,213	13,764,165	19,877,585	19,877,585	19,877,585	44.4%
Contingency	-	-	15,938,430	13,103,814	13,103,814	13,103,814	-17.8%
Materials & Services	35,701	73,153	71,748	158,465	158,465	158,465	120.9%
Requirements Total	2,933,626	5,484,366	29,774,343	33,139,864	33,139,864	33,139,864	11.3%

## 535 Full Faith & Credit Ref 2012

Resources							
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# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>535</b>							
Beginning Net Working Capital	60,394	72,395	64,006	69,000	69,000	69,000	7.8%
Interest Revenue	2,503	3,016	4,000	2,200	2,200	2,200	-45.0%
Local Government Payments	143,973	143,920	143,946	143,903	143,903	143,903	0.0%
Other Non-Operational Revenue	623,770	638,673	601,238	616,747	616,747	616,747	2.6%
Transfers In	694,797	665,699	699,493	686,202	686,202	686,202	-1.9%
Resources Total	1,525,437	1,523,702	1,512,683	1,518,052	1,518,052	1,518,052	0.4%
Requirements							
Debt Service	1,452,643	1,448,456	1,451,683	1,456,000	1,456,000	1,456,000	0.3%
Materials & Services	400	400	1,000	1,000	1,000	1,000	0.0%
Unappropriated Ending Fund Balance	-	-	60,000	61,052	61,052	61,052	1.8%
Requirements Total	1,453,043	1,448,856	1,512,683	1,518,052	1,518,052	1,518,052	0.4%
<b>536 Full Faith &amp; Credit Ref 2015</b>							
Resources							
Transfers In	234,157	235,386	233,589	234,000	234,000	234,000	0.2%
Resources Total	234,157	235,386	233,589	234,000	234,000	234,000	0.2%
Requirements							
Debt Service	234,157	235,386	233,589	234,000	234,000	234,000	0.2%
Requirements Total	234,157	235,386	233,589	234,000	234,000	234,000	0.2%
<b>538 Full Faith &amp; Credit Ser 2008</b>							
Resources							
Beginning Net Working Capital	114,026	102,515	105,300	144,000	144,000	144,000	36.8%
Interest Revenue	3,586	14,649	4,000	2,200	2,200	2,200	-45.0%
Local Government Payments	253,666	252,267	175,516	172,268	172,268	172,268	-1.9%
Long Term Liability	-	5,679,612	-	-	-	-	
Other Non-Operational Revenue	500,186	512,685	534,287	547,691	547,691	547,691	2.5%
Resources Total	871,464	6,561,728	819,103	866,159	866,159	866,159	5.7%
Requirements							
Debt Service	768,549	6,439,972	689,000	687,000	687,000	687,000	-0.3%
Materials & Services	400	702	1,000	1,000	1,000	1,000	0.0%
Unappropriated Ending Fund Balance	-	-	129,103	178,159	178,159	178,159	38.0%
Requirements Total	768,949	6,440,674	819,103	866,159	866,159	866,159	5.7%
<b>539 Full Faith &amp; Credit Ser 2009</b>							
Resources							
Beginning Net Working Capital	-	-	-	-	-	-	
Interest Revenue	-	1	-	-	-	-	
Long Term Liability	-	1,833,073	-	-	-	-	
Transfers In	249,581	248,902	221,000	223,000	223,000	223,000	0.9%
Resources Total	249,581	2,081,976	221,000	223,000	223,000	223,000	0.9%
Requirements							
Debt Service	249,181	2,084,544	220,000	222,000	222,000	222,000	0.9%
Materials & Services	400	98	1,000	1,000	1,000	1,000	0.0%
Requirements Total	249,581	2,084,641	221,000	223,000	223,000	223,000	0.9%
<b>540 Full Faith &amp; Credit Ref 2005</b>							
Resources							
Transfers In	567,175	-	-	-	-	-	
Resources Total	567,175	-	-	-	-	-	
Requirements							
Debt Service	566,800	-	-	-	-	-	
Materials & Services	375	-	-	-	-	-	
Requirements Total	567,175	-	-	-	-	-	
<b>541 Full Faith &amp; Credit Ser 2010</b>							
Resources							
Beginning Net Working Capital	309,019	344,369	381,000	427,000	427,000	427,000	12.1%
Interest Revenue	4,731	7,862	8,000	5,400	5,400	5,400	-32.5%
Other Non-Operational Revenue	125,327	129,158	133,239	134,954	134,954	134,954	1.3%
Resources Total	439,078	481,389	522,239	567,354	567,354	567,354	8.6%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>541 Requirements</b>							
Debt Service	94,309	97,628	95,850	94,000	94,000	94,000	-1.9%
Materials & Services	400	400	1,000	1,000	1,000	1,000	0.0%
Uappropriated Ending Fund Balance	-	-	425,389	472,354	472,354	472,354	11.0%
Requirements Total	94,709	98,028	522,239	567,354	567,354	567,354	8.6%
<b>556 Full Faith &amp; Credit Ser 2013</b>							
Resources							
Interest Revenue	-	-	-	-	-	-	
Transfers In	544,531	547,331	544,200	546,000	546,000	546,000	0.3%
Resources Total	544,531	547,331	544,200	546,000	546,000	546,000	0.3%
Requirements							
Debt Service	544,131	546,931	543,200	545,000	545,000	545,000	0.3%
Materials & Services	400	400	1,000	1,000	1,000	1,000	0.0%
Requirements Total	544,531	547,331	544,200	546,000	546,000	546,000	0.3%
<b>575 PERS 2002 and 2004</b>							
Resources							
Beginning Net Working Capital	75,603	144,873	231,000	246,000	246,000	246,000	6.5%
Charges for Services	1,247,899	1,340,321	1,290,658	1,290,600	1,290,600	1,290,600	0.0%
Interest Revenue	4,909	10,020	7,000	5,400	5,400	5,400	-22.9%
Resources Total	1,328,410	1,495,214	1,528,658	1,542,000	1,542,000	1,542,000	0.9%
Requirements							
Debt Service	1,183,537	1,236,309	1,296,800	1,357,000	1,357,000	1,357,000	4.6%
Uappropriated Ending Fund Balance	-	-	231,858	185,000	185,000	185,000	-20.2%
Requirements Total	1,183,537	1,236,309	1,528,658	1,542,000	1,542,000	1,542,000	0.9%
<b>610 Solid Waste Operations</b>							
Resources							
Beginning Net Working Capital	1,237,677	1,938,991	600,000	1,201,609	1,201,609	1,179,819	96.6%
Charges for Services	11,032,847	11,434,785	11,653,628	12,001,891	12,001,891	12,001,891	3.0%
Fines & Fees	90	-	-	-	-	-	
Interest Revenue	23,143	58,235	59,000	23,700	23,700	23,700	-59.8%
Other Non-Operational Revenue	8,341	161	241	1	1	1	-99.6%
Sales of Equipment	24,711	11,063	12,000	52,000	52,000	52,000	333.3%
State Government Payments	-	-	-	-	-	-	
Resources Total	12,326,810	13,443,234	12,324,869	13,279,201	13,279,201	13,257,411	7.6%
Requirements							
Capital Outlay	89,501	109,681	56,000	162,500	162,500	162,500	190.2%
Contingency	-	-	644,638	600,933	595,832	600,933	-6.8%
Debt Service	861,102	860,937	862,100	945,000	945,000	945,000	9.6%
Materials & Services	4,684,108	4,341,881	4,927,163	5,227,119	5,227,119	5,227,119	6.1%
Personnel Services	2,173,108	2,331,135	2,538,776	2,659,370	2,664,471	2,637,579	3.9%
Transfers Out	2,580,000	5,000,029	3,296,192	3,684,280	3,684,280	3,684,280	11.8%
Requirements Total	10,387,819	12,643,664	12,324,869	13,279,201	13,279,201	13,257,411	7.6%
<b>611 Landfill Closure</b>							
Resources							
Beginning Net Working Capital	3,761,118	4,389,650	4,855,267	5,049,848	5,049,848	5,049,848	4.0%
Interest Revenue	61,275	100,310	94,000	60,300	60,300	60,300	-35.9%
Transfers In	-	-	100,000	100,000	100,000	100,000	0.0%
Resources Total	3,822,393	4,489,959	5,049,267	5,210,148	5,210,148	5,210,148	3.2%
Requirements							
Capital Outlay	-	-	-	15,000	15,000	15,000	
Contingency	-	-	3,480,867	4,641,098	4,641,098	4,641,098	33.3%
Materials & Services	32,743	18,661	568,400	554,050	554,050	554,050	-2.5%
Transfers Out	(600,000)	(400,000)	1,000,000	-	-	-	
Requirements Total	(567,257)	(381,339)	5,049,267	5,210,148	5,210,148	5,210,148	3.2%
<b>612 Landfill Post Closure</b>							
Resources							

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>612</b>							
Beginning Net Working Capital	786,548	797,899	1,063,986	1,182,255	1,182,255	1,182,255	11.1%
Interest Revenue	11,352	17,356	17,000	13,000	13,000	13,000	-23.5%
Transfers In	-	-	100,000	100,000	100,000	100,000	0.0%
Resources Total	797,899	815,255	1,180,986	1,295,255	1,295,255	1,295,255	9.7%
Requirements							
Materials & Services	-	-	1,000	1,000	1,000	1,000	0.0%
Reserve for Future Expenditure	-	-	1,179,986	1,294,255	1,294,255	1,294,255	9.7%
Transfers Out	-	(250,000)	-	-	-	-	
Requirements Total	-	(250,000)	1,180,986	1,295,255	1,295,255	1,295,255	9.7%
<b>613 SW Capital Project</b>							
Resources							
Beginning Net Working Capital	2,320,268	417,861	3,400,818	1,000,053	1,000,053	1,000,053	-70.6%
Interest Revenue	36,594	33,797	17,000	48,400	48,400	48,400	184.7%
Long Term Liability	-	-	-	6,000,000	6,000,000	6,000,000	
Transfers In	-	-	3,963,827	2,342,189	2,342,189	2,342,189	-40.9%
Resources Total	2,356,862	451,658	7,381,645	9,390,642	9,390,642	9,390,642	27.2%
Requirements							
Capital Outlay	3,237,184	-	6,165,000	6,100,000	6,100,000	6,100,000	-1.1%
Contingency	-	-	87,615	2,862,130	2,862,130	2,862,130	3166.7%
Materials & Services	301,817	25,178	1,129,030	428,512	428,512	428,512	-62.0%
Transfers Out	(1,600,000)	(3,250,000)	-	-	-	-	
Requirements Total	1,939,001	(3,224,822)	7,381,645	9,390,642	9,390,642	9,390,642	27.2%
<b>614 SW Equipment Reserve</b>							
Resources							
Beginning Net Working Capital	398,831	648,751	802,837	611,954	836,954	836,954	4.2%
Interest Revenue	8,558	18,345	15,000	10,800	10,800	10,800	-28.0%
Transfers In	-	-	100,000	1,100,000	1,100,000	1,100,000	1000.0%
Resources Total	407,389	667,096	917,837	1,722,754	1,947,754	1,947,754	112.2%
Requirements							
Capital Outlay	99,322	846,933	685,000	1,480,000	1,705,000	1,705,000	148.9%
Contingency	-	-	226,369	228,789	228,789	228,789	1.1%
Materials & Services	9,316	6,740	6,468	13,965	13,965	13,965	115.9%
Transfers Out	(350,000)	(1,050,000)	-	-	-	-	
Requirements Total	(241,362)	(196,327)	917,837	1,722,754	1,947,754	1,947,754	112.2%
<b>615 Fair &amp; Expo Center</b>							
Resources							
Beginning Net Working Capital	180,736	(60,285)	80,000	-	364,903	364,904	356.1%
Charges for Services	950,418	1,248,940	1,258,500	1,196,250	1,173,750	1,173,750	-6.7%
Fines & Fees	90	210	-	-	-	-	
Interest Revenue	486	(518)	2,000	(2,200)	(2,200)	(2,200)	-210.0%
Interfund Charges	30,000	54,573	30,000	30,000	30,000	30,000	0.0%
Interfund Grants	533,514	-	-	-	-	-	
Other Non-Operational Revenue	234,353	286,615	271,000	278,000	264,500	264,500	-2.4%
Transfers In	255,744	747,996	1,034,654	1,052,427	505,744	505,744	-51.1%
Resources Total	2,185,340	2,277,531	2,676,154	2,554,477	2,336,697	2,336,698	-12.7%
Requirements							
Contingency	-	-	199,576	-	255,550	255,550	28.0%
Debt Service	101,824	101,136	100,800	104,400	104,400	104,400	3.6%
Materials & Services	1,264,559	1,278,675	1,030,388	1,105,834	959,749	959,749	-6.9%
Personnel Services	1,166,693	1,409,284	1,333,599	1,296,315	1,006,221	1,006,222	-24.5%
Transfers Out	(287,452)	(417,000)	11,791	10,777	10,777	10,777	-8.6%
Requirements Total	2,245,625	2,372,095	2,676,154	2,517,326	2,336,697	2,336,698	-12.7%
<b>616 Annual County Fair</b>							
Resources							
Beginning Net Working Capital	84,497	103,237	-	-	-	-	
Charges for Services	1,060,071	1,247,717	1,284,000	1,321,300	-	-	
Interest Revenue	1,001	607	200	-	-	-	
Interfund Grants	135,127	-	-	-	-	-	



# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>616</b>							
Other Non-Operational Revenue	262,083	323,349	308,500	330,000	-	-	
Sales of Equipment	-	-	5,000	2,000	-	-	
State Government Payments	53,167	53,167	52,000	52,000	52,000	52,000	0.0%
Transfers In	-	150,000	250,000	130,000	75,000	75,000	-70.0%
Resources Total	1,595,946	1,878,077	1,899,700	1,835,300	127,000	127,000	-93.3%
Requirements							
Contingency	-	-	-	17,834	-	-	
Materials & Services	1,054,338	1,204,327	1,340,062	1,343,426	17,000	17,000	-98.7%
Personnel Services	150,920	158,121	164,638	157,367	110,000	110,000	-33.2%
Transfers Out	287,452	417,000	395,000	308,500	-	-	
Requirements Total	1,492,710	1,779,448	1,899,700	1,827,127	127,000	127,000	-93.3%
<b>617 Fair &amp; Expo Capital Reserve</b>							
Resources							
Beginning Net Working Capital	602,611	790,525	1,360,088	1,143,224	1,143,224	1,143,224	-15.9%
Interest Revenue	10,765	20,791	16,000	14,000	14,000	14,000	-12.5%
Transfers In	245,978	630,083	286,687	253,158	253,158	253,158	-11.7%
Resources Total	859,354	1,441,399	1,662,775	1,410,382	1,410,382	1,410,382	-15.2%
Requirements							
Capital Outlay	-	69,372	1,017,775	100,000	100,000	100,000	-90.2%
Materials & Services	68,829	228,803	345,000	235,000	235,000	235,000	-31.9%
Reserve for Future Expenditure	-	-	-	1,075,382	1,075,382	1,075,382	
Transfers Out	-	-	300,000	-	-	-	
Requirements Total	68,829	298,175	1,662,775	1,410,382	1,410,382	1,410,382	-15.2%
<b>618 RV Park</b>							
Resources							
Beginning Net Working Capital	292,046	443,480	560,000	592,992	587,992	587,992	5.0%
Charges for Services	17,158	23,654	15,500	16,250	16,250	16,250	4.8%
Interest Revenue	6,094	12,255	12,000	7,600	7,600	7,600	-36.7%
Interfund Grants	35,088	-	-	-	-	-	
Other Non-Operational Revenue	421,558	452,711	410,200	432,200	412,200	412,200	0.5%
Transfers In	160,000	160,000	195,000	185,000	185,000	185,000	-5.1%
Resources Total	931,943	1,092,100	1,192,700	1,234,042	1,209,042	1,209,042	1.4%
Requirements							
Contingency	-	-	150,327	170,340	43,512	43,512	-71.1%
Debt Service	222,136	223,101	222,100	222,500	222,500	222,500	0.2%
Materials & Services	266,328	276,007	318,273	339,202	321,402	321,402	1.0%
Transfers Out	-	-	502,000	502,000	621,628	621,628	23.8%
Requirements Total	488,463	499,108	1,192,700	1,234,042	1,209,042	1,209,042	1.4%
<b>619 RV Park Reserve</b>							
Resources							
Beginning Net Working Capital	-	-	-	-	490,000	490,000	
Interest Revenue	-	-	12,550	1,100	1,100	1,100	-91.2%
Transfers In	-	-	502,000	502,000	621,628	621,628	23.8%
Resources Total	-	-	514,550	503,100	1,112,728	1,112,728	116.3%
Requirements							
Capital Outlay	-	-	100,000	100,000	100,000	100,000	0.0%
Materials & Services	-	-	-	-	-	-	
Reserve for Future Expenditure	-	-	414,550	403,100	1,012,728	1,012,728	144.3%
Requirements Total	-	-	514,550	503,100	1,112,728	1,112,728	116.3%
<b>620 ISF - Facilities</b>							
Resources							
Beginning Net Working Capital	427,813	573,441	476,000	543,982	543,982	543,982	14.3%
Charges for Services	513,374	580,979	514,028	531,067	531,067	531,067	3.3%
Interest Revenue	8,136	14,371	15,000	8,700	8,700	8,700	-42.0%
Interfund Charges	2,919,868	3,000,500	3,155,774	3,035,094	3,054,806	3,054,806	-3.2%
State Government Payments	-	-	-	-	-	-	
Resources Total	3,869,190	4,169,291	4,160,802	4,118,843	4,138,555	4,138,555	-0.5%
Requirements							



# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>631</b> Requirements Total	350,930	359,664	538,000	515,000	515,000	515,000	-4.3%
<b>640 ISF - Legal</b>							
Resources							
Beginning Net Working Capital	300,048	203,896	150,000	158,861	158,861	158,861	5.9%
Charges for Services	2,070	899	500	500	500	500	0.0%
Interest Revenue	4,163	4,772	5,000	2,200	2,200	2,200	-56.0%
Interfund Charges	950,954	1,043,479	1,106,692	1,290,249	1,290,249	1,290,249	16.6%
Sales of Equipment	-	850	-	-	-	-	
State Government Payments	-	-	-	-	-	-	
Transfers In	-	-	146,961	-	-	-	
Resources Total	1,257,235	1,253,896	1,409,153	1,451,810	1,451,810	1,451,810	3.0%
Requirements							
Contingency	-	-	105,566	37,555	40,867	37,555	-64.4%
Materials & Services	137,934	130,179	160,281	178,238	178,238	178,238	11.2%
Personnel Services	915,405	980,197	1,143,306	1,236,017	1,232,705	1,236,017	8.1%
Requirements Total	1,053,339	1,110,375	1,409,153	1,451,810	1,451,810	1,451,810	3.0%
<b>650 ISF - Human Resources</b>							
Resources							
Beginning Net Working Capital	598,926	422,404	195,710	240,498	240,498	240,498	22.9%
Charges for Services	12,684	65	7,000	250	250	250	-96.4%
Interest Revenue	8,095	8,188	9,000	3,300	3,300	3,300	-63.3%
Interfund Charges	972,556	1,045,134	1,227,959	1,200,049	1,250,049	1,250,049	1.8%
State Government Payments	-	-	-	-	-	-	
Resources Total	1,592,262	1,475,791	1,439,669	1,444,097	1,494,097	1,494,097	3.8%
Requirements							
Contingency	-	-	122,345	40,044	40,044	40,044	-67.3%
Materials & Services	293,353	285,658	322,722	332,013	382,013	382,013	18.4%
Personnel Services	876,505	956,918	994,602	1,072,040	1,072,040	1,072,040	7.8%
Requirements Total	1,169,858	1,242,576	1,439,669	1,444,097	1,494,097	1,494,097	3.8%
<b>660 ISF - Information Technology</b>							
Resources							
Beginning Net Working Capital	583,958	559,907	408,164	517,860	517,860	517,860	26.9%
Charges for Services	23,070	750	800	800	800	800	0.0%
Interest Revenue	9,916	13,391	9,000	7,600	7,600	7,600	-15.6%
Interfund Charges	2,297,521	2,359,624	2,518,304	2,362,290	2,362,290	2,362,290	-6.2%
State Government Payments	-	-	-	-	-	-	
Transfers In	66,000	101,000	66,000	66,000	66,000	66,000	0.0%
Resources Total	2,980,465	3,034,672	3,002,268	2,954,550	2,954,550	2,954,550	-1.6%
Requirements							
Capital Outlay	-	26,791	-	-	-	-	
Contingency	-	-	252,403	86,282	86,282	86,282	-65.8%
Materials & Services	469,877	357,840	493,567	504,569	504,569	504,569	2.2%
Personnel Services	1,950,682	2,098,320	2,248,440	2,356,703	2,356,703	2,356,703	4.8%
Transfers Out	-	7,247	7,858	6,996	6,996	6,996	-11.0%
Requirements Total	2,420,558	2,490,198	3,002,268	2,954,550	2,954,550	2,954,550	-1.6%
<b>661 ISF - IT Reserve</b>							
Resources							
Beginning Net Working Capital	709,124	785,231	526,231	639,881	639,881	639,881	21.6%
Interest Revenue	11,211	16,555	17,000	8,700	8,700	8,700	-48.8%
Interfund Charges	234,000	234,000	234,000	384,000	384,000	384,000	64.1%
Resources Total	954,335	1,035,787	777,231	1,032,581	1,032,581	1,032,581	32.9%
Requirements							
Capital Outlay	140,546	194,070	261,000	191,000	191,000	191,000	-26.8%
Materials & Services	28,557	103,134	35,000	257,500	257,500	257,500	635.7%
Reserve for Future Expenditure	-	-	481,231	584,081	584,081	584,081	21.4%
Transfers Out	-	35,000	-	-	-	-	
Requirements Total	169,103	332,205	777,231	1,032,581	1,032,581	1,032,581	32.9%

# Deschutes County All Funds with Comparison to Prior Years

FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021			% CHANGE FY20-FY21
				PROPOSED	APPROVED	ADOPTED	
<b>670 Risk Management</b>							
Resources							
Beginning Net Working Capital	5,359,570	6,582,283	6,100,000	7,000,000	7,000,000	7,000,000	14.8%
Charges for Services	378,752	103,563	118,500	81,505	81,505	81,505	-31.2%
Fines & Fees	-	30	30	10	10	10	-66.7%
Interest Revenue	86,122	148,890	137,000	87,200	87,200	87,200	-36.4%
Interfund Charges	3,236,772	3,224,573	3,239,509	3,094,931	3,094,931	3,094,931	-4.5%
State Government Payments	-	-	-	-	-	-	
Resources Total	9,061,217	10,059,339	9,595,039	10,263,646	10,263,646	10,263,646	7.0%
Requirements							
Contingency	-	-	5,455,826	6,465,802	6,465,802	6,465,802	18.5%
Materials & Services	2,117,795	2,491,619	3,741,498	3,439,569	3,439,569	3,439,569	-8.1%
Personnel Services	360,138	371,145	390,797	354,775	354,775	354,775	-9.2%
Transfers Out	1,000	3,168	6,918	3,500	3,500	3,500	-49.4%
Requirements Total	2,478,933	2,865,932	9,595,039	10,263,646	10,263,646	10,263,646	7.0%
<b>675 Health Benefits</b>							
Resources							
Beginning Net Working Capital	15,382,578	15,075,316	16,106,294	15,323,729	15,323,729	15,323,729	-4.9%
Charges for Services	4,222,224	4,283,805	4,563,079	3,838,338	3,838,338	3,838,338	-15.9%
Interest Revenue	219,809	366,207	346,000	216,200	216,200	216,200	-37.5%
Interfund Charges	17,573,923	18,049,664	17,409,354	17,830,000	17,830,000	17,830,000	2.4%
Resources Total	37,398,533	37,774,991	38,424,727	37,208,267	37,208,267	37,208,267	-3.2%
Requirements							
Contingency	-	-	14,309,716	13,588,094	13,588,094	13,588,094	-5.0%
Materials & Services	22,323,217	21,211,086	24,115,011	23,619,631	23,619,631	23,619,631	-2.1%
Personnel Services	-	-	-	542	542	542	
Requirements Total	22,323,217	21,211,086	38,424,727	37,208,267	37,208,267	37,208,267	-3.2%
<b>680 Vehicle Replacement &amp; Maint</b>							
Resources							
Beginning Net Working Capital	1,022,567	1,123,625	1,022,884	1,095,119	1,095,119	1,095,119	7.1%
Interest Revenue	16,065	23,793	23,000	14,000	14,000	14,000	-39.1%
Sales of Equipment	39,683	65,788	-	35,000	35,000	35,000	
Transfers In	528,070	644,259	607,797	714,974	714,974	714,974	17.6%
Resources Total	1,606,385	1,857,465	1,653,681	1,859,093	1,859,093	1,859,093	12.4%
Requirements							
Capital Outlay	316,887	520,319	600,000	600,000	600,000	600,000	0.0%
Contingency	-	-	848,681	1,041,836	1,041,836	1,041,836	22.8%
Materials & Services	165,873	218,652	205,000	217,257	217,257	217,257	6.0%
Requirements Total	482,760	738,970	1,653,681	1,859,093	1,859,093	1,859,093	12.4%

## 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 2018 Actual	FY 2019 Actual	FY 2020 Revised	FY 2021 Adopted
<b>Assessment &amp; Taxation</b>				
Resources:				
State Resources	977,617	950,712	955,644	954,573
General County Resources	4,197,980	4,366,207	4,903,684	5,272,492
Other Resources	91,450	90,826	89,249	90,150
Total Resources	5,267,047	5,407,745	5,948,577	6,317,215
Total Requirements	5,267,047	5,407,745	5,948,577	6,317,215
<b>District Attorney</b>				
Resources:				
State Resources	478,253	141,974	194,991	318,143
Federal Resources		96,289	149,815	114,995
General County Resources	6,237,350	6,618,537	7,504,257	7,781,545
Other Resources	52,000	148,657	36,000	31,000
Total Resources	6,767,603	7,005,457	7,885,063	8,245,683
Total Requirements	6,767,603	7,005,457	7,885,063	8,245,683
<b>Veterans' Services</b>				
Resources:				
State Resources	162,223	168,945	175,614	175,608
General County Resources	330,407	201,137	241,788	291,786
Total Resources	492,630	370,081	417,402	467,394
Total Requirements	492,630	370,081	417,402	467,394

## Major Programs Funded by State Resources

Programs	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised	FY 2021 Adopted
<b>Economic Development</b>				
Resources:				
Video Lottery	756,811	35,017,501	39,161,118	43,009,958
Other Resources	4,546	7,459	7,000	3,300
Total Resources	761,357	35,024,960	39,168,118	43,013,258
Total Requirements	761,357	35,024,960	39,168,118	43,013,258
<b>Juvenile Corrections and Probation</b>				
Resources:				
State Resources	491,686	588,703	610,980	668,740
General County Resources	5,919,323	5,903,407	7,071,465	7,198,466
Other Resources	170,850	233,782	225,950	216,850
Total Resources	6,581,859	6,725,892	7,908,395	8,084,056
Total Requirements	6,581,859	6,725,892	7,908,395	8,084,056
<b>Health Services</b>				
Resources:				
State Resources	25,365,517	32,484,484	28,790,766	28,326,796
Federal Resources	294,677	1,582,882	3,409,516	3,076,187
General County Resources	5,490,852	5,796,329	17,896,485	19,794,723
Other Resources	4,552,410	3,302,070	3,631,577	3,653,019
Total Resources	35,703,456	43,165,765	53,728,344	51,774,539
Total Requirements	35,703,456	43,165,765	53,728,344	51,774,539
<b>Road</b>				
Resources:				
State Resources	14,648,412	17,461,542	17,629,539	14,810,507
Federal Resources	1,574,248	3,387,765	2,667,207	3,799,533
General County Resources		8,071,790	9,825,777	7,609,389
Other Resources	2,767,689	1,089,880	1,332,500	957,000
Total Resources	18,990,349	26,623,212	28,787,816	23,376,896
Total Requirements	18,990,349	26,623,212	28,787,816	23,376,896

## Major Programs Funded by State Resources

Programs	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised	FY 2021 Adopted
<b>Community Corrections</b>				
Resources:				
State Resources	4,565,568	6,000,354	5,433,278	5,674,588
General County Resources	828,164	(135,096)	2,875,189	3,000,003
Other Resources	457,500	463,415	342,000	320,700
Total Resources	5,851,232	6,328,673	8,650,467	8,995,291
Total Requirements	5,851,232	6,328,673	8,650,467	8,995,291
<b>Jail</b>				
Resources:				
State Resources	1,647,280	1,643,282	1,447,580	1,687,290
Federal Resources	20,000			
General County Resources	15,011,442	15,737,475	16,994,418	18,313,934
Other Resources	180,000	257,372	210,100	193,100
Total Resources	16,858,722	17,638,129	18,652,098	20,194,324
Total Requirements	16,858,722	17,638,129	18,652,098	20,194,324

## Summary - Resources and Requirements: County Service Districts FY 2021 Adopted Budget

	County Service Districts			
	Law Enforcement District - Countywide (701)	Law Enforcement District - Rural (702)	Deschutes County 9-1-1 (705)	DC 9-1-1 Communications (707)
<b>Resources</b>				
Beginning Net Working Capital	11,153,975	7,522,192	5,211,519	-
Property Tax	27,756,763	11,212,307	9,203,459	
Other Taxes	-	-	4,200	
State Government Payments			1,189,750	
Local Government Payments			88,637	
Charges for Services			488,252	-
Interest Revenue	101,100	120,000	57,000	
Other Non-Operational Revenue			-	
Transfers In			-	-
Sales of Equipment	-	-	-	-
<b>Resources Total</b>	<b>39,011,838</b>	<b>18,854,499</b>	<b>16,242,817</b>	<b>-</b>
<b>Requirements</b>				
Personnel Services			7,787,283	-
Materials & Services	28,412,361	13,002,909	3,476,381	-
Capital Outlay			-	-
Transfers Out			1,997,257	
Contingency	10,599,477	5,851,590	2,981,896	-
<b>Requirements Total</b>	<b>39,011,838</b>	<b>18,854,499</b>	<b>16,242,817</b>	<b>-</b>



## Summary - Resources and Requirements: County Service Districts FY 2021 Adopted Budget

	County Service Districts		
	9-1-1 Equipment Reserve (710)	Extension 4-H (720)	Extension 4-H Reserve (721)
<b>Resources</b>			
Beginning Net Working Capital	3,129,899	206,459	-
Property Tax		583,715	
Other Taxes		-	
Charges for Services		-	-
Interest Revenue	33,400	3,400	-
Other Non-Operational Revenue			-
Transfers In	1,997,257		-
Sales of Equipment		-	
<b>Resources Total</b>	<b>5,160,556</b>	<b>793,574</b>	<b>-</b>
 <b>Requirements</b>			
Materials & Services		539,182	-
Debt Service		60,275	
Capital Outlay	1,480,000		-
Transfers Out	-	-	
Contingency		194,117	
Reserve for Future Expenditure	3,680,556		
<b>Requirements Total</b>	<b>5,160,556</b>	<b>793,574</b>	<b>-</b>

## County Service Districts with Comparison to Prior Years

### Combined Service Districts

	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	FY20-FY21
<b>Resources</b>							
Beginning Net Working Capital	24,797,829	24,232,157	23,134,931	27,224,044	27,224,044	27,224,044	17.7%
Charges for Services	469,697	490,928	443,006	488,252	488,252	488,252	10.2%
Interest Revenue	437,808	705,111	447,100	314,900	314,900	314,900	-29.6%
Local Government Payments	99,878	140,045	85,000	88,637	88,637	88,637	4.3%
Other Non-Operational Revenue	1,599	63,022	-	-	-	-	
Other Taxes	33,162	33,247	24,200	4,200	4,200	4,200	-82.6%
Property Tax	41,559,999	44,843,935	46,829,269	48,756,244	49,385,784	48,756,244	4.1%
Sales of Equipment	62,258	93,859	-	-	-	-	
State Government Payments	1,074,653	1,118,086	1,025,000	1,189,750	1,189,750	1,189,750	16.1%
Transfers In	1,819,863	60,000	1,400,000	1,997,257	1,997,257	1,997,257	42.7%
<b>Resources Total</b>	<b>70,356,746</b>	<b>71,780,390</b>	<b>73,388,506</b>	<b>80,063,284</b>	<b>80,692,824</b>	<b>80,063,284</b>	<b>9.1%</b>
<b>Requirements</b>							
Capital Outlay	1,797,372	1,326,141	2,736,411	1,480,000	1,480,000	1,480,000	-45.9%
Contingency	-	-	17,146,942	19,627,081	19,627,081	19,627,080	14.5%
Debt Service	-	-	60,275	60,275	60,275	60,275	0.0%
Materials & Services	35,740,548	38,226,356	42,494,188	45,430,832	46,060,372	45,430,833	6.9%
Personnel Services	6,766,806	6,743,116	7,462,575	7,787,283	7,787,283	7,787,283	4.4%
Reserve for Future Expenditure	-	-	3,088,115	3,680,556	3,680,556	3,680,556	19.2%
Transfers Out	1,819,863	60,000	400,000	1,997,257	1,997,257	1,997,257	399.3%
<b>Requirements Total</b>	<b>46,124,589</b>	<b>46,355,614</b>	<b>73,388,506</b>	<b>80,063,284</b>	<b>80,692,824</b>	<b>80,063,284</b>	<b>9.1%</b>

## County Service Districts with Comparison to Prior Years

FUND	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>701 Countywide Law Enforc Dist</b>							
Resources							
Beginning Net Working Capital	6,901,422	7,780,071	8,074,827	11,153,975	11,153,975	11,153,975	38.1%
Interest Revenue	157,047	288,269	138,000	101,100	101,100	101,100	-26.7%
Other Taxes	12,062	12,805	12,000	-	-	-	
Property Tax	22,777,139	25,466,957	26,593,470	27,756,763	28,147,336	27,756,763	4.4%
Sales of Equipment	33,979	53,322	-	-	-	-	
Resources Total	29,881,649	33,601,424	34,818,297	39,011,838	39,402,411	39,011,838	12.0%
Requirements							
Contingency	-	-	8,427,262	10,599,477	10,599,477	10,599,477	25.8%
Materials & Services	22,101,578	23,877,524	26,391,035	28,412,361	28,802,934	28,412,361	7.7%
Requirements Total	22,101,578	23,877,524	34,818,297	39,011,838	39,402,411	39,011,838	12.0%
<b>702 Rural Law Enforc Dist</b>							
Resources							
Beginning Net Working Capital	6,517,251	7,093,374	6,642,172	7,522,192	7,522,192	7,522,192	13.2%
Interest Revenue	124,758	193,301	136,000	120,000	120,000	120,000	-11.8%
Other Taxes	16,556	15,887	8,000	-	-	-	
Property Tax	10,204,760	10,312,306	10,772,014	11,212,307	11,451,274	11,212,307	4.1%
Sales of Equipment	15,221	21,561	-	-	-	-	
Resources Total	16,878,547	17,636,429	17,558,186	18,854,499	19,093,466	18,854,499	7.4%
Requirements							
Contingency	-	-	5,559,951	5,851,590	5,851,590	5,851,590	5.2%
Materials & Services	9,785,172	10,541,670	11,998,235	13,002,909	13,241,876	13,002,909	8.4%
Requirements Total	9,785,172	10,541,670	17,558,186	18,854,499	19,093,466	18,854,499	7.4%
<b>705 Deschutes County 9-1-1</b>							
Resources							
Beginning Net Working Capital	7,447,951	6,053,017	5,120,591	5,211,519	5,211,519	5,211,519	1.8%
Charges for Services	422,974	413,818	382,731	488,252	488,252	488,252	27.6%
Interest Revenue	98,838	148,294	102,000	57,000	57,000	57,000	-44.1%
Local Government Payments	99,878	140,045	85,000	88,637	88,637	88,637	4.3%
Other Non-Operational Revenue	1,599	3,022	-	-	-	-	
Other Taxes	4,279	4,290	4,200	4,200	4,200	4,200	0.0%
Property Tax	8,076,798	8,534,508	8,909,419	9,203,459	9,203,459	9,203,459	3.3%
Sales of Equipment	12,053	17,865	-	-	-	-	
State Government Payments	1,074,653	1,118,086	1,025,000	1,189,750	1,189,750	1,189,750	16.1%
Transfers In	(1,809,626)	(1,603,918)	-	-	-	-	
Resources Total	15,429,396	14,829,027	15,628,941	16,242,817	16,242,817	16,242,817	3.9%
Requirements							
Capital Outlay	188,884	169,634	1,400,000	-	-	-	
Contingency	-	-	2,978,605	2,981,896	2,981,896	2,981,896	0.1%
Materials & Services	2,317,166	2,477,022	3,387,761	3,476,381	3,476,381	3,476,381	2.6%
Personnel Services	6,376,466	6,267,945	7,462,575	7,787,283	7,787,283	7,787,283	4.4%
Transfers Out	493,863	-	400,000	1,997,257	1,997,257	1,997,257	399.3%
Requirements Total	9,376,379	8,914,602	15,628,941	16,242,817	16,242,817	16,242,817	3.9%
<b>707 DC 9-1-1 Communications</b>							
Resources							
Beginning Net Working Capital	(186,950)	(25,517)	-	-	-	-	
Charges for Services	46,464	77,110	-	-	-	-	
Sales of Equipment	257	-	-	-	-	-	
Transfers In	3,109,626	1,603,918	-	-	-	-	
Resources Total	2,969,397	1,655,511	-	-	-	-	
Requirements							
Capital Outlay	1,608,488	359,743	-	-	-	-	
Contingency	-	-	-	-	-	-	
Materials & Services	996,086	820,597	-	-	-	-	
Personnel Services	390,340	475,171	-	-	-	-	
Requirements Total	2,994,913	1,655,511	-	-	-	-	

## County Service Districts with Comparison to Prior Years

FUND	FY 2018	FY 2019	FY 2020	FY 2021			% CHANGE FY20-FY21
	ACTUAL	ACTUAL	BUDGET	PROPOSED	APPROVED	ADOPTED	
<b>710 9-1-1 Equipment Reserve</b>							
Resources							
Beginning Net Working Capital	3,394,078	2,633,115	2,633,115	3,129,899	3,129,899	3,129,899	18.9%
Interest Revenue	45,174	57,275	55,000	33,400	33,400	33,400	-39.3%
Transfers In	493,863	-	400,000	1,997,257	1,997,257	1,997,257	399.3%
Resources Total	3,933,115	2,690,390	3,088,115	5,160,556	5,160,556	5,160,556	67.1%
Requirements							
Capital Outlay	-	-	-	1,480,000	1,480,000	1,480,000	
Reserve for Future Expenditure	-	-	3,088,115	3,680,556	3,680,556	3,680,556	19.2%
Transfers Out	1,300,000	-	-	-	-	-	
Requirements Total	1,300,000	-	3,088,115	5,160,556	5,160,556	5,160,556	67.1%
<b>720 Extension 4-H</b>							
Resources							
Beginning Net Working Capital	190,367	181,469	189,090	206,459	206,459	206,459	9.2%
Charges for Services	259	-	-	-	-	-	
Interest Revenue	4,593	7,213	5,100	3,400	3,400	3,400	-33.3%
Other Taxes	265	266	-	-	-	-	
Property Tax	501,302	530,164	554,366	583,715	583,715	583,715	5.3%
Sales of Equipment	748	1,110	-	-	-	-	
Resources Total	697,535	720,222	748,556	793,574	793,574	793,574	6.0%
Requirements							
Contingency	-	-	181,124	194,117	194,117	194,117	7.2%
Debt Service	-	-	60,275	60,275	60,275	60,275	0.0%
Materials & Services	490,065	427,173	507,157	539,182	539,182	539,182	6.3%
Transfers Out	26,000	60,000	-	-	-	-	
Requirements Total	516,065	487,173	748,556	793,574	793,574	793,574	6.0%
<b>721 Extension 4-H Reserve</b>							
Resources							
Beginning Net Working Capital	533,710	516,628	475,136	-	-	-	
Charges for Services	-	-	60,275	-	-	-	
Interest Revenue	7,398	10,759	11,000	-	-	-	
Other Non-Operational Revenue	-	60,000	-	-	-	-	
Transfers In	26,000	60,000	1,000,000	-	-	-	
Resources Total	567,108	647,387	1,546,411	-	-	-	
Requirements							
Capital Outlay	-	796,764	1,336,411	-	-	-	
Materials & Services	50,480	82,371	210,000	-	-	-	
Requirements Total	50,480	879,135	1,546,411	-	-	-	

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