

DESCHUTES COUNTY Adopted Budget

Fiscal Year 2022

Approved, June 4, 2021

Adopted, June 23, 2021

Budget Committee

Board of Commissioners & Appointed Citizen Members

Anthony DeBone, Chair

Phil Chang, Vice-Chair

Patti Adair, Commissioner

Bill Anderson

Bruce Barrett

Mike Maier

Budget and Financial Planning

Tom Anderson, County Administrator

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morrill

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

I am pleased to present to you the FY 2022 adopted Deschutes County budget.

A year ago, uncertainty of the longer term impacts of the COVID-19 pandemic represented a major theme in the discussion of the FY 2021 budget. While the pandemic had a significant impact on the County in terms of the health of our residents and the economic stability of our businesses, we now know that the financial impacts on the resources of our organization were far less than we feared. In fact, the infusion of state and federal dollars to the County represents an enormous opportunity to invest in the long term success of county operations. In the first two quarters of FY 2021, CARES funds served as a stabilizing factor for county operations, especially for the Fair & Expo Center, which was by far the hardest hit county department with respect to lost revenue. The CARES Act also represented a lifeline to many businesses via pass through relief grants, as well as to individual residents through partnerships with area nonprofits for rent and mortgage assistance, food recovery, investments in childcare to support working families and more. The American Relief Plan Act represents an even larger opportunity to both stimulate economic activity in the county, and to invest in both capital and operational needs to address longer term community and organizational challenges and opportunities.

The County's tax base continues to grow steadily through residential and commercial construction throughout our various communities. That development translates to a growing population and the need in certain areas to expand staff and programming to meet increased service demands. The need for expansion is also reflected in the capital budget for FY 2022. Although expansion of the county courthouse to provide space for additional judges is the biggest proposed investment, creation of a new campus in North County, expansion of the Adult Parole & Probation building and improvements to the downtown campus are all critical capital needs that will position the County to be able to meet growing service demands.

The adopted budget for FY 2022 including County Service Districts is \$635,465,491. This represents an increase of \$136,397,561 or 26% from the FY 2021 revised budget. Major changes include:

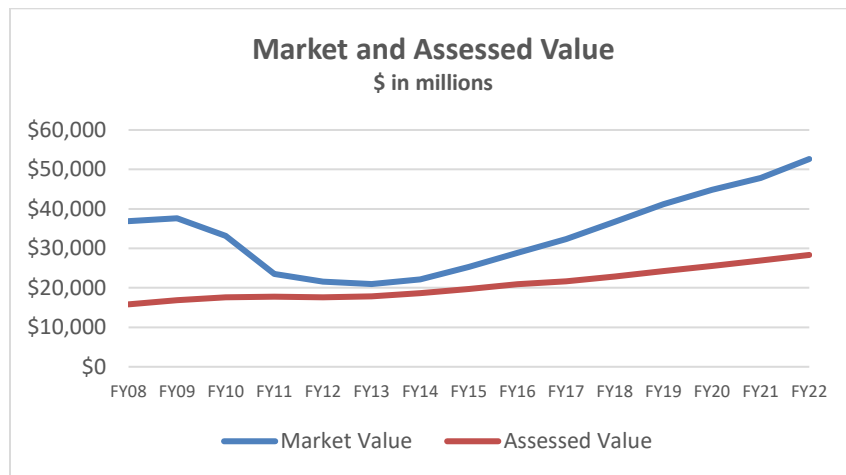
- The addition of \$38 million in new funds for pandemic recovery and resilience from the American Rescue Plan Act.
- An increase of \$41 million in capital investments, including road maintenance and the County's transportation system, improvement and expansion of the Solid Waste department's operational capacity and investment in facility infrastructure and property acquisition.
- An increase of almost \$7 million in the transient room tax budget due to an unexpected level of activity in FY 2021 and projected FY 2022 collections.
- Increase in payroll and related costs of \$6.7 million (4.9%).

The total operating budget, which best reflects the County's actual spending, as it excludes contingency, unappropriated balances and internal transactions is \$364.2 million. This represents an increase over the FY 2021 revised operating budget of \$109.8 million or 43%. After compensating for changes in capital projects, debt service costs and the addition of ARPA funding, the increase is 9.6%. FTEs included in this budget represents an increase of 37.1 or 3.3% from the FY 2021 revised budget due to the creation of new positions and conversion of limited duration positions to regular. Further analysis of expenditures is provided later in this message.

Budget Highlights

This year's budget is impacted by several factors, including the COVID-19 pandemic and resulting effect on the economy. Despite the pandemic's negative effect on certain segments of the business community and related employment, other areas in Central Oregon continued to be strong and grow at rates exceeding pre-pandemic levels. The housing and construction markets are growing at a record pace but unable to keep up with demand resulting in a significant increase in home prices. Tourism is at an all-time high. Permit levels in our Community Development Department are expected to continue at current robust levels.

Assessed values are projected to increase 5.4% in FY 2022. 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 consistent with FY 2020 and FY 2021 actual increases of 5.36% and 5.4%, respectively. This supports all property tax funded services, including those funded by the General Fund, the Sheriff's Office, Extension/4-H, and the 9-1-1 Service District. The following graph shows the history of both County market values (MV) and assessed values (AV) since FY 2007.



The adopted budget for FY 2022 holds all tax levies at the same levels as FY 2021 except for Countywide Law Enforcement District which was reduced from \$1.08 to \$1.05 per \$1,000 of assessed value.

Total capital spending of \$81.8 million, including County service districts, is included in the FY 2022 budget. The capital budget includes transportation system improvements, capital equipment additions and replacements for various departments, technology improvements and various other routine department level capital expenditures intended to support the delivery of services. Total capital spending for FY 2022 is \$44.8 million more than FY 2021. Major projects include \$15.2 million in road construction and \$6.1 million to expand the transfer station at the Negus facility in Redmond.

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 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 adopted 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 2022. However, the Budget Committee did discuss a future increase in the levied rate in order to reduce the amount of debt encumbered to finance near-term capital improvements.

Property taxes are also levied by the Deschutes County Sheriff's Office to fund county law enforcement activities. Capacity exists in both of these levies as the maximum amounts approved by the voters has not yet been reached. The rates in the Sheriff's adopted budget changed in the FY 2022 budget as the County-wide Law Enforcement District tax rate was reduced from \$1.08 to \$1.05. The Rural Law Enforcement District rate remained the same and is \$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 2022 budget is \$84,900,021. Adopted rates and the revenue expected to be raised by each levy is shown in the table below:

Levy	Maximum Rate*	FY 2021-22 Proposed Rate*	FY 2021-22 Estimated Collections
County Permanent Rate	\$1.2783	\$1.2183	\$33,413,109
Sheriff Countywide District	\$1.2500	\$1.0500	\$28,382,722
Sheriff Rural District	\$1.5500	\$1.3400	\$11,813,562
9-1-1 District	\$0.4250	\$0.3618	\$9,803,579
4H/Extension	\$0.0224	\$0.0224	\$609,233

* Per \$1,000 assessed value

American Rescue Plan

As previously mentioned, the FY 2022 adopted budget includes the \$38 million the County expects to receive in American Rescue Plan Act (ARPA) funds. The ARPA was signed into law on March 11, 2021. The bill includes \$65.1 billion of direct, flexible aid to every county in the United States to focus on recovery from the pandemic. The funds will be distributed directly to counties from Treasury in two tranches; the first within 60 days of the enactment and the second payment one year after the first payment. ARPA funds must be spent by December 31, 2024. The County is waiting for program guidelines to be released from the U.S. Department of the Treasury.

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. Based on best estimates from tourism and lodging professionals, the FY 2021 lodging tax revenue was originally budgeted at a reduction of 20% from the prior year as travel was expected to be negatively impacted as result of the COVID-19 pandemic. However, actual FY 2021 revenue collections have shown the opposite with a significant increase in collections as local, in-state travel has been one of the few options with limited restrictions available to people during the pandemic. Projected collections for FY 2021 are \$10.7 million which is an increase of \$3.9 million (56%) from the original FY 2021 budget estimates.

Lingering impacts of the pandemic are expected to continue to influence an increase in short term lodging during FY 2022 although not at the pace we've witnessed in FY 2021. The FY 2022 adopted budget includes a 10% increase in lodging tax revenue from our recent FY 2021 estimates.

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 2022 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 2022 are budgeted at \$74,734,379, a \$7.6 million (11%) increase from the FY 2021 budget. The largest recipient of state revenues in the FY 2022 budget is the Health Services Department at \$36.2 million followed by the Road Department at \$17.5 million. The largest changes from the prior year include \$3.8 million for the Certified Community Behavioral Health Clinics (CCBHC) grant, \$2.7 million in motor vehicle taxes and \$550,000 in video lottery funds. Increases in the latter two are due primarily to low budget projections in FY 2021 as a result of the economic impact to the economy that was expected at the time the budget was being developed.

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 2022, we estimate a total of \$2,966,766. The first \$500,000 goes to the General Fund with the balance of \$2,096,751 to the Road Fund and \$370,015 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 provides federal forest dollars to counties in the west. Funds are used for forestry purposes, roads and to support schools. The County is expecting \$1,002,541 in revenue from this source for FY 2022, down from \$1,113,085 in 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 & 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. Revenues for FY 2022 are projected to be 11% higher than the FY 2021 budget based on increased disposal utilization. The adopted budget includes transfers of \$6,015,361 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 & Expo Center depends on revenue from a variety of events using its facilities as well as General Fund support to sustain its operations. FY 2021 was an incredibly challenging year with most normal revenue producing events, including the annual county fair, being cancelled due to the pandemic.

However, we are optimistic for FY 2022 and the return of activities to the Fair & Expo Center. Total operating sources for FY 2022 are budgeted at \$3.5 million. This is \$1.1 million (48%) more than FY 2021 and is comprised of an increase in beginning fund balance due to cost reductions and revenue enhancements in FY 2021 (Circuit Court and Mass Vaccination Center), the return of the annual fair and an increase in room tax revenue.

Long-term forecasts of increasing event revenue over the next several years will reduce or eliminate the need for General Fund support of the operation of the Fair & Expo Center; however the uncertainty of the impact of the pandemic on FY 2022 revenue may require General Fund or unallocated transient room tax support for a longer period than anticipated.

In FY 2018, Fair & Expo evaluated marketing strategies and potential capital improvements to increase event activity of the facility. The expansion and enhancement strategies suggested by the consultants were paused given the uncertainty of the economic impact of the pandemic and pending a more comprehensive review of existing facility conditions and capital needs. The budget includes \$1.8 million 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 \$37,682,233 for FY 2022 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 by 15% compared to last year driven primarily by expected activity increases in Solid Waste, Community Development and the Fair & Expo Center.

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 2022 is estimated to be 1.0%, which is down from the original FY 2021 budget estimate of 1.8%. 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 2022 are estimated at \$2.3 million, a decrease from FY 2021's projected earnings of \$2.7 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 & 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 \$13,470,620. The policy level for General Fund net working capital at the end of FY 2022 is \$10,952,375 which is the amount budgeted as contingency. The General Fund is scheduled to transfer \$7,069,320 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 \$8,253,444 for FY 2022 which is approximately 12% more than FY 2021 projections.

Expenditures

The County employs slightly more than 1,100 people to carry out the services provided to residents. 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 \$12.8 million or 9.4% from the FY 2021 revised budget. Several factors contribute to this increase, mostly a large increase in limited duration personnel related to combating COVID-19 such a contract tracers, public health operations staff and medical personnel. Furthermore the increase included a cost of living increase of 1.5% and a related increase in associated payroll costs and retirement costs. Other wage changes include the normal step increases where eligible. There is no increase in health insurance rates projected for FY 2022.

This adopted budget includes 1,154.41 FTE. This is 37.1 increase (+3.3%) in FTE over the number of approved positions in the FY 2021 revised budget. The increase is due to the creation of new positions and conversion of limited duration FTE positions set to expire in FY22 to regular duration positions.

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. These reserves have been used to offset the impact of retirement cost increases to departments.

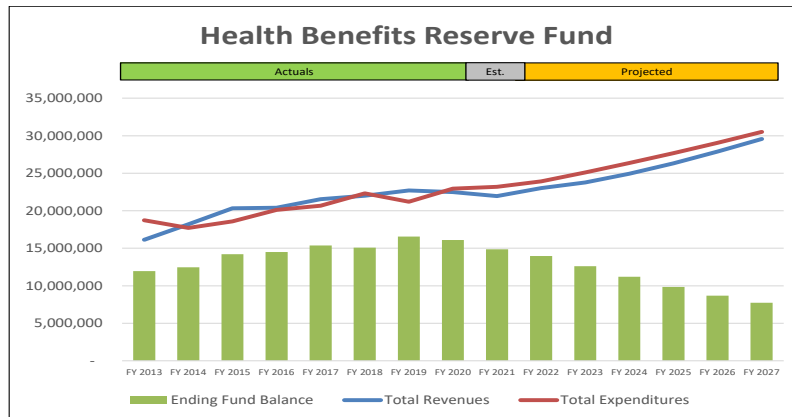
In 2019, the State legislature passed, and the governor signed into law, a sweeping set of reforms with the goal of reducing the runaway increases in PERS costs. One of these reforms provided for participating employers to deposit cash into a "side account" within the PERS retirement fund. This provided an opportunity for government agencies to earn a higher investment return through the PERS fund over time than would be possible through conventional investments. Earnings and the original investment are amortized over an extended period of time and returned to the participating government agency as a "rate credit" against state rates.

Shortly thereafter, the County Commissioners approved a \$13 million side account deposit. With a state incentive match the total amount credited to the new side account was \$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.

In late 2020, the PERS Board issued new rates for the 2021-23 biennium which go into effect July 1, 2021 for the County's FY 2022 budget. The new rates, which include the 2019 reforms and new side account credit, will provide a cost reduction to the County of approximately \$2.3 million compared to original post-reform FY 2022 projections.

The County's self-insured health plan for employees has performed well since its inception. Health care costs are closely related to the claims experience of plan members. Claims experience changes from year to year based on many factors. Given the less volatile history of claims over the past several years, the increase to rates charged to departments for filled positions is becoming more consistent from one year to the next. 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 2022 health care costs are expected to increase by 1.3% 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 2022, charges to departments for self-insured health benefits are budgeted \$1,535 per person per month which is the same rate charged since FY 2020. 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 2022 as compared to FY 2021, general liability charges are down 5%, workers' compensation charges are down 6%, property charges are 5% more, vehicle insurance rates remain unchanged, and unemployment rates remain the same.

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

Indirect service charges will increase for FY 2022 by \$1,754,562 or 15.1%. This is an increase from the average 4-5% annual increases in prior years. This large increase is due to adjustments that were made in how indirect charges were calculated in FY 2021 when a planned reduction in contingency budgets of 8.3% to 3% was implemented and a one-time use of excess fund balances was used to reduce FY 2021 rates.

Community Development Department – Permit volumes in Community Development (CDD) have increased an average 10% to 20% across all categories when compared to prior fiscal year. Overall, building permit revenue through March 2021 was greater than through March 2020 by 14%, Environmental Soils permit revenues have increased by 10% and Planning permit revenues increased by 9%. Revenues included in the FY 2022 budget are projected to increase an additional 3% to 5% and includes fee increases in code compliance, environmental soils and planning. To manage the increase in applications received and permits issued, CDD requested eight (8) new positions in its' building, planning and coordinated services divisions with four (4) being granted early in March 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 2022 is \$5,909,168, which is an increase of \$436,458 from the FY 2021 investment.

In addition, staffing for the department is budgeted at an increase of 15.8 FTE from last year. 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 National Guard, St. Charles Health System and other internal and external partners, opened the Mass Vaccination Clinic at the Deschutes County Fair & Expo Center. A variety of federal, state, and local funding are included in the FY 2022 adopted budget to support continued COVID-19 monitoring and response efforts.

After opening the Crisis Stabilization Center in Bend to better address the needs of citizens in crisis who have been referred to law enforcement, the Health Services Department received \$2.4 million in grant funding to support a 24-hour operation at the Center through FY 2022. The 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 now partially operates out of the crisis center.

Community Justice – Juvenile – The FY 2022 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 1% (\$89,989). Personnel expense is up 2.4% (\$138,108) and materials and services are down 5% (\$64,057).

Community Justice – Adult – The FY 2022 budget reflects no new grants or initiatives. It does reflect taking over administration of the Adult Drug Treatment Court from the Behavioral Health division. Its largest state grant is down 9% (\$418,997), while overall budgeted division resources are up 3% (\$246,779) due to an increased general fund transfer request for supervision of certain misdemeanor criminal offenders the State does not finance, and savings from FY 2021 that added to a large contingency held for future expenditure. The General Fund increase is based on refined calculations of the true cost of the misdemeanor supervision noted above. Personnel expense is up 6.3% (\$316,938) and materials and services expenses are down 13% (\$245,023). While generally ninety percent of the division's annual revenue is derived from state aid, it comprises only 70% of FY 2022 expenses, resulting in significant budgeted draw down of contingency.

Sheriff's Office – The Sheriff's Office is funded through two voter approved law enforcement districts that levy property taxes. The Countywide District, with a maximum tax rate of \$1.25, supports countywide Sheriff functions including the Jail. The Rural District, with a maximum tax rate of \$1.55, supports unincorporated county Sheriff's services such as patrol and investigations. The 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. The adopted budget features one change in levy as the Countywide Service District decreased from \$1.08 to \$1.05 per \$1,000 of assessed value. Property tax revenues for the two districts combined for FY 2022 are estimated at \$40,196,284. Lodging taxes collected in the unincorporated area and transferred to the Sheriff to fund Sheriff's operations in the unincorporated area are expected to be \$3,151,787, the same amount included in the FY 2021 budget. The Sheriff's Office also provides law enforcement services in the cities of Sisters and La Pine through intergovernmental agreements.

County Clerk – Clerk’s Office revenues are generated primarily through the recording of documents. Clerk revenues have escalated to levels not seen since 2006. Looking ahead, local market indicators appear strong along with low interest rates, market performance and Clerk’s revenues are likely to continue on a similar trajectory throughout the coming year. The FY 2022 budget includes estimated revenues of \$2,741,215; contributing \$692,877 to the General Fund. This represents an increase of \$587,474 from FY 2021. Staffing for FY 2022 remains the same. The budget includes a contribution to the Clerk and Assessment & Taxation reserve fund to provide resources to meet future election needs.

District Attorney’s Office – Based on the completion of a staffing and operational study conducted by the Prosecutors’ Center for Excellence, the District Attorney requested two new deputy district attorneys, 2.5 new trial assistants, one new victims’ advocate, a bump of .75 to the management analyst (to move this from .25 to 1.0 FTE), and the addition of supervisory pay to two deputy district attorneys (offset by the elimination of lead pay enhancements for 3 deputy district attorneys). All of the requests except for the addition of a new victims advocate were approved in the FY22 adopted budget.

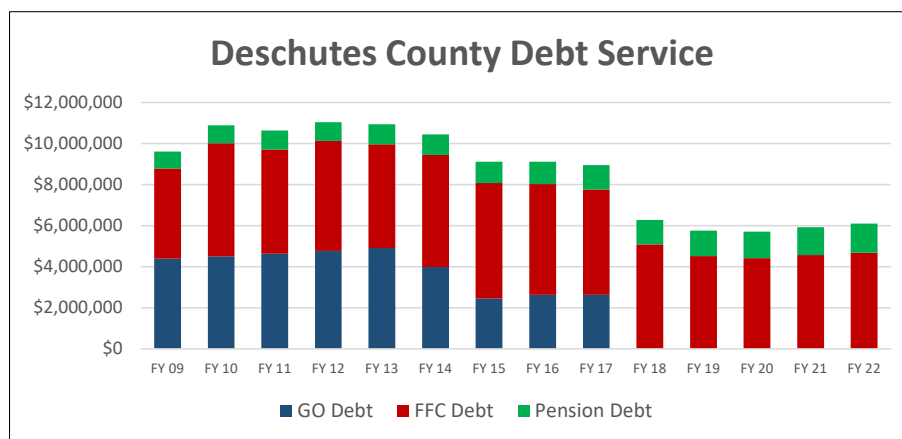
9-1-1 County Service District – The County’s 9-1-1 public safety Tyler CAD project finished its first full year of operation as well as completed its first full software update in FY 2021 for all public safety agencies. Deployment of that project has been regarded as successful and continued refinements to the performance of the system and regular software upgrades will continue into FY 2022. The District will also embark on the beginning stages of implementing a long term radio enhancement plan to the P25 digital radio system. Following initial go-live with law enforcement in early FY 2018 and fire departments in late FY 2020, the District has laid out fiscal and logistical plans for enhanced coverage and operation of the system through system programming changes and new radio site additions annually through FY 2024. Since inception of the radio project, funds have been allocated in each budget cycle for future replacement and improvements to the system, which puts the District in good position to begin implementing some of those projects. The radio project enhances communication capabilities throughout Central Oregon and beyond giving general government and public safety reliable communications when responding to emergencies. The FY 2022 budget reflects one additional FTE from last year approved in April by the BOCC for a total of 60 FTE. Other capital projects included in the budget include a hardware update of the Harris radio system in concert with the Oregon Department of Transportation (ODOT). The 9-1-1 center is funded by a permanent property tax levy that was approved by voters in May 2016 with a maximum rate of \$0.425. The levy rate for FY 2022 remains unchanged from prior years at \$0.3618.

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 adjustment to the policy was made in FY 2021 for the internal service funds, lowering the contingency requirement from 8.3% to 3% to reflect the fact that internal service budgets are effectively a component of other County direct service budgets where contingency is already budgeted. Contingency levels in three County operating funds fall short of the policy level including the County Fair fund, the Victims’ Assistance fund and Solid Waste fund. The County’s financial policy allows the Chief Financial Officer to consider other reserves and cash flow from other revenues in the fund when applying this policy. The Chief Financial Officer has determined that the contingency levels in these funds are sufficient to allow the waiver of the policy for FY 2022.

Debt Service – Expenditures to repay borrowed funds are budgeted at \$6,098,864 for FY 2022. This is 2.9% more than FY 2021 and is due to scheduled increases debt service amortization amounts. There is no new debt planned to be issued in FY 2022.

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. Series 2010, which funded the construction of the Deschutes Recovery Center and carried interest coupons on the remaining bonds between 3% and 4%, was refunded using reserves in FY 2021 resulting in a future interest expense saving of \$165,000. The County will explore opportunities to refinance Series 2012 and 2013 bonds in FY 2022.

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 adopted FY 2022 County budget is balanced and continues to support quality services to our citizens. 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. Capital projects associated with federal dollars and prudent use of reserve funds represent a strong acknowledgement of the County's intent to meet growth challenges in our region. 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 2022 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 Manager Dan Emerson, 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 2022 budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tom Anderson". The signature is fluid and cursive, with a prominent initial "T" and "A".

Tom Anderson
County Administrator



Fiscal Year 2022 Goals & Objectives

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

SAFE COMMUNITIES:

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

- Provide safe and secure communities through coordinated public safety and crisis management services.
- Reduce crime and recidivism through prevention, intervention, supervision and enforcement.
- Collaborate with partners to prepare for and respond to emergencies, natural hazards and disasters.

HEALTHY PEOPLE:

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

- Support and advance the health and safety of Deschutes County's residents.
- Promote well-being through behavioral health and community support programs.
- Help to sustain natural resources and air and water quality in balance with other community needs.
- Continue to support COVID 19 pandemic crisis response and community health recovery.

ECONOMIC VITALITY:

Promote policies and actions that sustain and stimulate economic vitality.

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

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.

- Promote community participation and engagement with County government.
- Preserve, expand and enhance capital assets to ensure sufficient space for operational needs.
- Maintain strong fiscal practices to support short and long-term county needs.
- Provide collaborative internal support for County operations.

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 and crisis management services.

Measure	Department
Continue to meet and exceed the Emergency Medical Dispatch call taking protocol standards through monthly random call sampling for quality assurance.	9-1-1 Service District
Continue to meet and exceed the Emergency Fire Dispatch call taking protocol standards through monthly random call sampling for quality assurance.	9-1-1 Service District
Partner with Deschutes County Behavioral Health and community-wide law enforcement to implement a healthier and more effective response and service delivery to mental health crisis calls.	9-1-1 Service District
Achieve 90% voluntary compliance in code compliance cases.	Community Development
Achieve 85% resolution of code compliance cases within 12 months.	Community Development
Address wildfire hazard mitigation in County Codes per Board direction or Legislative action.	Community Development
Increase proficiency in restorative justice practices internally and in partnership with area schools to promote equitable outcomes for all youth and families.	Community Justice
Maintain over 90% of victims who report after case closure that they either agree or strongly agree that the victims' assistance program helped them make informed decisions about their situations.	District Attorney
Partner with County department stakeholders to implement the three remaining near-term components of the Public Safety Campus Master plan.	Facilities

Offer a behavioral health appointment that falls within the seven (7) day period post-discharge to 82.7% of individuals discharged from Sageview.	Health Services
Maintain current service levels by responding to or initiating 75,000 patrol community contacts.	Sheriff's Office

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

Measure	Department
Complete criminogenic risk assessments of supervised adult clients within 10 days of intake.	Community Justice
65% of contracted adult treatment partners provide or actively working on an action plan to treatment that qualifies as "evidence-based" according to the Correctional Program Checklist.	Community Justice
Increase proficiency in restorative justice practices internally and in partnership with area schools to promote equitable outcomes for all youth and families as measured by 3 "Community Cadres" school sites with active Juvenile staff support.	Community Justice
75% cognitive-behavioral group participants reporting skill acquisition (Juvenile and Adult).	Community Justice
75% supervised 'available' adult clients with active and updated Behavior Change Plans (on field caseloads).	Community Justice
Safely maintain state prison utilization target as measured by less than 10% bed days below baseline.	Community Justice
Sufficient, unified space for adult Parole & Probation staffing, programming and training needs.	Community Justice
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.	District Attorney
Currently the long term, two-year average recidivism rate for PCS crimes in Deschutes County is 75.9%. Goal is to maintain a two (2) year recidivism rate for all enrolled Goldilocks Clean Slate participants 45% or less.	District Attorney
Currently, the long-term, one-year average recidivism rate for PCS crimes in Deschutes County for is 66.7%. Goal is to maintain a one (1) year recidivism rate for all enrolled Goldilocks Clean Slate participants 40% or less.	District Attorney
Driving under the influence of intoxicants trial conviction rate.	District Attorney
Reduce recidivism by 60% among individuals served by the Forensic Diversion Program.	Health Services
By September 1, Behavioral Health and Law Enforcement will develop written protocol for responding to select calls without Law Enforcement.	Health Services

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

Measure	Department
Coordinate with 9-1-1 and DCSO to increase the number of web-registered Deschutes Alerts subscribers	Administration
Improve the structural resilience of County buildings through structural engineering reviews and seismic retrofits at targeted facilities. Complete engineering design for the Courthouse.	Facilities
Build and maintain effective partnerships with federal, state and local emergency or incident response providers including preparation, training and planning.	Fair & Expo
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
Ensure safe access to County facilities and services through inspection, repair, and replacement of sidewalk and parking lot inventory. Inspect 80% of sidewalk and parking lot inventory annually.	Facilities
Reduce outbreaks and spread of disease by completing 95% of communicable disease investigations within ten days, as defined by the Oregon Health Authority.	Health Services
Reduce outbreaks and food-borne illness by inspecting a minimum of 95% of requirements.	Health Services
Assure 90% of women served in the DCHS clinic and at risk for unintended pregnancy use effective methods of contraception after receiving services.	Health Services
Assure 90% of pregnant women being served by DCHS receive prenatal care beginning in the first trimester.	Health Services
Maintain current service levels and complete 3,900 sick call visits (response to an inmate request to see the doctor or someone on the nursing staff).	Sheriff's Office
Maintain current service levels and complete 500 14-day assessments (a questionnaire concerning the overall health of inmates).	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 category: Routine: within 1 week.	Health Services

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

Measure	Department
Achieve compliance with the Alternative Treatment Technology (ATT) 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	Solid Waste
Work with solid waste service providers to increase the diversion rate and collect more recyclables than the average prior three year's 64,000 annual (16,000 per quarter) tons.	Solid Waste

Objective #4: Continue to support COVID 19 pandemic crisis response and community health recovery.

Measure	Department
Assure 80% of eligible population is vaccinated.	Health Services
Continue to partners with Health Services to support and advance COVID communications, including messages aimed at increasing vaccine confidence. Staff will develop and implement a marketing campaign aimed at increasing vaccine confidence.	Health Services Administration
Legal will engage with other local jurisdictions, and state agencies, including OHA and DOJ, to ensure consistent, full-spectrum support of all things COVID.	Legal
The ongoing COVID-19 emergency has compelled Legal to develop and implement effective real time, 24/7 support, dependant upon internal staffing processes that ensure timely, comprehensive legal support.	Legal

Economic Vitality

Promote policies and actions that sustain and stimulate economic vitality.

Objective #1: Support affordable and transitional housing options for vulnerable populations through availability of lands, project planning and appropriate regulation.

Measure	Department
Assist in facilitating and identifying County-owned asset and foreclosure property to support affordable and transitional housing.	Property Management
Provide staff support to the Emergency Homeless Task Force; work with the Board to develop a strategy outlining County's role with homelessness and specific Board supported solutions involving the County; and work with other governments, community agencies, and County staff to implement Board supported solutions.	Administration
Seek opportunities to partner with other jurisdictions and nonprofits to strategize options for affordable housing.	Administration

Objective #2: Administer land use policies that promote livability and economic opportunity.

Measure	Department
<p>City of Bend, La Pine and Sisters Housing:</p> <ul style="list-style-type: none"> a. Amend the City of Bend Urban Growth Boundary to implement HB 4079, a pilot project to increase the supply of affordable housing projects. b. Support the County's Property Manager and City of La Pine to update the Newberry Neighborhood development regulations to facilitate urban housing development. c. Participate in the City of Sisters Comprehensive Plan Update and UGB expansion amendments, if initiated. 	Community Development
Implement rural Accessory Dwelling Unit (ADU) legislation, if adopted by the 2021 Legislature.	Community Development

Objective #3: 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 (Pavement Condition Index above 70).	Road Department
Achieve 50% of bridges rated good or better (deck, superstructure, and substructure ratings all above 7).	Road Department
Provide a maintenance treatment or resurface 14.0% of the County's road pavement asset.	Road Department

Provide further implementation and development of the Road Capital Improvement Plan.	Road Department
Sustain the weighted average Bridge Sufficiency Rating at or above 85.	Road Department

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

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

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

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

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
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 statements mailed by October 25.	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
Compares election staff FTE to voter registration. Target: 80-110% of Comparable Counties	Clerk's Office
Compares recording staff FTE to the number of pages recorded.	Clerk's Office
Achieve 6-10 inspection stops per day to provide quality service.	Community Development
Achieve 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
Develop and implement Fair/large event traffic mitigation plan and strategies.	Fair & Expo
Utilize existing facility management software to track lifecycle planning for facility assets including Heating Ventilation Air Conditioning (HVAC) equipment.	Facilities
Achieve 100% of employee action changes processed in good order (timely and accurately).	Human Resources
Improve cybersecurity profile through the development of an automated networked device asset inventory connected to the employee owner of the asset.	Information Technology
Conduct a cybersecurity assessment with an outcome of establishing goals for the next three years.	Information Technology
Legal will transition its remote worksite processes (developed on-the-fly during the early stages of the COVID-19 emergency) to accommodate a hybrid workplace that expands on the traditional 8-5 workday.	Legal

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

Measure	Department
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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 related to call answering.	9-1-1 Service District
Develop targeted and attainable goals for enhancement of public safety radio communications in Deschutes County based on evaluation of the engineering report for the Long-Term Radio Enhancement Plan.	9-1-1 Service District
Continue to innovate and evolve dispatch operations related to the Tyler CAD system and implement procedural enhancements and changes in cooperation with our public safety partners.	9-1-1 Service District
Percentage of customers rating levels of service as very good to excellent.	Clerk's Office
Continue to achieve minimum of 90% or greater customer service satisfaction in all areas.	Fair & Expo
Offer a behavioral health appointment that falls within the seven day period post-discharge to 82.7% of individuals discharged from Sage View.	Health Services
Achieve 100% of classification reviews delivered for consideration within one month of receipt of final draft from department.	Human Resources
Increase attendant cash transaction error percentage to better than the historical high of 0.13%.	Solid Waste
Based on customer satisfaction survey responses, 75% or more satisfied with the waste management system.	Solid Waste

Objective #3: Promote community participation and engagement with County government

Measure	Department
Increase the number of subscribers who receive the County's electronic newsletter.	Administration
Research, develop, and implement any DEI initiatives discussed and approved by the Board of Commissioners. Research other government organizations for both organizational assessment and ongoing program support. Develop statement of objectives on what a DEI program is designed to accomplish.	Administration
Comparison of percent of County workforce in relationship to percent in community population for women and for minorities.	Human Resources
90% resolution of small claim cases before trial.	Justice Court

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

Measure	Department
Maintain Risk Management reserve at the 80% confidence level of adequacy, based on an actuarial study of the County's workers' compensation and general liability claims.	Administration
Refine and expand space planning efforts and capital project execution through facility master planning, capital improvement budgeting and capital project management.	Facilities
Complete construction of the Negus Transfer Station facility improvements to accommodate population growth in the Redmond area.	Solid Waste
Complete cell 9 construction by June 30, 2022 in order to ensure adequate disposal capacity is available.	Solid Waste

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

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

Objective #6: Provide collaborative internal support for County operations.

Measure	Department
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
Record Center / Archive Activity Target: 99% Returned within 24 hours	Clerk's Office
Percentage of county-wide light fleet out of life-cycle. (Long term target is 0%, annual goal is a downward trend).	Road Department
Increase the number of exit interviews completed and returned by 10%.	Human Resources
Complete the implementation of the Microsoft 365 cloud software suite. Create the necessary information and training opportunities for staff for promoting technology adoption.	Information Technology
Rate of collections on fines 50% or 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	Justice Court

finances and fees supports law enforcement programs and court functions.	
Percentage of countywide light fleet out of life-cycle. (Long term target is 0%, annual goal is a downward trend).	Road Department

COUNTY PROFILE

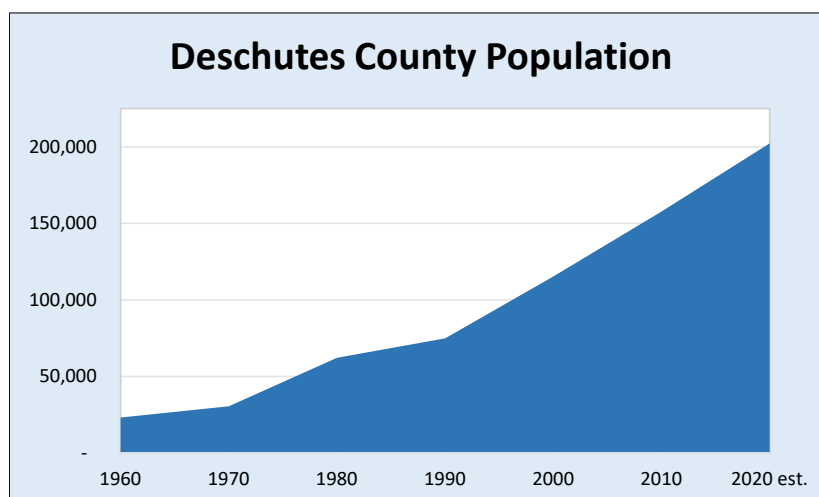
French-Canadian fur trappers gave the name, “Riviere des Chutes” (River of the Falls), to one of Oregon’s most scenic rivers. It is from this river that the County of Deschutes takes its name. Located in the heart of Central Oregon, between the towering Cascade Mountain Range to the west and the high 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 (2021)

Employer	# Employees	% Total Employment	Type of Business
1. St. Charles Medical Center	4,621	4.40%	Health Care
2. Bend-La Pine School District	2,200	2.43%	Education
3. Deschutes County	1,154	1.23%	Government
4. Bright Wood Corporation	1,093	1.14%	Accommodation
5. Sunriver Resort	1,000	1.10%	Education
6. Redmond School District	970	1.08%	Accommodation & Recreation
7. Central Oregon Community College	956	1.05%	Education
8. Les Schwab	890	0.78%	Grocery Retailer
9. Mr. Bachelor	860	0.74%	Health Care
10. Safeway	751	0.47%	Large Retailer

County Health

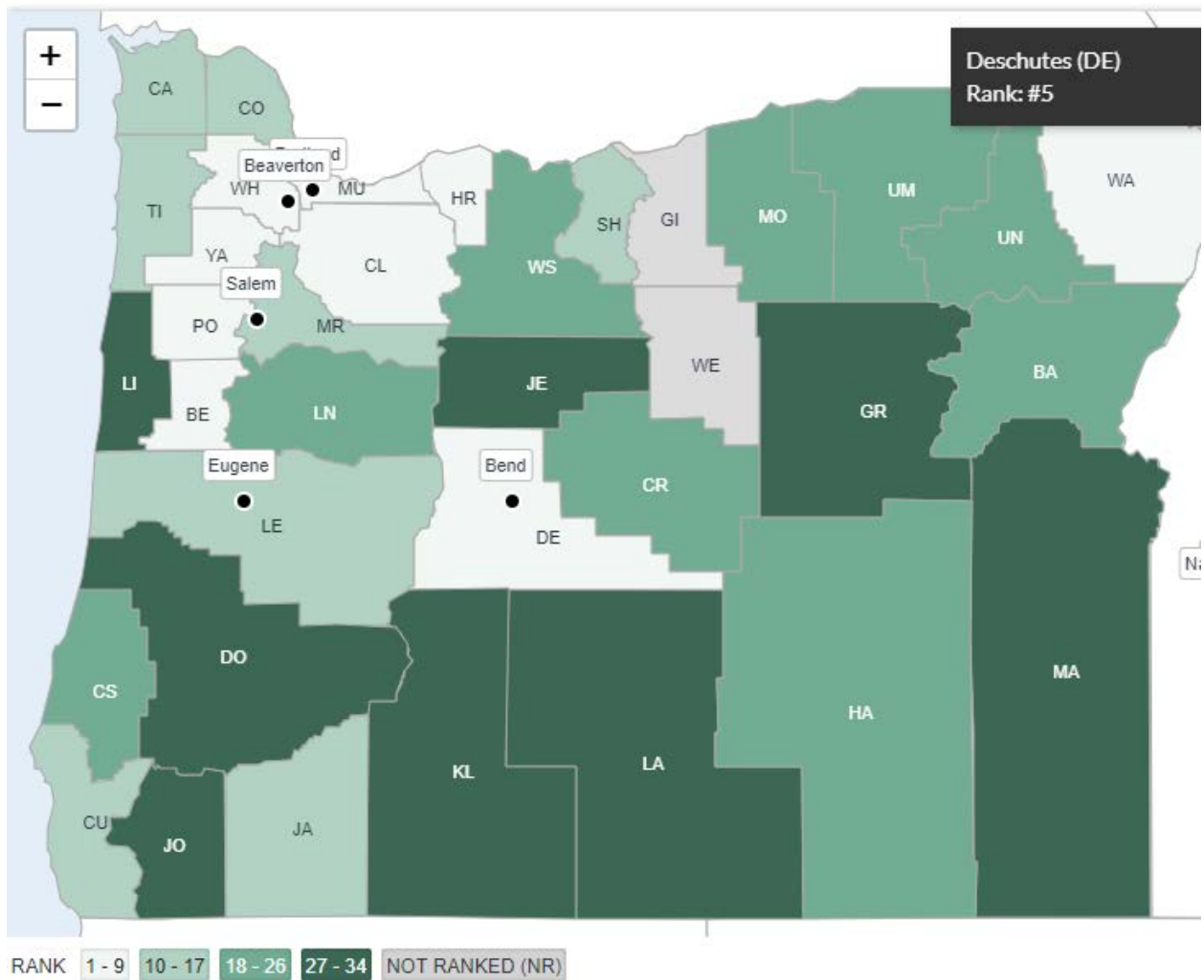
The Robert Wood Johnson Foundation, in collaboration with the University of Wisconsin Population Health Institute, developed the County Health Rankings in 2009 which utilizes health-related data from various sources. State-specific reports were created and counties within the state were ranked based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

Overall Rank

An overall ranking for all Health Outcomes combined.



This chart indicates Deschutes County's 2021 rankings relative to other Oregon counties:

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 Wascoes 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

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

Bend: Serving as the county seat, Bend is the largest city in Deschutes County and the seventh largest city in Oregon. The name was derived from "Farewell Bend," a designation used by early pioneers referring to the bend in the Deschutes River marking one of the few points where the river could be crossed. In 1860, John Young Todd, Bend's first settler, built a bridge across the Deschutes River at Sherar's Falls and established the Farewell Bend Ranch. In 1877, Cort Allen and William Staats, would become the first permanent residents in what would eventually be the City of Bend. By the turn of the century, only 21 residents inhabited the area and raising livestock was the only industry. This changed with the arrival of Alexander Drake in 1900, who began purchasing land along the Deschutes River. He purchased vast tracks of timber land and set up a mill in 1901. Forming the Pilot Butte Development Company, Drake constructed a canal system to irrigate the land and deliver water to the residents. In 1904, the Pilot Butte Development Company platted the city, the Bend Post Office was established and the first phone lines were installed connected Bend to Prineville. At Drake's urging, 500 residents voted to create the City of Bend in 1905. With the arrival of the railroad in 1911, Bend became a booming timber town. Drake Park was created in 1920 by a city bond levy and Shevlin Park was donated by Shevlin-Hixon. A year later, the first streets of Bend were paved. Today, Bend is a popular tourist destination centrally located to many of Deschutes County's amenities. Bend, as the largest Oregon city east of the Cascade Mountains, also serves as a regional center for commercial, industrial and cultural activity.

La Pine: Although people have lived in La Pine for more than a century, it remained Oregon's last

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

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

Sisters: Incorporated in 1946, Sisters is located at the foot of the Cascade Mountains in northwestern Deschutes County. The community was originally established in 1865, just west of its current location, as Camp Polk, in response to reports of Indian attacks. The camp was soon abandoned when no Indian problems were discovered. In 1888, the post office at Camp Polk was moved to the present city site at the junction of the Santiam and McKenzie Passes. The name was changed in recognition of the three Cascade peaks on the city's western skyline, collectively known as the Three Sisters. Originally serving as an outpost and supply depot for wagon travel across the Cascade Mountains, Sisters honors its history by maintaining downtown storefronts designed in a turn-of-the-century style. Today tens of thousands of visitors come to Sisters for the internationally recognized Sisters Outdoor Quilt Show. Sisters also hosts a Professional Rodeo Cowboys of America-sanctioned rodeo.

Urban Unincorporated Communities

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

Sunriver: Located 15 miles south of Bend, Sunriver is one of Oregon's premier resort communities. It was constructed on the former grounds of Camp Abbot, a World War II training facility which was abandoned in 1944. In 1965, a master plan was developed and construction began two years later.

Sunriver has many of the conveniences of a small city and encompasses approximately 3,375 acres. Although there are an estimated 1,733 permanent residents, Sunriver's population expands to more than 12,000 temporary and permanent residents during peak tourist season.

Rural Communities

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

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

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

Resort Communities

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

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

Butte Ranch has grown to 1,830 acres in the main development with 1,252 lots for both permanent and seasonal residents, as well as 82 acres for industrial uses in support of the community.

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

Destination Resorts

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

There are four destination resorts located in Deschutes County:

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

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

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

Tetherow: Located on 700 acres four miles west of downtown Bend, Tetherow is Deschutes County's newest destination resort. The resort 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

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

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

Millican: In the 1880's, George Millican settled a ranch about 25 miles southeast of Bend which eventually became known as Millican. Although it reached a population of 60 in the early 1900's, for most of Millican's existence it has been a one-man town. Highway 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.

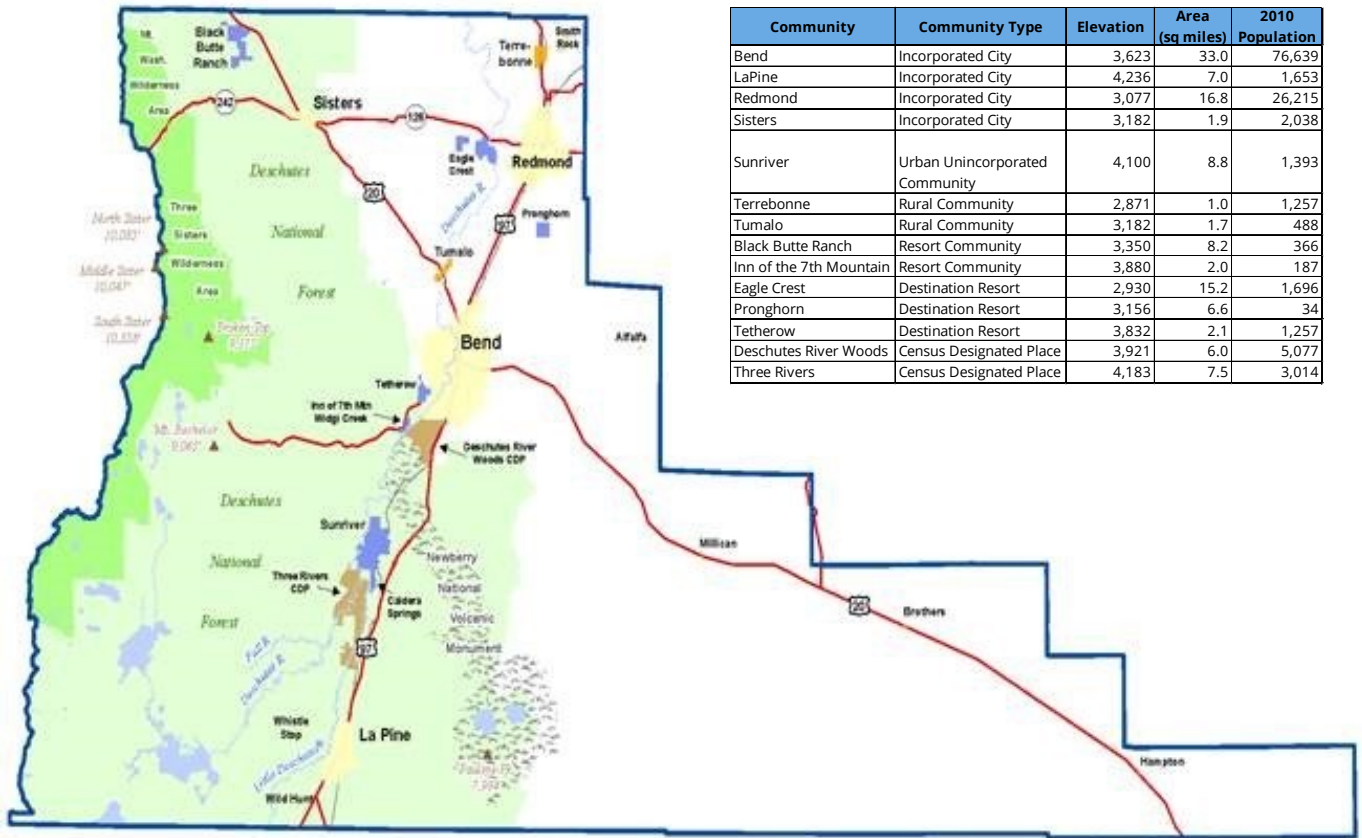
Census Designated Places

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

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

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

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.

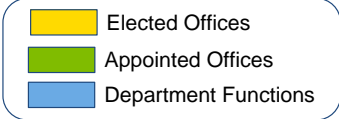
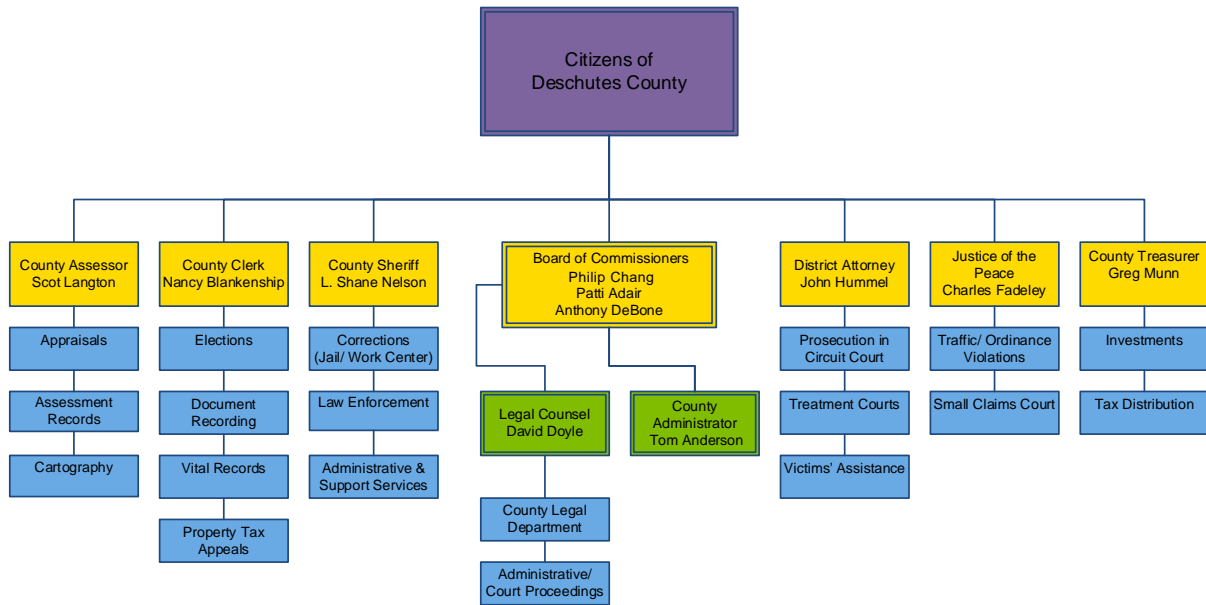
While a line-item budget is an accounting document that provides an organization's numerical details, a program budget is a policy document and a long-range planning and communication document that, besides being a financial plan, provides summary information about the line-item detail. The program budget 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 2022 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.

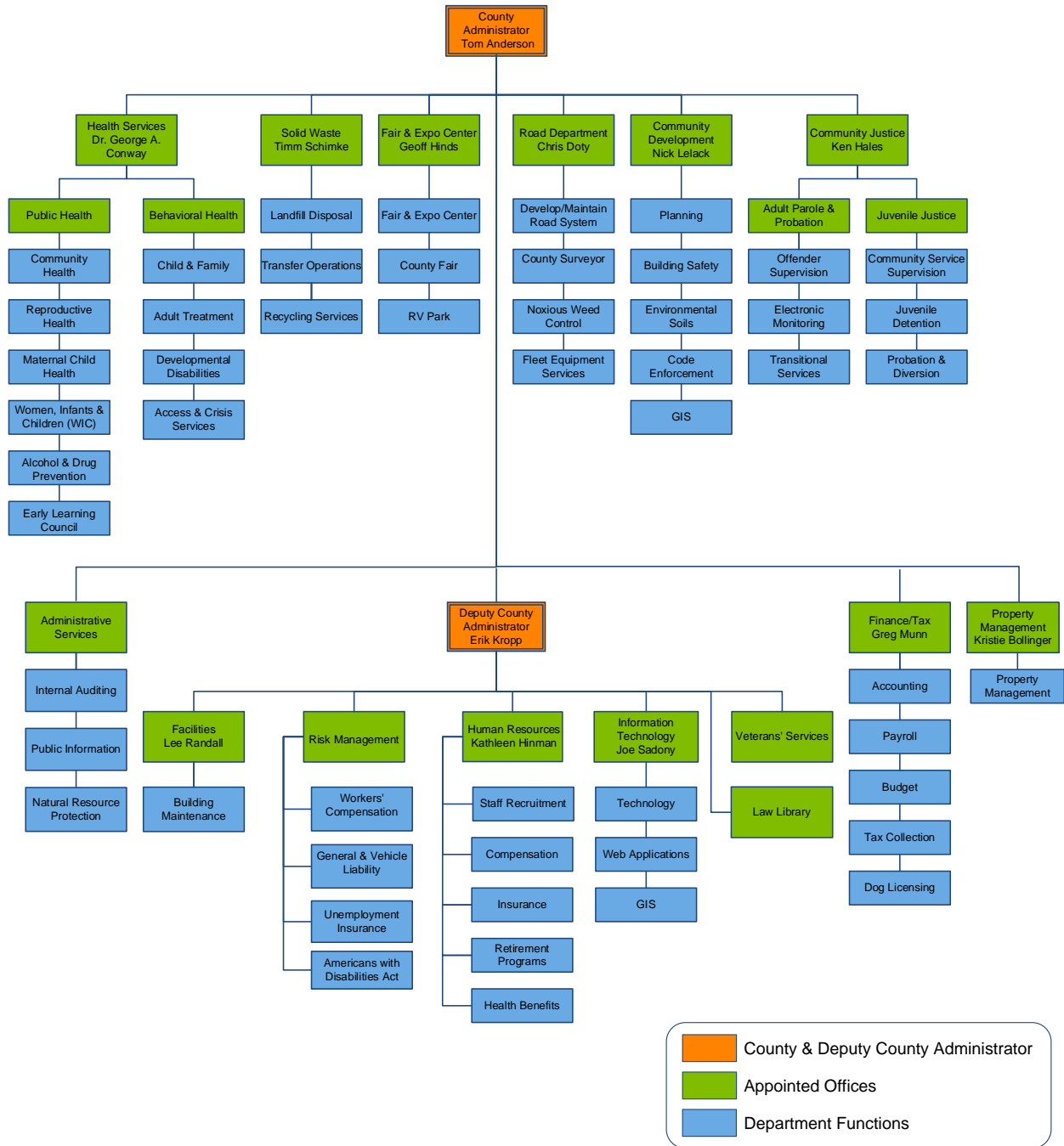
In addition to the above items, each department budget contains the following elements:

- 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 2022 Budget Preparation Calendar

Date	Time	Item	Participants	Location
December 2020				
Wednesday, December 2, 2020	4 - 5p	Budget orientation and review of assumptions with budget	TA, EK, GM, DE, KH, WH	DeArmond
Thursday, December 17, 2020	10a - 2p	Full budget committee overview and update (Mid-Year)	Budget Committee, TA, EK, GM, DE,	Barnes Sawyer
January 2021				
Thursday, January 28, 2021	8a - 5p	Tentative BOCC Retreat - Set Goals and Objectives	BOCC, TA, EK	Barnes Sawyer/Live
February 2021				
Monday, February 15, 2021		CPI available for COLA calculation	Finance	N/A
Friday, February 19, 2021		FY22 staffing projections available/Munis open for budgeting	Finance/All	N/A
Tuesday, February 23, 2021	10 - 11a	ISF Budget Kick-Off Meeting	TA, EK, GM, DE, KH, WH ISF Dept	DeArmond & Zoom
March 2021				
Monday, March 1, 2021		Budgets from Internal Service Funds completed in Munis	ISF Departments	N/A
Friday, March 5, 2021	1 - 5p	ISF Depts meet with Budget Officer to discuss Requested	ISF Dept Heads & Staff,	DeArmond & Zoom
Friday, March 5, 2021		Budget kick-off meeting information distributed	Finance	N/A
Monday, March 8, 2021	10 - 12p	ISF Depts meet with Budget Officer to discuss Requested	ISF Dept Heads & Staff,	DeArmond & Zoom
Wednesday, March 10, 2021		ISF budgets/allocations available in Munis	Finance	N/A
Thursday, March 11, 2021	1 - 2p	Budget Kick-Off and Internal Svc Funds Budgets/Indirect	Dept Heads & Staff, TA, EK, GM, DE,	DeArmond & Zoom
Thursday, March 18, 2021	9a - 4p	Budget meetings as requested by Departments	TA,EK,GM,DE,KH,WH & as requested	DeArmond & Zoom
Tuesday, March 23, 2021	3 - 5p	Budget meetings as requested by Departments	TA,EK,GM,DE,KH,WH & as requested	DeArmond & Zoom
Friday, March 26, 2021		Requested Budgets completed in Munis	All	N/A
April 2021				
Friday, April 2, 2021		FY22 proposed fee schedules due to Finance	All fee based departments	N/A
Monday, April 5, 2021		Requested line item budgets distributed	DE	N/A
Monday, April 5, 2021		Narratives and Performance Measures due to Whitney Hale	Dept Heads	N/A
Tuesday, April 6, 2021	9a - 5p	Depts meet with Budget Officer to discuss Requested	Dept Heads & Staff, TA, EK, GM, DE,	DeArmond & Zoom
Thursday, April 8, 2021	8a - 12p	Depts meet with Budget Officer to discuss Requested	Dept Heads & Staff, TA, EK, GM, DE,	DeArmond & Zoom
Monday, April 12, 2021	9a - 5p	Depts meet with Budget Officer to discuss Requested	Dept Heads & Staff, TA, EK, GM, DE,	DeArmond & Zoom
Tuesday, April 13, 2021	10a - 12p	Budget Officer & Staff - review/balance budgets (as needed)	TA, EK, GM, DE, KH, WH	DeArmond
Wednesday, April 14, 2021	8:30 -	Budget Officer & Staff - review/balance budgets (as needed)	TA, EK, GM, DE, KH, WH	DeArmond
Thursday, April 15, 2021	1 - 4p	Budget Officer & Staff - review/balance budgets (as needed)	TA, EK, GM, DE, KH, WH	DeArmond
Thursday, April 15, 2021	8:30a -	Health Services Budget Committee review	Budget Committee, TA, EK, GM, DE,	Barnes Sawyer/Zoom
Friday, April 16, 2021	8a - 12p	Budget Officer & Staff - review/balance budgets (as needed)	TA, EK, GM, DE, KH, WH	DeArmond
Monday, April 19, 2021		Last day for changes to Proposed Budget	All	N/A
May 2021				
Wednesday, May 12, 2021		Proposed budgets printed and assembled	Finance	N/A
Wednesday, May 12, 2021		Publish notice of Budget Committee meetings	DE	N/A
Wednesday, May 19, 2021		Proposed FY22 fee schedule presented to BOCC	DE	N/A
Friday, May 21, 2021		Proposed budget document distributed to Budget	DE	N/A
Wednesday, May 26, 2021		Press release that proposed budget is posted on County	WH	N/A
June 2021				
Tuesday, June 1, 2021	9a - 5p	Budget Committee week	Full Budget, TA, EK, GM, DE, KH, WH	Barnes Sawyer/Zoom
Wednesday, June 2, 2021	9a - 5p	Budget Committee week	Full Budget, TA, EK, GM, DE, KH, WH	Barnes Sawyer/Zoom
Wednesday, June 2, 2021	12 - 1p	Elected Officials Compensation Committee	Full Budget, TA, EK, GM, DE, KH, WH	Barnes Sawyer/Zoom
Thursday, June 3, 2021	9a - 5p	Budget Committee week	Full Budget, TA, EK, GM, DE, KH, WH	Barnes Sawyer/Zoom
Friday, June 4, 2021	9a - 5p	Budget Committee week and budget approval	Full Budget, TA, EK, GM, DE, KH, WH	Barnes Sawyer/Zoom
Friday, June 11, 2021		Publish notice of budget hearing and LB forms	DE	N/A
Wednesday, June 23, 2021	10a	Public hearings and Budget Adoptions	Regular Board Meeting	Barnes Sawyer/Zoom
July 2021				
Friday, July 9, 2021		File LB-50 and budget resolution with Assessor	Finance	N/A
Friday, July 30, 2021		File copy of adopted budget with Clerk	Finance	N/A

Changes from Proposed Budget to Adopted Budget

The FY 2022 Deschutes County Proposed Budget, as presented to the Budget Committee, totaled \$547,213,902. The Adopted Budget, which includes changes approved by the Budget Committee, increased \$1,388,944 over the Proposed Budget. The largest single factor for the increase is due to requests for additional staff support to keep pace with growth in the county. A total of 39.95 FTE were added from the Proposed to Adopted Budget, with many of the FTE (17.20) being associated with the Health Department and support of crisis services, public health prevention, COVID-19 response, and administrative functions. The Adopted Budget FTE increased personnel costs by \$4,440,849, much of which was offset by reductions of \$3,094,199 in contingency and reserves, and by an increase in state and local grant revenue of \$406,205. Furthermore, some FTE were approved for internal service funds which increased allocation charges by \$593,476.

Other significant changes in the FY 2022 Deschutes County Adopted Budget include an increase of \$584,645 in materials and services (M&S) and \$408,057 in capital outlay appropriations. A large portion of the M&S increase is related to FTE training, education, general program expense and new software implementations. Increases in capital outlay included new computer hardware for employees and an increase in vehicle appropriations.

Below is a summary of special requests that were approved by the Budget Committee and implemented within the FY2022 Deschutes County Adopted Budget.

Special Request	Approved	FTE	Total Cost
County Clerk			
Administrative Support Tech	Yes		18,732
Veterans' Services			
Administrative Support Tech	Yes	1.00	73,369
District Attorney			
Deputy District Attorney	Yes	2.00	322,000
Trial Assistant II	Yes	2.50	223,433
Management Analyst	Yes	0.75	96,997
Reclass Deputy District Attorney to DDA Supervisor	Yes		16,568
Associated On-Boarding Costs	Yes		50,420
Approved Total		5.25	709,418
Health Services			
Crisis Response (Behavioral Health Specialists, Peer Support, PH RN, BH Supervisor)	Yes	6.60	675,094
Substance Abuse Prevention Spec (CHS II) convert to reg.	Yes	-	

Env. Health (convert 1.0 FTE to regular, and add 1.0 FTE)	Yes	1.00	284,016
Youth Success Partnership (2 PH Educator II & 1 Spvsr)	Yes	2.60	323,202
Improved Access (convert 1.0 LD Language Access Coordinator to regular as part of CCBHC-E positions OR extend to September 2023, and add 2.0 FTE)	Yes	2.00	201,849
Admin Services Admin Asst (convert to regular duration)	Yes		88,162
Key Behavioral Health Infrastructure Staffing (Management Analyst, Quality Improvement Analyst, Behavioral Health Specialist I)	Yes	3.00	343,202
Reproductive Health Admin Support Tech	Yes	0.50	40,942
Application System Analyst I	Yes	1.00	104,444
Health Officer	Yes	0.50	168,906
Approved Total		17.20	2,229,817
Community Development			
Administrative Supervisor	Yes	1.00	107,444
Permit Technician	Yes	1.00	81,179
Admin Support Technician	Yes	1.00	75,523
Permit Technician	Yes	1.00	81,179
General Fund Request	Yes		150,000
General Fund Request	Yes		40,000
Approved Total		4.00	535,325
Fair & Expo			
Convert two long-term temp service contracted positions to two 0.75 regular FTEs.	Yes	1.50	29,000
Road Department			
PW Equipment Operator	Yes	1.00	84,255
Solid Waste			
PW Accounting Clerk	Yes	1.00	69,952
Facilities			
Project Coordinator	Yes	1.00	96,485
Administration			
Performance Auditor (Management Analyst) 1 year limited duration	Yes	1.00	128,337

Admin Capacity Expansion (reclass of Communications Director to Deputy County Administrator)	Yes		38,285
Public Information Officer	Yes		113,518
Approved Total		1.00	280,140
Finance			
Budget Analyst	Yes	1.00	112,000
Budget Manager Reclassification	Yes	-	-
County Budget Software	Yes	-	63,900
Approved Total		1.00	175,900
Human Resources			
Administrative Assistant	Yes	1.00	92,767
Sheriff's Office			
Digital Forensics Detective	Yes	1.00	141,672
Deputy Sheriff	Yes	2.00	216,131
Deputy Sheriff	Yes	2.00	216,131
Approved Total		5.00	573,934
Total County		39.95	4,969,094

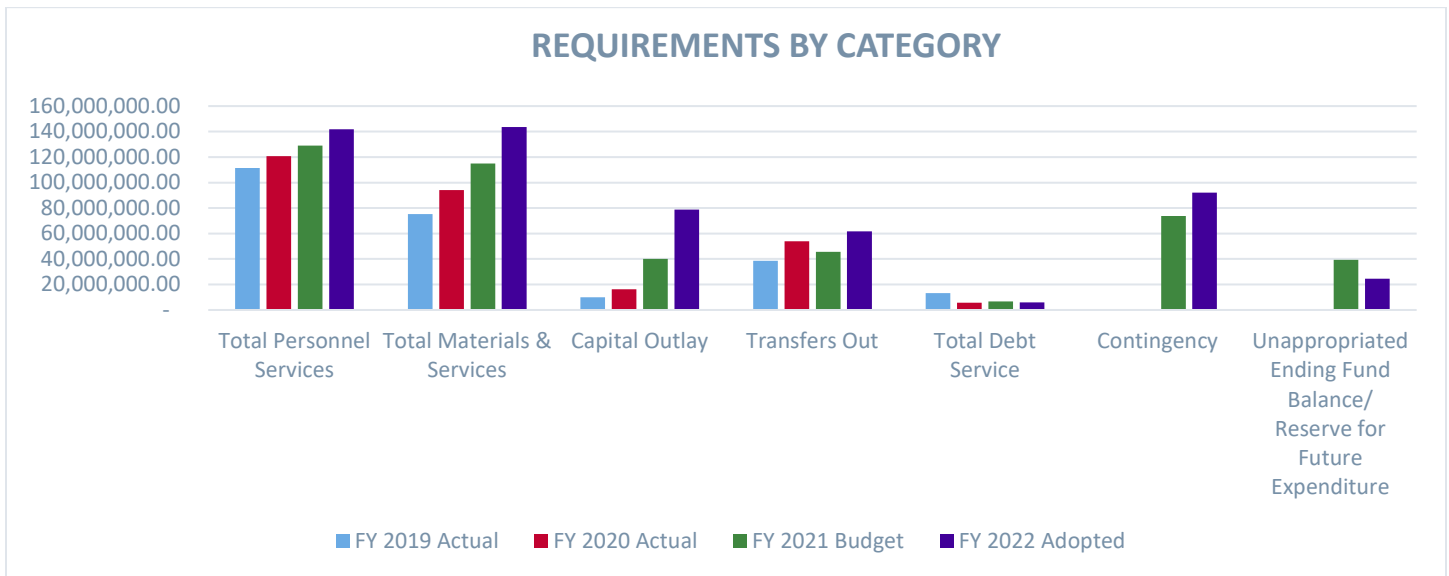
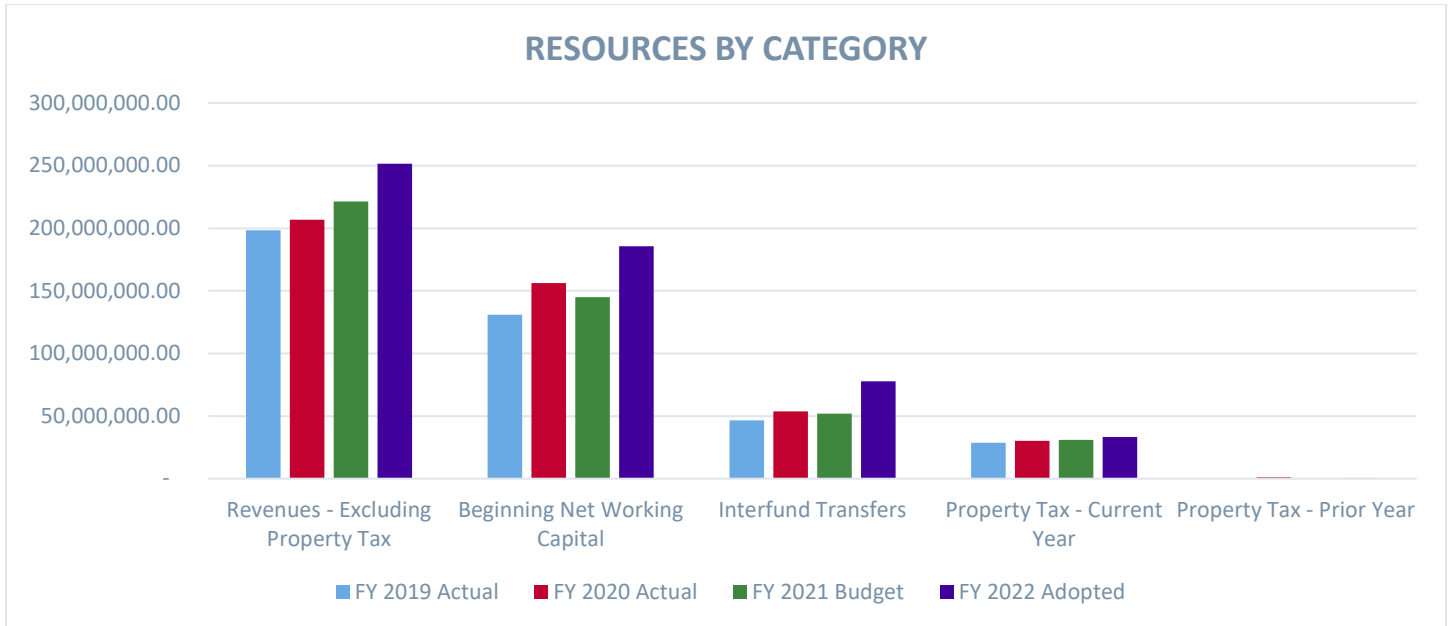
All County Funds

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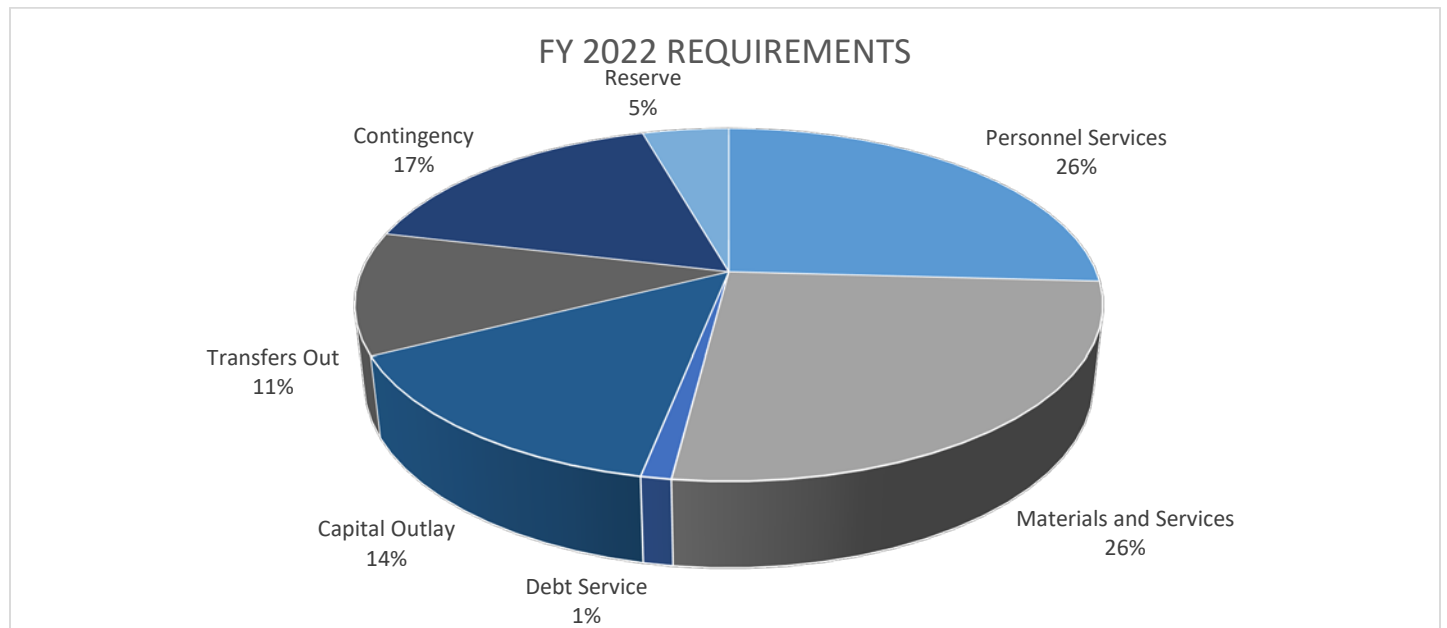
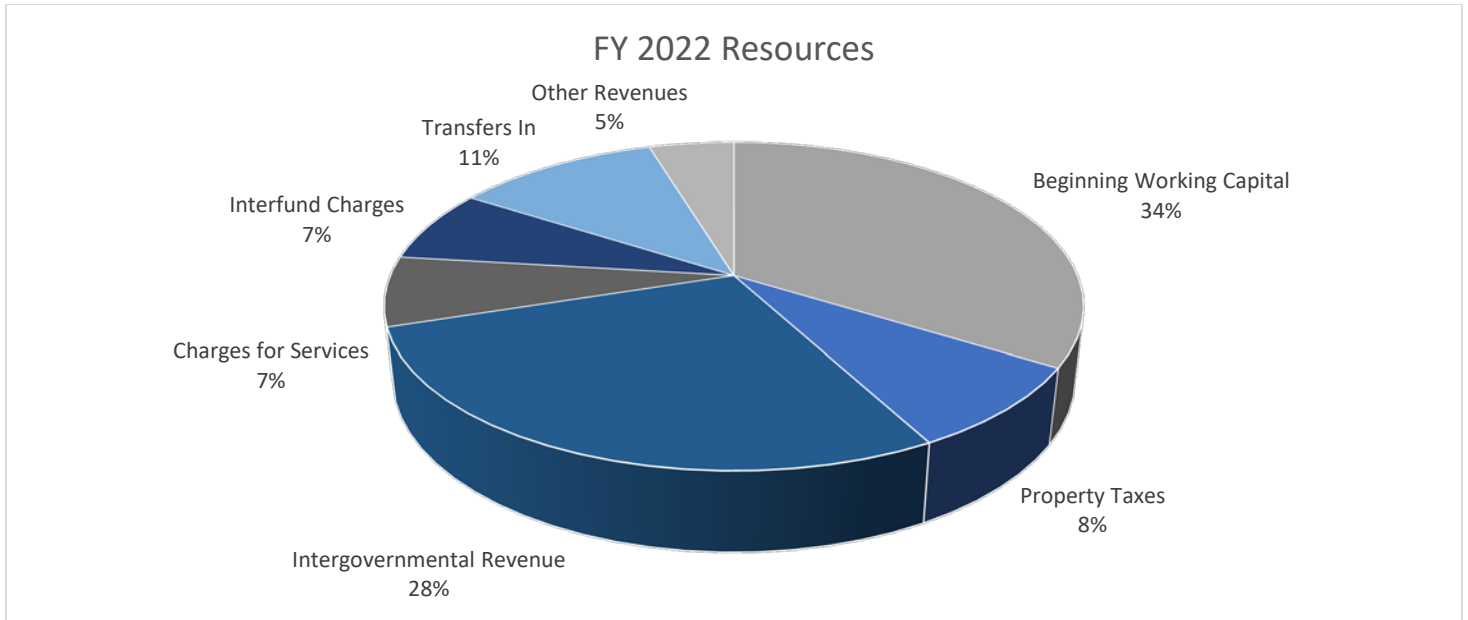
Comparative Summary – All County Funds

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Amount Change	% Chg FY 2022
RESOURCES						
Beginning Net Working Capital	130,811,643	156,294,590	144,983,478	185,541,323	40,557,846	28.0%
Property Tax - Current Year	28,645,251	30,230,440	31,036,399	33,413,109	2,376,710	7.7%
Property Tax - Prior Year	416,543	998,976	360,000	464,000	104,000	28.9%
Revenues - Excluding Property Tax	198,425,178	206,646,021	221,209,130	251,446,844	30,237,715	13.7%
Interfund Transfers	46,619,092	53,770,630	51,823,861	77,737,570	25,913,709	50.0%
Total Revenues	274,106,064	291,646,066	304,429,389	363,061,523	58,632,133	19.3%
Total Resources	404,917,707	447,940,657	449,412,867	548,602,846	99,189,979	22.1%
REQUIREMENTS						
Salaries	72,063,164	76,891,040	82,864,743	90,957,220	8,092,477	9.8%
Life & Long Term Disability	280,174	297,557	316,432	338,859	22,427	7.1%
Health & Dental Insurance	17,717,347	17,392,471	19,228,385	20,513,669	1,285,284	6.7%
FICA/Medicare	5,331,924	5,694,188	5,771,790	6,697,896	926,106	16.0%
PERS - Dept Charges paid to PERS	13,950,173	15,616,366	19,115,767	21,756,493	2,640,726	13.8%
PERS - Reserve paid to PERS	468,462	3,127,050	-	100,000	-	-
Unemployment Insurance	279,877	287,915	387,030	386,754	(276)	(0.1%)
Workers Compensation	1,272,102	1,305,030	1,212,690	1,167,149	(45,541)	(3.8%)
Total Personnel Services	111,363,222	120,611,617	128,896,837	141,918,040	13,021,202	10.1%
Total Materials & Services	75,361,256	94,132,655	114,915,007	143,552,578	28,637,571	24.9%
Debt-Principal	11,019,164	3,588,215	4,721,900	4,067,318	(654,582)	(13.9%)
Deb-Interest	2,255,234	2,123,544	1,880,000	2,015,374	135,374	7.2%
Total Debt Service	13,274,398	5,711,759	6,601,900	6,082,692	(519,208)	(7.9%)
Capital Outlay	10,073,339	16,197,766	40,231,763	78,751,924	38,520,162	95.7%
Transfers Out	38,550,902	53,919,887	45,744,284	61,600,891	15,856,607	34.7%
Total Expenditures & Transfers	248,623,117	290,573,684	336,389,791	431,906,125	95,516,334	28.4%
Contingency	-	-	73,641,344	92,207,691	18,566,347	25.2%
Unappropriated Ending Fund Balance/ Reserve for Future Expenditure	-	-	39,381,732	24,489,030	(14,892,702)	(37.8%)
Total Requirements	248,623,117	290,573,684	449,412,867	548,602,846	99,189,979	22.1%

Comparative Resources & Requirements – All County Funds



Comparative Resources & Requirements – All County Funds



Beginning Net Working Capital

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Amount Change	% Chg FY 2022
DEPARTMENTS						
Health Benefits Trust Fund	14,502,622	16,563,905	15,323,729	14,772,618	(551,111)	(3.6%)
Road Funds	19,495,972	15,649,094	11,611,074	16,932,471	5,321,397	45.8%
PERS Reserve	10,296,873	16,372,165	2,443,315	4,569,308	2,125,993	87.0%
General Fund	11,217,374	12,349,379	12,100,400	13,470,620	1,370,220	11.3%
General Capital Reserve	3,724,157	12,917,734	6,259,769	9,856,358	3,596,589	57.5%
Capital Projects Funds	9,588,827	17,759,555	23,154,407	20,374,044	(2,780,363)	(12.0%)
Solid Waste Funds	7,312,302	5,339,472	3,016,826	6,605,005	3,588,179	118.9%
Health Services Funds	12,161,343	18,464,367	15,859,499	24,310,616	8,451,117	53.3%
Community Development Funds	4,376,920	7,643,150	8,209,539	9,486,867	1,277,328	15.6%
Insurance Fund	4,928,271	7,193,407	7,000,000	8,329,115	1,329,115	19.0%
Internal Service Funds	3,247,213	3,067,602	2,735,250	2,302,805	(432,445)	(15.8%)
Adult Parole & Probation	1,465,370	2,754,005	2,714,814	2,739,775	24,961	0.9%
Community Justice - Juvenile	1,415,374	1,296,490	1,074,000	968,506	(105,494)	(9.8%)
General County Projects	1,104,295	1,463,439	663,052	468,085	(194,967)	(29.4%)
Fair & Expo Funds	701,605	1,740,281	2,586,120	2,636,802	50,682	2.0%
Project Development & Debt Rsv	1,618,064	1,422,527	2,600,000	2,493,391	(106,609)	(4.1%)
Debt Service Funds	662,523	835,502	886,000	595,821	(290,179)	(32.8%)
Sheriff's Office Funds	862,476	-	-	-	-	-
All Other Funds	22,130,062	13,462,516	26,745,683	44,629,115	17,883,432	66.9%
Total	130,811,643	156,294,590	144,983,478	185,541,323	40,557,845	28.0%

Intergovernmental Revenues

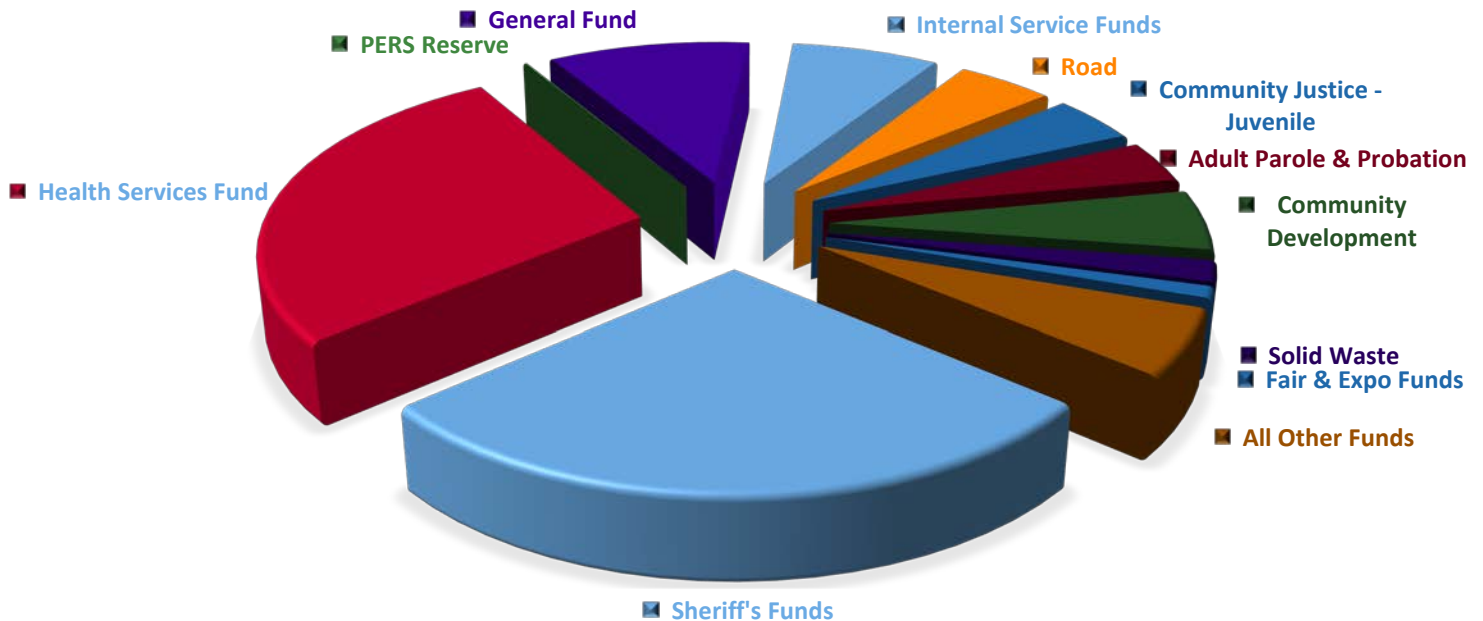
	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Amount Change	Percent Change FY 2022
DEPARTMENTS						
Sheriff's Funds	37,359,683	40,366,612	47,139,333	49,180,737	2,041,404	4.3%
Health Services	37,081,621	33,677,052	39,701,932	43,382,306	3,680,374	9.3%
Road Dept	21,250,155	20,689,276	18,995,040	20,828,958	1,833,918	9.7%
Adult Parole and Probation	6,000,354	6,181,598	5,674,587	5,520,557	(154,030)	(2.7%)
General Fund, Non-Departmental	2,767,511	2,516,610	2,324,000	2,365,500	41,500	1.8%
Capital Project Funds	-	1,668,168	2,258,100	2,191,461	(66,639)	(3.0%)
Special Transportation	458,365	467,650	481,071	550,534	69,463	14.4%
General Fund, Assessor	781,809	901,652	783,963	941,911	157,948	20.1%
Video Lottery	751,778	1,172,492	500,000	1,050,000	550,000	110.0%
Natural Resource Protection	720,962	490,428	732,556	750,015	17,459	2.4%
County School	568,264	525,901	613,000	658,000	45,000	7.3%
Community Justice - Juvenile	588,703	572,233	668,740	613,900	(54,840)	(8.2%)
Park Acquisition & Development	328,913	336,313	350,000	300,000	(50,000)	(14.3%)
Victims's Assistance	362,149	443,830	441,389	401,457	(39,932)	(9.0%)
Full Faith & Credit, 2008	252,267	175,348	172,268	168,995	(3,273)	(1.9%)
General Fund, Veterans' Services	168,945	175,614	223,715	173,079	(50,636)	(22.6%)
General Fund, Finance/Tax	156,784	177,041	158,390	189,083	30,693	19.4%
Full Faith & Credit, 2012 Refunding	143,920	143,945	143,903	143,953	50	0.0%
General Fund, District Attorney	248,262	263,966	444,138	411,221	(32,917)	(7.4%)
Law Library	113,717	114,175	114,175	114,175	-	0.0%
Community Development	38,547	103,345	68,000	40,000	(28,000)	(41.2%)
GIS Dedicated	10,993	16,007	11,092	13,241	2,149	19.4%
Other	175,564	263,966	444,138	411,221	(32,917)	(7.4%)
Total Intergovernmental	110,329,267	116,536,639	133,782,219	152,730,063	18,947,844	14.2%
SOURCES						
Local Government Payments	36,287,530	38,820,031	48,521,645	49,122,209	600,564	1.2%
State Payments/Shared Revenue	37,541,913	38,656,835	45,105,205	42,919,468	(2,185,737)	(4.8%)
State Grants	22,894,683	24,298,645	22,766,282	27,085,923	4,319,641	19.0%
State Payment in lieu	6,381,206	6,154,511	6,130,925	5,456,106	(674,820)	(11.0%)
Federal Payments	2,053,902	1,797,610	3,239,340	1,616,140	(1,623,200)	(50.1%)
Federal Payment in lieu	3,033,303	3,226,062	2,488,911	2,966,766	477,855	19.2%
Federal Grants	2,106,739	3,380,744	5,449,911	23,463,452	18,013,541	330.5%
Local-School Districts	29,992	202,202	80,000	100,000	20,000	25.0%
Total Intergovernmental	110,329,267	116,536,639	133,782,219	152,730,063	18,947,844	14.2%

Charges for Services

<u>Department</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Adopted</u>	<u>Amount Change</u>	<u>Percent Change</u>
Solid Waste Funds	11,434,784	12,123,293	12,001,891	13,297,000	1,295,109	10.8%
Community Development	7,521,927	7,754,922	7,984,004	9,344,990	1,360,986	17.0%
Health Benefits Fund	4,283,804	4,316,555	3,838,338	4,060,900	222,562	5.8%
Fair and Expo Funds	2,520,311	1,825,683	1,190,000	2,316,250	1,126,250	94.6%
General Fund	1,638,421	2,163,263	2,104,797	2,669,029	564,232	26.8%
Health Services	2,028,819	2,005,529	2,040,982	2,029,310	(11,672)	-0.6%
Road Funds	477,502	624,781	608,268	670,219	61,951	10.2%
Facilities	580,979	560,066	531,067	547,016	15,949	3.0%
GIS Dedicated	264,404	340,322	230,500	370,000	139,500	60.5%
Sheriff	272,982	352,304	207,814	154,300	(53,514)	-25.8%
County Clerk Records	101,868	131,151	126,700	159,200	32,500	25.7%
Property Management	100,000	102,305	102,000	102,000	-	0.0%
Community Justice - Juvenile	107,942	102,527	99,000	89,000	(10,000)	-10.1%
Insurance	103,563	496,481	81,505	36,000	(45,505)	-55.8%
General Fund, Assessor	41,318	40,911	52,750	45,500	(7,250)	-13.7%
Victims' Assistance	44,380	6,520	-	-	-	
General Fund, District Attorney	123,657	61,806	20,000	20,000	-	0.0%
Adult Parole and Probation	8,902	15,582	3,000	2,000	(1,000)	-33.3%
All Other Funds	562,373	2,197,412	1,524,862	1,769,519	244,657	16.0%
Total Charges for Services	32,217,936	35,221,413	32,747,478	37,682,233	4,934,755	15.1%

Personnel Services (Salaries and Benefits)

DEPARTMENTS	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Adopted	Amount Change	% Chg FY 2022
Sheriff's Funds	32,472,481	35,025,533	36,879,224	39,700,019	2,820,795	7.6%
Health Services Funds	29,780,257	32,041,791	37,622,192	42,623,444	5,001,251	13.3%
PERS Reserve	468,462	3,127,050	-	100,000	-	-
General Fund	11,453,442	12,455,721	13,734,367	15,154,954	1,420,587	10.3%
Internal Service Funds	9,282,630	9,196,749	9,898,376	10,998,204	1,099,828	11.1%
Road	6,246,351	6,284,546	6,709,180	6,916,229	207,049	3.1%
Community Justice - Juvenile	5,412,349	5,650,045	5,970,797	6,108,905	138,108	2.3%
Adult Parole & Probation	4,522,266	4,753,486	5,157,473	5,379,503	222,030	4.3%
Community Development	5,955,278	6,183,504	6,978,453	8,017,706	1,039,253	14.9%
Solid Waste	2,331,135	2,393,257	2,518,594	2,754,132	235,538	9.4%
Fair & Expo Funds	1,567,405	1,424,612	1,116,222	1,456,532	340,310	30.5%
All Other Funds	1,871,167	2,075,323	2,311,959	2,708,413	396,454	17.1%
Total	111,363,222	120,611,617	128,896,837	141,918,040	13,021,202	10.1%



Materials and Services

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Adoped	Amount Change	Percent Change
American Rescue Plan	-	-	-	38,000,000	38,000,000	
Health Benefit Fund	21,211,086	22,953,057	23,619,631	23,923,851	304,220	1.3%
Health Services Funds	10,762,186	10,223,453	14,231,034	13,817,904	(413,130)	-2.9%
Road Funds	6,488,327	7,642,433	9,375,139	9,212,753	(162,386)	-1.7%
Sheriff's Office Funds	7,394,668	8,440,815	10,084,917	12,059,217	1,974,300	19.6%
Solid Waste Funds	4,392,461	4,656,648	6,224,646	7,045,984	821,338	13.2%
General Fund	4,889,499	4,885,481	5,548,039	5,829,547	281,508	5.1%
Internal Service Funds	3,107,378	3,398,367	3,931,393	4,332,723	401,330	10.2%
Transient Room Tax Funds	2,219,665	2,260,020	2,419,872	3,358,388	938,516	38.8%
Insurance	2,491,619	2,117,467	3,439,569	3,721,883	282,314	8.2%
Fair & Expo Funds	2,987,812	2,995,473	1,533,151	2,809,781	1,276,630	83.3%
Adult Parole and Probation	1,686,408	1,663,668	1,923,795	1,700,412	(223,383)	-11.6%
Community Development Funds	1,311,988	1,308,585	1,507,077	1,857,017	349,940	23.2%
Community Justice - Juvenile	1,218,976	1,277,337	1,372,015	1,363,409	(8,606)	-0.6%
Natural Resources	348,740	175,611	506,021	589,822	83,801	16.6%
Construction Funds	-	774,019	2,977,179	1,479,189	(1,497,990)	-50.3%
All Other Funds	4,850,443	19,360,221	26,221,529	12,450,698	(13,770,831)	-52.5%
Total Materials and Services	75,361,256	94,132,655	114,915,007	143,552,578	28,637,571	24.9%

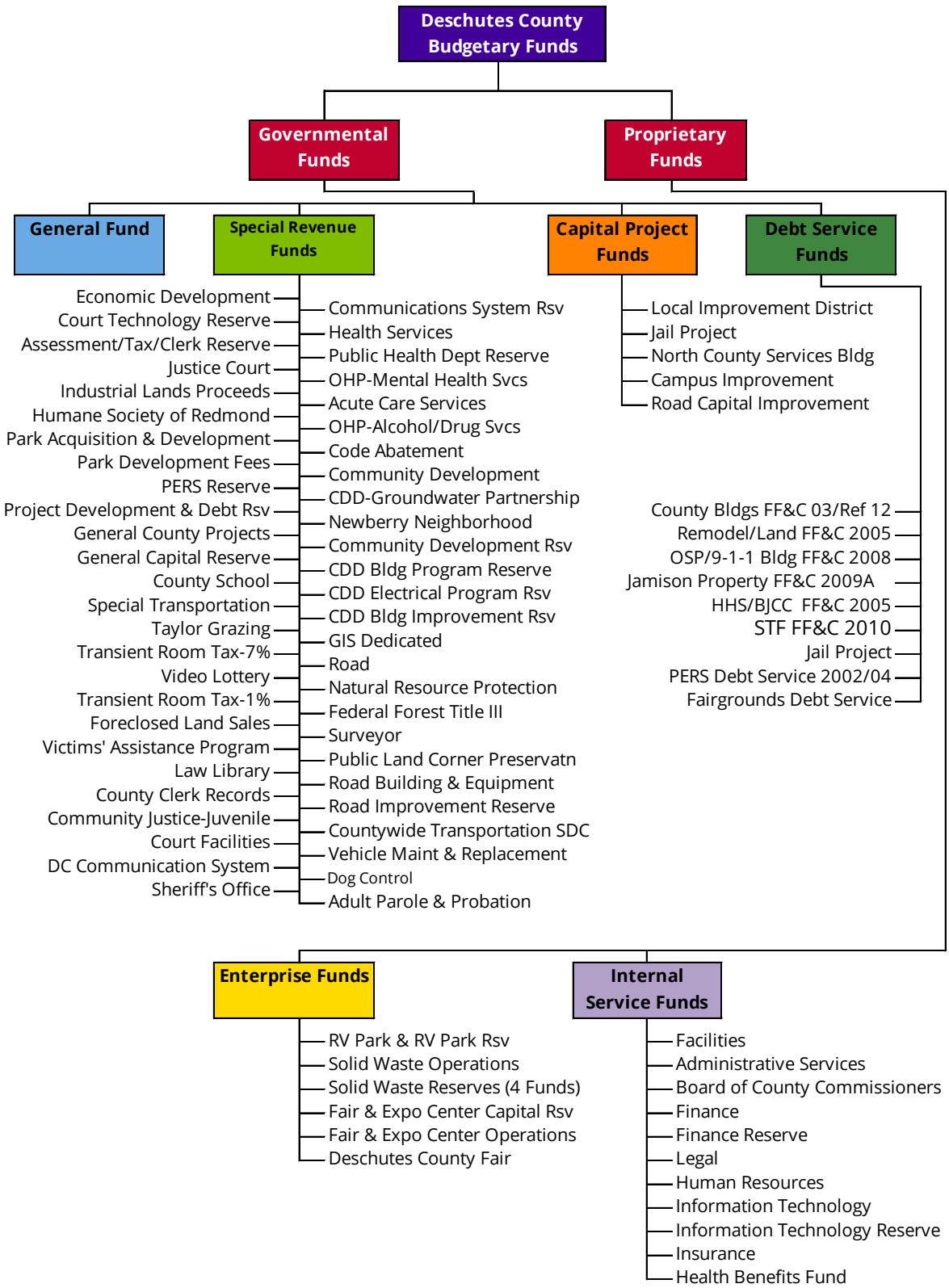
Capital Outlay

<u>Department</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Actual</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Adopted</u>	<u>Amount Change</u>	<u>Percent Change</u>
<u>Operating Funds</u>						
Sheriff's Office	1,590,263	1,215,912	1,988,058	2,103,126	115,068	5.8%
Health Services	206,031	-	125,247	80,000	(45,247)	-36.1%
Internal Service Funds	325,114	222,704	461,000	418,834	(42,166)	-9.2%
Road	-	27,706	50,500	264,500	214,000	423.8%
Solid Waste	109,681	11,724	162,500	53,141	(109,359)	-67.3%
Community Development	84,352	-	-	-	-	
General Fund	63,135	75,455	11,000	10,300	(700)	-6.4%
Other Operating Funds	7,566	14,855	22,000	81,551	59,551	270.7%
Total Operating Funds	<u>2,386,143</u>	<u>1,568,356</u>	<u>2,820,305</u>	<u>3,011,452</u>	<u>191,147</u>	<u>6.8%</u>
<u>Capital Project Funds</u>						
Transportation Improvement	5,411,213	5,752,906	19,877,585	29,612,821	9,735,236	49.0%
Campus Improvement	-	1,148,045	2,944,735	9,874,215	6,929,480	235.3%
Total Capital Project Funds	<u>5,411,213</u>	<u>6,900,951</u>	<u>22,822,320</u>	<u>39,487,036</u>	<u>16,664,716</u>	<u>73.0%</u>
<u>Reserve Funds</u>						
Solid Waste Funds	846,933	4,940,266	7,595,000	19,745,000	12,150,000	160.0%
Road Building and Equipment	783,362	1,096,617	1,037,000	1,821,500	784,500	75.7%
General Capital Reserve	-	-	-	6,938,571	6,938,571	
Fair and Expo Center	69,372	180,946	166,940	388,000	221,060	132.4%
RV Park Reserve	-	1,694	100,000	100,000	-	0.0%
Vehicle Maint and Replacement	520,319	290,718	600,000	600,000	-	0.0%
Project Development and Debt Svc	-	1,003,292	3,323,171	5,992,653	2,669,482	80.3%
Court Technology Reserve	-	68,561	101,919	42,712	(59,207)	-58.1%
Assess/Tax/Clerk Reserve	-	-	-	-	-	
Total Reserve Funds	<u>2,219,986</u>	<u>7,582,094</u>	<u>12,924,030</u>	<u>35,628,436</u>	<u>22,704,406</u>	<u>175.7%</u>
<u>Other</u>						
General County Projects	41,709	146,363	900,000	394,500	(505,500)	-56.2%
Park Acquisition & Development	-	-	230,500	230,500	-	0.0%
Transient Room Tax	14,288	-	-	-	-	
County Service Districts	1,326,141	1,185,779	1,480,000	3,000,000	1,520,000	102.7%
County Clerk Records	-	-	-	-	-	
Total Other	<u>1,382,138</u>	<u>1,332,142</u>	<u>2,610,500</u>	<u>3,625,000</u>	<u>1,014,500</u>	<u>38.9%</u>
Total Capital Outlay	<u>11,399,480</u>	<u>17,383,543</u>	<u>41,177,155</u>	<u>81,751,924</u>	<u>40,574,769</u>	<u>98.5%</u>

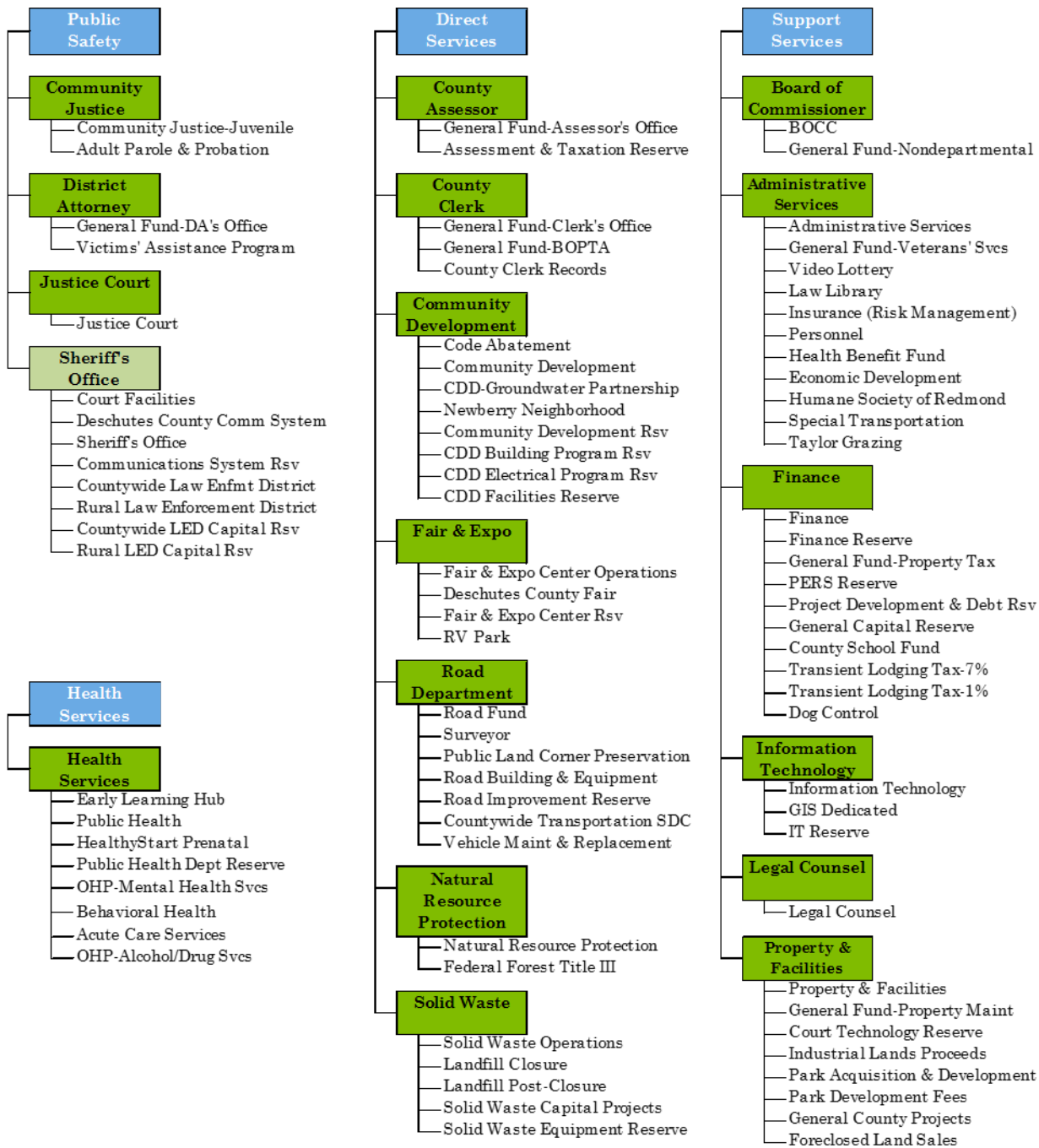
General Fund Transfers

Transfer Description	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY2022 Adopted Budget	Amount Change	Percent Change
Transfers Out - ACT Reserve	120,000	120,000	120,000	120,000	-	0.0%
Transfers Out - Juv Justice	5,831,015	5,961,465	6,034,966	6,304,397	269,431	4.3%
Transfers Out - Court Tech Res	32,000	32,000	32,000	32,000	-	0.0%
Transfers Out - Econ Devel Fun	-	-	-	-	-	-
Transfer Out Gen Co Reserve	2,116,909	2,035,033	4,119,194	7,069,320	2,950,126	41.7%
Transfers Out - PERS Reserve	2,000,000	2,000,000	2,000,000	-	(2,000,000)	-
Transfers Out - Video Lottery	-	-	-	-	-	-
Transfers Out - Vict Asst	295,648	295,648	553,552	494,940	(58,612)	-11.8%
Transfers Out - Justice Court	30,000	-	107,235	-	(107,235)	-
Transfers Out - Sherrif	103,132	240,249	240,290	121,950	(118,340)	-97.0%
Transfers Out - Early Learning	-	-	-	-	-	-
Transfers Out - Health Service	6,078,223	5,747,090	5,472,710	5,909,168	436,458	7.4%
Transfers Out - Behavioral Hea	-	-	-	-	-	-
Transfers Out - Community Deve	300,000	100,000	175,000	290,000	115,000	39.7%
Trans Out Nat Res Prot	35,000	29,800	35,000	35,000	-	0.0%
Transfers Out - Dog Control	74,042	149,916	182,716	149,584	(33,132)	-22.1%
Transfers Out - Adult P & P	285,189	285,189	285,189	662,045	376,856	56.9%
Transfers Out - Jail Project	-	-	-	-	-	-
Trans Out - FF&C 2009	248,902	221,000	223,000	225,000	2,000	0.9%
Trans Out FF&C 2013	273,666	271,791	273,000	273,000	-	0.0%
Transfers Out - Fair & Expo Ce	200,000	200,000	200,000	-	(200,000)	-
Transfers Out - Annual County	-	-	-	-	-	-
Transfers Out - Admin ISF	40,000	40,000	40,000	86,579	46,579	53.8%
Transfers Out - BOCC ISF	229,850	285,889	361,445	365,838	4,393	1.2%
Transfers Out - Finance Reserv	-	-	-	-	-	-
Transfers Out - Legal	-	146,961	-	-	-	-
Transfers Out - Human Resource	-	-	-	-	-	-
Transfers Out - Information Te	66,000	66,000	66,000	-	(66,000)	-
Transfers Out-Vehicle Replcmt	-	-	-	-	-	-
Transfers Out - Extension-4-H	-	-	-	-	-	-
Transfers Out - Capital Projec	-	-	-	-	-	-
Transfers Out - Miscellaneous	-	900,000	-	-	-	-
Total General Fund Transfers	18,359,576	19,128,031	20,521,297	22,138,821	1,617,524	7.3%

Deschutes County Fund Structure



Deschutes County Fund/Department Relationships



Fund Descriptions

General Fund

- **General (001)** – Principal sources of revenues are property taxes and revenues from the State of Oregon and Federal government. Expenditures are primarily for general government activities such as assessment, taxation, District Attorney, and County Clerk.

Special Revenue Funds

- **Assessment/Taxation/Clerk Reserve (010)** – transfers from General Fund, other available resources and interest revenues for the upgrade or replacement of the assessment and taxation system for the County's property tax activities and the Clerk's office future equipment needs.
- **Code Abatement (020)** – available resources for enforcement of county solid waste and sanitation codes.
- **Community Justice-Juvenile (030)** – transfer from General Fund, state grants and payments, and fees for response to juvenile delinquency programs within the county.
- **Court Technology Reserve (040)** – transfers from General Fund for upgrades to video arraignment equipment.
- **Economic Development (050)** – loan repayment, and interest revenues for loans and grants to business entities and not-for-profit entities
- **General Capital Reserve (060)** – accumulated resources and interest on investments for future county capital projects.
- **General County Projects (070)** – property taxes and interest revenue for building remodel and major maintenance of county buildings.
- **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.
- **American Rescue Plan (200)** – federal funds to be appropriated by the Board of County Commissioners in support of COVID-19 recovery.
- **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 and communication system.
- **Remodel/Land Full Faith & Credit, 2005/Refunding 2015 (536)** – funds transferred from departments for debt service
- **Oregon State Police/9-1-1 Full Faith & Credit, 2008 (538)** – long term operating leases for debt service on bonds issued for new office building.
- **Jamison Property Full Faith & Credit, 2009A (539)** – available resources and funds transferred from the General Fund 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)** - 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
20
- **Sunriver Library County Service District General Obligation (751)** – property taxes for debt service on bonds issued
20
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 2022 Adopted Budget

	General Fund	Special Revenue Funds	
	General (001)	A & T Reserve (010)	Code Abatement (020)
RESOURCES			
Beginning Net Working Capital	13,470,620	1,414,809	123,332
Property Tax - Current Year	32,410,716	-	-
Property Tax - Prior Year	450,000	-	-
Revenue (excl. prop. taxes)	7,543,444	15,023	1,397
Transfers In	260,000	120,000	-
Total Revenues	40,664,160	135,023	1,397
Total Resources	54,134,780	1,549,832	124,729
REQUIREMENTS			
Salaries	9,798,158	-	-
Life & Long Term Disability	43,180	-	-
Health & Dental Insurance	2,181,570	-	-
FICA/Medicare	729,569	-	-
PERS	2,295,644	-	-
Unemployment Insurance	40,433	-	-
Workers' Compensation	66,400	-	-
Personnel Services	15,154,954	-	-
Materials & Services	5,829,547	-	124,729
Debt Principal	-	-	-
Debt Interest	-	-	-
Total Debt Service	-	-	-
Capital Outlay	10,300	-	-
Transfers Out	22,187,604	-	-
Total Exp. & Transfers	43,182,405	-	124,729
Contingency	10,952,375	-	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	1,549,832	-
Total Requirements	54,134,780	1,549,832	124,729
FY 2021 Budget As Revised	57,510,032	1,270,764	116,426
Inc (Dec) from FY 2021	(3,375,252)	279,068	8,303

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Community Justice - Juvenile (030)	Court Tech Reserve (040)	Economic Development Fund (050)	General Capital Reserve (060)	General County Projects (070)
RESOURCES					
Beginning Net Working Capital	968,506	89,000	100,000	9,856,358	468,085
Property Tax - Current Year	-	-	-	-	1,002,393
Property Tax - Prior Year	-	-	-	-	14,000
Revenue (excl. prop. taxes)	901,143	1,712	63,545	90,893	86,754
Transfers In	6,304,397	32,000	110,000	7,069,320	650,000
Total Revenues	7,205,540	33,712	173,545	7,160,213	1,753,147
Total Resources	8,174,046	122,712	273,545	17,016,571	2,221,232
REQUIREMENTS					
Salaries	3,863,059	-	-	-	-
Life & Long Term Disability	17,993	-	-	-	-
Health & Dental Insurance	896,152	-	-	-	-
FICA/Medicare	292,459	-	-	-	-
PERS	934,487	-	-	-	-
Unemployment Insurance	16,886	-	-	-	-
Workers' Compensation	87,869	-	-	-	-
Personnel Services	6,108,905	-	-	-	-
Materials & Services	1,363,409	80,000	273,545	-	1,744,964
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	50,051	42,712	-	6,938,571	394,500
Transfers Out	55,000	-	-	10,078,000	-
Total Exp. & Transfers	7,577,365	122,712	273,545	17,016,571	2,139,464
Contingency	596,681	-	-	-	81,768
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	8,174,046	122,712	273,545	17,016,571	2,221,232
FY 2021 Budget As Revised	8,084,056	216,919	140,860	10,738,087	2,360,644
Inc (Dec) from FY 2021	89,990	(94,207)	132,685	6,278,484	(139,412)

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Humane Society of Redmond (080)	Project Dev & Debt Reserve (090)	Law Library (120)	Park Acquisition & Development (130)	Park Development Fees (132)
RESOURCES					
Beginning Net Working Capital	-	2,493,391	248,341	610,848	9,480
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	-	1,866,968	117,062	306,542	5,069
Transfers In	-	2,600,000	-	-	-
Total Revenues	-	4,466,968	117,062	306,542	5,069
Total Resources	-	6,960,359	365,403	917,390	14,549
REQUIREMENTS					
Salaries	-	-	-	-	-
Life & Long Term Disability	-	-	-	-	-
Health & Dental Insurance	-	-	-	-	-
FICA/Medicare	-	-	-	-	-
PERS	-	-	-	-	-
Unemployment Insurance	-	-	-	-	-
Workers' Compensation	-	-	-	-	-
Personnel Services	-	-	-	-	-
Materials & Services	-	262,566	206,680	105,000	14,549
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	5,992,653	-	230,500	-
Transfers Out	-	705,140	-	190,000	-
Total Exp. & Transfers	-	6,960,359	206,680	525,500	14,549
Contingency	-	-	158,723	391,890	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	-	6,960,359	365,403	917,390	14,549
FY 2021 Budget As Revised	-	4,066,401	401,475	917,720	110,560
Inc (Dec) from FY 2021	-	2,893,958	(36,072)	(330)	(96,011)

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	PERS Reserve (135)	Foreclosed Land Sales (140)	County School (145)	Special Transportation (150)	Taylor Grazing (155)
RESOURCES					
Beginning Net Working Capital	4,569,308	132,683	-	14,471	46,865
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	34,108	146,799	658,734	567,482	6,596
Transfers In	-	-	-	-	-
Total Revenues	34,108	146,799	658,734	567,482	6,596
Total Resources	4,603,416	279,482	658,734	581,953	53,461
REQUIREMENTS					
Salaries	-	-	-	-	-
Life & Long Term Disability	-	-	-	-	-
Health & Dental Insurance	-	-	-	-	-
FICA/Medicare	-	-	-	-	-
PERS	100,000	-	-	-	-
Unemployment Insurance	-	-	-	-	-
Workers' Compensation	-	-	-	-	-
Personnel Services	100,000	-	-	-	-
Materials & Services	-	145,758	658,734	581,953	38,461
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	15,000
Total Exp. & Transfers	100,000	145,758	658,734	581,953	53,461
Contingency	4,503,416	133,724	-	-	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	4,603,416	279,482	658,734	581,953	53,461
FY 2021 Budget As Revised	4,483,940	212,100	614,000	534,563	62,000
Inc (Dec) from FY 2021	119,476	67,382	44,734	47,390	(8,539)

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Transient Room Tax-7% (160)	Video Lottery (165)	Transient Room Tax-1% (170)	Victims' Assistance Program (212)	County Clerk Records (218)
RESOURCES					
Beginning Net Working Capital	5,890,343	826,000	-	92,984	412,529
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	10,206,164	1,055,797	1,453,271	401,457	163,077
Transfers In	-	-	-	494,940	-
Total Revenues	10,206,164	1,055,797	1,453,271	896,397	163,077
Total Resources	16,096,507	1,881,797	1,453,271	989,381	575,606
REQUIREMENTS					
Salaries	-	-	-	574,679	-
Life & Long Term Disability	-	-	-	3,005	-
Health & Dental Insurance	-	-	-	146,869	-
FICA/Medicare	-	-	-	42,956	-
PERS	-	-	-	131,099	-
Unemployment Insurance	-	-	-	2,821	-
Workers' Compensation	-	-	-	1,060	-
Personnel Services	-	-	-	902,489	-
Materials & Services	3,334,787	1,110,926	23,601	86,892	136,850
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	-	31,500
Transfers Out	4,327,904	110,000	1,429,670	-	-
Total Exp. & Transfers	7,662,691	1,220,926	1,453,271	989,381	168,350
Contingency	-	660,871	-	-	407,256
Unapprop Ending Fund Bal / Reserve for Future Expenditures	8,433,816	-	-	-	-
Total Requirements	16,096,507	1,881,797	1,453,271	989,381	575,606
FY 2021 Budget As Revised	12,920,050	759,177	1,462,209	932,796	476,079
Inc (Dec) from FY 2021	3,176,457	1,122,620	(8,938)	56,585	99,527

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Justice Court (220)	Court Facilities (240)	Sheriff's Office (255)	Communi- cation System Reserve (256)	OHP- Mental Health Services (270)
RESOURCES					
Beginning Net Working Capital	-	-	-	320,465	13,426,234
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	550,832	63,178	50,361,625	103,079	1,891,318
Transfers In	205,956	-	3,773,737	-	-
Total Revenues	756,788	63,178	54,135,362	103,079	1,891,318
Total Resources	756,788	63,178	54,135,362	423,544	15,317,552
REQUIREMENTS					
Salaries	345,627	-	26,000,921	-	-
Life & Long Term Disability	1,878	-	94,509	-	-
Health & Dental Insurance	85,219	-	4,835,335	-	-
FICA/Medicare	25,523	-	1,763,096	-	-
PERS	80,044	-	6,376,243	-	-
Unemployment Insurance	1,763	-	89,119	-	-
Workers' Compensation	2,440	-	540,796	-	-
Personnel Services	542,494	-	39,700,019	-	-
Materials & Services	158,648	63,178	12,059,217	-	243,339
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	2,103,126	-	-
Transfers Out	-	-	273,000	-	-
Total Exp. & Transfers	701,142	63,178	54,135,362	-	243,339
Contingency	55,646	-	-	-	15,074,213
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	423,544	-
Total Requirements	756,788	63,178	54,135,362	423,544	15,317,552
FY 2021 Budget As Revised	741,312	86,050	51,442,220	368,700	8,555,428
Inc (Dec) from FY 2021	15,476	(22,872)	2,693,142	54,844	6,762,124

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Public Health (274)	Acute Care Services (276)	Community Development (295)	CDD- Groundwater Partnership (296)	Newberry Neighborhood (297)
RESOURCES					
Beginning Net Working Capital	10,218,990	665,392	1,432,367	109,000	395,000
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	45,318,384	441,537	9,580,316	113,334	632,391
Transfers In	6,353,585	-	290,000	-	-
Total Revenues	51,671,969	441,537	9,870,316	113,334	632,391
Total Resources	61,890,959	1,106,929	11,302,683	222,334	1,027,391
REQUIREMENTS					
Salaries	26,740,371	-	5,112,725	-	-
Life & Long Term Disability	132,853	-	23,253	-	-
Health & Dental Insurance	6,855,336	-	1,193,519	-	-
FICA/Medicare	2,104,421	-	391,446	-	-
PERS	6,477,928	-	1,182,421	-	-
Unemployment Insurance	139,572	-	21,349	-	-
Workers' Compensation	172,963	-	92,993	-	-
Personnel Services	42,623,444	-	8,017,706	-	-
Materials & Services	13,123,554	451,011	1,634,683	222,334	-
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	80,000	-	-	-	-
Transfers Out	230,755	-	560,622	-	55,279
Total Exp. & Transfers	56,057,753	451,011	10,213,011	222,334	55,279
Contingency	5,833,206	655,918	1,089,672	-	972,112
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	61,890,959	1,106,929	11,302,683	222,334	1,027,391
FY 2021 Budget As Revised	58,245,348	1,039,220	9,457,684	86,388	258,829
Inc (Dec) from FY 2021	3,645,611	67,709	1,844,999	135,946	768,562

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Community Development Reserve (300)	CDD Building Pgm Reserve (301)	CDD Electrical Reserve (302)	GIS Dedicated (305)	Road (325)
RESOURCES					
Beginning Net Working Capital	2,439,000	4,397,000	714,500	545,490	6,383,832
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	27,781	44,722	7,078	396,823	22,629,649
Transfers In	148,659	235,180	77,423	-	-
Total Revenues	176,440	279,902	84,501	396,823	22,629,649
Total Resources	2,615,440	4,676,902	799,001	942,313	29,013,481
REQUIREMENTS					
Salaries	-	-	-	217,999	4,369,099
Life & Long Term Disability	-	-	-	733	21,034
Health & Dental Insurance	-	-	-	47,227	1,114,550
FICA/Medicare	-	-	-	15,944	315,819
PERS	-	-	-	7,852	994,252
Unemployment Insurance	-	-	-	811	19,740
Workers' Compensation	-	-	-	2,800	54,735
Personnel Services	-	-	-	293,366	6,916,229
Materials & Services	-	-	-	70,452	7,843,400
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	-	264,500
Transfers Out	-	-	-	-	11,757,547
Total Exp. & Transfers	-	-	-	363,818	26,781,676
Contingency	-	-	-	578,495	2,231,805
Unapprop Ending Fund Bal / Reserve for Future Expenditures	2,615,440	4,676,902	799,001	-	-
Total Requirements	2,615,440	4,676,902	799,001	942,313	29,013,481
FY 2020 Budget As Revised	2,473,957	4,152,899	579,998	616,050	23,376,896
Inc (Dec) from FY 2020	141,483	524,003	219,003	326,263	5,636,585

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds				
	Natural Resource Protection (326)	Federal Forest Title III (327)	Surveyor (328)	Public Land Corner Preservation (329)	Road Building & Equipment (330)
RESOURCES					
Beginning Net Working Capital	1,219,545	143,072	277,745	1,202,593	4,004,043
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	925,312	72,485	224,290	566,362	55,373
Transfers In	50,000	-	-	-	2,213,525
Total Revenues	975,312	72,485	224,290	566,362	2,268,898
Total Resources	2,194,857	215,557	502,035	1,768,955	6,272,941
REQUIREMENTS					
Salaries	214,560	-	-	-	-
Life & Long Term Disability	638	-	-	-	-
Health & Dental Insurance	36,830	-	-	-	-
FICA/Medicare	13,354	-	-	-	-
PERS	43,444	-	-	-	-
Unemployment Insurance	705	-	-	-	-
Workers' Compensation	550	-	-	-	-
Personnel Services	310,081	-	-	-	-
Materials & Services	589,822	120,000	174,895	484,637	398,060
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	-	1,821,500
Transfers Out	8,610	-	-	-	-
Total Exp. & Transfers	908,513	120,000	174,895	484,637	2,219,560
Contingency	1,286,344	95,557	327,140	1,284,318	4,053,381
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	2,194,857	215,557	502,035	1,768,955	6,272,941
FY 2021 Budget As Revised	1,962,495	286,047	430,618	1,468,856	4,939,259
Inc (Dec) from FY 2021	232,362	(70,490)	71,417	300,099	1,333,682

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Special Revenue Funds			Capital Project Funds	
	Countywide Trans SDC Imprvmt Fee (336)	Dog Control (350)	Adult Parole & Probation (355)	Public Safety Campus Improvement (463)	Road CIP (465)
RESOURCES					
Beginning Net Working Capital	3,404,664	46,234	2,739,775	4,368,064	20,374,044
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	1,557,259	243,393	5,840,250	55,651	2,471,190
Transfers In	-	149,584	662,046	6,828,000	12,193,917
Total Revenues	1,557,259	392,977	6,502,296	6,883,651	14,665,107
Total Resources	4,961,923	439,211	9,242,071	11,251,715	35,039,151
REQUIREMENTS					
Salaries	-	54,427	3,374,338	-	-
Life & Long Term Disability	-	307	15,441	-	-
Health & Dental Insurance	-	15,437	777,567	-	-
FICA/Medicare	-	4,097	256,626	-	-
PERS	-	13,749	900,545	-	-
Unemployment Insurance	-	335	14,490	-	-
Workers' Compensation	-	46	40,496	-	-
Personnel Services	-	88,398	5,379,503	-	-
Materials & Services	-	317,716	1,700,412	1,377,500	109,870
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	9,874,215	29,612,821
Transfers Out	2,649,895	-	10,000	-	-
Total Exp. & Transfers	2,649,895	406,114	7,089,915	11,251,715	29,722,691
Contingency	2,312,028	33,097	561,902	-	5,316,460
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	1,590,254	-	-
Total Requirements	4,961,923	439,211	9,242,071	11,251,715	35,039,151
FY 2021 Budget As Revised	3,825,839	442,716	8,995,290	5,763,449	33,139,864
Inc (Dec) from FY 2021	1,136,084	(3,505)	246,781	5,488,266	1,899,287

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Debt Service Funds				
	FF & C, 2003/ Ref 2012 Multiple Bldgs (535)	FF&C, 2005/ Ref 2015 Remodel/ Land (536)	FF & C, 2008 OSP/9-1-1 Building (538)	FF & C, 2009A Jamison Property (539)	Full Faith & Credit 2010-STF (541)
RESOURCES					
Beginning Net Working Capital	158,553	-	172,868	250	-
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	832,428	-	728,809	-	-
Transfers In	526,719	233,700	-	225,000	-
Total Revenues	1,359,147	233,700	728,809	225,000	-
Total Resources	1,517,700	233,700	901,677	225,250	-
REQUIREMENTS					
Salaries	-	-	-	-	-
Life & Long Term Disability	-	-	-	-	-
Health & Dental Insurance	-	-	-	-	-
FICA/Medicare	-	-	-	-	-
PERS	-	-	-	-	-
Unemployment Insurance	-	-	-	-	-
Workers' Compensation	-	-	-	-	-
Personnel Services	-	-	-	-	-
Materials & Services	1,000	-	1,000	1,000	-
Debt Principal	1,058,200	214,100	485,000	160,000	-
Debt Interest	398,500	19,600	198,500	64,250	-
Total Debt Service	1,456,700	233,700	683,500	224,250	-
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Exp. & Transfers	1,457,700	233,700	684,500	225,250	-
Contingency	-	-	-	-	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	60,000	-	217,177	-	-
Total Requirements	1,517,700	233,700	901,677	225,250	-
FY 2021 Budget As Revised	1,518,052	234,000	866,159	223,000	868,502
Inc (Dec) from FY 2021	(352)	(300)	35,518	2,250	(868,502)

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Debt Service Funds		Enterprise Funds		
	Jail Project Debt Service (556)	PERS Series 2002/2004 Debt Service (575)	Solid Waste (610)	Landfill Closure (611)	Landfill Postclosure (612)
RESOURCES					
Beginning Net Working Capital	-	264,150	2,972,234	5,121,686	1,252,874
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	-	1,424,250	13,350,600	58,311	13,858
Transfers In	546,000	-	-	750,000	100,000
Total Revenues	546,000	1,424,250	13,350,600	808,311	113,858
Total Resources	546,000	1,688,400	16,322,834	5,929,997	1,366,732
REQUIREMENTS					
Salaries	-	-	1,726,157	-	-
Life & Long Term Disability	-	-	9,850	-	-
Health & Dental Insurance	-	-	461,793	-	-
FICA/Medicare	-	-	121,782	-	-
PERS	-	-	392,734	-	-
Unemployment Insurance	-	-	8,393	-	-
Workers' Compensation	-	-	33,423	-	-
Personnel Services	-	-	2,754,132	-	-
Materials & Services	1,000	-	5,651,103	560,450	1,000
Debt Principal	275,000	920,000	712,000	-	-
Debt Interest	270,000	499,000	539,615	-	-
Total Debt Service	545,000	1,419,000	1,251,615	-	-
Capital Outlay	-	-	53,141	-	-
Transfers Out	-	-	6,029,323	-	-
Total Exp. & Transfers	546,000	1,419,000	15,739,314	560,450	1,000
Contingency	-	-	583,520	5,369,547	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	269,400	-	-	1,365,732
Total Requirements	546,000	1,688,400	16,322,834	5,929,997	1,366,732
FY 2021 Budget As Revised	546,000	1,542,000	13,257,411	5,210,148	1,295,255
Inc (Dec) from FY 2021	-	146,400	3,065,423	719,849	71,477

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Enterprise Funds				
	Solid Waste Capital Projects (613)	Solid Waste Equipment Reserve (614)	Fair & Expo Center (615)	Deschutes County Fair (616)	Fair & Expo Ctr Capital Reserve (617)
RESOURCES					
Beginning Net Working Capital	3,016,758	616,013	750,673	-	1,101,663
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	14,521,959	8,743	1,395,724	1,560,500	8,544
Transfers In	5,015,361	150,000	1,111,513	75,000	728,901
Total Revenues	19,537,320	158,743	2,507,237	1,635,500	737,445
Total Resources	22,554,078	774,756	3,257,910	1,635,500	1,839,108
REQUIREMENTS					
Salaries	-	-	833,772	103,307	-
Life & Long Term Disability	-	-	3,653	424	-
Health & Dental Insurance	-	-	200,978	20,722	-
FICA/Medicare	-	-	58,931	6,881	-
PERS	-	-	188,233	23,223	-
Unemployment Insurance	-	-	3,482	397	-
Workers' Compensation	-	-	11,524	1,005	-
Personnel Services	-	-	1,300,573	155,959	-
Materials & Services	801,221	32,210	1,101,304	1,312,172	180,000
Debt Principal	-	-	91,000	-	-
Debt Interest	-	-	12,000	-	-
Total Debt Service	-	-	103,000	-	-
Capital Outlay	19,600,000	145,000	-	-	388,000
Transfers Out	-	-	310,777	150,000	-
Total Exp. & Transfers	20,401,221	177,210	2,815,654	1,618,131	568,000
Contingency	2,152,857	597,546	442,256	17,369	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	1,271,108
Total Requirements	22,554,078	774,756	3,257,910	1,635,500	1,839,108
FY 2021 Budget As Revised	9,390,642	1,947,754	2,736,698	127,000	1,610,382
Inc (Dec) from FY 2021	13,163,436	(1,172,998)	521,212	1,508,500	228,726

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Enterprise Funds		Internal Service Funds		
	RV Park (618)	RV Park Reserve (619)	Building Services (620)	Administrative Services (625)	Board of County Commissioners (628)
RESOURCES					
Beginning Net Working Capital	-	784,466	655,428	323,172	26,434
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	497,524	7,546	3,837,457	1,416,304	352,304
Transfers In	180,000	132,042	-	86,579	365,838
Total Revenues	677,524	139,588	3,837,457	1,502,883	718,142
Total Resources	677,524	924,054	4,492,885	1,826,055	744,576
REQUIREMENTS					
Salaries	68,698	-	1,611,436	1,036,639	314,217
Life & Long Term Disability	517	-	9,240	2,914	1,128
Health & Dental Insurance	23,116	-	496,103	181,206	55,245
FICA/Medicare	5,223	-	119,412	73,539	24,040
PERS	15,732	-	369,227	237,705	49,759
Unemployment Insurance	570	-	8,040	2,736	-
Workers' Compensation	100	-	18,059	4,850	4,650
Personnel Services	113,956	-	2,631,517	1,539,589	449,039
Materials & Services	216,305	-	1,613,024	238,607	269,675
Debt Principal	152,018	-	-	-	-
Debt Interest	13,909	-	-	-	-
Total Debt Service	165,927	-	-	-	-
Capital Outlay	-	100,000	25,000	-	-
Transfers Out	132,042	-	60,695	-	3,716
Total Exp. & Transfers	628,230	100,000	4,330,236	1,778,196	722,430
Contingency	49,294	-	162,649	47,859	22,146
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	824,054	-	-	-
Total Requirements	677,524	924,054	4,492,885	1,826,055	744,576
FY 2021 Budget As Revised	1,209,042	1,112,728	4,245,162	1,518,850	739,202
Inc (Dec) from FY 2021	(531,518)	(188,674)	247,723	307,205	5,374

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

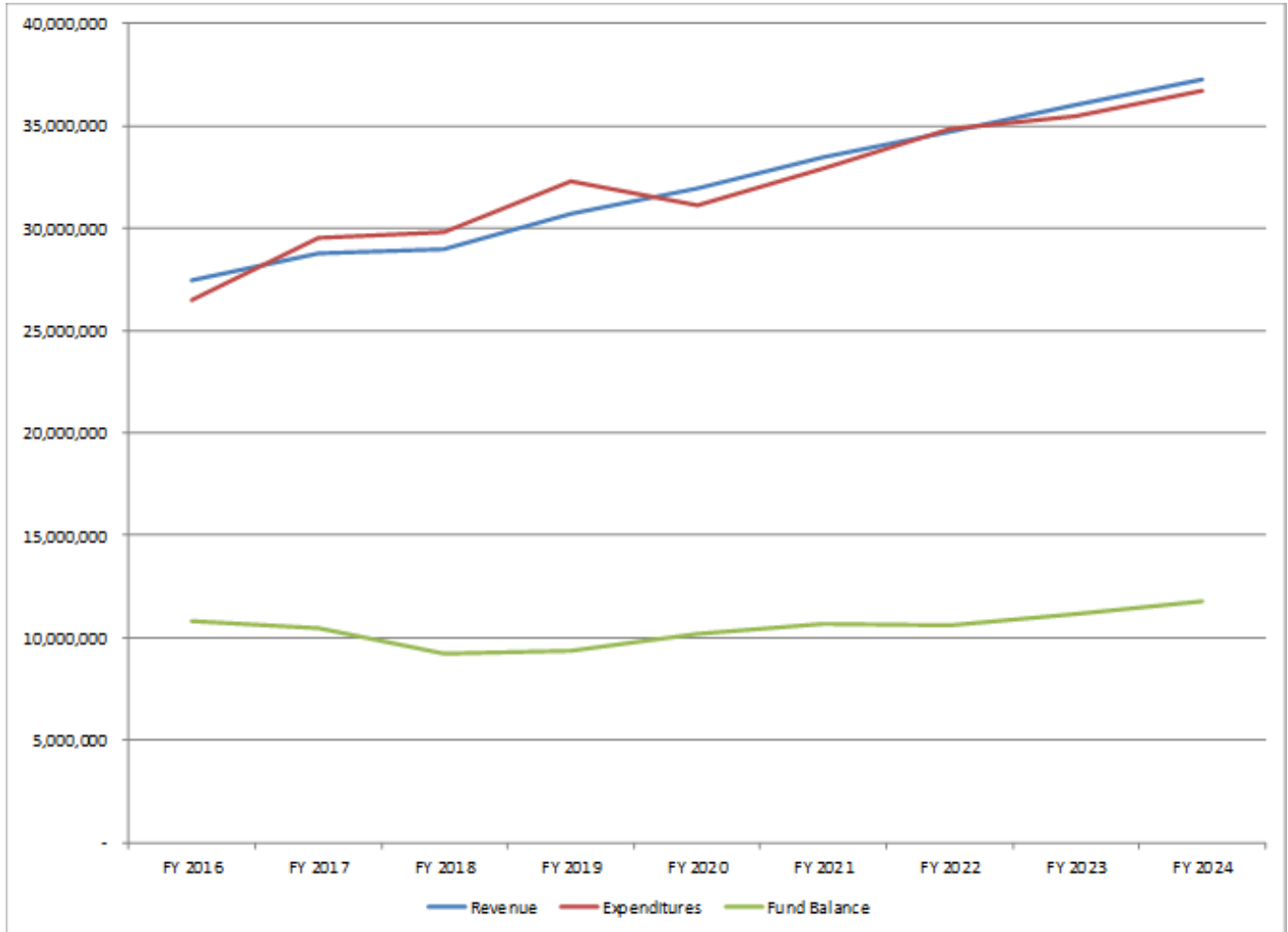
	Internal Service Funds				
	Finance (630)	Finance Reserve (631)	Legal (640)	Personnel (650)	Information Technology (660)
RESOURCES					
Beginning Net Working Capital	187,572	250,612	70,750	47,404	74,963
Property Tax - Current Year	-	-	-	-	-
Property Tax - Prior Year	-	-	-	-	-
Revenue (excl. prop. taxes)	1,889,502	260,000	1,469,917	1,613,782	3,120,726
Transfers In	-	-	-	-	-
Total Revenues	1,889,502	260,000	1,469,917	1,613,782	3,120,726
Total Resources	2,077,074	510,612	1,540,667	1,661,186	3,195,689
REQUIREMENTS					
Salaries	854,995	99,971	903,822	799,312	1,711,559
Life & Long Term Disability	3,418	368	2,632	3,005	5,898
Health & Dental Insurance	167,576	18,415	128,905	178,721	293,985
FICA/Medicare	62,503	7,648	63,296	59,677	124,685
PERS	191,343	22,893	202,402	181,945	398,848
Unemployment Insurance	3,207	284	2,471	2,820	5,535
Workers' Compensation	5,119	2,099	5,345	4,044	10,991
Personnel Services	1,288,161	151,678	1,308,873	1,229,524	2,551,501
Materials & Services	730,688	5,500	185,794	377,774	545,661
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	-	-	-	-	-
Capital Outlay	-	93,434	-	-	-
Transfers Out	-	260,000	-	-	6,812
Total Exp. & Transfers	2,018,849	510,612	1,494,667	1,607,298	3,103,974
Contingency	58,225	-	46,000	53,888	91,715
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-	-	-	-
Total Requirements	2,077,074	510,612	1,540,667	1,661,186	3,195,689
FY 2021 Budget As Revised	1,997,601	515,000	1,451,810	1,494,097	2,954,550
Inc (Dec) from FY 2021	79,473	(4,388)	88,857	167,089	241,139

Summary – Resources and Requirements – All County Funds FY 2022 Adopted Budget

	Internal Service Funds			
	IT Reserve (661)	Insurance (670)	Health Benefit Trust (675)	Vehicle Maintenance & Replacement (680)
RESOURCES				
Beginning Net Working Capital	666,470	8,329,115	14,772,618	1,659,594
Property Tax - Current Year	-	-	-	-
Property Tax - Prior Year	-	-	-	-
Revenue (excl. prop. taxes)	392,700	3,146,973	23,027,177	66,180
Transfers In	-	-	-	637,349
Total Revenues	392,700	3,146,973	23,027,177	703,529
Total Resources	1,059,170	11,476,088	37,799,795	2,363,123
REQUIREMENTS				
Salaries	-	200,373	-	-
Life & Long Term Disability	-	847	-	-
Health & Dental Insurance	-	41,434	-	-
FICA/Medicare	-	14,969	-	-
PERS	-	44,741	-	-
Unemployment Insurance	-	795	-	-
Workers' Compensation	-	2,250	542	-
Personnel Services	-	305,409	542	-
Materials & Services	366,000	3,721,883	23,923,851	219,000
Debt Principal	-	-	-	-
Debt Interest	-	-	-	-
Total Debt Service	-	-	-	-
Capital Outlay	300,400	-	-	600,000
Transfers Out	-	3,500	-	-
Total Exp. & Transfers	666,400	4,030,792	23,924,393	819,000
Contingency	-	7,445,296	13,875,402	1,544,123
Unapprop Ending Fund Bal / Reserve for Future Expenditures	392,770	-	-	-
Total Requirements	1,059,170	11,476,088	37,799,795	2,363,123
FY 2021 Budget As Revised	1,032,581	10,263,646	37,208,267	1,859,093
Inc (Dec) from FY 2021	26,589	1,212,442	591,528	504,030

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 revenue



Revenue – General Fund revenues are primarily from property taxes. Assessed value has grown over the past two years by an estimated 5.5% per year. 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 2022 and future insurance costs are assumed to increase 5% per year. 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 2022, that amount is \$11,137,703. 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. Fund balance is expected to experience moderate growth given the assumptions in this projection from FY 2022 through FY 2024 while still contributing about \$2 million per year to reserves.



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SHERIFF'S OFFICE

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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:

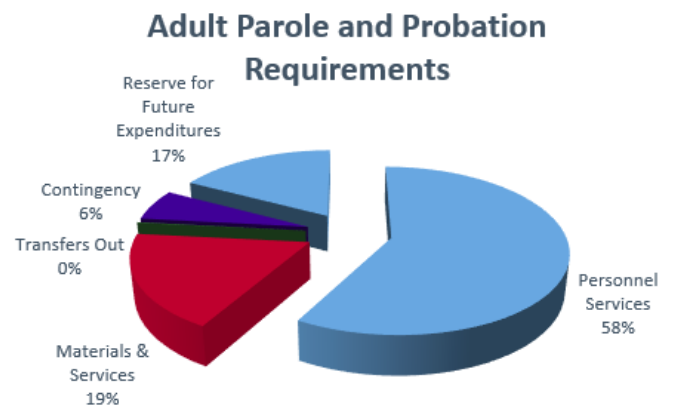
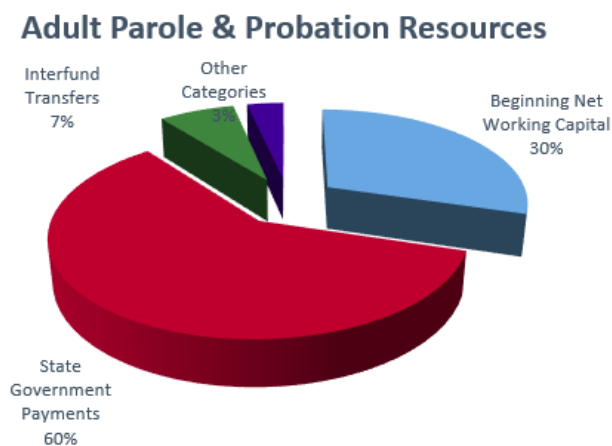
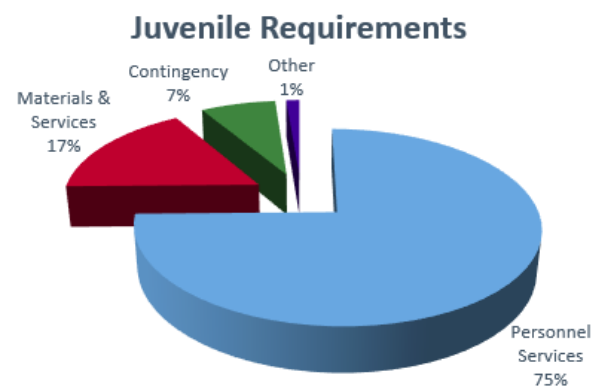
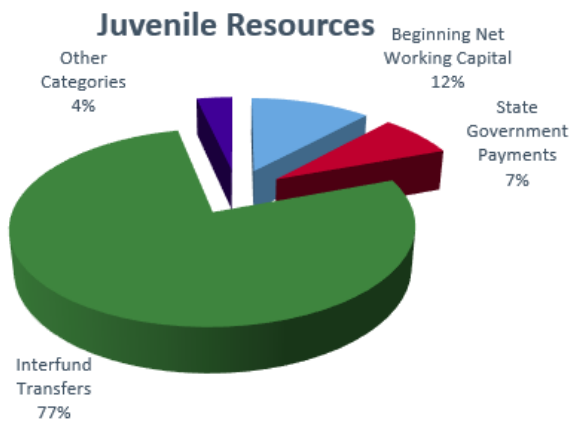
- Juvenile Detention, a secure juvenile correctional facility for youth awaiting adjudication and disposition.
- Juvenile Field Services, providing probation and informal supervision, community service crew and community based volunteer service, new offense intake and assessment, juvenile behavioral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

Juvenile Summary	
Total Budget	\$8,174,046
Budget Change	+1.11%
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 contractual management of pretrial electronic monitoring services. (Community Service, Electronic Monitoring and Misdemeanor Supervision)

Adult Parole & Probation Summary	
Total Budget	\$9,242,072
Budget Change	2.74%
Total Staff	40.85
Staff Change	-1.00 FTE



COMMUNITY JUSTICE: SUCCESSES & CHALLENGES

Significant Accomplishments

The department continued to examine and implement evidence-based practices and foster a continuous learning culture while adapting our supervision and services model to the physical distancing requirements of the COVID-19 pandemic. Activities in FY21 included:

- Continued to ensure all supervised persons receive a criminogenic risk assessment within 10 days of intake (actual: 7.9 days).
- Continued to provide cognitive behavioral groups using a virtual platform (Zoom) including Moral Reconciliation Therapy (MRT) for medium and high-risk male clients (juvenile and adult); and Moving On with adult female clients. Groups for youth in detention continued in-person.
- Developed state of the art interactive data platforms (dashboards) that provide real time organizational performance metrics to help supervisors and managers coach staff to excellence, promoting a 130% increase in parole and probation officer case management activity

- Conducted new strategic planning and implementation to enhance the juvenile divisions use of restorative justice practices in partnership with schools and community members, exploring and creating pathways to promote racial equity for our clients, and improving parole and probation officer's use of evidence-based practices with those they supervise.

Fiscal Issues

- The juvenile detention facility requires additional expenditures in FY22 to replace security cameras, and upgrade software and hardware that manages internal control of doors, cameras and intercoms.
- The Adult Division generally receives 90% of its operating revenue from state community corrections resources to supervise adults with felony convictions based on an established methodology. Due to the impact of COVID 19 and criminal justice reform legislation we anticipate reduced community corrections resources in FY22 sufficient to finance only 70% of current service level needs. While the COVID 19 recession occurred with unprecedented speed and an unknown recovery outlook, the division has for the past several years planned for a time when state revenue would no longer meet all cost of living and annual service costs increases, by under-expending community corrections revenue and maintaining a reserve for future felony supervision expenditure. This fund balance was approximately \$2.7M by the end of FY21, with \$1.1M needed in FY22 to backfill anticipated state revenue losses. It is possible the remaining contingency will be exhausted in FY23.
- The Department of Education has given notice that beginning in FY22, it expects to have a budget shortfall that may result in their inability to meet state educational standards for detained youth. If this occurs, the detention facility's current educational provider may opt out of its contract or reduce staffing. The division will work with state and local education officials in the upcoming year to address the issue.
- State Department of Corrections revenue (including revenue reserved for future expenditure) does not include funding to supervise adults with misdemeanor convictions. The county has prioritized and supported this work in the past through a General Fund allocation. The FY22 budget requests an increase from the prior year General Fund allocation, based on 1) assuming responsibility for supervising all person misdemeanor offenders following discontinuance of court ordered monitored probation, and 2) adopting a community corrections funding methodology. We will utilize this same calculation method in future to determine our General Fund request for the upcoming year. Legislation pending at the time of FY22 budget development may result in state funding for a subset of the misdemeanor population. The division will request a budget adjustment accordingly if needed.

Operational Challenges

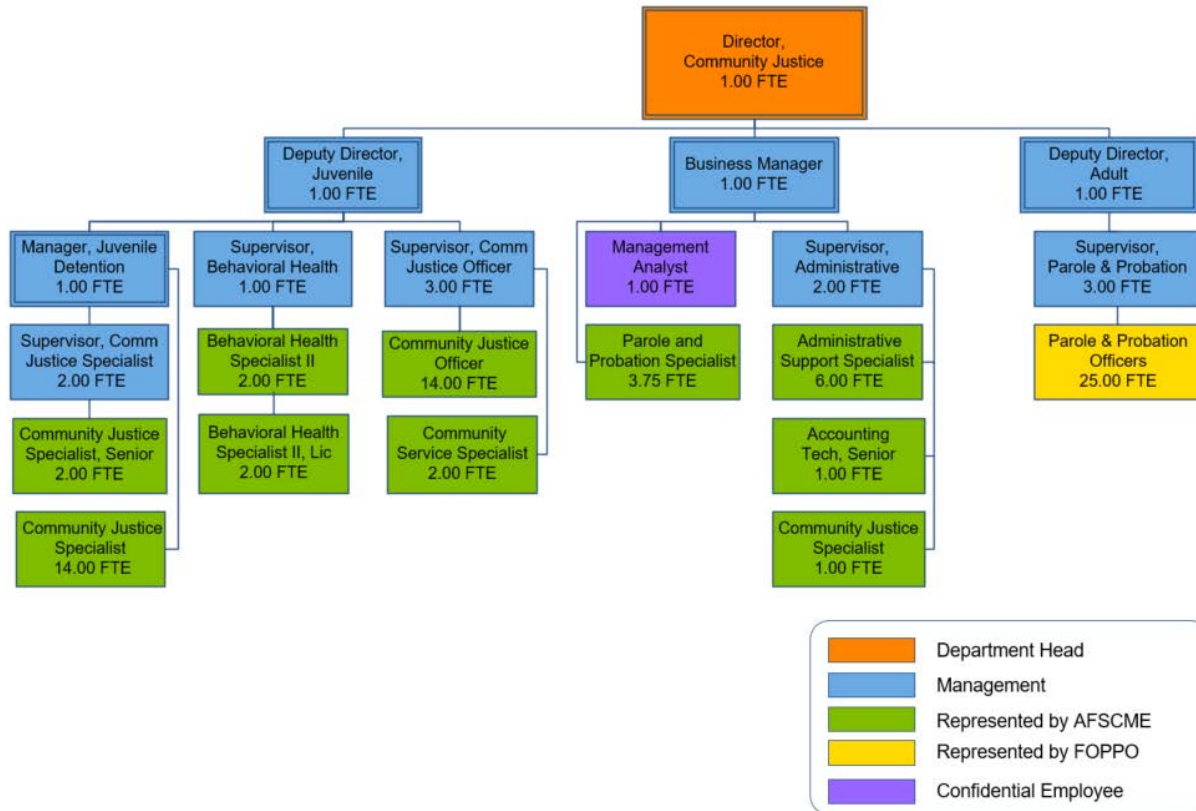
- Both the adult and juvenile divisions continue to require substantial improvements in space needs, including the consolidation of Bend area adult division staff from two to one location, and building a community service shop that is adjacent to department buildings. In January 2020, the department 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 and remain at a temporary modular structure, and the community service shop relocated and remains in downtown Bend, necessitating additional time and logistics to run the program. General contractor/construction manager capital projects are underway for both the juvenile and adult divisions. Construction contracts have been awarded to replace the department's community service shop and to expand parking south of the Denis Maloney Juvenile Community Justice Building with site work to begin in the fall of 2021. Due to project delays with the adult division building, the general contractor/construction manager and architects along with the facility department's project manager are reviewing project estimates, preparing items for Deschutes County Facility Project Review Committee input, and preparing for final design review in order for the general contractor/construction manager to develop the final not to exceed construction cost projection.

- The adult division has held vacant an additional Parole & Probation Officer FTE granted during the FY21 budget approval process. The division needs this FTE to meet changing industry requirements for quality and quantity of contact with supervised persons but has postponed filling the position due to the budgetary impact of COVID 19 and criminal justice reform efforts we see at play. We have kept the FTE in the proposed FY22 budget, with hopes for filling the position during the fiscal year if possible.
- 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 tools to strengthen our “continuous learning” organization. Significant progress was made during FY21 and will continue in FY22, including acting on final research results now underway from Southern Oregon University and implementing performance coaching and support for evidence-based practices after receiving technical assistance and training from the University of Cincinnati’s Corrections Institute.

Staff Summaries

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions					FY 2022 Changes
				Minimum	Maximum	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Fund 030	COMMUNITY JUSTICE JUVENILE										
	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	0.70	0.50	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	2.00	-
		Behavioral Health Specialist II	A313	29.2619	39.2137	2.00	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	13.00	15.00	15.00	15.00	15.00	-
		Accounting Technician, Sr	N410	25.2775	33.8742	0.70	0.50	0.50	0.50	0.50	-
		Admin Support Specialist	A307	21.8357	29.2619	2.00	1.00	1.00	1.00	1.00	-
	TOTAL DEPARTMENT				47.30	47.90	47.90	47.90	47.90	-	
Fund 355	ADULT PAROLE AND PROBATION										
	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	0.50	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	25.00	24.00	(1.00)
		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	0.50	0.50	0.50	0.50	-
		Admin Support Tech	A305	19.8056	26.5415	-	-	1.00	1.00	1.00	-
		Admin Support Specialist	A307	21.8357	29.2619	5.00	5.00	4.00	4.00	4.00	-
		TOTAL DEPARTMENT				39.45	39.85	39.85	41.85	40.85	(1.00)

Organizational Chart



Budget Summary – Juvenile Justice (Fund 030)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	4,049,315	1,296,490	1,074,000	968,507	968,507	968,506	(9.82%)
State Government Payments	588,703	572,233	668,740	613,900	613,900	613,900	(8.20%)
Charges for Services	107,943	102,527	99,000	89,000	89,000	89,000	(10.10%)
Fines & Fees	6,281	4,811	6,050	-	-	-	(100.00%)
Interest Revenue	31,318	26,491	17,300	14,243	14,243	14,243	(17.67%)
Other Non-Operational Revenue	88,239	100,087	94,500	94,500	94,500	94,500	0.00%
Interfund Grants	20,000	20,000	89,500	89,500	89,500	89,500	0.00%
Interfund Transfers	5,831,015	5,961,465	6,034,966	6,304,397	6,304,397	6,304,397	4.46%
Total Resources	10,722,815	8,084,105	8,084,056	8,174,047	8,174,047	8,174,046	1.11%
Personnel Services	5,412,349	5,650,045	5,970,797	6,108,905	6,108,905	6,108,905	2.31%
Materials & Services	1,218,976	1,277,340	1,372,016	1,333,570	1,363,409	1,363,409	(0.63%)
Capital Outlay	7,566	-	47,536	50,051	50,051	50,051	5.29%
Transfers Out	87,000	87,000	77,112	55,000	55,000	55,000	(28.68%)
Contingency	-	-	616,595	626,520	596,681	596,681	(3.23%)
Total Requirements	6,725,892	7,014,385	8,084,056	8,174,047	8,174,047	8,174,046	1.11%

Budget Summary – Adult Parole and Probation (Fund 355)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	9,334,882	2,754,005	2,714,814	2,739,775	2,739,775	2,739,775	0.92%
State Government Payments	6,000,354	6,181,598	5,674,587	5,520,557	5,520,557	5,520,557	(2.71%)
Charges for Services	8,902	15,583	3,000	2,000	2,000	2,000	(33.33%)
Fines & Fees	275,701	203,870	180,000	172,500	172,500	172,500	(4.17%)
Interest Revenue	77,778	64,896	37,700	45,193	45,193	45,193	19.88%
Interfund Charges	51,034	55,000	50,000	50,000	50,000	50,000	0.00%
Interfund Grants	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
Interfund Transfers	285,189	285,189	285,189	662,046	662,046	662,046	132.14%
Total Resources	16,083,840	9,610,140	8,995,290	9,242,071	9,242,071	9,242,071	2.74%
Personnel Services	4,522,266	4,753,486	5,157,473	5,379,503	5,379,503	5,379,503	4.31%
Materials & Services	1,686,408	1,663,665	1,923,795	1,678,314	1,700,412	1,700,412	(11.61%)
Capital Outlay	-	11,000	-	-	-	-	-
Transfers Out	120,000	62,000	97,693	10,000	10,000	10,000	(89.76%)
Contingency	-	-	746,908	584,000	561,902	561,902	(24.77%)
Reserve for Future Expenditures	-	-	1,069,421	1,590,254	1,590,254	1,590,254	48.70%
Total Requirements	6,328,673	6,490,151	8,995,290	9,242,071	9,242,071	9,242,071	2.74%

Performance Management

Goal: Safe Communities

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

Department Measure	Target
1. Complete criminogenic risk assessments of supervised adult clients within 10 days of intake.	<=10 days
2. Contracted adult treatment partners provide or actively working on an action plan to treatment that qualifies as "evidence-based" according to the Correctional Program Checklist.	>=65%
3. Increase proficiency in restorative justice practices internally and in partnership with area schools to promote equitable outcomes for all youth and families.	3 "Community Cadre" school sites with active Juvenile staff support
4. Percent cognitive-behavioral group participants reporting skill acquisition (Juvenile and Adult)	>=75%
5. Percent supervised 'available' adult clients with active and updated Behavior Change Plans (On field caseloads)	>=75%
6. Safely maintain state prison utilization target	< -10% bed days below baseline

7. Sufficient, unified space for all Bend-area adult Parole & Probation staff, programming and training needs

Space plan identified and underway

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.dcta.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 2 Chief Deputy District Attorneys, 21 Deputy District Attorneys, 21 Trial Assistants, 2 Investigators, 1 Executive Assistant, 1 Operations Manager, 1 Administrative Manager, .25 Management, 2 IT staff, 1.5 Administrative Staff, 1 Victims' Advocate Program Manager and 7 Victims' Advocates.

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

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-involved deadly use of force team/ 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	\$9,713,958
Budget Change	17.81%
Total Staff	58.00
Staff Change	3.90 FTE

Trial Assistants

The deputy district attorneys are supported by Trial Assistant positions. The Trial Assistants (TAs) perform a multitude of tasks for the office. Their primary function is to provide support for their assigned deputy district attorney (DDAs) and to process/maintain files. There are currently 21 FTEs devoted to the trial assistant position and 23 people that fill those positions.

- 1.5 Grand Jury Trial Assistants
- 1.0 Intake Specialist Trial Assistant
- 0.5 Juvenile Trial Assistant
- 18 Case Work Trial Assistant

Our goal is to provide efficient help and support to the deputy district attorneys as they prosecute criminal cases in Deschutes County. A trial assistant's duties are administrative in nature. A typical day for a TA can include:

- Prepare their DDA's daily docket by reviewing each case and making sure the proper documentation and notes are in place for court
- Process in-custody intake (taking care of in person and e-filing)
- Handle new filings
- Organize and provide discovery to defense attorneys
- Process cases back from court (entering case notes, judgment information, etc.)
- Prepare and file motions as directed by the DDA
- Order and process evidence
- Prepare and send out subpoenas for trials and contested hearings
- Process incoming paperwork
- Field correspondence from witnesses and officers
- Organize travel arrangements for witnesses for trial

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

Operations

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

- Front Desk
- File Clerk
- Public Records Clerk
- Payroll
- General Office Procedures
- Office Maintenance
- Accounts Receivable / Accounts Payable
- Administrative Support
- Vehicle Maintenance

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

Looking ahead, we anticipate an increased amount of Public Records Requests. The challenge will be to fulfill the

requests in a timely manner by maintaining the appropriate FTE support.

Information Technology (IT)

The Information Technology (IT) team is responsible for providing maintenance and support for all information technology equipment and computer program systems. The department consists of two FTE.

INFORMATION TECHNOLOGY STAFF	ROLE
Supervisor	Applications Systems Analyst II
Staff	Applications Systems Analyst I

The primary tasks of the IT department include, but not limited to

- Support for the digital case management system (PBK).
- General computer program issues.
- Redaction of audio evidence for purposes of trials and contested hearings.
- Assist with trial exhibits – printing photos, creating exhibits for smart boards, etc.
- Setting up smart boards and ensuring proper function for trials.
- Purchase of IT equipment such as computers and peripherals.
- Support grand jury equipment.
- Pull data and reports for statistical purposes as needed.
- Complete any other tasks needed to support IT equipment or programs.

Future projects and objectives consist of:

- Enhance collaboration across the Department through digital solutions to inform and engage internal and external audiences.
- Leveraging cost effective solutions through County IT hosted infrastructures.
- Foster decision-making through the use of analytic technology.
- Protect the integrity of the Department’s information and IT assets by strengthening our cybersecurity posture.
- Improve secure mobile and remote access to appropriate Department resources

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.

Victims' Assistance Program (VAP)

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.

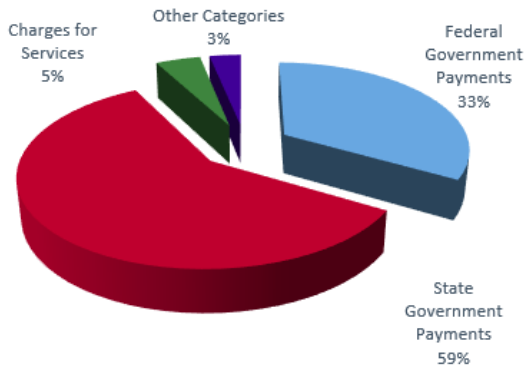
Oregon Statutes and the Constitution mandate many of the services provided by this program including:

- Informing victims, as soon as practicable, of their rights under Oregon law (ORS 147.417)
- 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)

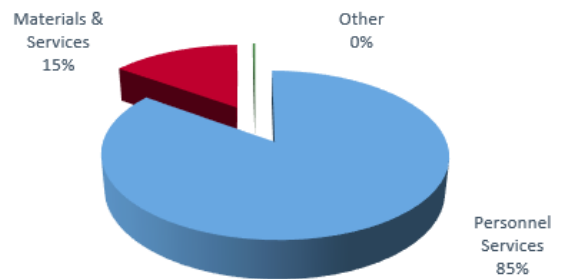
Other duties and functions performed by VAP include:

- Maintaining statistics on services provided by VAP.
- Providing community education, outreach and training.
- 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.
- Collaborating with law enforcement, governmental agencies and community organizations to facilitate process improvements for providing comprehensive, victim-centered- services to victims.
- Providing community outreach and education about the Victims Assistance Program, victims' rights and crime victims' issues.

District Attorney's Office Resources



District Attorney's Office Requirements



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, 389 people have availed themselves of the Goldilocks Clean Slate program. Over 249 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 76 individuals have also met with an OHP enroller to acquire health insurance, and 106 individuals have successfully graduate the program after 12 months of engagement. In addition, we have avoided having to schedule 402 court appearances and the program's one-year recidivism rate for participants is only 35

percent compared to Deschutes County's rate of 66 percent for drug possession offenses. Equally as important are the strides participants have been made to improve their health and change the trajectory of their lives. This includes 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

- Pandemic protocols resulted in systemic changes to the Criminal Justice System. DCDA responded to the Chief Justice's Orders and the Orders of the Deschutes County Presiding Judge.
- Trials at the Fairgrounds-DCDA supported the plan to hold trials at the Deschutes County Fairgrounds. The first completed trial at the Fairgrounds was a Domestic Violence case prosecuted primarily by DDA Brittany Haver with CDDA Mary Anderson. The trial had been set-over multiple times before going to trial in October of 2020. Since that time, a number of felony and misdemeanor cases have gone to trial at the Fairgrounds.
- Participation in Settlement Conferences-DCDA took full advantage of the opportunity provided by the Deschutes County Circuit Court to participate in Settlement Conference with Senior Judge A. Michael Adler, resolving a number of complex victim crime cases. Full participation allowed DCDA to reduce the delay many victims are experiencing as criminal trials are set-over due to Pandemic protocols.
- Pending Murder case resolved- the Clinton Holland murder case. In July of 2020, Nicole Jakubek was murdered by her estranged boyfriend Clinton Holland. The DCSO conducted an excellent investigation and continued to dedicate resources to the investigation even after the defendant was in custody. Their ongoing efforts and willingness to work with the assigned CDDA and DDA created a solid case for prosecution. The work of the Oregon State Police Crime Lab was critical, as well. Due to the strength of the evidence, the State was able to negotiate a sentence that was the highest allowed by law, 25 years to life imprisonment. The defendant plead guilty and was sentenced in March, just 7 months after committing this horrific crime. The case was prosecuted by Lead DDA Brandi Shroyer and CDDA Steve Gunnels.

PROTECTING THE INNOCENT

- We provided a thorough review of the evidence in all alleged criminal offenses that were presented to our office. This resulted in us declining to file criminal charges in numerous cases based on our belief that the suspect was innocent or the suspect's guilt could not be proven, the evidence was obtained contrary to the law, or the interests of justice compelled our decision.
- We vacated and expunged an invalid prosecution (facts did not support the conviction) from 2014 after the matter was brought to our attention by an out-of-state attorney assisting his client with a post-conviction collateral issue.

COMMUNITY COLLABORATION

TRAINING AND EFFORTS TO REDUCE IMPLICIT BIAS AND ADDRESS DEI ISSUES

- The IMPACTS funding opportunity aims to reduce the number of jail bookings and reliance on emergency departments and Oregon State Hospital beds while improving capacity for community-based treatment, supports and services to provide better outcomes for involved individuals, and more efficiently use local and state resources, and maintain public safety. The IMPACTS grant program "target population" is individuals who have a behavioral health disorder(s); are booked into a jail an average of four or more times in a one-year period; are high utilizers of criminal justice resources; and would benefit from comprehensive community supports and services to decrease justice and health system involvement. The Deschutes County Community understands that we are the agencies that can help provide some of these comprehensive services such as supportive housing when available and

treatment options. In July, we learned our IMPACTS grant application was fully funded. We (Deschutes County) were awarded \$2,403,519.52 which will allow out county to operate the stabilization center 24/7 365 for two years. We will also be able to work on diverting high utilizers with mental health issues who are committing low level crimes out of the criminal justice system by having them work with a case manager and peer assigned to the forensic assertive community treatment (FACT) team. The DA's Office was one of the community partners involved in the application for this grant and continues to work with DCBH to achieve the goals this funding opportunity seeks to accomplish.

- DCDA created a DEI team internally and members of the team presented to the Community Latino Association about who the DA's Office is and what we do. It had over 1,000 views and prompted a number of discussions between Spanish-speaking community members and our office on ways we can improve to serve that population. We are planning to conduct more presentations with the group in the near future.

INNOVATION

- After 20 years of discussion and planning, DCDA leveraged the unusual circumstances created by the Pandemic to complete the transition to an electronic case management system. The days of filing thousands of files in storage and carrying buckets of files to court came to an end.
- DCDA convened the Emerging Adult team to address criminal justice disparities among young adults (18-24-years-old). The program concept was initiated during the Prosecutor Impact training. The program plan includes restorative justice methodologies and Dr. Laub's research and training on how a positive impact at this pivotal age can change the trajectory of a person's life. Target launch date is early July 2021.
- DCDA launched the Veterans Intervention Strategy to address the needs of service members within our community that have been negatively impacted by their military service to the country, which resulted in drug addiction and/or mental health challenges. The program overcame a decade-old barrier that has prevented the launch of a traditional Veterans Treatment Court (VTC), while allowing us to implement many VTC best practices. The collaborative inter-agency team uses legal incentives and targeted veteran specific services and resources to help these veterans improve their life outcomes.
- In July of 2019, there were several changes to the statutes that deal with defendants who have mental health diagnoses, are unable to aid, and assist in their defense. These changes established additional required court appearances, timelines and significant involvement from our local health authority. It was difficult for the court to comply with the timelines, hard for defendants and attorneys to appear in front of different judges and provide a full update of the case, and hard for behavioral health to be a resource to the court when hearings were set on various dates and times. After multiple discussions between the DA's office, the presiding judge, the court administrator and DCBH, the court realized that while time and court space is precious, these cases would be better served with a dedicated judge at same time every week. In March of 2020, the court set aside time on every Monday morning to have aid and assist cases heard in front of the same judge. This change allowed for continuity, better availability for DCBH, and the dedicated judge is up to speed on every aid and assist case. Court appearances are quick and efficient and in compliance with the statutes.

TRAINING

- For Fiscal Year 20/21, John Hummel focuses DCDA trainings on topics related to diversity, equity, and inclusion (DEI). To the greatest extent possible, our trainings will be limited to DEI topics. Allyship Bend is selected to develop assessment, to be followed by targeted engagement with DCDA over the next year.
- 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.
- CDDA Steve Gunnels conducted training at the Deschutes County Sheriff's Office, the Bend Police Department and the Redmond Police Department on the newly passed Ballot Measure 110, which decriminalized a large number of drug possession cases. Total instruction time was 16 hours.

HUMAN RESOURCES

- Successfully recruited and integrated into our team: 3 Deputy District Attorneys, 1 JRP Deputy District Attorney, 2 Law Clerk, 1 Elder Abuse/ Financial Crimes Investigator Temporary Employee, 1 Temporary Intern, 1 District Attorney Investigator, 1 Domestic Violence Investigator , and 3Victims 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

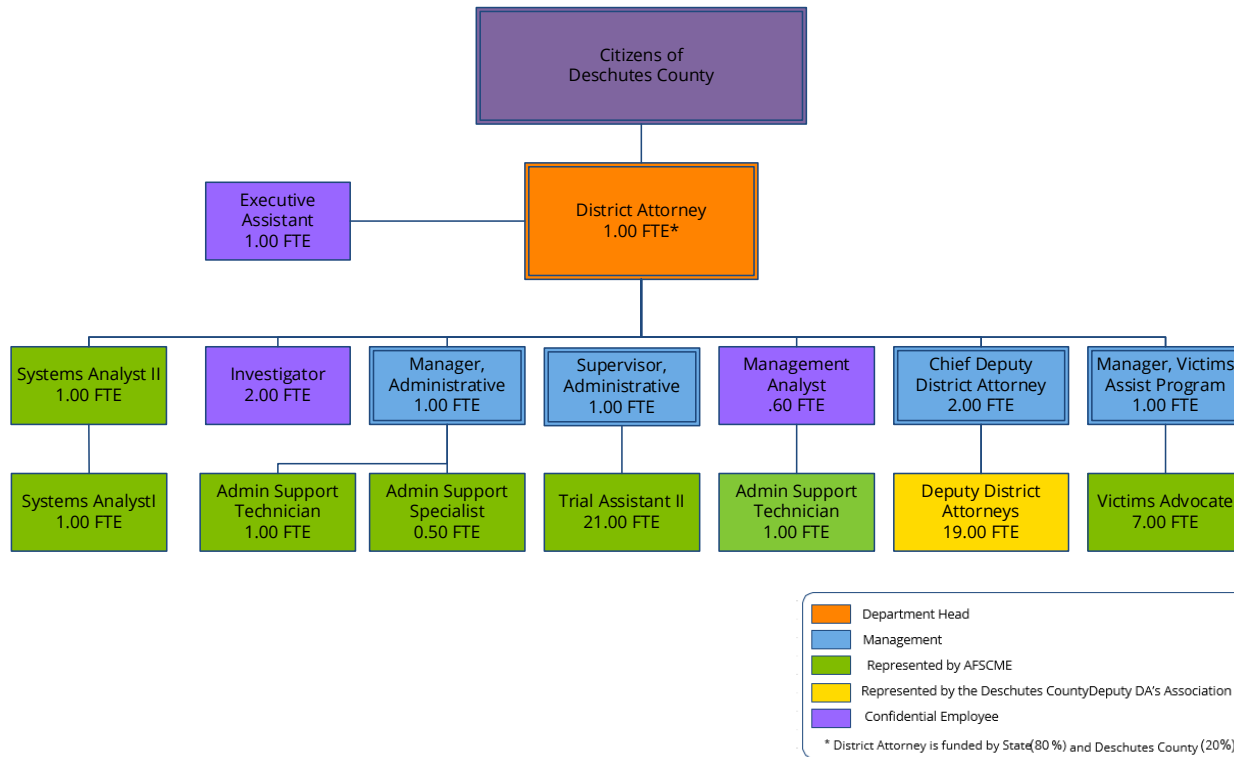
- The pandemic is and will be one of our biggest operational challenges. In 2020, there were a number of responses by the Criminal Justice System to address the impact of COVID-19, including the jail and the court. Case filings were down, but there is a growing backlog of cases that have been set-over for future dates for hearings and trials. Over 1,000 criminal cases where a judge has issued a warrant are being held for signature. Well over 100 trials have been set-over for a future trial dates in 2021 since March of 2020.
- Body Worn Cameras (BWC) and Electronic data evidence is growing faster than we can analyze it and Deschutes County Law Enforcement all selected different companies for their systems, creating three times the work for DCDA. The proliferation of cell phone videos, text messages, Tik Tok 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 are working with law enforcement, in particular the Deschutes County Sheriff's Office, to enhance the services offered by their forensic data team.

Staff Summaries:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
DISTRICT ATTORNEY									
General	County District Attorney	N/A	84.3654	84.3654	1.00	1.00	1.00	1.00	-
Government	Chief Deputy District Attorney	N424	50.0477	67.0687	2.00	2.00	2.00	2.00	-
-Judicial	Deputy District Attorney	D010	43.0147	57.7816	18.00	21.00	21.00	20.00	(1.00)
	Management Analyst	N416	33.8742	45.3947	1.60	0.60	0.60	1.00	0.30
	Manager, Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Investigator	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	-
	Applications System Analyst II	A315	32.2613	43.2331	1.00	1.00	1.00	1.00	-
	Applications System Analyst I	A313	29.2619	39.2137	1.00	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	-	-	-	-	-
	Trial Assistant II	A308	22.9274	30.7250	19.00	21.00	21.00	23.50	2.50
	Admin Support Specialist	A307	21.8357	29.2619	1.00	-	-	-	-
	Admin Support Assistant	A301	16.2940	21.8357	-	0.50	0.50	0.50	-
	Trial Assistant I	A306	20.7958	27.8685	-	-	-	-	-
	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	-	-	-	-	-
	Supervisor, Deputy DA	D010	43.0147	57.7816	-	-	-	2.00	2.00
	Supervisor, Administrative	N414	30.7250	41.1744	-	1.00	1.00	1.00	-
	Customer Service Clerk I	A301	16.2940	21.8357	0.50	-	-	-	-
TOTAL DEPARTMENT					49.10	54.10	54.10	58.00	3.80

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum		FY 2019	FY 2020	FY 2021	FY 2022	
VICTIMS' ASSISTANCE									
Genl Government -Judicial	Manager, Victims' Assistance Program	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Victims' Advocate	A309	24.0739	32.2613	6.00	7.00	7.00	7.00	-
TOTAL DEPARTMENT					7.00	8.00	8.00	8.00	-

Organizational Chart



Budget Summary – District Attorney (Fund 001-11)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Federal Government Payments	96,289	144,739	114,995	144,887	144,887	144,887	25.99%
State Government Payments	141,974	118,226	318,143	255,334	255,334	255,334	(19.74%)
Local Government Payments	10,000	1,000	11,000	11,000	11,000	11,000	0.00%
Charges for Services	123,657	61,806	20,000	20,000	20,000	20,000	0.00%
Other Non-Operational Revenue	15,000	5,000	-	-	-	-	-
Interfund Charges	-	3,000	3,000	3,000	3,000	3,000	0.00%
General Fund	6,618,537	7,284,834	7,778,545	8,550,767	9,279,737	9,279,737	19.30%
Total Resources	7,005,457	7,618,606	8,245,683	8,984,988	9,713,958	9,713,958	17.81%
Personnel Services	5,864,202	6,537,559	7,006,994	7,600,470	8,259,449	8,259,449	17.87%
Materials & Services	1,090,811	1,054,143	1,217,081	1,362,287	1,432,278	1,432,278	17.68%
Capital Outlay	38,232	15,000	10,000	10,000	10,000	10,000	0.00%
Transfers Out	12,213	11,904	11,608	12,231	12,231	12,231	5.37%
Total Requirements	7,005,457	7,618,606	8,245,683	8,984,988	9,713,958	9,713,958	17.81%

Budget Summary – Victims’ Assistance (Fund 212)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	81,517	59,347	-	92,984	92,984	92,984	-
Federal Government Payments	260,169	341,850	339,409	299,477	299,477	299,477	(11.77%)
State Government Payments	101,980	101,980	101,980	101,980	101,980	101,980	0.00%
Charges for Services	44,380	6,520	-	-	-	-	-
Fines & Fees	2,165	-	-	-	-	-	-
Interest Revenue	1,744	(2,077)	-	-	-	-	-
Other Non-Operational Revenue	25	-	-	-	-	-	-
Interfund Transfers	295,648	295,648	491,407	494,940	494,940	494,940	0.72%
Total Resources	787,628	803,268	932,796	989,381	989,381	989,381	6.07%
Personnel Services	674,318	766,676	836,730	902,489	902,489	902,489	7.86%
Materials & Services	53,964	35,653	81,668	86,892	86,892	86,892	6.40%
Contingency	-	-	14,398	-	-	-	(100.00%)
Total Requirements	728,281	802,329	932,796	989,381	989,381	989,381	6.07%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
General Fund	160,296	197,772	236,358	238,364	242,652	242,652	2.66%
Total Resources	160,296	197,772	236,358	238,364	242,652	242,652	2.66%
Materials & Services	160,296	197,772	236,358	238,364	242,652	242,652	2.66%
Total Requirements	160,296	197,772	236,358	238,364	242,652	242,652	2.66%

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, one-year average recidivism rate for PCS crimes in Deschutes County for is 66.7%. 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 75.9%. 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

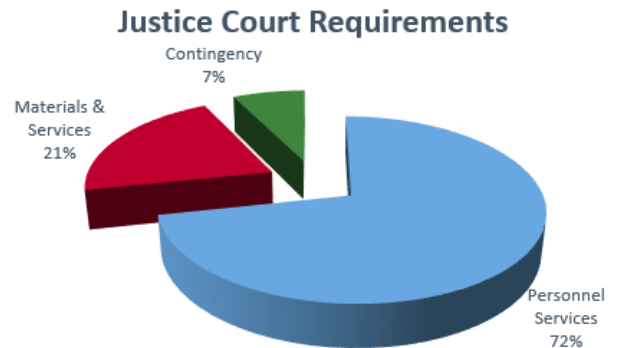
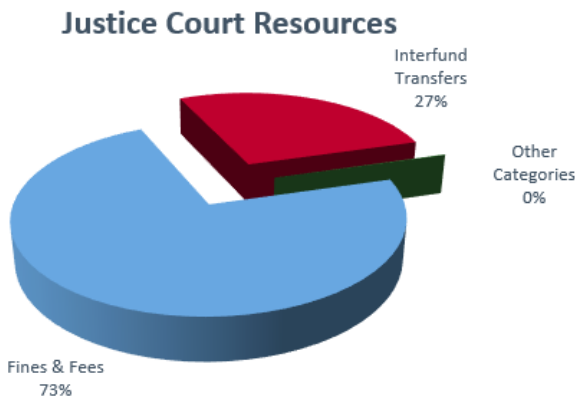
🌐: www.deschutes.org/court

Justice Court Summary	
Total Budget	\$756,788
Budget Change	1.86%
Total Staff	4.60 FTE
Staff Change	No Change

Department Overview

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

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



SUCCESSSES & CHALLENGES

Significant Accomplishments

- Scanned, stored and purged all parking violation citations.
- Continued to operate at full capacity, including court sessions performed with COVID 19 restrictions, during worldwide pandemic.
- Recruited, hired and trained a new Court Services Assistant.
- Implemented virtual small claims mediations.

Fiscal Issues

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

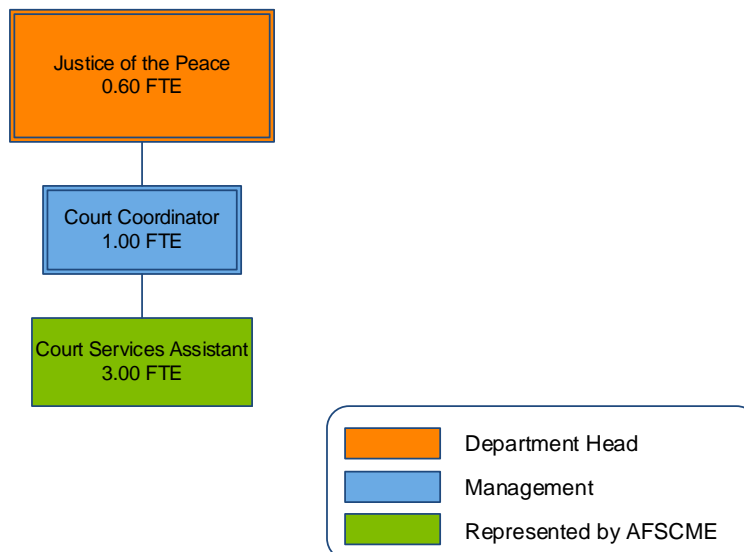
Operational Challenges

- Maintaining the current level of service while adhering to new restrictions and guidelines put in place by the Oregon Health Authority in order to slow the spread of COVID 19.
- Keeping apprised of the daily changes in information related to conducting business during a worldwide pandemic.
- Keeping court staff and the public safe from infection while continuing to conduct court business.

Staff Summary

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions					FY 2022 Changes
				Minimum		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
220	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	
	TOTAL DEPARTMENT					4.60	4.60	4.60	4.60	4.60	-

Organizational Chart



Budget summary – Justice Court (220)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	315,981	144,227	144,227	-	-	-	(100.00%)
State Government Payments	-	3,030	-	737	737	737	-
Fines & Fees	605,344	556,877	488,750	550,000	550,000	550,000	12.53%
Interest Revenue	2,931	1,706	1,100	95	95	95	(91.36%)
Interfund Transfers	30,000	-	107,235	205,956	205,956	205,956	92.06%
Total Resources	954,256	705,839	741,312	756,788	756,788	756,788	2.09%
Personnel Services	508,098	522,073	531,006	542,494	542,494	542,494	2.16%
Materials & Services	143,941	145,925	152,502	156,342	158,648	158,648	4.03%
Contingency	-	-	57,804	57,952	55,646	55,646	(3.73%)
Total Requirements	652,039	667,997	741,312	756,788	756,788	756,788	2.09%

Performance Management

Goal: Safe Communities

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

- Measure #1: Rate of collections on fines 50% or 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

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.

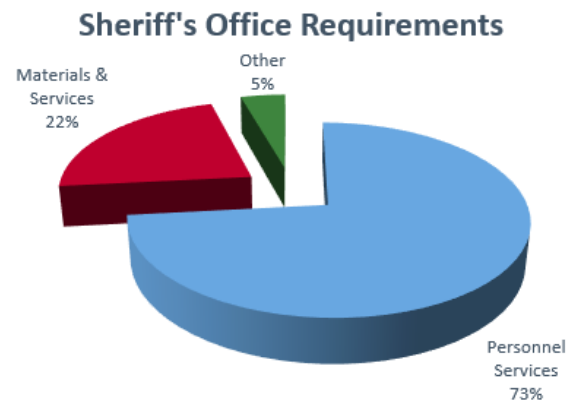
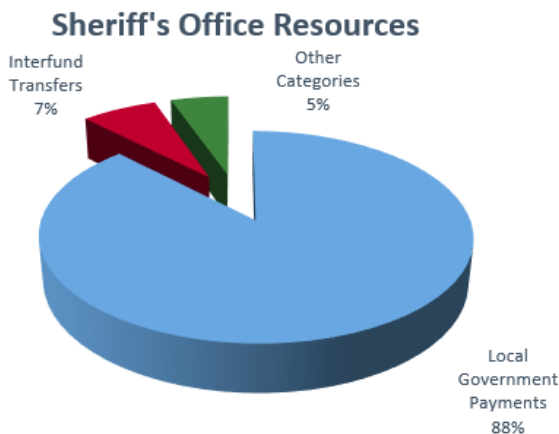
Sheriff's Office Summary	
Total Budget	\$54,135,362
Budget Change	+5.24%
Total Staff	257.00
Staff Change	+9.50 FTE

Services of the Sheriff's Office include:

- **ADMINISTRATION:** Includes business management, human resources, information technology, legal and command staff.
- **CORRECTIONS:** Includes the adult jail, work center, court security transports and maintenance.
- **COURT SECURITY:** Provides a security checkpoint, which conducts a security screen for each visitor to the DA's Office and Courthouse, including the grand jury, trial juries and the public.
- **PATROL:** Responsible for crime prevention, responding to 9-1-1 calls for service, enforcement of traffic laws, and investigation of traffic crashes and apprehension of suspects. Special functions include school resource, K-9 and reserve deputies.
- **CIVIL:** Responsible for receiving and serving all court documents presented to the Sheriff, processing paperwork on all towed or impounded vehicles, assisting with Sheriff's auctions and other civil activities.
- **AUTOMOTIVE/COMMUNICATIONS:** Maintains the Sheriff's Office vehicle fleet and communication network.
- **RECORDS:** Responsible for all storage, dissemination and transcription of deputy reports.
- **TRAINING:** Responsible for planning, scheduling, preparing, conducting, maintaining and coordinating initial and continual training for all sworn and non-sworn personnel.
- **DETECTIVES:** Investigates crimes that include homicide, domestic violence, narcotics, forgery, child pornography,

child and elderly abuse and sexual assault.

- **STREET CRIMES/CODE/DIGITAL FORENSICS:** Consists of membership in the Central Oregon Drug Enforcement Team (CODE), street crimes, digital forensics, and concealed handgun licensing.
- **SPECIAL SERVICES:** Provides the coordination of search and rescue missions and marine patrol on county lakes and rivers. Other functions include off-road vehicle, marine and snowmobile patrol.
- **EMERGENCY SERVICES:** Responsible for all emergency disaster planning and preparedness.



SUCCESSES & CHALLENGES

Significant Accomplishments

- Added a Blue-Line Safety Zone in La Pine, 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. This is the third monitored site created, with others in Bend and Sisters. Added safe gun storage.
- Continued to improve community service in the Concealed Handgun License Unit by expanding ability to process applications, renewals, and payments to provide convenience and safety due to the pandemic.
- Worked with Courts and other law enforcement agencies to reduce the jail population while keeping the potentially most dangerous offenders in custody. This initiative helped avoid a serious COVID outbreak among the jail population as well as among staff.
- Provided staff to support local Meals on Wheels program, Community Kitchen, prescription deliveries and other such services when these organizations lost significant numbers of volunteers due to COVID 19 concerns.
- Began a necessary upgrade to the exterior façade and windows of the Office's main office. This measure will ultimately fix leaks from the window frames that was causing dry rot and long-term damage to the exterior structure.

- Completed the trial and evaluation, and began the implementation of a new Body Camera system for deputies and patrol cars that will aid in the performance of duties and provide transparency and information to both prosecutors and the public.
- The online reporting System for community members to file non-emergency reports continues to be a success. Though work crews were discontinued as a precaution due to COVID 19, deputies performed the work on their own, cleaning up 34 graffiti sites and removing over 50,350 pounds of trash from illegal dump sites.
- Completed the revamp of the Office's strategic plan.

Fiscal Issues

- The continued uncertainty surrounding the COVID 19 recovery, along with reductions in State and Federal revenue, create several unknowns, requiring flexibility. Additionally, we do not know the extent to which the economy will continue to be negatively impacted, even after restrictions are lifted. The Office is working closely with 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 and case law and legislation change, training must be adapted to apply new systems or practices surrounding its use. This often necessitates changes to existing training plans and budget.
- The cost of providing medical, behavioral, and behavioral health care to treat inmates continues to increase.
- The cost to replace aging building systems and operating equipment continues to increase.
- Staffing levels and the ability to fill open positions remain a challenge for both Patrol and Corrections. The investment in hours on behavioral health-related patrol calls 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 the Office on many levels. Recruiting, hiring, and training processes take additional time and revenue from state programs remains uncertain.
- Managing staffing levels due to COVID 19, along with the challenges of operating at optimum levels while balancing staff availability and absences due to vacation, Family and Medical Leave Act (FMLA), illness and injury. Despite higher unemployment, the pool of applicants has decreased in recent years.
- The increase in arrests for driving under the influence of intoxicants (DUI) drug impaired drivers and citations for minors in possession of marijuana over the last few years continue to require additional resources. The recent decriminalization of recreational drugs will require resources and training. 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

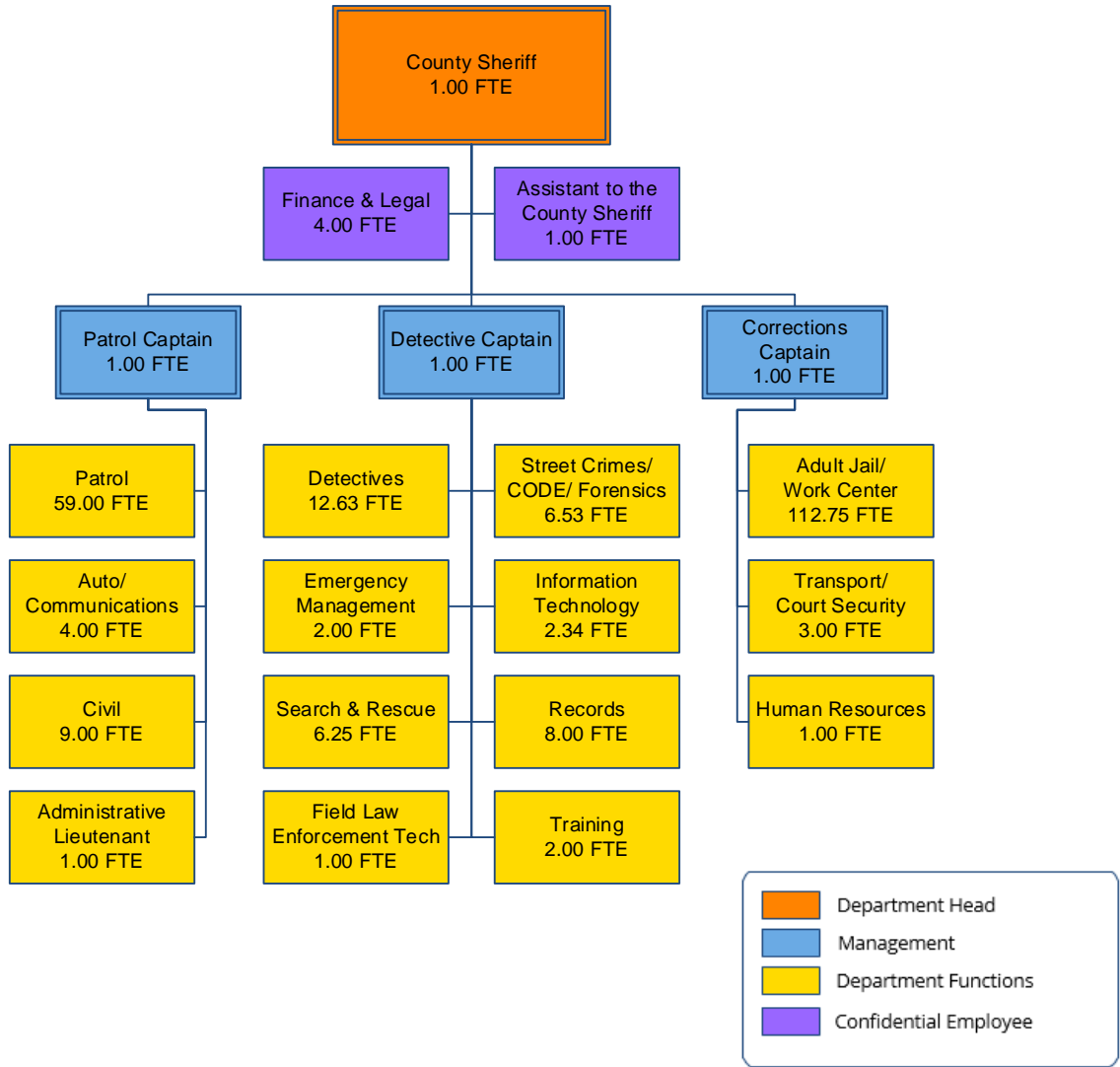
types of offenders that can be housed in a unit.

- 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:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
SHERIFF'S OFFICE									
Public Safety	Medical Director	N425	52.5501	70.4223	0.50	1.00	1.00	1.00	-
-Sheriff	County Sheriff	N/A	76.9246	76.9246	1.00	1.00	1.00	1.00	-
and	Captain	N425	52.5501	70.4223	3.00	3.00	3.00	3.00	-
Public Safety	Sheriffs Legal Counsel	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-
-Corrections	Lieutenant	N423	47.6644	63.8751	13.00	12.00	13.00	13.00	-
	Special Command Officer	A322	45.3947	60.8333	-	-	-	-	-
	Psychiatric Nurse Practitioner	A322	45.3947	60.8333	0.50	-	-	-	-
	Manager, IT Systems	N422	45.3947	60.8333	-	-	-	-	-
	Manager, Behavioral Health Program	N421	43.2331	57.9365	0.50	0.50	0.50	-	-
	Manager, Business	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-
	Sergeant	N419	39.2137	52.5501	24.00	24.00	24.00	28.00	-
	Detective, Digital Forensics	S110	38.5404	49.1883	2.00	3.00	4.00	4.00	-
	Behavioral Health Specialist II	A314	30.7250	41.1744	-	-	-	2.00	2.00
	Automotive Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	2.00	2.00	2.00	-
	Building Maintenance Supervisor	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	IT Analyst II	A315	32.2613	43.2331	3.00	3.00	3.00	2.00	(1.00)
	Detective	S100	32.4980	41.4575	6.00	11.00	11.00	9.00	(2.00)
	Nurse/Corrections	S090	33.8742	41.1744	8.00	8.00	8.00	8.00	-
	Sheriff Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Administrative Supervisor	N414	30.7250	41.1744	-	1.00	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Administrative Supervisor II	N414	30.7250	41.1744	-	-	-	-	-
	Behavioral Health Specialist I	A313	29.2619	39.2137	-	-	-	1.00	1.00
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	2.00	2.00	2.00	2.00	-
	Deputy Sheriff	S080	30.8598	39.3679	54.00	53.00	56.00	60.00	4.00
	Corrections Deputy	S080	30.8598	39.3679	71.00	72.00	73.00	73.00	-
	Paralegal	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Human Resources Specialist	N411	26.5415	35.5680	2.00	2.00	2.00	2.00	-
	Project Coordinator	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	2.00	-	-	-	-
	Field Law Enforcement Technician	S060	22.9677	29.3179	-	1.00	1.00	1.00	-
	Emergency Services Coordinator	S060	22.9677	29.3179	1.00	1.00	1.00	2.00	-
	Evidence Technician	S060	22.9677	29.3179	3.00	3.00	3.00	3.00	-
	Building Maintenance Specialist II	A308	22.9274	30.7250	4.00	4.00	4.00	4.00	-
	Mechanic	S050	22.8410	29.4965	3.00	2.00	3.00	4.00	1.00
	Corrections Technician	S040	22.5531	28.7721	4.00	5.00	5.00	5.00	-
	Corrections Classification Specialist	S040	22.5531	28.7721	2.00	2.00	2.00	2.00	-
	Civil Technician	S040	22.5531	28.7721	5.00	5.00	5.00	5.00	-
	Office Assistant	S020	22.2964	27.0659	12.00	11.00	11.00	11.00	-
TOTAL DEPARTMENT					233.50	240.50	247.50	257.00	5.00

Organizational Chart



Budget Summary – Sheriff’s Office (Fund 255)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	845	-	-	-	-	-	-
Federal Government Payments	247,183	150,667	224,320	308,320	308,320	308,320	37.45%
State Government Payments	1,994,999	2,594,275	2,177,798	1,581,751	1,581,751	1,581,751	(27.37%)
Local Government Payments	35,017,501	37,521,670	44,637,215	47,190,666	47,484,701	47,484,701	6.38%
Charges for Services	272,982	352,304	207,814	154,300	154,300	154,300	(25.75%)
Fines & Fees	521,477	459,440	440,200	422,600	422,600	422,600	(4.00%)
Interest Revenue	-	2,117	-	9,798	9,798	9,798	-
Other Non-Operational Revenue	54,280	84,971	62,255	68,505	68,505	68,505	10.04%
Interfund Charges	293,728	344,508	290,241	288,500	288,500	288,500	(0.60%)
Interfund Grants	-	3,000	3,000	3,000	3,000	3,000	0.00%
Interfund Transfers	3,254,919	3,392,036	3,392,077	3,395,687	3,773,737	3,773,737	11.25%
Sale of Assets, Land or Equipment	70,493	49,073	7,300	40,150	40,150	40,150	450.00%
Total Resources	41,728,408	44,954,062	51,442,220	53,463,277	54,135,362	54,135,362	5.24%
Personnel Services	32,472,481	35,025,533	36,879,224	39,126,083	39,700,018	39,700,019	7.65%
Materials & Services	7,391,153	8,440,824	11,751,938	11,937,880	12,036,030	12,059,217	2.61%
Capital Outlay	1,590,263	1,215,914	2,538,058	2,103,126	2,103,126	2,103,126	(17.14%)
Transfers Out	273,666	271,791	273,000	273,000	273,000	273,000	0.00%
Total Requirements	41,727,563	44,954,062	51,442,220	53,440,090	54,112,175	54,135,362	5.24%

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 \$30,000 in revenue in FY 22. State funding for inmate housing continues in FY 22, including \$1,050,721 for inmates resulting from Senate Bill 1145 legislation and \$200,000 for incarcerating repeat DUII offenders.

Corrections Budget

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
State Government Payments	1,643,282	1,625,594	1,687,290	1,253,221	1,253,221	1,253,221	(25.73%)
Local Government Payments	16,211,436	16,702,548	19,636,353	20,188,160	20,224,593	20,224,593	3.00%
Charges for Services	243,437	251,704	183,000	126,500	126,500	126,500	(30.87%)
Fines & Fees	129	43	100	-	-	-	(100.00%)
Interfund Charges	150,551	162,757	154,000	147,000	147,000	147,000	(4.55%)
Sale of Assets, Land or Equipment	3,012	1,000	-	-	-	-	-
Total Resources	18,251,846	18,743,646	21,660,743	21,714,881	21,751,314	21,751,314	0.42%
Personnel Services	15,029,878	15,659,467	16,446,995	17,857,229	17,857,229	17,857,229	8.57%
Materials & Services	2,573,719	2,674,604	4,034,389	3,227,465	3,263,898	3,287,085	(18.52%)
Capital Outlay	374,584	137,784	356,359	334,000	334,000	334,000	(6.27%)
Transfers Out	273,666	271,791	273,000	273,000	273,000	273,000	0.00%
Total Requirements	18,251,846	18,743,646	21,110,743	21,691,694	21,728,127	21,751,314	3.03%

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

Law Enforcement Services Budget

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Federal Government Payments	247,183	150,667	224,320	308,320	308,320	308,320	37.45%
State Government Payments	351,717	931,744	490,508	328,530	328,530	328,530	(33.02%)
Local Government Payments	12,350,652	13,951,292	16,675,074	17,884,509	18,115,808	18,115,808	8.64%
Charges for Services	17,217	78,997	14,700	16,000	16,000	16,000	8.84%
Fines & Fees	521,229	459,338	440,100	422,600	422,600	422,600	(3.98%)
Other Non-Operational Revenue	54,280	84,971	62,255	68,505	68,505	68,505	10.04%
Interfund Charges	143,177	181,751	136,241	141,500	141,500	141,500	3.86%
Interfund Grants	-	3,000	3,000	3,000	3,000	3,000	0.00%
Interfund Transfers	3,254,919	3,392,036	3,392,077	3,395,687	3,773,737	3,773,737	11.25%
Sale of Assets, Land or Equipment	50,862	48,073	7,300	1,000	1,000	1,000	(86.30%)
Total Resources	16,991,236	19,281,869	21,445,575	22,569,651	23,179,000	23,179,000	8.08%
Personnel Services	14,650,141	16,374,157	17,348,953	18,112,092	18,686,027	18,686,027	7.71%
Materials & Services	1,587,189	1,956,993	2,550,923	2,762,433	2,797,847	2,797,847	9.68%
Capital Outlay	753,906	950,719	2,095,699	1,695,126	1,695,126	1,695,126	(19.11%)
Total Requirements	16,991,236	19,281,869	21,995,575	22,569,651	23,179,000	23,179,000	5.38%

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.

Administrative & Support Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	845	-	-	-	-	-	-
State Government Payments	-	36,938	-	-	-	-	-
Local Government Payments	6,455,412	6,867,830	8,325,788	9,117,997	9,144,300	9,144,300	9.83%
Charges for Services	12,329	21,602	10,114	11,800	11,800	11,800	16.67%
Fines & Fees	120	60	-	-	-	-	-
Interest Revenue	-	2,117	-	9,798	9,798	9,798	-
Sale of Assets, Land or Equipment	16,619	-	-	39,150	39,150	39,150	-
Total Resources	6,485,325	6,928,547	8,335,902	9,178,745	9,205,048	9,205,048	10.43%
Personnel Services	2,792,462	2,991,908	3,083,275	3,156,762	3,156,762	3,156,762	2.38%
Materials & Services	3,230,245	3,809,227	5,166,627	5,947,983	5,974,286	5,974,286	15.63%
Capital Outlay	461,773	127,411	86,000	74,000	74,000	74,000	(13.95%)
Total Requirements	6,484,480	6,928,547	8,335,902	9,178,745	9,205,048	9,205,048	10.43%

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

Countywide Law Enforcement District 1 Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	7,780,071	9,723,900	11,153,975	13,180,593	13,180,593	13,180,593	18.17%
Property Tax	25,466,957	27,258,171	27,756,763	29,590,538	28,778,529	28,778,529	3.68%
Other Taxes	12,805	-	-	-	-	-	-
Interest Revenue	288,269	287,276	101,100	147,416	147,416	147,416	45.81%
Sale of Assets, Land or Equipment	53,322	21,380	-	-	-	-	-
Total Resources	33,601,424	37,290,727	39,011,838	42,918,547	42,106,538	42,106,538	7.93%
Materials & Services	23,877,524	24,951,965	29,728,639	30,765,330	30,755,911	30,955,911	4.13%
Contingency	-	-	9,283,199	12,153,217	11,350,627	11,150,627	20.12%
Total Requirements	23,877,524	24,951,965	39,011,838	42,918,547	42,106,538	42,106,538	7.93%

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.

Countywide Law Enforcement District 2 Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	7,093,374	7,094,760	7,522,192	4,693,918	4,693,918	4,693,918	(37.60%)
Property Tax	10,312,306	11,027,754	11,212,307	11,958,562	11,958,562	11,958,562	6.66%
Other Taxes	15,887	-	-	-	-	-	-
Interest Revenue	193,301	160,208	120,000	69,274	69,274	69,274	(42.27%)
Sale of Assets, Land or Equipment	21,561	8,631	-	-	-	-	-
Total Resources	17,636,429	18,291,352	18,854,499	16,721,754	16,721,754	16,721,754	(11.31%)
Materials & Services	10,541,670	11,797,147	14,156,376	15,831,685	15,935,138	15,935,138	12.57%
Contingency	-	-	4,698,123	890,069	786,616	786,616	(83.26%)
Total Requirements	10,541,670	11,797,147	18,854,499	16,721,754	16,721,754	16,721,754	(11.31%)

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

Court Facilities Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Fines & Fees	79,748	72,258	86,050	63,000	63,000	63,000	(26.79%)
Interest Revenue	239	271	-	178	178	178	-
Total Resources	79,987	72,529	86,050	63,178	63,178	63,178	(26.58%)
Materials & Services	79,987	72,529	86,050	63,178	63,178	63,178	(26.58%)
Total Requirements	79,987	72,529	86,050	63,178	63,178	63,178	(26.58%)

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.

Communications System Reserve Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	59,497	162,929	266,500	320,465	320,465	320,465	20.25%
Local Government Payments	100,000	100,000	100,000	100,000	100,000	100,000	0.00%
Interest Revenue	3,432	4,571	2,200	3,079	3,079	3,079	39.95%
Total Resources	162,929	267,501	368,700	423,544	423,544	423,544	14.87%
Reserve for Future Expenditures	-	-	368,700	423,544	423,544	423,544	14.87%
Total Requirements	-	-	368,700	423,544	423,544	423,544	14.87%

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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
- 🌐: www.deschutes.org/assessor

County Assessor's Summary	
Total Budget	\$5,484,706
Budget Change	+4.14%
Total Staff	35.26 FTE
Staff Change	No Change

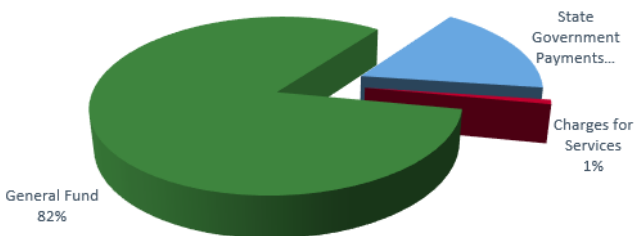
Department Overview

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

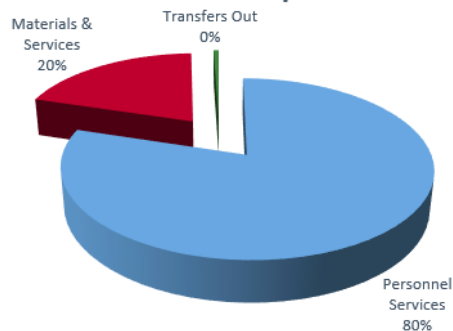
- **Appraisal Division** is responsible for the appraisal of new construction, re-appraisals, appeal process, sales analysis, special assessments and annual adjustments of property values.
- **Assessment Records Division** is responsible for providing public information, administering deferral, exemption,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

In FY 21, Deschutes County had 109,607 taxable accounts representing \$47.9 billion in real market value and \$27.3 billion in taxable assessed value, generating \$420.8 million in property taxes and assessments.

Assessor's Office Resources



Assessor's Office Requirements



SUCCESSSES & CHALLENGES

Significant Accomplishments

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

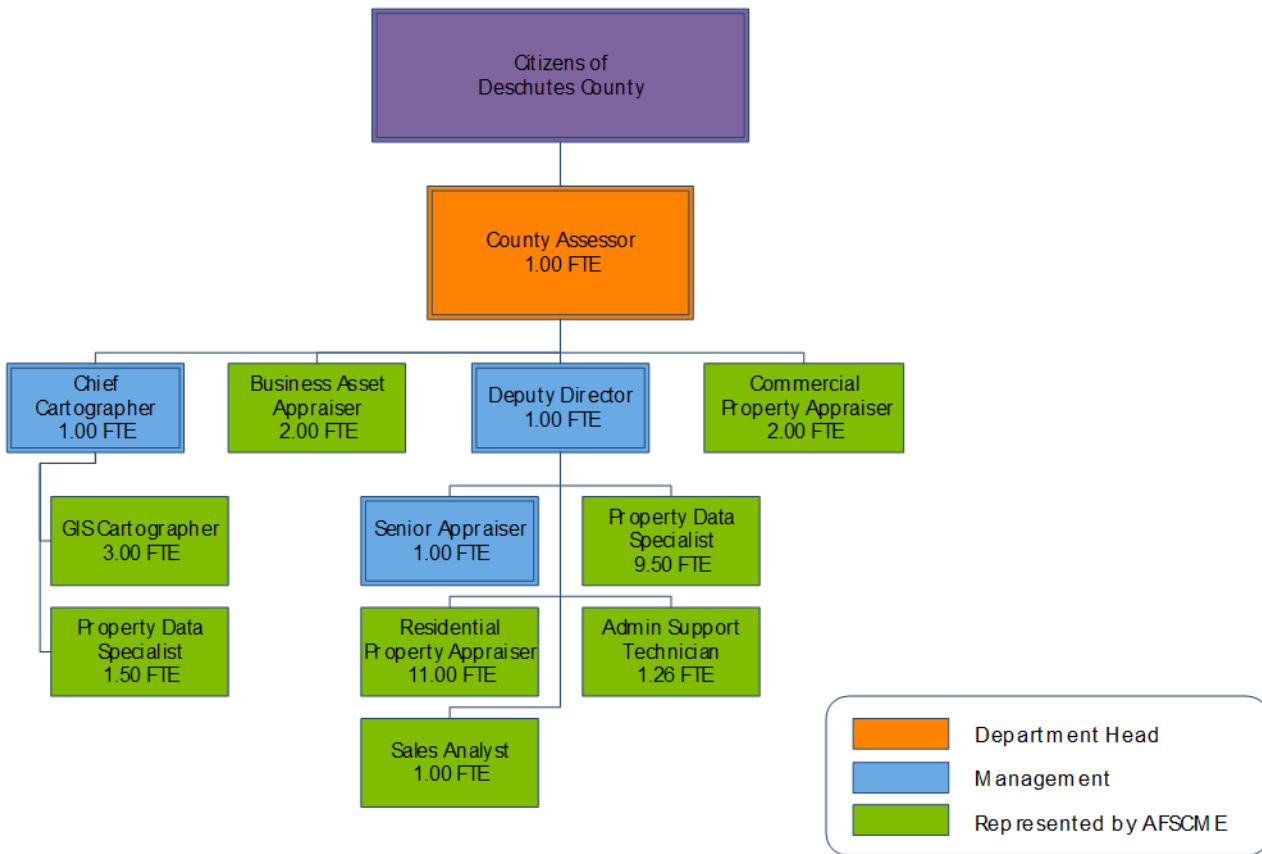
Operational Challenges

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

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
ASSESSOR									
General	County Assessor	N/A	65.6263	65.6263	1.00	1.00	1.00	1.00	-
Government	Deputy Director, Assessor	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-
-Other	Chief Cartographer	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Property Appraiser, Senior	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Property Appraiser III	A314	30.7250	41.1744	2.00	2.00	2.00	2.00	-
	Sales Analyst	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Business Asset Appraiser	A312	27.8685	37.3464	2.00	2.00	2.00	2.00	-
	Property Appraiser II	A312	27.8685	37.3464	11.00	9.00	9.00	9.00	-
	GIS Analyst	A311	26.5415	35.5680	3.00	3.00	3.00	3.00	-
	Property Appraiser I	A310	25.2775	33.8742	-	2.00	2.00	2.00	-
	Property Data Specialist III	A309	24.0739	32.2613	3.00	3.00	2.00	2.00	-
	Property Data Specialist II	A307	21.8357	29.2619	8.00	8.00	9.00	9.00	-
	Admin Support Technician	A305	19.8056	26.5415	1.26	1.26	1.26	1.26	-
TOTAL DEPARTMENT					35.26	35.26	35.26	35.26	-

Organizational Chart



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
State Government Payments	781,809	901,652	783,963	941,911	941,911	941,911	20.15%
Charges for Services	41,318	40,911	52,750	45,500	45,500	45,500	(13.74%)
General Fund	3,735,723	3,787,677	4,429,949	4,480,541	4,497,295	4,497,295	1.52%
Total Resources	4,558,850	4,730,239	5,266,662	5,467,952	5,484,706	5,484,706	4.14%
Personnel Services	3,669,193	3,824,451	4,233,970	4,374,830	4,374,830	4,374,830	3.33%
Materials & Services	861,365	874,758	1,003,537	1,063,200	1,079,954	1,079,954	7.61%
Transfers Out	28,292	31,030	29,155	29,922	29,922	29,922	2.63%
Total Requirements	4,558,850	4,730,239	5,266,662	5,467,952	5,484,706	5,484,706	4.14%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	993,969	1,136,764	1,136,764	1,414,809	1,414,809	1,414,809	24.46%
Interest Revenue	22,795	23,190	14,000	15,023	15,023	15,023	7.31%
Interfund Transfers	120,000	120,000	120,000	120,000	120,000	120,000	0.00%
Total Resources	1,136,764	1,279,954	1,270,764	1,549,832	1,549,832	1,549,832	21.96%
Reserve for Future Expenditures	-	-	1,270,764	1,549,832	1,549,832	1,549,832	21.96%
Total Requirements	-	-	1,270,764	1,549,832	1,549,832	1,549,832	21.96%

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	FY 2020
Deschutes County	2,591	2,711	2,709	2,835	2,624	2,901	3,118	2,706
7 County Average	2,742	2,795	2,784	2,924	2,919	3,061	2,940	2,869
Benton County	2,162	2,381	2,463	2,395	2,249	2,340	1,991	1,991
Linn County	2,359	2,302	2,270	2,355	2,207	2,309	2,319	2,222
Marion County	2,480	2,471	2,499	2,554	2,612	2,664	2,663	2,538
Clackamas County	2,749	2,758	2,715	2,758	2,828	2,941	2,939	2,939
Jackson County	2,853	2,986	2,988	2,925	3,055	3,082	2,982	3,022
Lane County	3,850	3,850	3,739	3,735	3,808	3,831	3,688	3,616
Douglas County	2,744	2,815	2,816	3,749	3,673	4,659	3,997	3,757

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	FY 2021
Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieve

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	FY 2021
100%	100%	100%	100%	100%	100%	100%	100%	100%

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	FY 2021 Target
Achieved	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	FY 2020
Deschutes County	1.70%	1.62%	1.66%	1.71%	1.65%	1.57%	1.60%	1.60%
7 County Average	1.96%	1.94%	1.87%	1.78%	1.66%	1.62%	1.67%	1.64%
Clackamas County	1.18%	1.12%	1.13%	1.10%	1.09%	1.05%	1.01%	0.96%
Lane County	1.32%	1.55%	1.67%	1.31%	1.24%	1.25%	1.21%	1.13%
Marion County	2.00%	1.92%	1.75%	1.71%	1.58%	1.57%	1.50%	1.52%
Benton County	2.01%	1.98%	1.68%	1.66%	1.59%	1.53%	1.73%	1.65%
Jackson County	1.95%	1.83%	1.67%	1.64%	1.59%	1.64%	1.60%	1.66%
Linn County	2.27%	2.31%	2.20%	2.17%	2.16%	2.07%	1.95%	1.97%
Douglas County	2.99%	2.89%	2.99%	2.85%	2.39%	2.22%	2.69%	2.58%

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
 🌐: www.deschutes.org/assessor

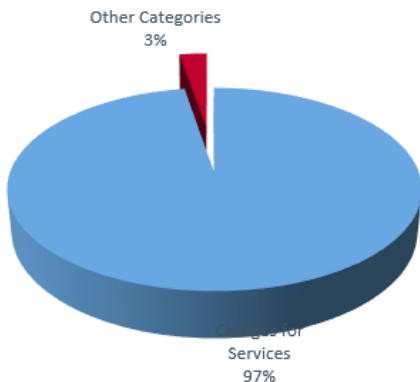
County Clerk's Summary	
Total Budget	\$2,080,739
Budget Change	+1.45%
Total Staff*	10.00
Staff Change	No Change

Department Overview

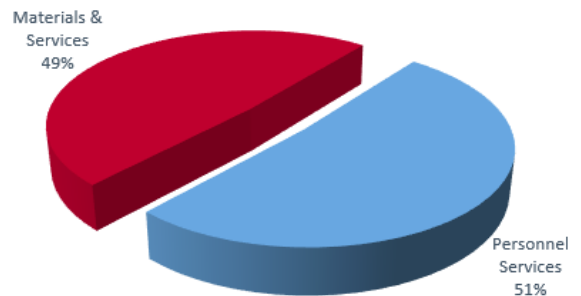
The Clerk's Office oversees elections, real property recording, Board of Property Tax Appeals and marriage licenses and serves as the custodian of historical records. Services also include:

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

Clerk's Office Resources



Clerk's Office Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

- The Clerk's online Digital Research Room, one of the County's most visited sites, has deeds dating back to 1952.

An additional 50 plus years of records were imported, which completes all county deed records dating back to 1871. Having one source repository for a majority of deed records will produce lasting results for future generations. Additionally, "cart functionality" is about to be introduced which allows customers to order and pay for records online.

- In compliance with COVID-19 requirements, the Clerk's Office modified practices to provide all Clerk's services, including those that interface with other departments. Specifically, in our continued commitment to keep our community safe and healthy while adhering to social distancing guidelines, the Clerk's Office resumed accepting passport applications by appointment.
- Last summer, the Surveyor's Office transferred all their plat cabinets to the Archive/Record Center - the same location the Clerk's Office stores their original plats. The two departments partnered to amend the County Code whereby the Clerk's Office would no longer retain a physical version, the Surveyor's Office would instead. The Clerk's Office microfilms the recorded plat which is designated as the record copy. The new process eliminates the need for both departments to purchase storage cabinets saving the County about \$10,000 each time additional cabinets are needed.
- COVID-19 restrictions motivated implementation of work-from-home technology solutions providing "real-time" service via phone and online. This was critical to service delivery throughout the year while gaining valuable insight for service delivery methods in the future.
- Department of Homeland Security's site assessment identified a list of security enhancements including securing the office workspace. Federal funds were made available that paid two-thirds of the cost of the glass security barriers installed on the front counters.
- Successful administration of 2020 Presidential General Election had record number turnout during the COVID-19 pandemic:
 - 126,550 of 150,696 registered voters, (83.98%) cast a ballot. *(100,261 of 122,216 registered voters, (82.04%) cast a ballot Nov 2016)*
 - Over 70% of ballots were returned via drop site. *(60% in Nov 2016)*
 - Unprecedented security concerns and misinformation were mitigated in partnership with Federal, State and County partners.

Fiscal Issues

- The primary revenue source for the Clerk's Office is recording fees. In FY 2021, recording revenues significantly increased. Recording revenues in FY 2022 are expected to be strong again.
- Election revenues are cyclical. During even years, the state, cities and Soil and Water Conservation District, by statute, do not reimburse the County for their apportioned primary and general election costs. Election expenditures include the projection of four elections each fiscal year.

Operational Challenges

- Implementing the vendor upgrade of hardware and software to Clear Ballot will enhance the performance and security of the system. The upgrade is necessary because the current hardware will not support the upgraded software.
- Succession planning continues to be reevaluated with the growth of the county, increased work load and upcoming retirements. A two-year limited duration position was approved and hired in January 2021 to bridge the gap; however, it's becoming clear that more resources will be required to meet the growing need. Today, the

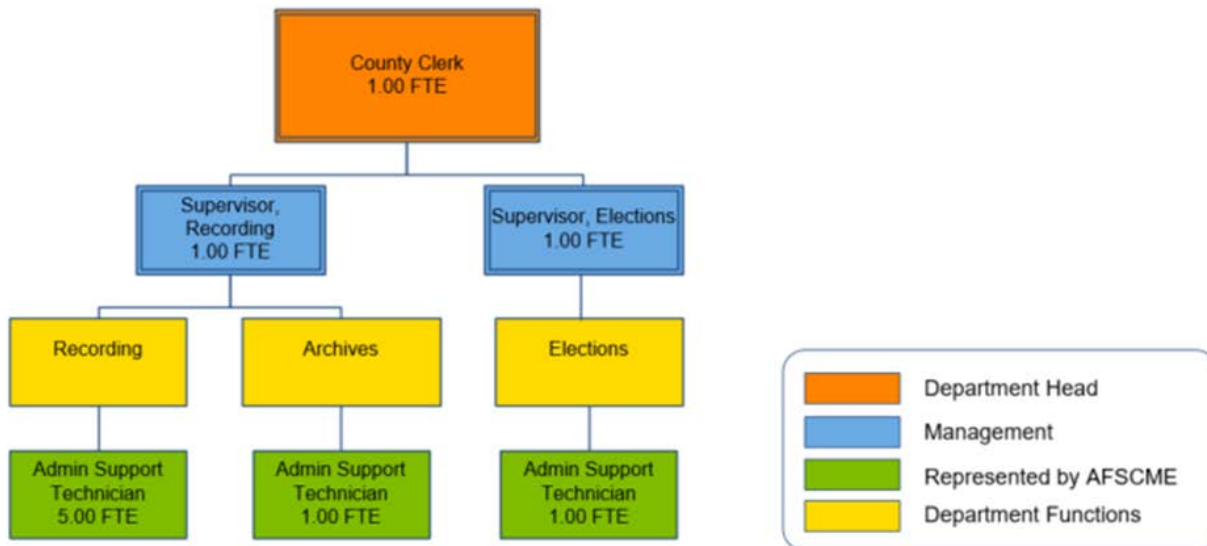
Clerk's Office has 10 FTE which includes the two-year limited duration position, compared to 10.75 FTE in 2004. While technology provided paths to manage work load and deliver service up to this point, it's time to evaluate staffing levels.

- The current space used for elections the past 17 years is becoming increasingly insufficient for operations. During the November Election and to meet COVID-19 restrictions, the Election Board used the three lower level meeting rooms to prepare ballots for counting. Even without COVID-19 restrictions, the increased volume of balloting materials and required personnel highlighted the need for additional space to conduct elections in the near future. A space study is proposed in FY 2022 budget to identify solutions to ensure sufficient space for operational needs.
- Proposed federal and state legislation, if passed, would have significant impact on how elections are conducted and fiscal requirements.

Staff Summary

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions					FY 2022 Changes
				Minimum	Maximum	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Clerk & BOPTA	COUNTY CLERK'S OFFICE / BOPTA										
	General	County Clerk	N/A	57.6935	57.6935	1.00	1.00	1.00	1.00	1.00	-
	Government & Financial	Supervisor, Elections/Recording	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	2.00	-
	Administration	Customer Service Clerk III	A305	19.8056	26.5415	1.00	-	-	-	-	-
		Admin Support Technician	A305	19.8056	26.5415	4.50	5.50	7.00	7.00	7.00	-
		TOTAL DEPARTMENT				8.50	8.50	10.00	10.00	10.00	-

Organizational Chart



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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Licenses & Permits	33,550	33,525	33,775	33,775	33,775	33,775	0.00%
State Government Payments	16,974	27,684	17,000	17,000	17,000	17,000	0.00%
Charges for Services	1,638,421	2,162,549	2,084,397	2,668,629	2,668,629	2,668,629	28.03%
Fines & Fees	30	30	60	-	-	-	(100.00%)
Interfund Charges	13,787	18,282	18,509	21,811	21,811	21,811	17.84%
General Fund	(103,998)	(601,644)	(102,726)	(668,877)	(660,477)	(660,476)	542.95%
Total Resources	1,598,764	1,640,426	2,051,015	2,072,338	2,080,738	2,080,739	1.45%
Personnel Services	851,040	892,556	1,086,594	1,067,530	1,067,530	1,067,531	(1.75%)
Materials & Services	747,725	692,659	964,421	1,004,808	1,013,208	1,013,208	5.06%
Capital Outlay	-	55,211	-	-	-	-	-
Total Requirements	1,598,764	1,640,426	2,051,015	2,072,338	2,080,738	2,080,739	1.45%

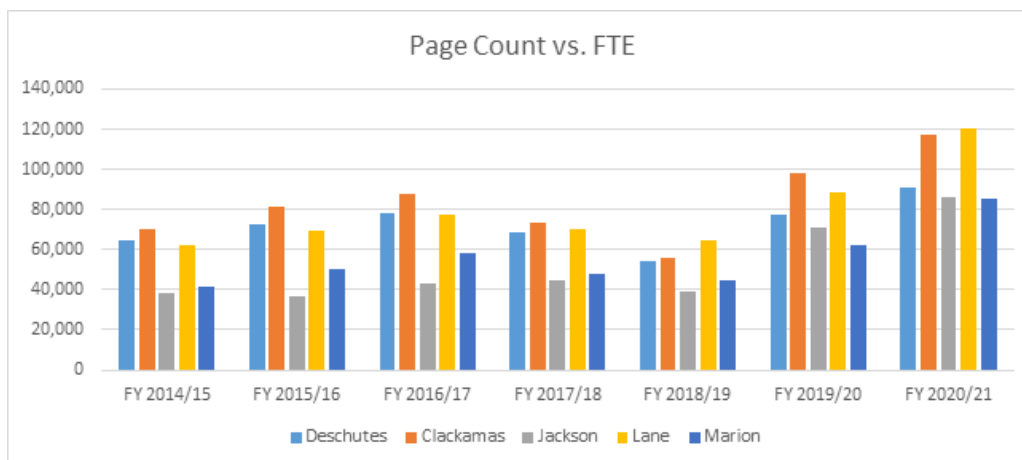
Performance Management

Goal: Service Delivery

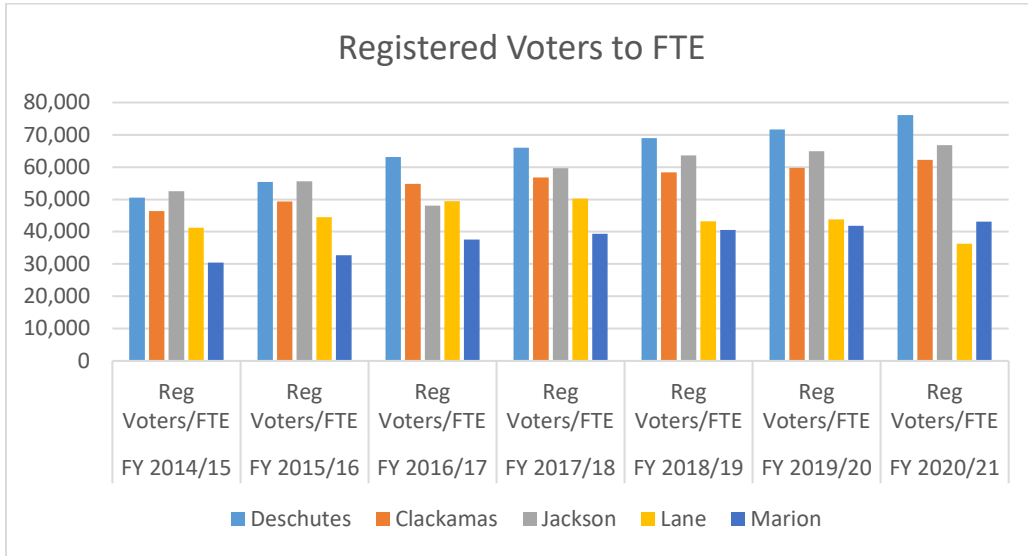
Objective: Ensure quality service delivery through the use of innovative technology and systems.

- Measure #1: Compares recording staff FTE to the number of pages recorded.
 - Target: Maintain “Mean” of comparable counties.
- **See Table 1 below Compares recording staff FTE to the number of pages recorded**

County	FY 2014/15 Page Count/FTE	FY 2015/16 Page Count/FTE	FY 2016/17 Page Count/FTE	FY 2017/18 Page Count/FTE	FY 2018/19 Page Count/FTE	FY 2019/20 Page Count/FTE	FY 2020/21 Page Count/FTE
Deschutes	64,815	72,219	78,298	68,599	54,203	77,273	90,838
Clackamas	70,221	81,180	87,788	72,994	55,597	98,062	117,137
Jackson	38,171	37,007	43,091	44,376	38,852	70,824	85,948
Lane	62,467	69,481	77,040	70,160	64,641	88,525	120,717
Marion	41,543	50,396	58,247	47,638	44,484	62,276	85,240



- Measure #2: Compares election staff FTE to voter registration. (see table below)

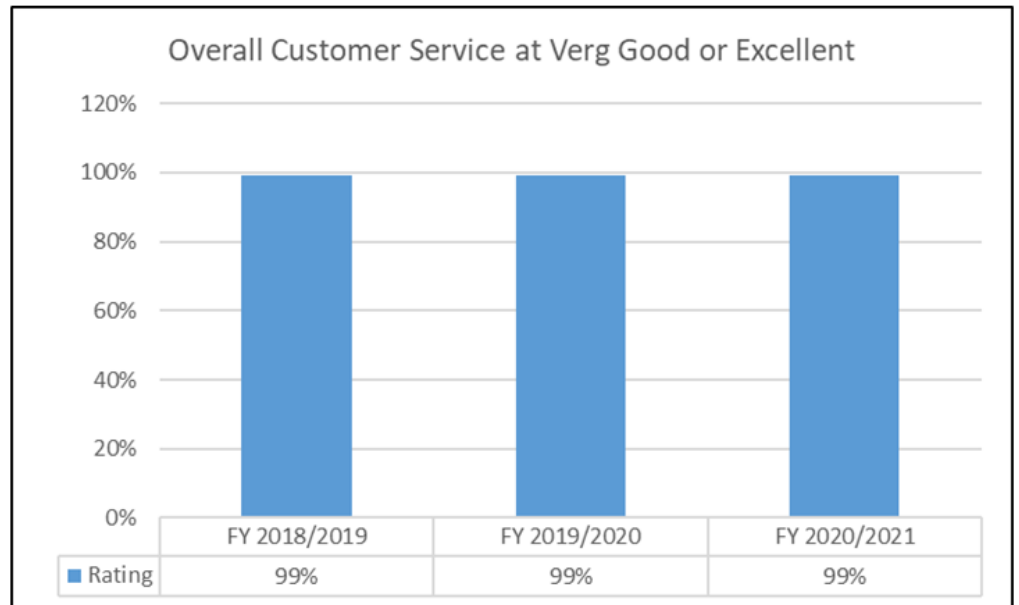


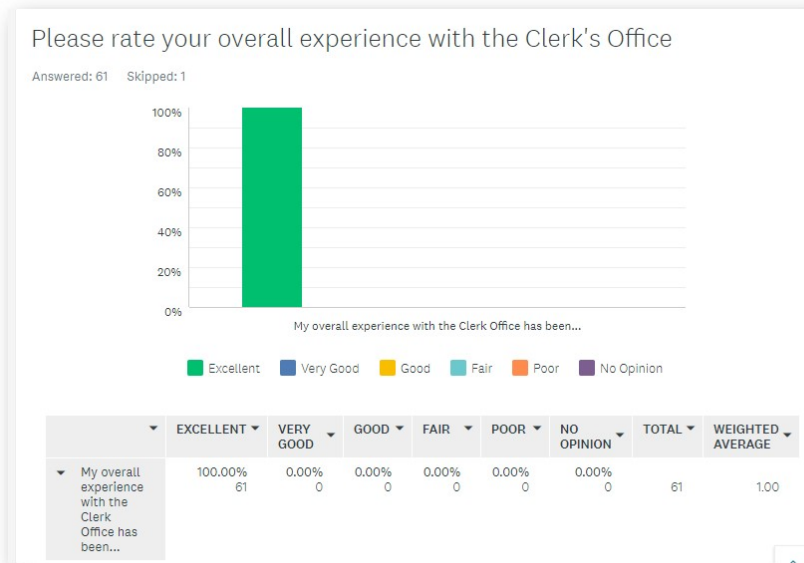
- Target: 80-110% of Comparable Counties

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.
 - Target: 95% or Greater

Fiscal Year	Rating
FY 2018/2019	99%
FY 2019/2020	99%
FY 2020/2021	99%





- Measure #4: Election personnel cost comparison per 1,000 ballots tallied for countywide elections. (see table below)
 - Target: Cost to remain within 10% of similar-type election

Type of Election	Date of Election	Personnel Costs	Ballots tallied/1,000	Personnel Cost/1,000 tallied ballots	Total Voter Registration
Presidential Primary	5/19/2020	\$17,355	63.299	\$274	142,050
	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	11/3/2020	\$63,957	126.55	\$505	150,696
	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

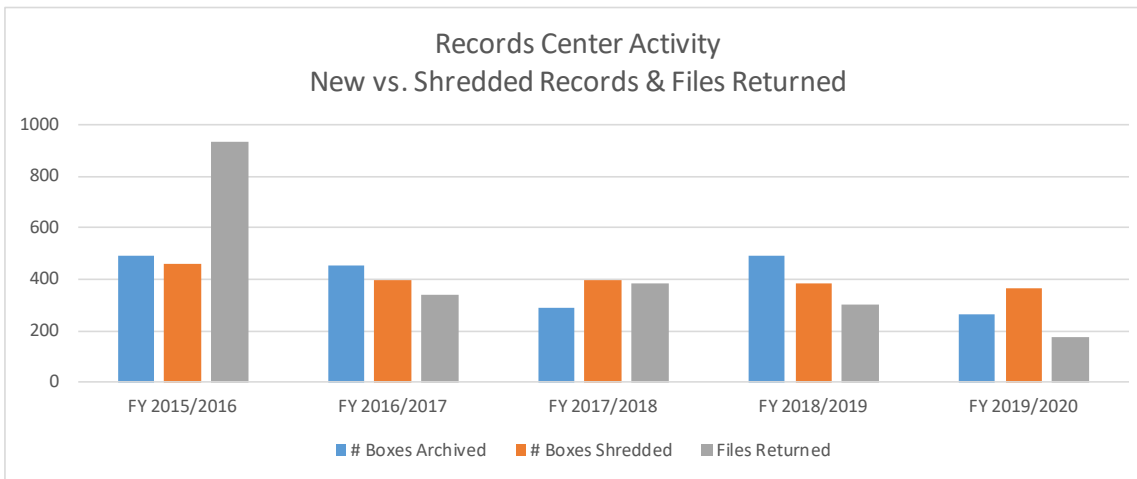
	5/17/2011	\$10,597	26.001	\$408	88,779
	11/3/2009	\$10,233	38.728	\$264	88,568
	5/19/2009	\$7,939	17.345	\$458	90,394

Objective: Provide collaborative internal support for county operations.

Measure #5: Record Center / Archive Activity

Target: 99% Returned within 24 hours

Fiscal Year	# Boxes Archived	# Boxes Shredded	Files Returned	% Returned in 24 Hrs
FY 2015/2016	493	462	934	99.89%
FY 2016/2017	455	397	341	99.42%
FY 2017/2018	291	399	386	99.23%
FY 2018/2019	493	386	301	99.67%
FY 2019/2020	266	366	172	98.29%



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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
State Government Payments	12,119	13,659	12,220	14,588	14,588	14,588	19.38%
General Fund	57,446	58,710	67,725	68,041	68,323	68,323	0.88%
Total Resources	69,565	72,369	79,945	82,629	82,911	82,911	3.71%
Personnel Services	54,531	58,746	60,947	62,078	62,078	62,078	1.86%
Materials & Services	15,034	13,623	18,998	20,551	20,833	20,833	9.66%
Total Requirements	69,565	72,369	79,945	82,629	82,911	82,911	3.71%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	331,095	317,745	346,079	412,529	412,529	412,529	19.20%
Charges for Services	101,868	131,151	126,700	159,200	159,200	159,200	25.65%
Interest Revenue	6,383	5,955	3,300	3,877	3,877	3,877	17.48%
Total Resources	439,347	454,851	476,079	575,606	575,606	575,606	20.91%
Materials & Services	120,026	110,350	127,668	136,261	136,850	136,850	7.19%
Capital Outlay	-	-	-	31,500	31,500	31,500	-
Contingency	-	-	348,411	407,845	407,256	407,256	16.89%
Total Requirements	120,026	110,350	476,079	575,606	575,606	575,606	20.91%

COMMUNITY DEVELOPMENT

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



Department 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

🌐: www.deschutes.org/cd

The divisions include the following:

Community Development Summary	
Total Budget	\$11,302,684
Budget Change	+19.51%
Total Staff	65.00 FTE
Staff Change	+ 9.00 FTE

ADMINISTRATIVE SERVICES

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

COORDINATED SERVICES DIVISION

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

CODE COMPLIANCE DIVISION

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

BUILDING SAFETY DIVISION

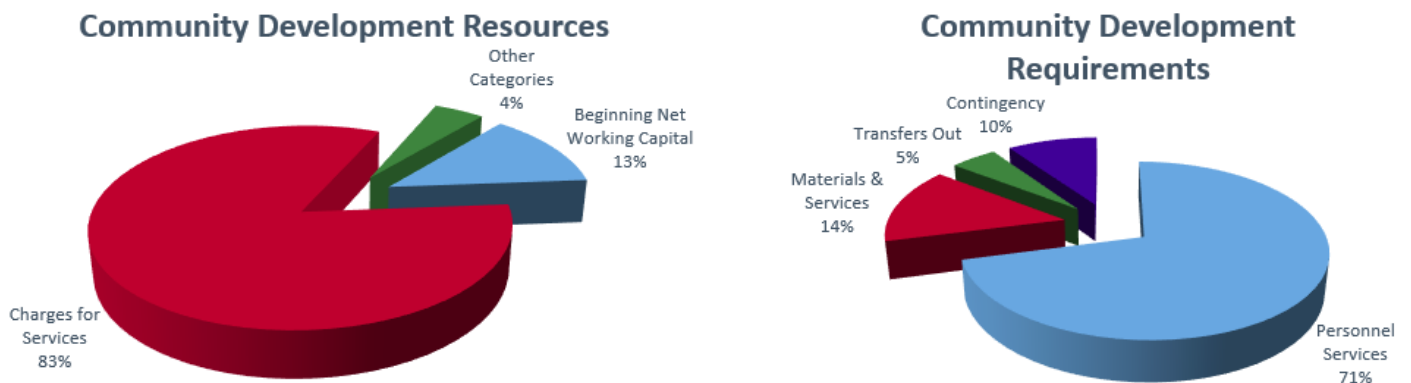
Provides construction plan reviews, consultation and inspections to assure compliance with federal and state building codes in the rural County and cities of La Pine and Sisters.

ENVIRONMENTAL SOILS DIVISION

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

PLANNING DIVISION

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



SUCCESSES & CHALLENGES

Significant Accomplishments

- Sustained high quality customer service while managing a significant increase in application volume across all divisions during the pandemic with various and changing demands on staff working in the office and remotely.
- Prepared for future disasters by updating the Continuity of Operations Plan (COOP) which details an operations plan in the event of an emergency or disaster and participated in the County's Pre-Disaster Preparedness Planning process and Natural Hazards Mitigation Plan Update.
- Completed several projects to improve department efficiencies and public information, including publishing "how to" videos on the CDD website and YouTube regarding online application submission for building and onsite permits; creating a property information report to identify all parcel requirements including associated fees related to development; revising daily cash balancing procedures to enhance internal controls; creating a manual of Standard Operating Procedures and a more efficient training process for Coordinated Services permit technicians, and more.
- Continued to enforce County regulations to preserve rural quality of life by striving to achieve voluntary compliance in 90% of code compliance complaints and resolving 85% of cases within one year.
- Provided community education through regular presentations to real estate groups, title companies, and licensed professional on various issues, including code compliance 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 Alternative Treatment

- Technology (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. The Board adopted seven legislative amendments including Childcare text amendments, Spring River Rural Commercial Zone text amendment, Sunriver Business Park/Employee Housing text amendment, US 20 Transportation System Plan text amendment and US 97 Transportation Plan text amendment among others.
- Completed the Wildfire Mitigation public engagement process to develop recommendations to the Board to update the County's Wildfire Hazard Zone and building and land use wildfire hazard mitigation standards.
- Managed a Department of Land Conservation and Technical Assistance (TA) Grant to update the County's wildlife habitat inventory and consider wildfire hazard mitigation standards.
- Completed Rural Housing Strategies Report.

Fiscal Issues

- Ensuring financial stability and sustained high quality services by establishing a financial contingency plan that provides a clear course of action if CDD's reserve funds decline.
- CDD has continuously improved efficiencies and maximized resources to meet increasing business volumes since the 2008 recession. However, service demands have grown significantly in the past six months, exceeding the department's ability to sustain high quality services in the future. Staff have taken only minimal time off during the pandemic and many have earned overtime. This pattern is not sustainable. Additional resources and corresponding revenue are necessary to meet these new demands going forward.
- CDD is responding to significantly increased inquiries regarding rural development opportunities and many relate to complex properties or challenging conditions. Many of these inquiries require research and in-depth responses, but do not result in permits and corresponding revenues. This "non-fee generating" work, a public good, is consuming limited resources to efficiently process permits.
- Increasing opposition to and appeals of land use applications, including those in compliance with Deschutes County Code are causing the Planning Division to subsidize Hearings Officer public hearing costs.
- Staff turnover is creating additional costs to and resource re-allocations from service delivery to training in the department.

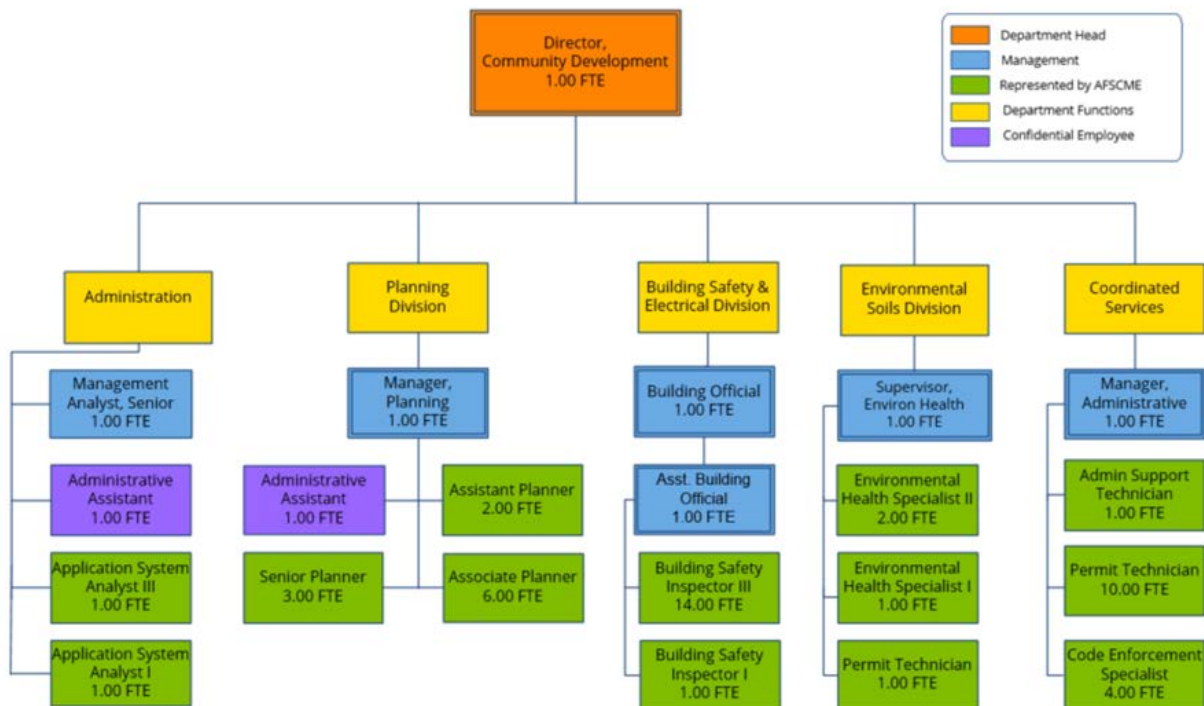
Operational Challenges

- Sustaining high customer service levels while transitioning to and implementing new post-pandemic business operations such as continued full or partial remote working, potential shared workspaces with increasing staff levels, adherence to ongoing public health and safety measures and continued expansion of CDD online services and meeting technologies.
- Establishing new post-pandemic public hearing and engagement strategies with in-person and remote/online participation opportunities.
- Implementing new laws from the 2021 Legislative Session, including potentially major changes pertaining to rural ADU's and wildfire mitigation.
- Processing complex and controversial code compliance cases, expanding the code compliance program to administer the County's noxious weed program and implementing new modified solid waste codes.
- Processing complex and controversial land use applications and decisions.
- Addressing affordable housing through collaboration with cities, the County's Property Manager, and exploring rural strategies.
- Coordinating with Human Resources to develop and implement strategies to retain and recruit staff.
- Continuing improvement of the department's website and other electronic internal and external services to improve efficiencies and service delivery.

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
COMMUNITY DEVELOPMENT									
General Government -Other and Public Safety -Protective Inspection	Director, Community Development	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	-
	Building Official	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	-
	Manager, Planning	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-
	Assistant Building Official	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	-
	Supervisor, Environmental Health	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Management Analyst, Senior	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Application Systems Analyst III	A317	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Senior Planner	A316	33.8742	45.3947	5.00	3.00	3.00	5.00	-
	Manager Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	-	-	-	-	-
	Building Safety Inspector III	A315	32.2613	43.2331	13.00	14.00	14.00	16.00	-
	Associate Planner	A314	30.7250	41.1744	5.00	7.00	6.00	6.00	-
	Supervisor, Admin	N417	35.5680	47.6644	-	-	-	1.00	1.00
	Environmental Health Specialist II	A313	29.2619	39.2137	2.00	1.00	2.00	3.00	-
	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	-	-	-	-	-
	Assistant Planner	A312	27.8685	37.3464	4.00	3.00	2.00	4.00	-
	Code Enforcement Specialist	A311	26.5415	35.5680	3.00	4.00	4.00	4.00	-
	Building Safety Inspector I	A310	25.2775	33.8742	1.00	1.00	1.00	1.00	-
	Environmental Health Specialist I	A310	25.2775	33.8742	1.00	2.00	1.00	-	-
Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	2.00	-	
Permit Technician	A307	21.8357	29.2619	9.00	11.00	11.00	12.00	2.00	
Administrative Secretary	A307	21.8357	29.2619	-	-	-	-	-	
Admin Support Technician	A305	19.8056	26.5415	1.00	1.00	1.00	2.00	1.00	
TOTAL DEPARTMENT					55.00	58.00	56.00	65.00	4.00

Organizational Chart



Budget Summary – Community Development (Fund 295)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,529,615	1,783,536	1,012,694	1,432,367	1,432,367	1,432,367	41.44%
State Government Payments	3,349	26,323	33,000	10,000	10,000	10,000	(69.70%)
Local Government Payments	35,198	77,022	35,000	30,000	30,000	30,000	(14.29%)
Charges for Services	7,521,927	7,754,924	7,984,004	9,344,990	9,344,990	9,344,990	17.05%
Fines & Fees	140	1,640	26,200	13,200	13,200	13,200	(49.62%)
Interest Revenue	57,545	36,769	28,000	20,166	20,166	20,166	(27.98%)
Interfund Charges	137,727	146,864	145,522	161,961	161,961	161,961	11.30%
Interfund Transfers	289,193	100,000	193,264	100,000	290,000	290,000	50.05%
Total Resources	10,574,694	9,927,078	9,457,684	11,112,684	11,302,684	11,302,683	19.51%
Personnel Services	5,955,278	6,183,504	6,978,453	7,676,764	8,014,300	8,017,706	14.89%
Materials & Services	1,292,163	1,278,586	1,495,689	1,603,518	1,634,683	1,634,683	9.29%
Capital Outlay	84,352	-	-	-	-	-	-
Transfers Out	1,459,365	1,211,631	248,744	483,199	560,622	560,622	125.38%
Contingency	-	-	734,798	1,345,796	1,089,672	1,089,672	48.30%
Total Requirements	8,791,158	8,673,722	9,457,684	11,109,278	11,299,278	11,302,683	19.51%

Performance Management

Goal: Safe Communities

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

- Measure #1: Achieve 90% voluntary compliance in code compliance cases.
- Measure #2: Achieve 85% resolution of code compliance cases within 12 months.
- Measure #3: Address wildfire hazard mitigation in County Codes per Board direction or Legislative action.

Goal: Healthy People

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

- Measure #4: Achieve compliance with the Alternative Treatment Technology (ATT) 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 economic opportunity.

- Measure #5: City of Bend, La Pine and Sisters Housing:
 - a. Amend the City of Bend Urban Growth Boundary to implement HB 4079, a pilot project to increase the supply of affordable housing projects.
 - b. Support the County's Property Manager and City of La Pine to update the Newberry Neighborhood development regulations to facilitate urban housing development.
 - c. Participate in the City of Sisters Comprehensive Plan Update and UGB expansion amendments, if initiated.
- Measure #6: Implement rural Accessory Dwelling Unit (ADU) legislation, if adopted by the 2021 Legislature.

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	71,835	107,126	115,326	123,332	123,332	123,332	6.94%
Fines & Fees	34,290	16,039	-	-	-	-	-
Interest Revenue	2,075	2,255	1,100	1,397	1,397	1,397	27.00%
Total Resources	108,201	125,420	116,426	124,729	124,729	124,729	7.13%
Materials & Services	1,075	3,638	116,426	124,729	124,729	124,729	7.13%
Total Requirements	1,075	3,638	116,426	124,729	124,729	124,729	7.13%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	186,307	167,456	139,029	395,000	395,000	395,000	184.11%
Interest Revenue	3,550	3,216	2,200	2,241	2,241	2,241	1.86%
Other Non-Operational Revenue	70,036	111,890	117,600	630,150	630,150	630,150	435.84%
Total Resources	259,893	282,563	258,829	1,027,391	1,027,391	1,027,391	296.94%
Transfers Out	92,437	115,071	55,202	55,279	55,279	55,279	0.14%
Contingency	-	-	203,627	972,112	972,112	972,112	377.40%
Total Requirements	92,437	115,071	258,829	1,027,391	1,027,391	1,027,391	296.94%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,647,373	3,816,242	2,425,557	2,439,000	2,439,000	2,439,000	0.55%
Interest Revenue	67,995	(1,778)	48,400	27,781	27,781	27,781	(42.60%)
Interfund Transfers	-	(1,400,685)	-	148,659	148,659	148,659	-
Total Resources	2,715,367	2,413,780	2,473,957	2,615,440	2,615,440	2,615,440	5.72%
Transfers Out	(1,100,875)	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	2,473,957	2,615,440	2,615,440	2,615,440	5.72%
Total Requirements	(1,100,875)	-	2,473,957	2,615,440	2,615,440	2,615,440	5.72%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,375,851	1,625,620	3,984,173	4,397,000	4,397,000	4,397,000	10.36%
Interest Revenue	31,821	107,735	20,500	44,722	44,722	44,722	118.16%
Interfund Transfers	-	2,122,288	148,226	235,180	235,180	235,180	58.66%
Total Resources	1,407,672	3,855,643	4,152,899	4,676,902	4,676,902	4,676,902	12.62%
Transfers Out	(217,948)	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	4,152,899	4,676,902	4,676,902	4,676,902	12.62%
Total Requirements	(217,948)	-	4,152,899	4,676,902	4,676,902	4,676,902	12.62%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	139,081	203,549	577,798	714,500	714,500	714,500	23.66%
Interest Revenue	3,781	15,565	2,200	7,078	7,078	7,078	221.73%
Interfund Transfers	-	404,333	-	-	77,423	77,423	-
Total Resources	142,862	623,447	579,998	721,578	799,001	799,001	37.76%
Transfers Out	(60,687)	-	93,264	-	-	-	(100.00%)
Reserve for Future Expenditures	-	-	486,734	721,578	799,001	799,001	64.16%
Total Requirements	(60,687)	-	579,998	721,578	799,001	799,001	37.76%

Budget Summary – Facilities Reserve (Fund 303)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,622	-	-	-	-	-	-
Interest Revenue	87	-	-	-	-	-	-
Total Resources	1,709	-	-	-	-	-	-
Materials & Services	1,619	-	-	-	-	-	-
Transfers Out	90	-	-	-	-	-	-
Total Requirements	1,709	-	-	-	-	-	-

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.

Department Director: Geoff Hinds

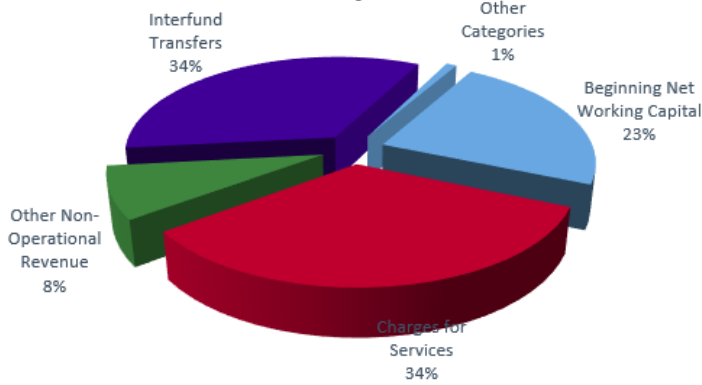
☎: 541-548-2711

🌐: expo.deschutes.org

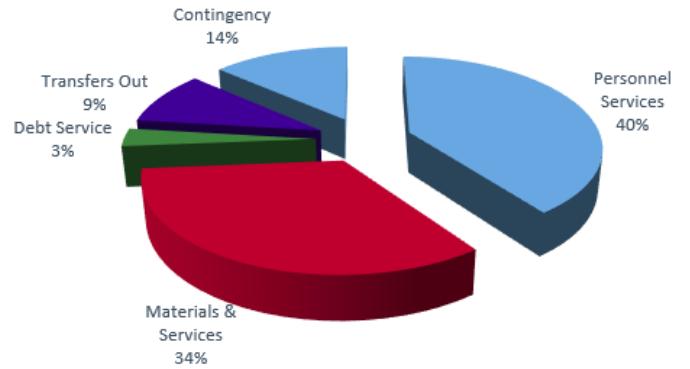
Fair & Expo Center Summary	
Total Budget	\$3,257,910
Budget Change	+19.05%
Total Staff	11.50 FTE
Staff Change	+1.50 FTE

Deschutes County Fair Summary	
Total Budget	\$1,635,500
Budget Change	+1187.80%
Total Staff	1.00 FTE
Staff Change	No Change

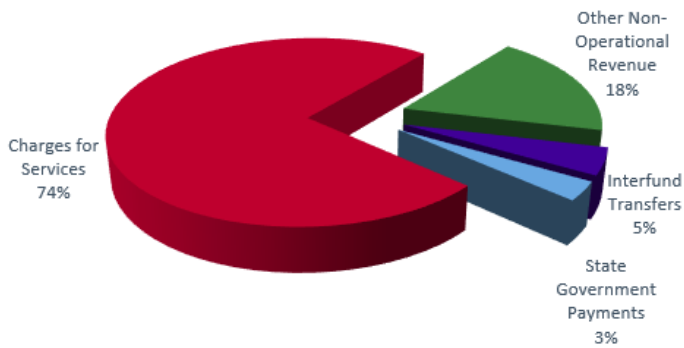
Dechutes County Fair Resources



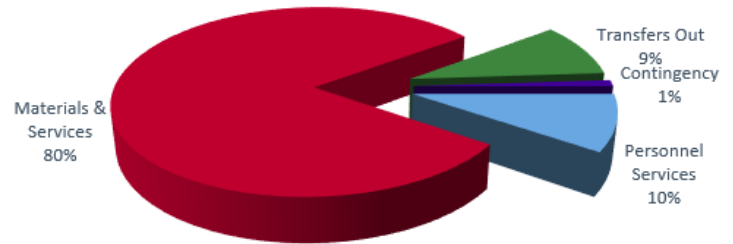
Deschutes County Fair Requirements



Fair & Expo Center Resources



Fair & Expo Center Requirements



SUCCESSSES & CHALLENGES

Significant Accomplishments

- Despite the impacts of COVID 19, Deschutes County Fair & Expo was able to successfully produce or host a number of events in FY 21, including several first time events.
 - Partnered with the High Desert Stampede, Sisters Rodeo, and Crooked River Roundup, as well as each of their respective Rodeo Stock Contractors, for the nationally-televised Cascade Chute Out in August.
- Received the 2020 Western Fairs Association “Merrill Award” for the Cascade Chute Out.
 - “The Merrill Award, named in honor of Western Fairs Association Founder Louis Merrill, is given for those entries that clearly demonstrate innovation, vision, and excellence.”
- Since 1985, only 32 Fairs nationwide have received this honor, and this was the first time it had been awarded to a Fair in Oregon. Worked to successfully hold the Deschutes County Youth Livestock Auction, raising more than \$1million in proceeds for community youth.

- Recruited and contracted with the High Desert Storm professional indoor arena football team to bring professional sports to Central Oregon.
- Played an important role in emergency response as an evacuation center for both people and animals during the Lionshead and Beachie Creek fires.
- Served as the Mass Vaccine Clinic location, working with Deschutes County Health Services and other departments to help provide immunizations to the community.
- Acted as the host facility for the Deschutes County Circuit Court, allowing justice to continue to be served within our community despite the impacts of COVID 19.

Fiscal Issues

- Fair & Expo continues to-work toward development of a long-term capital repair and maintenance plan and concept funding models to remain the premier facility of its type in the Pacific Northwest.
- Due to the COVID 19 virus, FY 21 forced significant adjustments to facility operations and revenues. These adjustments required a significant number of event cancellations and/or postponements. The long term impacts remain to be seen, as certain events may not return to Deschutes County Fair & Expo.
- While Deschutes County Fair & Expo remains the premier facility of its type in the Northwest, increasing maintenance costs and repair and replacement plans will be an ever-growing expense as it continues to age.

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 in the First Interstate Bank Center provided an upgraded experience for arena event partners and visitors. This high-visibility project also resulted in reduced electrical expenditures, benefiting both Fair & Expo finances and helping to keep the community green.
- The Board of Directors of Fair & Expo has created a Buildings & Grounds Subcommittee to focus on capital projects and a funding mechanism for these projects. Composed of a mixture of Deschutes County Fair & Expo team members, Board members, community partners, and facility users, this group will be instrumental in the creation of short and long-term capital projects lists that will provide a safer, more comfortable facility for thousands of yearly visitors.
- Repair or replacement of facility items that have reached the end of their useful life; including flooring surfaces and restrooms in the Three Sisters Conference Center, walking paths, and more.
- Upgrading the software program that manages the facility's HVAC system.

Staff Summary

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	-
	Manager, Fair & Expo Maint/Operations	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Manager, Food & Beverage	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Manager, Administrative	N416	33.8742	45.3947	1.00	1.00	-	-	-
	Sales & Marketing Coordinator	N415	32.2613	43.2331	1.00	1.00	1.00	1.00	-
	Fair Marketing Coordinator	N414	30.7250	41.1744	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	-
	Maintenance Specialist II	A308	22.9274	30.7250	2.00	3.00	3.00	3.00	-
	Admin Support Technician	A305	19.8056	26.5415	-	-	-	1.50	1.50
	Maintenance Specialist I	A306	20.7958	27.8685	3.00	2.00	2.00	2.00	-
TOTAL DEPARTMENT					12.00	12.00	11.00	12.50	1.50

Budget Summary – Fair & Expo Center (Fund 615)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	(60,285)	(94,564)	364,904	750,673	750,673	750,673	105.72%
Charges for Services	1,248,940	610,728	1,173,750	1,091,750	1,091,750	1,091,750	(6.99%)
Fines & Fees	210	-	-	-	-	-	-
Interest Revenue	(518)	(5,006)	(2,200)	474	474	474	(121.55%)
Other Non-Operational Revenue	286,615	240,844	264,500	273,500	273,500	273,500	3.40%
Interfund Charges	54,573	143,956	30,000	30,000	30,000	30,000	0.00%
Interfund Transfers	747,996	1,487,258	905,744	1,311,640	1,111,513	1,111,513	22.72%
Total Resources	2,277,531	2,383,216	2,736,698	3,458,037	3,257,910	3,257,910	19.05%
Personnel Services	1,409,284	1,267,165	1,006,222	1,300,573	1,300,573	1,300,573	29.25%
Materials & Services	1,278,675	1,005,309	959,749	1,097,019	1,101,304	1,101,304	14.75%
Debt Service	101,136	100,151	104,400	58,897	103,000	103,000	(1.34%)
Transfers Out	(417,000)	11,791	10,777	310,777	310,777	310,777	2783.71%
Contingency	-	-	655,550	690,771	442,256	442,256	(32.54%)
Total Requirements	2,372,095	2,384,415	2,736,698	3,458,037	3,257,910	3,257,910	19.05%

Budget Summary – Deschutes County Fair (Fund 616)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	103,237	98,629	-	-	-	-	-
State Government Payments	53,167	53,167	52,000	52,000	52,000	52,000	0.00%
Charges for Services	1,247,717	1,199,142	-	1,214,500	1,214,500	1,214,500	-
Interest Revenue	607	(166)	-	-	-	-	-
Other Non-Operational Revenue	323,349	211,810	-	294,000	294,000	294,000	-
Interfund Transfers	150,000	250,000	75,000	75,000	75,000	75,000	0.00%
Sale of Assets, Land or Equipment	-	5,246	-	-	-	-	-
Total Resources	1,878,077	1,817,827	127,000	1,635,500	1,635,500	1,635,500	1187.80%
Personnel Services	158,121	157,448	110,000	155,959	155,959	155,959	41.78%
Materials & Services	1,204,327	1,457,840	17,000	1,312,172	1,312,172	1,312,172	7618.66%
Transfers Out	417,000	250,000	-	150,000	150,000	150,000	-
Contingency	-	-	-	17,369	17,369	17,369	-
Total Requirements	1,779,448	1,865,288	127,000	1,635,500	1,635,500	1,635,500	1187.80%

Performance Management

Goal: Safe Communities

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

- Measure #1: Build and maintain 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: Achieve more than \$48 million in annual economic impact generated from Fair & Expo events and facilities. This measure uses economic multipliers established by Travel Oregon and updated with the Travel Industries of America travel index.
- Measure #3: Provide a safe, modern event venue that attracts visitors annually.
- Measure #4: Further refine and adjust to a facility marketing plan, with focus on creation of target market

segments. Create and use local partnerships to increase awareness of Deschutes County Fair & Expo and the Deschutes County region.

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 a minimum of 90% or greater customer service satisfaction in all areas.

Budget Summary – Fair & Expo County Reserve (Fund 617)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	790,525	1,143,224	1,143,224	1,101,663	1,101,663	1,101,663	(3.64%)
Interest Revenue	20,791	21,189	14,000	8,544	8,544	8,544	(38.97%)
Interfund Transfers	630,083	286,687	453,158	728,901	728,901	728,901	60.85%
Total Resources	1,441,399	1,451,100	1,610,382	1,839,108	1,839,108	1,839,108	14.20%
Materials & Services	228,803	243,985	235,000	180,000	180,000	180,000	(23.40%)
Capital Outlay	69,372	180,946	166,940	388,000	388,000	388,000	132.42%
Transfers Out	-	300,000	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,208,442	1,271,108	1,271,108	1,271,108	5.19%
Total Requirements	298,175	724,931	1,610,382	1,839,108	1,839,108	1,839,108	14.20%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	443,480	592,992	587,992	-	-	-	(100.00%)
Charges for Services	23,654	15,813	16,250	10,000	10,000	10,000	(38.46%)
Interest Revenue	12,255	10,746	7,600	2,024	2,024	2,024	(73.37%)
Other Non-Operational Revenue	452,711	418,895	412,200	485,500	485,500	485,500	17.78%
Interfund Transfers	160,000	195,000	185,000	180,000	180,000	180,000	(2.70%)
Total Resources	1,092,100	1,233,446	1,209,042	677,524	677,524	677,524	(43.96%)
Personnel Services	-	-	-	113,956	113,956	113,956	-
Materials & Services	276,007	281,699	321,402	215,866	216,305	216,305	(32.70%)
Debt Service	223,101	221,810	222,500	165,927	165,927	165,927	(25.43%)
Transfers Out	-	502,000	621,628	132,042	132,042	132,042	(78.76%)
Contingency	-	-	43,512	49,733	49,294	49,294	13.29%
Total Requirements	499,108	1,005,509	1,209,042	677,524	677,524	677,524	(43.96%)

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	-	-	490,000	784,466	784,466	784,466	60.10%
Interest Revenue	-	3,801	1,100	7,546	7,546	7,546	586.00%
Interfund Transfers	-	502,000	621,628	132,042	132,042	132,042	(78.76%)
Total Resources	-	505,801	1,112,728	924,054	924,054	924,054	(16.96%)
Materials & Services	-	6,641	-	-	-	-	-
Capital Outlay	-	1,694	100,000	100,000	100,000	100,000	0.00%
Reserve for Future Expenditures	-	-	1,012,728	824,054	824,054	824,054	(18.63%)
Total Requirements	-	8,335	1,112,728	924,054	924,054	924,054	(16.96%)

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	\$29,013,481
Budget Change	+24.11%
Total Staff	57.00 FTE
Staff Change	+ 1.00 FTE

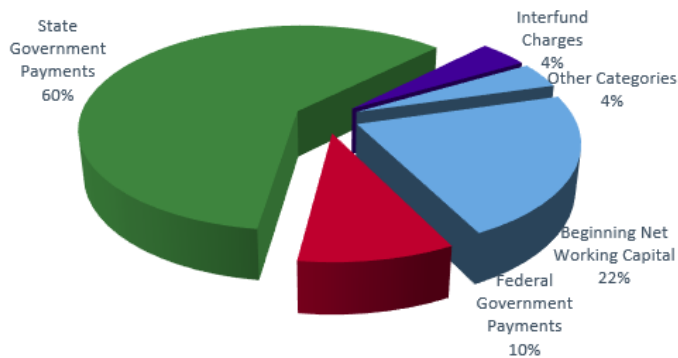
The Road Department's divisions/programs include:

- **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

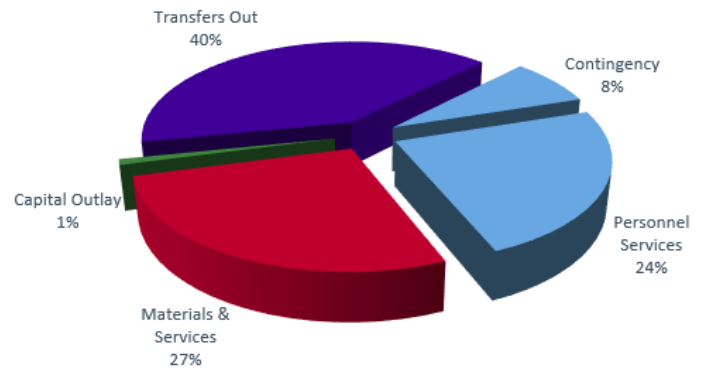
functions are delivered within the Administrative Division.

- **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 AND CHALLENGES

Significant Accomplishments

- In FY 21, 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 92 miles of chip seal, 9.9 miles of contracted slurry seal and 6.7 miles of contracted paving. Additional chip seal was performed for the cities of Bend, La Pine, and Sisters.
- The Road Department received \$1.1M in Federal Lands Access Program funds to chip seal the southern portion of Cascade Lakes Highway.
- Roundabout improvements were constructed at the intersections of Old Bend-Redmond Highway/Tumalo Road and Tumalo Road/Tumalo Place. These improvements complete a five project series identified in the County's corridor safety audit.
- Significant overlay projects in FY 21 included Fryrear Road and portions of Powell Butte Highway and South Century Drive.
- In FY 21, the Road Department initiated project development (design/engineering and/or right-of-way acquisition) for Hunnell Road (Loco to Tumalo), Rickard Road paving, Negus/17th Street Reconstruction, and several other projects.
- In FY 21, the Road Department initiated an update to the County's Transportation System Plan as well as an update to the 1999 Terrebonne Wastewater Feasibility Study.

Fiscal Issues

- The COVID-19 pandemic resulted in a significant revenue reduction associated with reduced travel and associated fuel purchases. Through Q3 of FY 21, the Road Department has lost \$2.5M in pre-pandemic estimated State Highway Fund revenue. However, the State Highway Fund revenue stream has rebounded to a near pre-pandemic rate and the Road Department is hopeful that substantial revenue loss associated with the pandemic has ended.
- The Road Department is scheduled to receive \$1.24M in federal COVID-19 relief funding (distributed via ODOT) which will reduce the Department's pandemic funding loss by 50%.
- 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, 2022, the third of the three-phase fuel tax increase (2-cents per gallon) will take 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 22 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 22 Pavement Management Program investment of \$5.7M is projected to sustain the Pavement Condition Index (low 80s).
- The FY 22 budget assumes federal re-authorization of funding (\$2.7M) of the Secure Rural Schools program and Payment in Lieu of Taxes program.

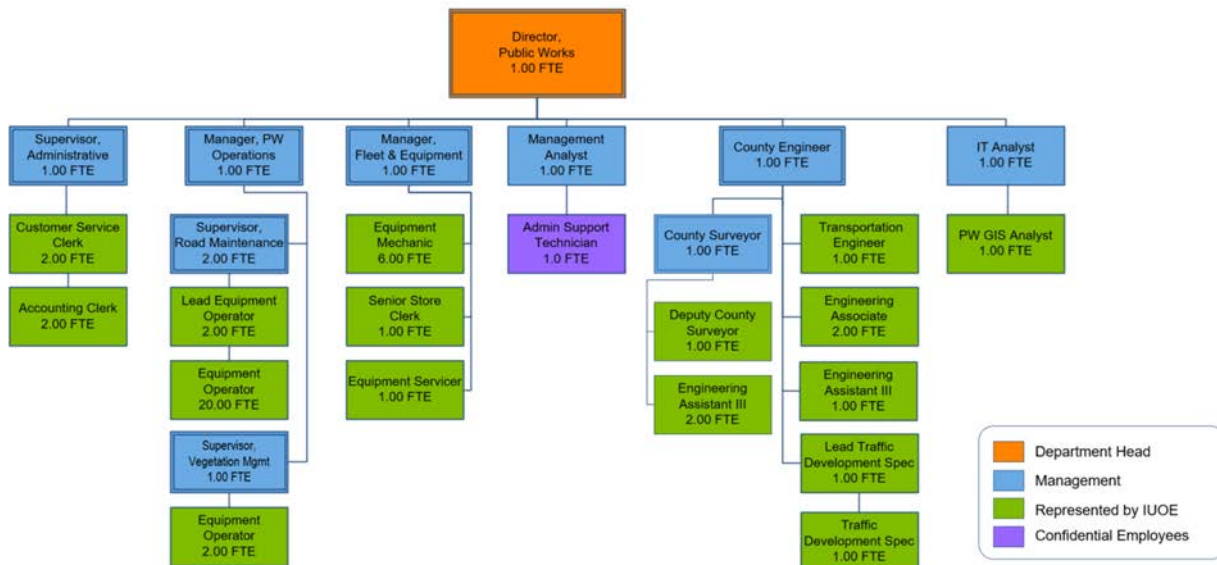
Operational Challenges

- The most significant operational challenge continues to be delivery of a very aggressive Capital Improvement Plan with \$8.1M of planned expenditures (construction and project development) in FY 22 to be delivered by the Road Department and \$18.0M in cash contribution to ODOT partner projects (Terrebonne and Tumalo). Proposed expenditures are provided in detail in the Capital Improvement Program (Fund 465) section of the budget.
- FY 22, 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), which will conclude in FY 22. The TSP will identify capital project needs through 2040, which will be budgeted and prioritized in a new Capital Improvement Plan.
- The Road Department is requesting reinstatement of the Equipment Operator position that was removed from the FY 21 budget at the onset of the pandemic. Funding streams have been sufficiently restored to allow for staffing in the Operations Division to remain whole.

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes	
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022		
ROAD										
Public Works -Highways and Streets	Director, Public Works	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	-	
	County Engineer	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-	
	Manager, PW Operations	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-	
	Manager, Fleet & Equipment	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	-	
	County Surveyor	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-	
	Design/Traffic Engineer	I240	37.0553	47.2931	1.00	1.00	1.00	1.00	-	
	Admin Support Technician	A305	19.8056	26.5415	-	1.00	1.00	1.00	-	
	Administrative Analyst	N413	29.2619	39.2137	-	-	-	-	-	
	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	-	
	Supervisor, Road Maintenance	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	-	
	Deputy County Surveyor	I230	31.9425	40.7710	1.00	1.00	1.00	1.00	-	
	Supervisor, Administrative	N414	30.7250	41.1744	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	-	-	-	-	
	PW Accounting Clerk	I050	17.6380	24.1378	-	-	1.00	1.00	-	
	IT Analyst	A317	35.5680	47.6644	-	1.00	1.00	1.00	-	
	Engineering Associate	I200	29.0343	37.0587	2.00	2.00	2.00	2.00	-	
	Engineering Assistant III	I180	24.8084	31.6691	3.00	3.00	3.00	3.00	-	
	Records/Contract Specialist	I160	24.1830	31.2678	-	-	-	-	-	
	Lead Traffic Device Specialist	I135	25.2754	32.2764	-	1.00	1.00	1.00	-	
	Traffic Device Specialist	I130	22.9776	29.3422	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	-	
	Equipment Servicer	I080	21.8519	27.8962	-	1.00	1.00	1.00	-	
	Equipment Mechanic	I110	22.8410	29.4965	7.00	6.00	6.00	6.00	-	
	Lead Equipment Operator	I100	23.3428	29.7920	2.00	2.00	2.00	2.00	-	
	Senior Store Clerk	I080	21.8519	27.8962	1.00	1.00	1.00	1.00	-	
	Accounting Clerk II	A305	19.8056	26.5415	1.00	-	-	-	-	
PW Equipment Operator	I040	21.2206	27.0837	23.00	22.00	22.00	22.00	1.00		
PW Customer Service Clerk	I030	16.6470	22.7724	2.00	2.00	2.00	2.00	-		
TOTAL DEPARTMENT						56.00	56.00	57.00	57.00	1.00

Organizational Chart



Budget Summary – Road (Fund 325)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	10,314,842	6,726,840	2,695,786	6,383,832	6,383,832	6,383,832	136.81%
Federal Government Payments	3,387,765	3,446,551	3,799,533	2,783,958	2,783,958	2,783,958	(26.73%)
State Government Payments	17,461,542	16,821,382	14,810,507	17,485,000	17,485,000	17,485,000	18.06%
Local Government Payments	400,849	421,344	385,000	560,000	560,000	560,000	45.45%
Charges for Services	57,405	50,604	48,000	61,340	61,340	61,340	27.79%
Fines & Fees	66,851	39,344	9,000	5,000	5,000	5,000	(44.44%)
Interest Revenue	235,734	179,198	118,000	62,569	62,569	62,569	(46.98%)
Other Non-Operational Revenue	1,122	1,150	1,000	1,000	1,000	1,000	0.00%
Interfund Charges	1,096,023	1,070,000	1,114,070	1,221,632	1,221,632	1,221,632	9.65%
Sale of Assets, Land or Equipment	327,920	465,999	396,000	449,150	449,150	449,150	13.42%
Total Resources	33,350,052	29,222,410	23,376,896	29,013,481	29,013,481	29,013,481	24.11%
Personnel Services	6,246,351	6,284,546	6,709,180	6,831,972	6,916,228	6,916,229	3.09%
Materials & Services	5,912,553	6,782,513	7,753,525	7,809,252	7,843,400	7,843,400	1.16%
Capital Outlay	-	27,706	50,500	264,500	264,500	264,500	423.76%
Transfers Out	14,464,308	11,910,575	6,683,218	12,887,655	11,757,547	11,757,547	75.93%
Contingency	-	-	2,180,473	1,220,102	2,231,806	2,231,806	2.35%
Total Requirements	26,623,212	25,005,339	23,376,896	29,013,481	29,013,481	29,013,481	24.11%

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 (Pavement Condition Index above 70).
- Measure #3: Achieve 50% of bridges rated good or better (deck, superstructure, and substructure ratings all above 7).
- 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).

Budget Summary – County Surveyor (Fund 328)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	236,369	240,964	249,763	277,745	277,745	277,745	11.20%
Licenses & Permits	174,036	155,043	120,001	164,485	164,485	164,485	37.07%
Charges for Services	31,956	53,384	57,554	56,635	56,635	56,635	(1.60%)
Interest Revenue	7,554	6,239	3,300	3,170	3,170	3,170	(3.94%)
Total Resources	449,915	455,630	430,618	502,035	502,035	502,035	16.58%
Materials & Services	208,951	220,152	174,713	174,895	174,895	174,895	0.10%
Contingency	-	-	255,905	327,140	327,140	327,140	27.84%
Total Requirements	208,951	220,152	430,618	502,035	502,035	502,035	16.58%

Budget Summary – Public Land Corner Preservation (Fund 329)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	757,893	834,827	954,242	1,202,593	1,202,593	1,202,593	26.03%
Charges for Services	388,142	520,543	502,714	552,244	552,244	552,244	9.85%
Interest Revenue	20,971	20,840	11,900	14,118	14,118	14,118	18.64%
Total Resources	1,167,005	1,376,209	1,468,856	1,768,955	1,768,955	1,768,955	20.43%
Materials & Services	332,178	323,418	398,257	484,637	484,637	484,637	21.69%
Contingency	-	-	1,070,599	1,284,318	1,284,318	1,284,318	19.96%
Total Requirements	332,178	323,418	1,468,856	1,768,955	1,768,955	1,768,955	20.43%

Budget Summary – 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,148,858	3,509,428	3,470,814	4,004,043	4,004,043	4,004,043	15.36%
Interest Revenue	76,282	82,161	49,500	55,373	55,373	55,373	11.86%
Interfund Transfers	-	1,313,601	1,418,945	2,213,525	2,213,525	2,213,525	56.00%
Total Resources	2,225,140	4,905,191	4,939,259	6,272,941	6,272,941	6,272,941	27.00%
Materials & Services	36,928	56,995	382,623	392,025	398,060	398,060	4.03%
Capital Outlay	783,362	1,096,617	1,037,000	1,821,500	1,821,500	1,821,500	75.65%
Transfers Out	(2,000,000)	-	-	-	-	-	-
Contingency	-	-	3,519,636	4,059,416	4,053,381	4,053,381	15.16%
Total Requirements	(1,179,710)	1,153,612	4,939,259	6,272,941	6,272,941	6,272,941	27.00%

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,841,011	3,218,540	3,145,350	3,404,664	3,404,664	3,404,664	8.24%
Licenses & Permits	1,224,550	1,219,274	612,842	1,500,000	1,500,000	1,500,000	144.76%
Interest Revenue	77,710	77,490	64,647	51,259	51,259	51,259	(20.71%)
Other Non-Operational Revenue	4,925	4,377	3,000	6,000	6,000	6,000	100.00%
Total Resources	4,148,195	4,519,681	3,825,839	4,961,923	4,961,923	4,961,923	29.70%
Transfers Out	929,655	835,005	2,253,384	2,649,895	2,649,895	2,649,895	17.60%
Contingency	-	-	1,572,455	2,312,028	2,312,028	2,312,028	47.03%
Total Requirements	929,655	835,005	3,825,839	4,961,923	4,961,923	4,961,923	29.70%

Budget Summary – Transportation Capital Improvement Program (Fund 465)

The purpose of Transportation Capital Improvement Program Fund is to isolate significant capital project expenditures from the Road Department's operating fund such that projects and associated funding can be developed over longer periods of time. Significant capital project expenditures within the Road Department include Capital Improvement Plan (CIP) projects as derived from the County's long term (20-year) and near-term (5-year) CIP which is reviewed and approved annually by the Board of County Commissioners. Additional projects within Fund 465 include major maintenance and other special projects necessitated by system need. Fund 465 will also budget resources for pavement preservation (contracted asphalt overlay projects); these projects were previously budgeted expenditures in Fund 325.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	9,588,827	17,759,555	23,154,407	20,374,045	20,374,045	20,374,044	(12.01%)
State Government Payments	-	1,668,168	2,258,100	2,191,461	2,191,461	2,191,461	(2.95%)
Interest Revenue	261,131	366,198	209,700	279,729	279,729	279,729	33.39%
Interfund Charges	-	111,340	-	-	-	-	-
Interfund Transfers	13,393,963	11,431,979	7,517,657	13,324,025	12,193,917	12,193,917	62.20%
Total Resources	23,243,921	31,337,240	33,139,864	36,169,260	35,039,151	35,039,151	5.73%
Materials & Services	73,153	71,748	158,465	101,689	109,870	109,870	(30.67%)
Capital Outlay	5,411,213	5,752,905	19,877,585	28,362,821	28,362,821	29,612,821	48.98%
Contingency	-	-	13,103,814	6,454,750	5,316,460	5,316,460	(59.43%)
Total Requirements	5,484,366	5,824,653	33,139,864	34,919,260	33,789,151	35,039,151	5.73%

Budget Summary – 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,123,625	1,118,495	1,095,119	1,659,594	1,659,594	1,659,594	51.54%
Interest Revenue	23,793	23,201	14,000	16,180	16,180	16,180	15.57%
Interfund Transfers	644,259	607,797	714,974	637,349	637,349	637,349	(10.86%)
Sale of Assets, Land or Equipment	65,788	77,839	35,000	50,000	50,000	50,000	42.86%
Total Resources	1,857,465	1,827,332	1,859,093	2,363,123	2,363,123	2,363,123	27.11%
Materials & Services	218,652	200,608	217,257	219,000	219,000	219,000	0.80%
Capital Outlay	520,319	290,718	600,000	600,000	600,000	600,000	0.00%
Contingency	-	-	1,041,836	1,544,123	1,544,123	1,544,123	48.21%
Total Requirements	738,970	491,325	1,859,093	2,363,123	2,363,123	2,363,123	27.11%

NATURAL RESOURCES

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



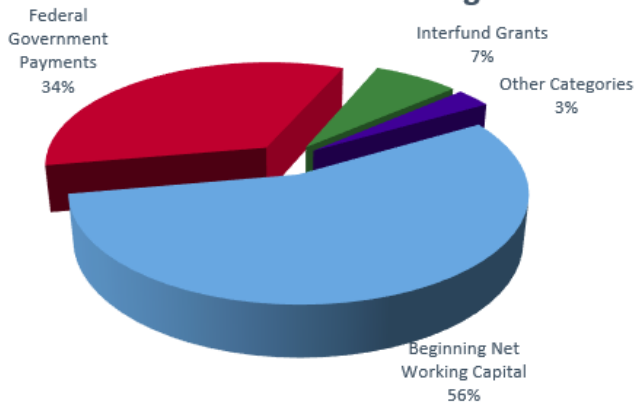
Department Overview

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 Ready, Set, Go programs. The Natural Resources Department works cooperatively with local, state and federal partners on wildfire resiliency programs including the Deschutes Collaborative Forest Project. The Natural Resource Department also provides public education, technical and financial assistance related to noxious weed control and eradication.

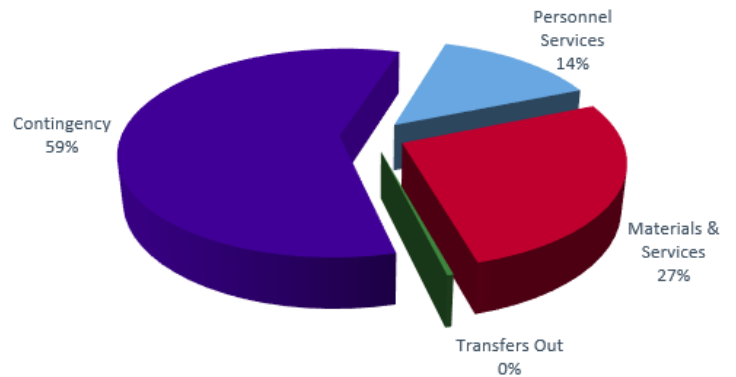
County Forester: Ed Keith
☎: 541-322-7117
✉: ed.keith@deschutes.org
🌐: www.deschutes.org/forester

Natural Resources Summary	
Total Budget	\$2,194,857
Budget Change	+25.96%
Total Staff	2.00 FTE
Staff Change	No Change

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 61,000 cubic yards of defensible space material in the spring and another 8,000 yards in the fall. Collection days for the transfer stations have been expanded as of 2020 allowing more participation from rural County residents.
- Firewise USA communities in Deschutes County now total 41, and many other communities are likely to be recognized in 2021 and 2022.

Fiscal Issues

- Work with OEM and FEMA to award and begin implementation of a Hazard Mitigation Grant Program (HMGP) for eligible fuels reduction 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 for non-grant departmental functions.
- Work with partners including the US Forest Service, Natural Resources Conservation Service, and the Oregon Department of Forestry to implement the Buttes to Basin Joint Chiefs Landscape Restoration Project.

Operational Challenges

- Expanding citizen participation in FireFree and Firewise communities in cooperation with Project Wildfire partners.
- Completing fuel reduction projects in high priority areas as identified in the Community Wildfire Protection Plans.
- Providing technical and financial assistance to landowners with high priority noxious weeds.
- Working with other public land managers through multiple efforts to improve resilient landscapes throughout the County, including the development of new initiatives.
- Implementing new statewide policy with local government requirements and opportunities that result from the 2021 legislative session.

Staff Summary

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions					FY 2022 Changes
				Minimum	Maximum	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
326	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	
	TOTAL DEPARTMENT					1.00	1.00	1.00	2.00	2.00	

Budget Summary – Natural Resources (Fund 326)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	624,464	875,228	1,104,839	1,219,545	1,219,545	1,219,545	10.38%
Federal Government Payments	720,962	490,428	722,337	750,015	750,015	750,015	3.83%
State Government Payments	-	-	10,219	-	-	-	(100.00%)
Charges for Services	-	250	-	-	-	-	-
Interest Revenue	20,441	22,989	15,100	15,297	15,297	15,297	1.30%
Interfund Grants	2,408	94,349	60,000	160,000	160,000	160,000	166.67%
Interfund Transfers	30,463	35,300	50,000	50,000	50,000	50,000	0.00%
Total Resources	1,398,737	1,518,545	1,962,495	2,194,857	2,194,857	2,194,857	11.84%
Personnel Services	169,877	224,291	295,547	310,081	310,081	310,081	4.92%
Materials & Services	348,740	175,612	506,021	591,183	589,822	589,822	16.56%
Transfers Out	4,892	4,892	33,642	8,610	8,610	8,610	(74.41%)
Contingency	-	-	1,127,285	1,284,983	1,286,344	1,286,344	14.11%
Total Requirements	523,509	404,795	1,962,495	2,194,857	2,194,857	2,194,857	11.84%

Budget Summary – 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	262,659	244,991	197,747	143,072	143,072	143,072	(27.65%)
Federal Government Payments	87,967	77,932	85,000	70,334	70,334	70,334	(17.25%)
Interest Revenue	5,609	4,706	3,300	2,151	2,151	2,151	(34.82%)
Total Resources	356,234	327,629	286,047	215,557	215,557	215,557	(24.64%)
Materials & Services	111,244	140,743	160,000	120,000	120,000	120,000	(25.00%)
Contingency	-	-	126,047	95,557	95,557	95,557	(24.19%)
Total Requirements	111,244	140,743	286,047	215,557	215,557	215,557	(24.64%)

Performance Management

Goal: Safe Communities

Objective: Collaborate with partners to prepare for and respond to emergencies, natural hazards 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 and air and water quality in balance with other community needs.

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

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

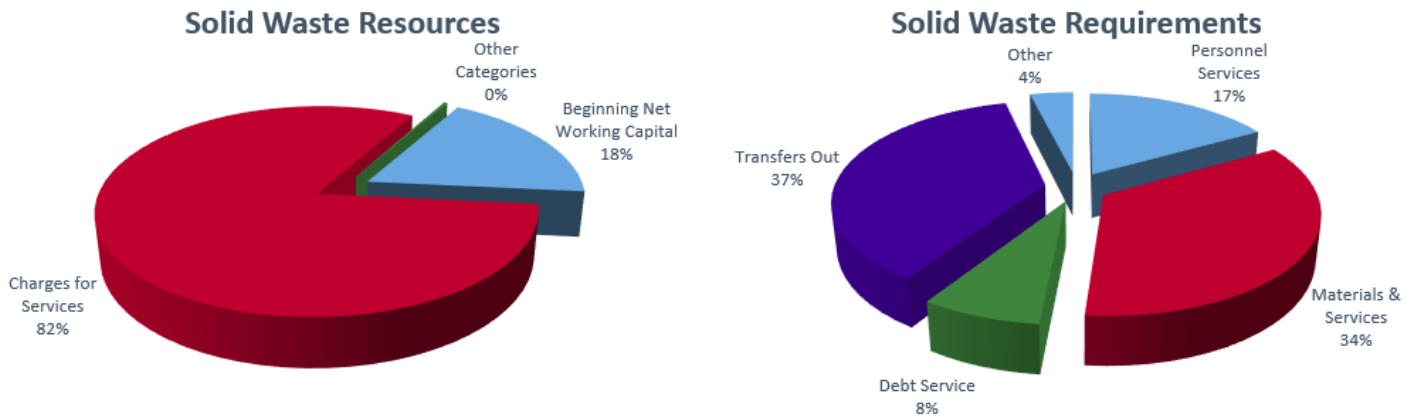
🌐: www.deschutes.org/solidwaste

Solid Waste Summary	
Total Budget	\$16,322,834
Budget Change	+23.12%
Total Staff	25.00 FTE
Staff Change	+1.00 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

- Began design of the Negus Transfer Station facility improvements and developed accurate cost estimates for construction in FY 2022.
- Implemented computer systems at the facilities. Developed 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.
- Worked with Information Technology to develop a mapping tool to assist the Department in identifying, ranking, and rating potential new landfill sites throughout the County.

Fiscal Issues

- Improvements to Negus Transfer Station are scheduled to begin in FY 2022. Cost estimates have exceeded expectations, and some aspects of the proposed facility will be delayed to future years. The construction of the 30,000 square foot transfer building will take place, and the site will move to a weight-based fee structure rather than estimated volume.
- Unexpected waste coming from a historic waste site, along with a desire to save a large area of the existing fill at Knott Landfill for Fire Free events, has moved the construction of the next cell of the landfill up to this fiscal year. The Department will construct cell 9 to provide disposal capacity for the next three or four years.

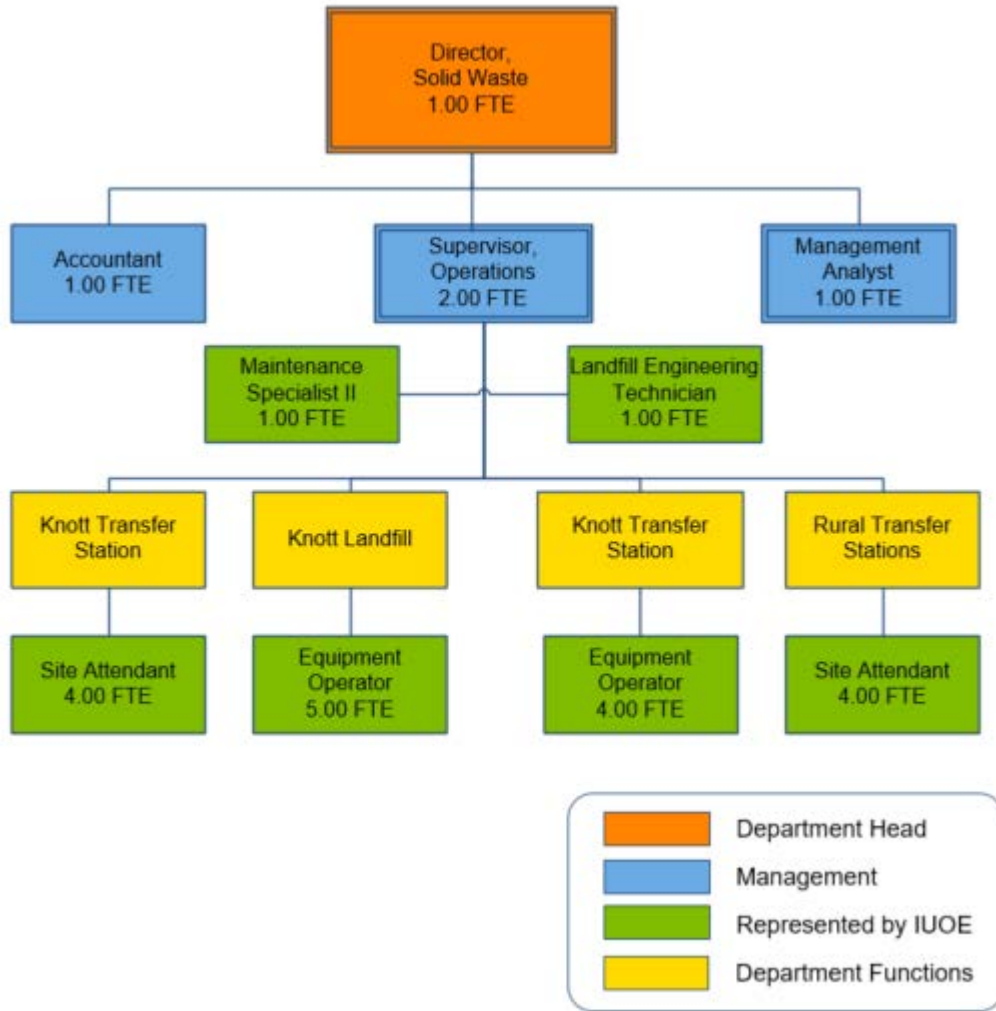
Operational Challenges

- Completing a Waste Characterization Study to identify possible areas for increased diversion of recyclables from the landfill.
- Continuing efforts in identifying a new landfill site.

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
SOLID WASTE									
Public Works -Sanitation	Director, Solid Waste	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	-
	Supervisor, Operations	N417	35.5680	47.6644	2.00	2.00	2.00	2.00	-
	Accountant	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Accounting Clerk	A307	21.8357	29.2619	-	-	-	1.00	1.00
	Landfill Engineer Technician	I180	24.8084	31.6691	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	10.00	10.00	10.00	-
	Landfill Site Attendant	I020	16.4841	21.0381	8.50	8.50	8.00	8.00	-
TOTAL DEPARTMENT					24.50	24.50	24.00	25.00	

Organizational Chart



Budget Summary – Solid Waste (Fund 610)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,938,991	799,570	1,179,819	2,972,234	2,972,234	2,972,234	151.92%
State Government Payments	-	7,242	-	-	-	-	-
Charges for Services	11,434,785	12,123,294	12,001,891	13,297,000	13,297,000	13,297,000	10.79%
Fines & Fees	-	95	-	-	-	-	-
Interest Revenue	58,235	49,256	23,700	41,599	41,599	41,599	75.52%
Other Non-Operational Revenue	161	1	1	1	1	1	0.00%
Sale of Assets, Land or Equipment	11,063	120,863	52,000	12,000	12,000	12,000	(76.92%)
Total Resources	13,443,234	13,100,321	13,257,411	16,322,834	16,322,834	16,322,834	23.12%
Personnel Services	2,331,135	2,393,257	2,518,594	2,684,180	2,754,132	2,754,132	9.35%
Materials & Services	4,341,881	4,251,937	5,227,119	5,634,623	5,651,103	5,651,103	8.11%
Debt Service	860,937	861,644	945,000	1,251,615	1,251,615	1,251,615	32.45%
Capital Outlay	109,681	11,724	162,500	53,141	53,141	53,141	(67.30%)
Transfers Out	5,000,029	3,296,192	3,684,280	6,029,323	6,029,323	6,029,323	63.65%
Contingency	-	-	719,918	669,952	583,520	583,520	(18.95%)
Total Requirements	12,643,664	10,814,755	13,257,411	16,322,834	16,322,834	16,322,834	23.12%

Performance Management

Goal: Healthy People

Objective: Help to sustain natural resources and air and water quality 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 average prior three year's 64,000 annual (16,000 per quarter) tons.

Goal: Service Delivery

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

- Measure #3: Increase attendant cash transaction error percentage to better than the historical high of 0.13%.
- Measure #4: Based on customer satisfaction survey responses, 75% or more satisfied with the waste management system.

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

- Measure #5: Complete construction of the Negus Transfer Station facility improvements to accommodate population growth in the Redmond area.
- Measure #6: Complete cell 9 construction by June 30, 2022 in order to ensure adequate disposal capacity is available.

Budget Summary – Landfill Closure (Fund 611)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	4,389,650	4,871,298	5,049,848	5,121,686	5,121,686	5,121,686	1.42%
Interest Revenue	100,310	96,074	60,300	58,311	58,311	58,311	(3.30%)
Interfund Transfers	-	100,000	100,000	750,000	750,000	750,000	650.00%
Total Resources	4,489,959	5,067,372	5,210,148	5,929,997	5,929,997	5,929,997	13.82%
Materials & Services	18,661	14,822	554,050	560,450	560,450	560,450	1.16%
Capital Outlay	-	-	15,000	-	-	-	(100.00%)
Transfers Out	(400,000)	-	-	-	-	-	-
Contingency	-	-	4,641,098	5,369,547	5,369,547	5,369,547	15.70%
Total Requirements	(381,339)	14,822	5,210,148	5,929,997	5,929,997	5,929,997	13.82%

Budget Summary – Landfill Post closure (Fund 612)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	797,899	1,065,255	1,182,255	1,252,874	1,252,874	1,252,874	5.97%
Interest Revenue	17,356	21,533	13,000	13,858	13,858	13,858	6.60%
Interfund Transfers	-	100,000	100,000	100,000	100,000	100,000	0.00%
Total Resources	815,255	1,186,788	1,295,255	1,366,732	1,366,732	1,366,732	5.52%
Materials & Services	-	-	1,000	1,000	1,000	1,000	0.00%
Transfers Out	(250,000)	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	1,294,255	1,365,732	1,365,732	1,365,732	5.52%
Total Requirements	(250,000)	-	1,295,255	1,366,732	1,366,732	1,366,732	5.52%

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

Budget Summary – Solid Waste Capital Projects (Fund 613)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	417,861	3,676,479	1,000,053	3,016,758	3,016,758	3,016,758	201.66%
Interest Revenue	33,797	72,124	48,400	21,959	21,959	21,959	(54.63%)
Interfund Transfers	-	2,963,827	2,342,189	5,015,361	5,015,361	5,015,361	114.13%
Issuance of Long Term Liability	-	-	6,000,000	14,500,000	14,500,000	14,500,000	141.67%
Total Resources	451,658	6,712,431	9,390,642	22,554,078	22,554,078	22,554,078	140.18%
Materials & Services	25,178	383,418	428,512	798,896	801,221	801,221	86.98%
Capital Outlay	-	4,812,859	6,100,000	19,600,000	19,600,000	19,600,000	221.31%
Transfers Out	(3,250,000)	-	-	-	-	-	-
Contingency	-	-	2,862,130	2,155,182	2,152,857	2,152,857	(24.78%)
Total Requirements	(3,224,822)	5,196,277	9,390,642	22,554,078	22,554,078	22,554,078	140.18%

Budget Summary – Solid Waste equipment Reserve (Fund 614)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	648,751	863,422	836,954	616,013	616,013	616,013	(26.40%)
Interest Revenue	18,345	17,315	10,800	8,743	8,743	8,743	(19.05%)
Interfund Transfers	-	100,000	1,100,000	150,000	150,000	150,000	(86.36%)
Total Resources	667,096	980,737	1,947,754	774,756	774,756	774,756	(60.22%)
Materials & Services	6,740	6,468	13,965	29,811	32,210	32,210	130.65%
Capital Outlay	846,933	127,407	1,705,000	145,000	145,000	145,000	(91.50%)
Transfers Out	(1,050,000)	-	-	-	-	-	-
Contingency	-	-	228,789	599,945	597,546	597,546	161.18%
Total Requirements	(196,327)	133,875	1,947,754	774,756	774,756	774,756	(60.22%)

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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 350 employees across ten sites, working in a diverse range of programs within the Director’s Office and three service areas: Public Health, Behavioral Health, and Administrative Services.

Health Services	
Total Budget	\$61,890,959
Budget Change	+6.26%
Total Staff	375.8 FTE
Staff Change	+52.8 FTE

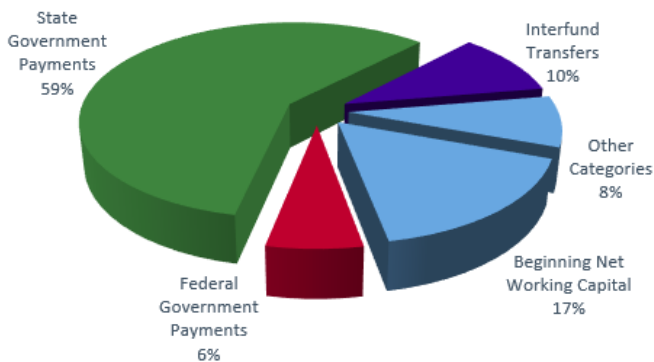
Department Director: George A. Conway, MD, MPH

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

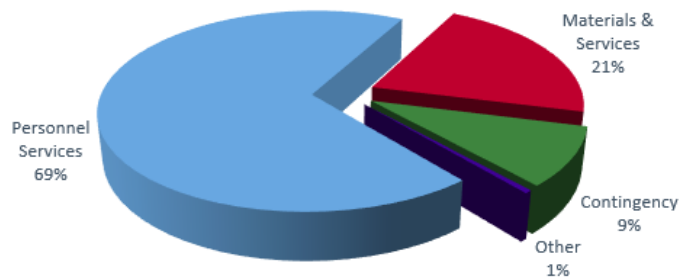
✉: healthservices@deschutes.org

🌐: www.deschutes.org/health

Health Services Resources



Health Service Requirements



PUBLIC HEALTH SERVICE AREA: Strives to improve and protect the health and safety 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 pandemics and 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 Woman exams, family planning, and STD testing.
 - Women, Infants and Children (WIC): Health and growth screenings, nutrition and breastfeeding education and support, referrals and supplemental food benefits for vulnerable pregnant and post-

- partum women, infants and young children.
 - Family Support Services (FSS): Health assessments, case management and care coordination, home visiting education and support services for high-risk infants, special needs children, and pregnant and post-partum women.
 - Ryan White Program: Case management, nursing, and other support services to improve health, access to and retention in medical care for people living with HIV.
 - Vital Records: Maintains and processes county birth and death records.
- Communicable Disease and Emergency Preparedness: Investigates, prevents and controls communicable diseases and outbreaks that pose a threat to the public. Includes epidemiology services that monitor, analyze, and report on disease and outbreaks and emerging threats. 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 SERVICE AREA: Behavioral Health programs and services help improve outcomes for Deschutes County residents with serious mental health and/or substance use disorders, and intellectual and/or developmental disabilities. Priority populations for behavioral health services include Oregon Health Plan (OHP) members, the uninsured, and persons in crisis. These services also 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 Services: Provides 24/7 rapid response and stabilization to individuals experiencing mental health crises and at risk for hospitalization, as well as forensic diversion services.
- Access & Integration Services: Conducts behavioral health screening, assessment, and referral services that connect individuals seeking mental health or substance use disorder services with appropriate treatment resources, as well as oversees integration projects, such as coordination of psychiatry into core services.
- 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 Comprehensive 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.

ADMINISTRATIVE SERVICES: 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 the community.

SUCCESSES AND CHALLENGES

Significant Accomplishments

- Public Health responded to the COVID 19 global pandemic, and helped keep the community safe by deploying two-thirds of its workforce to the incident management team. The Advancement and Protections section deployed virtually all its staff to the response, conducted case investigation and contact tracing, coordinated testing and monitored 44 long-term care facilities/congregate settings providing guidance, investigation, and testing for 70+ outbreaks and 400+ cases (staff and residents) until 14 days past last positive test.
- Prevention unit of Community Health Section collaborated with County Officials to obtain support for SB587, Tobacco Retail Licensure, in an effort to curb sale of tobacco and inhalant products to minors.
- In the midst of the pandemic, Oregon Health Authority undertook the 2020 biennial review of the Women, Infants and Children (WIC) program. WIC received a score of 98%, which ranks Deschutes County's program among the best in Oregon.
- Behavioral Health successfully opened the Deschutes County Stabilization Center (DCSC) and served 893 individuals in crisis during calendar year 2020, diverted 192 individuals from the Emergency Department (ED) and 165 individuals from law enforcement contact. Furthermore, the DCSC provides an opportunity for law enforcement to quickly return to duty. In 2020, the DCSC supported 229 law enforcement drop-offs lasting an average of 5.7 minutes each, a dramatic reduction over time spent when drop-offs occur in the ED. Also of note, 219 individuals, or roughly 20% of those served, made use of respite services, resulting in a significant opportunity for stabilization, engagement and referrals for high risk individuals.
- Behavioral Health leveraged federal grant funds in the millions of dollars again this fiscal year. Specifically, Behavioral Health received renewal of the Community Certified Behavioral Health Clinic (CCBHC) Expansion Grant, continuing key positions and adding language access, homeless outreach and coordination, and Forensic ACT services to the array of interventions that enhance integration. In addition, Behavioral Health significantly increased services to youth and families through receipt and implementation of a \$4 million System of Care grant intended to improve coordination of services to seriously mentally ill children, youth and their families and ensure system gaps in services are addressed.
- I/DD maintained and expanded core services despite being heavily impacted by the COVID 19 pandemic. This included onboarding all staff added by additional 2019-2021 biennial funding, collaborating with the incident management team to ensure vulnerable individuals served by I/DD and their care givers are vaccinated, adding a bi-lingual Spanish speaking Service Coordinator, exceeding service targets and increasing abuse investigation and eligibility determination capacity.
- Administrative Services transitioned department teams to enable remote care and work. Among other efforts, implemented a messaging system which increased communication with clients, and added functionality such as customized appointment messages, dissemination of real-time updates to communicate building closures or emergencies, and interactive texting in a HIPAA-secure environment.

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 service level the community relies upon with funding sources that are susceptible to changes in policy. DCHS has prepared a requested budget that will maintain its current services while also supporting the COVID 19 pandemic response.
- In FY 21, DCHS received approximately \$5.8 million in federal, state, and local funding for COVID 19. Of these funds, \$1.8 million will carry into FY 22 to assist with continued response and recovery efforts but are not sufficient to maintain current response levels. DCHS is working with Deschutes County's Finance Department and the Oregon Health Authority to identify additional funding available to meet community response and recovery needs.
- Certified Community Behavioral Health Clinic (CCBHC) funding continues to be supported at various levels of government as a mechanism to increase access and improve the quality of community mental and substance use disorder treatment services. Specifically, CCBHC demonstration funding, which is a cost-based reimbursement from Medicaid on a payment-per-patient model (PPS Payment), was extended several times in FY 21, and was ultimately extended by the federal government through September 30, 2023. DCHS estimates \$3.6 million in revenue from PPS during FY 21, enabling DCHS to better cover costs of integrated care for people with complex mental health, substance use and medical problems. A bill to support this model is currently before the legislature. DCHS also received the Substance Abuse and Mental Health Services Administration's (SAMHSA) 2020 CCBHC Expansion grant for \$2 million per year and a no-cost extension of the SAMHSA 2018 Expansion grant allowing for the continuation of key positions and initiatives.
- During FY 21, DCHS successfully negotiated a contract with PacificSource, the local Coordinated Care Organization (CCO), which will maintain current revenue in spite of a CCO budget shortfall. With increased Oregon Health Plan enrollment, DCHS estimates \$9.6 million in capitation will be received during FY 22, an additional \$1.2 million over the FY 21 budgeted amount of \$8.4 million.
- In FY 21, the Deschutes County Stabilization Center (DCSC) received a \$581,000 Central Oregon Health Council Grant and a \$2.4 million Criminal Justice Commission IMPACTS Grant. These funds will allow the DCSC to operate 24-hours per day, 7-days per week, 365-days per year from October 2020 through June 2022.

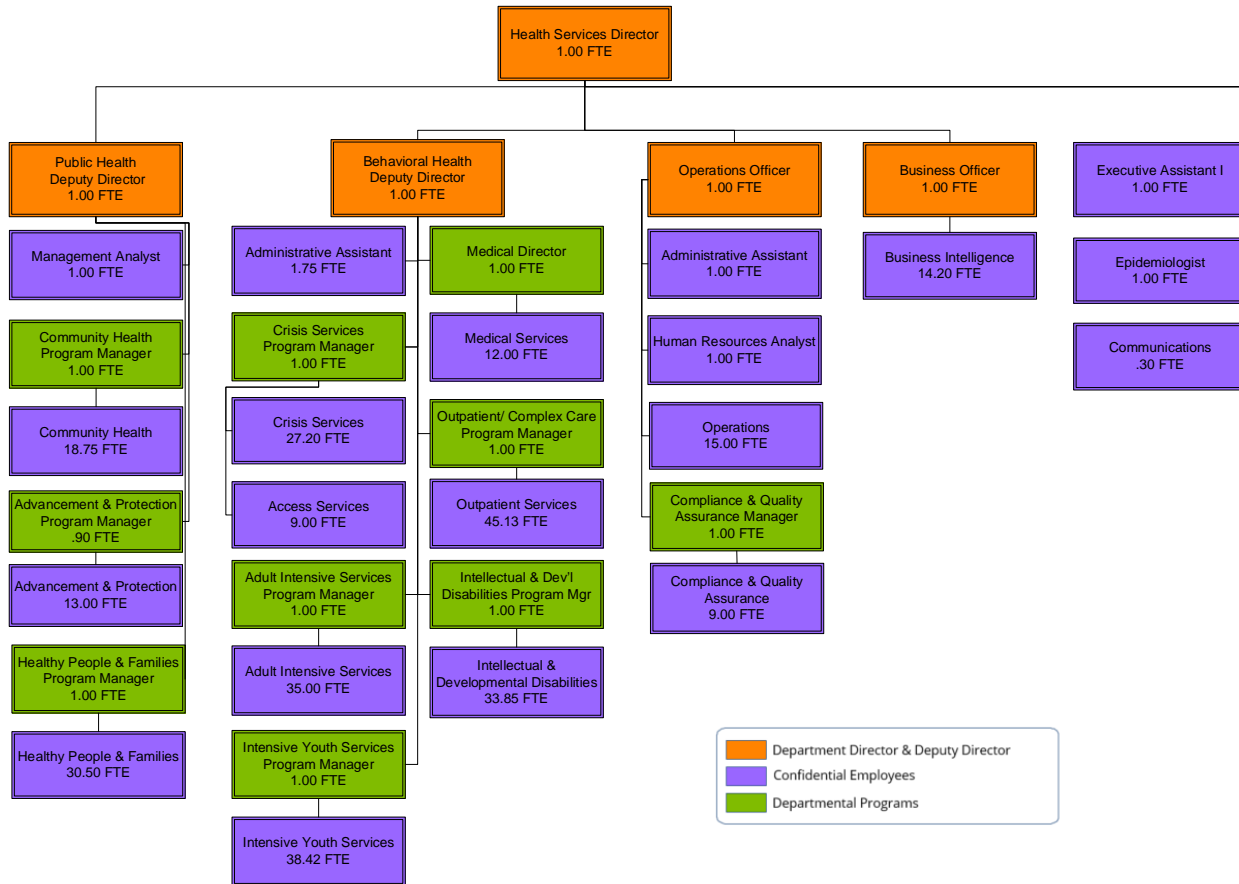
Operational Challenges

- As the need for health services expands with Deschutes County's growing population, facility space continues to be a departmental challenge. DCHS has attempted to keep up with this growing need by remodeling existing facilities, purchasing new facilities, and renting additional properties. In the coming years, this will continue to be a challenge.
- COVID 19 highlighted Public Health's lack of resilience and redundancy in addressing protracted crises and shocks. Public Health had, and continues to have, limited staffing, funding, and the structural capacity necessary to provide a robust, long-term response to emerging diseases while maintaining essential services to the community.
- Affordable, safe and available housing continues to be a challenge for Deschutes County and is especially problematic for behavioral health clients who may have a poor rental record, outstanding debt, and/or a history of legal system involvement. The absence of stable housing is a significant barrier to successful treatment outcomes and poses challenges for maintaining high acuity individuals in the community and addressing lack of access to secure treatment beds in the community or at the Oregon State Hospital.
- Public Health's technical capacity is strained in light of Deschutes County's growing population, changing demographics such as the shift toward older populations, and emerging epidemiologic trends such as disease burden related to communicable and chronic diseases, injuries, and high-risk behaviors.
- The COVID 19 pandemic has highlighted the importance of the community's confidence in Health Services' messaging and services. Continuing to build public trust and strengthening community engagement, with a lens on equity and inclusion, remain major priorities and concerns for the department.
- The number and acuity of individuals DCHS, as the Community Mental Health Program, must serve in the community has expanded considerably. COVID 19 and other economic and social stressors have caused significant growth in the Aid and Assist population. Furthermore, a bottleneck at the state hospital, shrinking residential treatment resources and increased client acuity are placing significant pressure on the intensive teams and community of support services.
- I/DD is continuing to work to increase capacity within the residential/foster care community in order to better serve high acuity I/DD individuals locally. An additional challenge for I/DD is the need for work locations in the Redmond area, which has approximately one-third of the service population.

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
HEALTH SERVICES									
Health & Welfare	Director, Medical	N437	94.3726	126.4682	1.00	1.00	1.00	1.00	-
	Health Officer	N436	89.8787	120.4460	-	-	-	1.00	1.00
	Psychiatrist	N436	89.8787	120.4460	1.00	2.00	2.00	2.30	0.30
	Director, Health Services	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	-
	Deputy Director, Health Services	N425	52.5501	70.4223	3.00	2.00	2.00	2.00	-
	Nurse Practitioner, Psych	A322	45.3947	60.8333	4.60	3.60	3.00	2.50	(0.50)
	Physician, Clinical Services	N436	89.8787	120.4460	-	0.50	0.50	0.50	-
	Manager, Operations	N421	43.2331	57.9365	1.00	-	-	-	-
	Operations Officer	N422	45.3947	60.8333	-	1.00	1.00	2.00	1.00
	Manager, Public Health Program	N421	43.2331	57.9365	3.00	3.00	3.00	3.00	-
	Manager, Behavioral Health Program	N421	43.2331	57.9365	6.00	7.00	5.00	6.00	1.00
	Manager, Quality & Performance	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-
	Manager, Business	N421	43.2331	57.9365	1.00	-	-	-	-
	Business Officer	N422	45.3947	60.8333	-	1.00	1.00	1.00	-
	Nurse Practitioner	A320	41.1744	55.1776	1.60	1.50	1.50	1.50	-
	Epidemiologist	N418	37.3464	50.0477	2.00	2.00	2.00	2.00	-
	Health Services Program Supervisor	N417	35.5680	47.6644	-	-	-	-	-
	Supervisor, Environmental Health	N417	35.5680	47.6644	-	-	-	-	-
	Supervisor, Health Services	N417	35.5680	47.6644	10.00	12.00	12.00	16.00	4.00
	WIC Supervisor/Coordinator	N417	35.5680	47.6644	-	-	-	-	-
	Community Health Supervisor	N417	35.5680	47.6644	-	-	-	-	-
	Behavioral Health Specialist III	N417	35.5680	47.6644	-	-	-	-	-
	Developmental Disabilities Specialist III	N417	35.5680	47.6644	-	-	-	-	-
	Public Information Officer	N417	35.5680	47.6644	-	-	-	1.00	1.00
	Management Analyst, Senior	N417	35.5680	47.6644	1.00	-	-	-	-
	Supervisor, Behavioral Health	N417	35.5680	47.6644	10.00	11.00	13.00	15.00	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	1.00	-
	Management Analyst	N416	33.8742	45.3947	4.00	6.20	6.00	8.00	2.00
	Human Resources Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Public Health Nurse III	A316	33.8742	45.3947	1.60	0.60	0.60	0.60	-
	Public Health Nurse II	A314	30.7250	41.1744	16.10	15.70	15.70	21.10	5.40
	Public Health Educator III	A314	30.7250	41.1744	-	3.00	3.00	3.90	0.90
	Health Educator I	A310	25.2775	33.8742	-	4.20	4.20	4.20	-
	Health Educator II	A313	29.2619	39.2137	-	4.90	4.90	8.60	3.70
	Quality Improvement Specialist	N416	33.8742	45.3947	3.00	3.00	3.00	4.00	1.00
	Clinical Information Systems Analyst	N416	33.8742	45.3947	-	-	-	1.00	1.00
	Administrative Analyst	N416	33.8742	45.3947	-	-	-	1.00	1.00
	Clinical Info System Admin	N416	33.8742	45.3947	4.00	4.00	4.00	3.00	(1.00)
	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	-
	Comm Health Specialist III	A316	33.8742	45.3947	1.00	2.00	2.00	4.00	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	2.05	2.00	2.00	-
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	44.70	49.00	45.10	44.10	(1.00)
	Environmental Health Specialist II	A313	29.2619	39.2137	4.00	4.00	4.00	5.00	1.00
	Program Development Specialist	A313	29.2619	39.2137	-	-	-	-	-
	Occupational Therapist	A314	30.7250	41.1744	1.50	1.00	1.00	1.00	-
	Behavioral Health Specialist II	A313	29.2619	39.2137	35.50	34.90	38.60	46.20	7.60
	Intel & Dev Disabilities Specialist II	A313	29.2619	39.2137	3.00	3.00	4.00	4.00	-
Comm Health Specialist II	A314	30.7250	41.1744	13.45	7.00	7.00	6.00	(1.00)	
Registered Dietician	A312	27.8685	37.3464	1.30	1.30	1.20	1.20	-	
Public Health Nurse I	A311	26.5415	35.5680	1.00	-	-	-	-	
Accounting Technician, Senior	N410	25.2775	33.8742	2.00	2.00	2.00	2.00	-	
Contract Specialist	A310	25.2775	33.8742	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	8.20	1.75	1.75	1.75	-	
Behavioral Health Specialist I	A310	25.2775	33.8742	21.50	21.30	22.30	32.50	10.20	
Intel & Dev Disabilities Specialist I	A310	25.2775	33.8742	15.00	17.00	19.00	19.00	-	
WIC Certifier	A310	25.2775	33.8742	-	-	-	-	-	
Administrative Supervisor I (closed)	N417	35.5680	47.6644	-	-	-	-	-	
Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	3.00	1.00	
Accounting Technician	A307	21.8357	29.2619	2.00	2.00	1.00	1.00	-	
Behavioral Health Technician	A307	21.8357	29.2619	1.00	2.50	2.50	5.20	2.70	
Registered Health Information Technician	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	-	
Patient Accounts Specialist II	A307	21.8357	29.2619	2.00	2.00	2.00	1.00	(1.00)	
Administrative Secretary	A307	21.8357	29.2619	-	-	-	-	-	
Accounting Clerk II	A307	21.8357	29.2619	-	-	-	-	-	
Admin Support Specialist	A307	21.8357	29.2619	13.00	18.80	19.30	21.30	2.00	
Breastfeeding Peer Counsel (closed)	A316	33.8742	45.3947	-	-	-	-	-	
Program Development Assistant	A306	20.7958	27.8685	-	-	-	-	-	
Patient Accounts Specialist I	A305	19.8056	26.5415	2.20	2.40	2.40	2.40	-	
Medical Assistant	A305	19.8056	26.5415	1.00	2.00	2.00	2.00	-	
Senior Secretary	A305	19.8056	26.5415	-	-	-	-	-	
Secretary	A305	19.8056	26.5415	-	-	-	-	-	
Medical Records Technician	A305	19.8056	26.5415	2.00	2.00	2.00	2.00	-	
Health Services Admin Specialist I	A305	19.8056	26.5415	21.65	17.95	17.95	18.45	0.50	
Language Access Coordinator	A310	25.2775	33.8742	-	-	1.00	1.00	-	
Peer Support Specialist	A302	17.1088	22.9274	13.00	18.50	19.50	24.50	5.00	
TOTAL DEPARTMENT					300.90	318.65	323.00	375.80	52.80

Organizational Chart



Budget Summary Health Services (Fund 274)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	186,095,912	10,638,105	6,778,564	10,218,990	10,218,990	10,218,990	50.75%
Licenses & Permits	164,313	179,740	179,830	180,130	180,130	180,130	0.17%
Federal Government Payments	1,582,882	2,974,493	5,043,883	3,808,833	3,808,833	3,808,833	(24.49%)
State Government Payments	32,050,471	25,810,373	31,109,277	36,335,709	36,427,664	36,427,664	17.10%
Local Government Payments	357,786	531,904	3,114,759	1,017,595	1,037,809	1,037,809	(66.68%)
Charges for Services	1,999,262	2,005,528	2,040,982	1,862,539	2,029,310	2,029,310	(0.57%)
Fines & Fees	79,168	83,168	-	60	60	60	-
Interest Revenue	218,767	233,116	147,400	156,549	156,549	156,549	6.21%
Other Non-Operational Revenue	465,473	380,276	434,032	649,629	649,629	649,629	49.67%
Interfund Charges	326,245	328,578	894,000	660,000	660,000	660,000	(26.17%)
Interfund Grants	351,371	365,091	243,400	368,400	368,400	368,400	51.36%
Interfund Transfers	6,367,892	6,745,358	8,259,221	5,769,512	6,353,585	6,353,585	(23.07%)
Total Resources	230,059,543	50,275,730	58,245,348	61,027,946	61,890,959	61,890,959	6.26%
Personnel Services	29,780,257	32,041,791	37,622,192	40,453,694	42,623,444	42,623,444	13.29%
Materials & Services	12,455,102	10,223,447	14,523,515	12,949,407	13,123,554	13,123,554	(9.64%)
Capital Outlay	206,031	-	139,467	54,000	80,000	80,000	(42.64%)
Transfers Out	188,688	193,326	232,908	230,755	230,755	230,755	(0.92%)
Contingency	-	-	5,727,266	7,331,138	5,833,206	5,833,206	1.85%
Total Requirements	42,630,078	42,458,564	58,245,348	61,018,994	61,890,959	61,890,959	6.26%

Performance Management

Goal: Safe Communities

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

- Measure #1: Reduce recidivism by 60% among individuals served by the Forensic Diversion Program.
- Measure #2: Behavioral Health and Law Enforcement will develop written protocol for responding to select calls without Law Enforcement.

Goal: Healthy People

Objective: Continue to support COVID-19 pandemic crisis response and community health recovery.

- Measure #3: At least 80 percent of eligible population vaccinated.

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

- Measure #4: See Behavioral Health Oregon Health Plan clients within state timelines as specified in the following category: Routine: within 1 week.

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

- Measure #5: Reduce outbreaks and spread of disease by completing 95% of communicable disease investigations within ten days, as defined by the Oregon Health Authority.
- Measure #6: 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 #7: Assure 90% of women served in the DCHS clinic and at risk for unintended pregnancy use effective methods of contraception after receiving services.
- Measure #8: Assure 90% 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 #9: Offer a behavioral health appointment that falls within the seven day period post-discharge to 82.7% of individuals discharged from Sage View.
-

Budget Summary Oregon Health Plan – Mental Health Services (Fund 270)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,050,628	7,104,472	8,484,428	13,426,234	13,426,234	13,426,234	58.25%
State Government Payments	2,656,469	3,926,269	-	1,786,156	1,786,156	1,786,156	-
Charges for Services	29,557	-	-	-	-	-	-
Interest Revenue	139,215	130,634	71,000	105,162	105,162	105,162	48.12%
Total Resources	4,875,869	11,161,375	8,555,428	15,317,552	15,317,552	15,317,552	79.04%
Materials & Services	(2,228,603)	269,482	131,903	243,195	243,339	243,339	84.48%
Transfers Out	-	998,268	2,379,865	-	-	-	(100.00%)
Contingency	-	-	-	15,074,357	15,074,213	15,074,213	-
Reserve for OHP Future	-	-	6,043,660	-	-	-	(100.00%)
Total Requirements	(2,228,603)	1,267,750	8,555,428	15,317,552	15,317,552	15,317,552	79.04%

Budget Summary Acute Care Services (Fund 276)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	806,163	721,789	596,507	665,392	665,392	665,392	11.55%
State Government Payments	434,013	434,013	434,013	434,013	434,013	434,013	0.00%
Interest Revenue	17,300	13,803	8,700	7,524	7,524	7,524	(13.52%)
Total Resources	1,257,476	1,169,606	1,039,220	1,106,929	1,106,929	1,106,929	6.52%
Materials & Services	535,687	574,639	541,947	449,744	451,011	451,011	(16.78%)
Contingency	-	-	497,273	657,185	655,918	655,918	31.90%
Total Requirements	535,687	574,639	1,039,220	1,106,929	1,106,929	1,106,929	6.52%



Support Services Departments

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BOARD OF COUNTY COMMISSIONERS

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

Chair: Anthony DeBone
Vice-Chair: Phil Chang
Commissioner: Patti Adair

☎ 541-388-6570
✉: board@deschutes.org

BOCC Summary	
Total Budget	\$744,576
Budget Change	+0.73%
Total Staff	3.00 FTE
Staff Change	No Change

Department Overview

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

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

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

APPOINTMENTS AND AFFILIATIONS

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

Commissioner Anthony DeBone, Chair



- Central Oregon Cohesive Strategy Steering Committee
- Deschutes County Historical Society
- Deschutes County Public Safety Coordinating Council
- East Cascades Works
- Sunriver – La Pine Economic Development Committee
- Redmond Airport Commission
- Redmond Economic Development Inc.
- Oregon Cybersecurity Advisory Council – representing AOC
- State Interoperability Executive Council (SEIC) – Governor's appointment
- 9-1-1 User Board

Commissioner Phil Chang, Vice-Chair



- Bend Metropolitan Planning Organization
- Deschutes Basin Water Collaborative
- Deschutes County Investment Advisory Committee
- Deschutes County Collaborative Forest Project
- Deschutes County Public Hearing
- Economic Development for Central Oregon

Commissioner Chang is an alternate for the following committees:

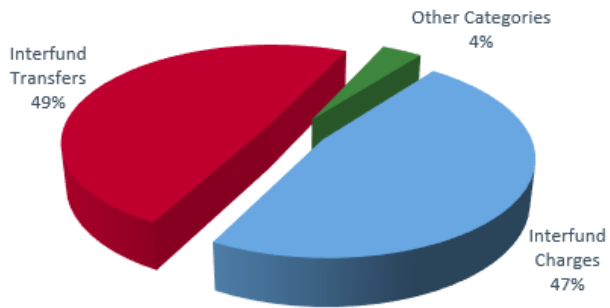
- Deschutes County Public Safety Coordinating Council
- Central Oregon Area Commission on Transportation
- Central Oregon Health Council
- Central Oregon Intergovernmental Council (COIC)
- Central Oregon Regional Solutions Advisory Committee
- Sunriver – La Pine Economic Development Committee

Commissioner Patti Adair

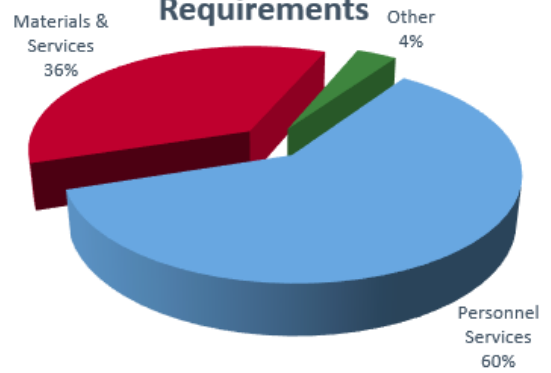


- Association of Oregon Counties - Legislative Committee, District 2 Delegate
- Central Oregon Health Council
- Central Oregon Area Commission on Transportation – Chair
- Central Oregon Intergovernmental Council (COIC)
- Central Oregon Regional Solutions Advisory Committee
- Central Oregon Visitors'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

Board of County Commissioners Resources



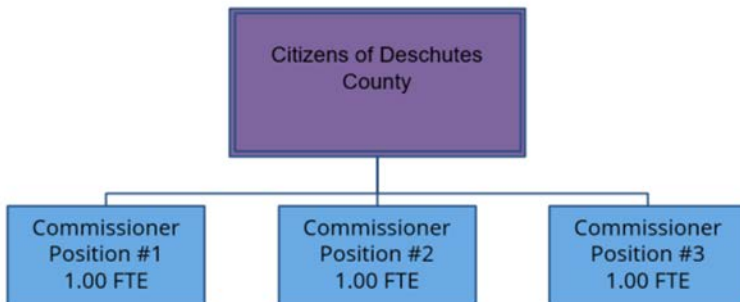
Board of County Commissioners Requirements



Staff Summary:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
BOARD OF COUNTY COMMISSIONERS									
General Government -Executive	County Commissioner	N/A	49.1380	49.1380	3.00	3.00	3.00	3.00	-
TOTAL DEPARTMENT					3.00	3.00	3.00	3.00	-

Organizational Chart



Budget Summary – Board of County Commissioners (Fund 628)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	96,720	95,841	82,516	26,434	26,434	26,434	(67.97%)
Interest Revenue	2,414	2,135	1,100	1,288	1,288	1,288	17.09%
Interfund Charges	417,151	423,277	294,141	348,246	351,016	351,016	19.34%
Interfund Transfers	229,850	285,889	361,445	365,838	365,838	365,838	1.22%
Total Resources	746,135	807,141	739,202	741,806	744,576	744,576	0.73%
Personnel Services	420,490	433,624	442,656	449,039	449,039	449,039	1.44%
Materials & Services	225,889	259,414	270,978	266,905	269,675	269,675	(0.48%)
Capital Outlay	-	21,729	-	-	-	-	-
Transfers Out	3,915	3,715	3,715	3,716	3,716	3,716	0.03%
Contingency	-	-	21,853	22,146	22,146	22,146	1.34%
Total Requirements	650,294	718,482	739,202	741,806	744,576	744,576	0.73%

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

Budget Summary – General Fund (001-99)

*See the summaries section for Transfers Out

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	11,946,544	12,349,379	12,100,400	13,470,620	13,470,620	13,470,620	11.32%
Property Tax	28,178,746	30,281,683	30,455,307	32,860,716	32,860,716	32,860,716	7.90%
Other Taxes	78,393	34,905	45,000	42,000	42,000	42,000	(6.67%)
Licenses & Permits	33,550	33,525	33,775	33,775	33,775	33,775	0.00%
Federal Government Payments	596,289	653,151	614,995	644,887	644,887	644,887	4.86%
State Government Payments	3,546,115	3,548,694	11,237,431	3,456,495	3,456,495	3,456,495	(69.24%)
Local Government Payments	10,000	51,000	11,000	11,000	11,000	11,000	0.00%
Charges for Services	1,903,697	2,368,285	2,259,547	2,836,529	2,836,529	2,836,529	25.54%
Fines & Fees	30	30	79,730	80,100	80,100	80,100	0.46%
Interest Revenue	423,452	362,189	145,201	194,326	194,326	194,326	33.83%
Other Non-Operational Revenue	15,000	56,121	-	50,000	50,000	50,000	-
Interfund Charges	35,787	93,282	267,646	194,332	194,332	194,332	(27.39%)
Interfund Transfers	289,065	260,000	260,000	260,000	260,000	260,000	0.00%
Sale of Assets, Land or Equipment	79,391	31,723	-	-	-	-	-
General Fund	(12,349,379)	(13,529,514)	-	(0)	(0)	(0)	-
Total Resources	34,786,680	36,594,455	57,510,032	54,134,780	54,134,780	54,134,780	(5.87%)
Personnel Services	11,453,442	12,455,721	13,734,367	14,422,334	15,154,953	15,154,954	10.34%
Materials & Services	4,889,499	4,885,477	13,496,146	5,766,771	5,829,547	5,829,547	(56.81%)
Capital Outlay	63,135	75,455	32,000	10,300	10,300	10,300	(67.81%)
Transfers Out	18,380,604	19,177,801	20,568,890	22,983,000	22,187,604	22,187,604	7.87%
Contingency	-	-	9,678,629	10,952,375	10,952,375	10,952,375	13.16%
Total Requirements	34,786,680	36,594,455	57,510,032	54,134,780	54,134,780	54,134,780	(5.87%)

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

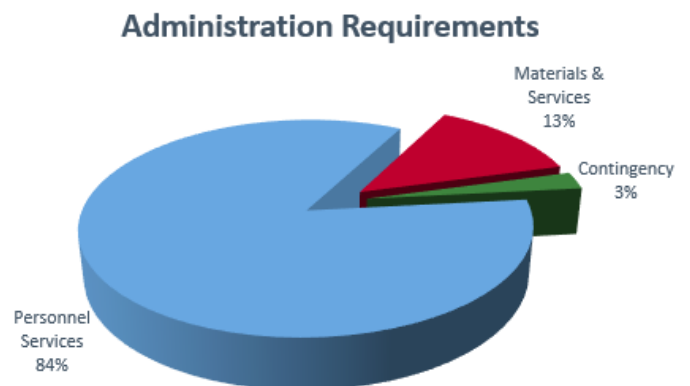
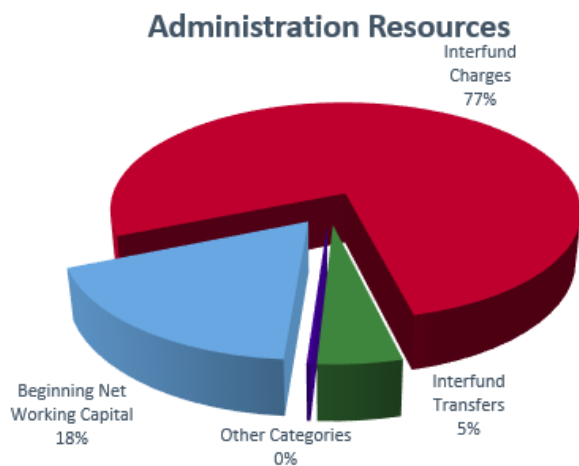
🌐: www.deschutes.org/administration

Administrative Services includes:

- Internal Audit
- Property Management
- Communications / Legislative Affairs
- Risk Management
- Veterans' Services

Administrative Services Summary	
Total Budget	\$1,826,055
Budget Change	+20.23%
Total Staff	8.75 FTE
Staff Change	+1.00 FTE

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



SUCCESSES & CHALLENGES

Significant Accomplishments

- Coordinated with departments and community partners to respond to the COVID-19 pandemic.
- Provided COVID support for small businesses including:
 - Assistance with website resources for small business
 - Coordinated more than \$2.7 million in loans and grants for Deschutes County small business

- As directed by the Budget Committee, worked with the Board of County Commissioners and departments to review and eliminate vacant positions.
- Implemented OSHA's COVID-19 workplace safety requirements.
- Worked with the Board of County Commissioners and departments to close offices to the public when required by the State; ensured that essential services continued; and worked closely with departments to develop innovative ways to provide service virtually and in other new ways.
- Grew the County's social media with 7,167 new followers; 3,618,814 impressions (up 294% from prior year) and 329,806 engagements with residents (up 393% from prior year).
- Launched a new quarterly electronic newsletter, which is delivered to 58,500 subscribers.
- County communications (news releases, e-newsletters, etc.) had a 56% open rate, which is 28% above the industry average.
- With community input, started a new Spanish language Facebook page – El Condado de Deschutes.
- Began offering simultaneous Spanish interpretation during Board of Commissioners meetings.
- At the direction of the Board of County Commissioners, created a Facility Advisory Review Board.
- Worked with Legal, Human Resources and the Board of County Commissioners to complete labor contracts with the District Attorneys' Association and 9-1-1 Employee Association.
- Worked with event organizers to permit events during COVID-19 that were compliant with COVID-19 restrictions applicable at the time of the event.
- Remodeled the Admin/BOCC front office area to improve security.
- Convened a work group with representatives from the Assessor's Office, Clerk's Office, Tax Office, and Facilities Department to develop a parking and traffic flow plan for the 2020 General Election and tax season.
- Worked with the Board of Commissioners and numerous other County Departments and community partners to realize and execute the Veterans Village project.
- Worked with the Board of Commissioners other County Departments and Deschutes Children's Foundation to finalize and execute a new 20-year Operation Agreement for the Becky Johnson Community Center.
- Completed a public auction of 23 properties with gross proceeds of \$768,000.
- 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.
- Overall internal audit report satisfaction at 96%. Provided recent performance audits that included recommendations for positive change in:
 - CDD – Cash handling
 - Fair & Expo Trending costs
 - Munis Purchasing topics Part I – Security and workflows
 - Munis Purchasing Topics Part II – Vendor Master
- Provided follow-ups to all unresolved recommendations including issuance of follow-ups for:
 - 2020 Global Follow-up
 - Follow-up of Supervisory Topics - Performance management
 - Follow-up of Human Resources Cash handling
 - Follow-up of Treasurer Transition
 - Follow-up of Juvenile Cash Handling
 - Follow-up of Cellular Costs - Verizon
- Development of whistleblower hotline policy and implementation of anonymous hotline.
- Negotiated contract extension of external audit delaying the need to perform RFP during COVID.
- Awarded \$268,000 from Oregon Video Lottery funds to 12 service partners, which leveraged more than \$3.8 million.
- Secured \$896,459 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 an estimated \$3,580,322 in funds (for FY2022) from the ODOT Statewide Transportation Improvement Fund (STIF) for other public transit services throughout Deschutes County.
- Facilitated stakeholder meetings related to Harper Bridge

- Partnered with IT to complete upgrades to the AV system in the Barnes and Sawyer room to enhance livestreaming of public meetings
- Worked with stakeholders on homeless issues.

Fiscal Issues

- Working with the Board of County Commissioners, Finance, and Facilities on funding for near and medium term capital projects.
- Determining an economical way to address solid waste and other debris as well as cleanup efforts on County-owned property as a result of camps
- Working with on-call auditor to develop resources for tracking recommendations and follow-up, though usage has not been to the extent budgeted due to COVID.
- Maintaining adequate reserves in the Risk Management fund.

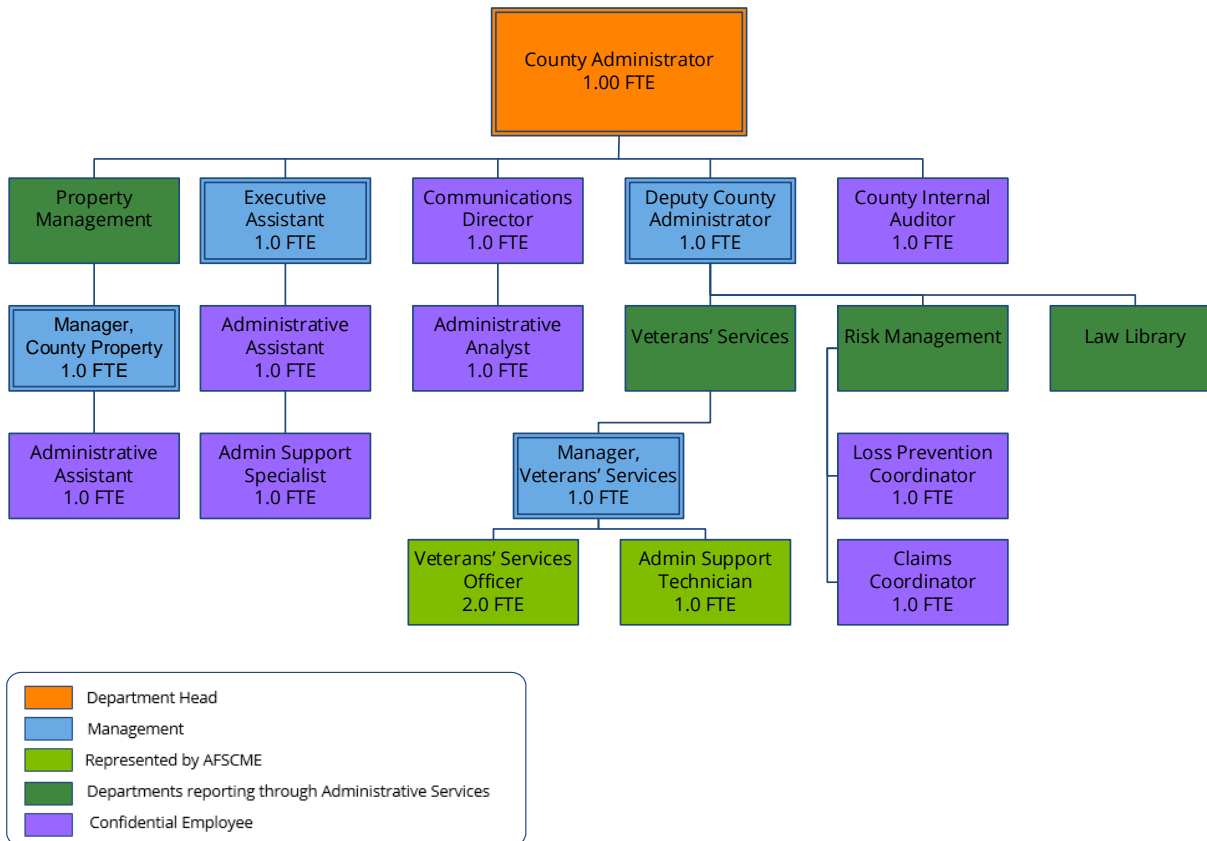
Operational Challenges

- Administrative Services has seen a substantial increase in workload demands and are working beyond capacity. Staff are routinely triaging to manage day-to-day work, tackle special projects and provide policy support to the Board. Administration is requesting an FTE reclassification and the addition of additional staff to create a sustainable structure for the new County Administrator and existing staff.
- Sustaining the internal audit program amid continuing demands for internal audit and consulting work.
- Working with departments to transition remote workers back into the workplace.
- Upcoming organizational transitions including hiring a new County Administrator, Solid Waste Director, and Community Justice Director.
- 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
- Determining and selecting options to support growth of County and State (courthouse) functions in terms of space and funding.
- Working with cities on solutions to homeless issues.
- Balancing challenges associated with the utilization of County-owned property for those experiencing homelessness and the general public's desire to access the same properties for passive recreation
- Managing damage and solid waste to County-owned property due to illegal dumping, vehicle use and camps
- Upcoming labor contract negotiations with AFSCME.

Staff Summary Administrative Services

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
ADMINISTRATIVE SERVICES									
General Government -Executive	County Administrator	N270	79.9879	92.2938	1.00	1.00	1.00	1.00	-
	Deputy County Administrator	N428	60.8333	81.5226	0.75	0.75	0.75	0.75	-
	County Internal Auditor	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	-	-	1.00	1.00
	Public Information Officer	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Admin Support Specialist	A307	21.8357	29.2619	-	1.00	1.00	1.00	-
	Intern	N001	15.0000	17.5000	-	-	-	-	-
TOTAL DEPARTMENT					6.75	7.75	7.75	8.75	1.00

Organizational Chart



Budget Summary – Administrative Services (Fund 625)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	263,415	187,803	12,206	323,172	323,172	323,172	2547.65%
State Government Payments	-	36,770	-	-	-	-	-
Charges for Services	422	2,792	395	100	100	100	(74.68%)
Interest Revenue	6,152	4,502	3,300	3,508	3,508	3,508	6.30%
Interfund Charges	1,243,995	1,208,133	1,462,949	1,214,730	1,412,696	1,412,696	(3.44%)
Interfund Transfers	3,767	40,000	40,000	40,000	86,579	86,579	116.45%
Total Resources	1,517,751	1,480,000	1,518,850	1,581,510	1,826,055	1,826,055	20.23%
Personnel Services	1,141,166	1,070,988	1,212,976	1,259,449	1,539,589	1,539,589	26.93%
Materials & Services	188,781	163,709	265,192	276,753	238,607	238,607	(10.02%)
Contingency	-	-	40,682	45,308	47,859	47,859	17.64%
Total Requirements	1,329,947	1,234,698	1,518,850	1,581,510	1,826,055	1,826,055	20.23%

Performance Management

Goal: Safe Communities

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

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

Goal: Healthy People

Objective: Continue to support COVID-19 pandemic crisis response and community health recovery.

- Measure #2: Continue to partners with Health Services to support and advance COVID communications, including messages aimed at increasing vaccine confidence. Staff will develop and implement a marketing campaign aimed at increasing vaccine confidence.

Goal: Economic Vitality

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

- Measure #3: 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 #4: Leverage funds for job creation and business recruitment, support and diversification through County economic development loan program.
- Measure #5: Identify County-owned assets to market for sale outside of the public auction process

Objective: Support affordable and transitional housing options for vulnerable populations through availability of lands, project planning, and appropriate regulation.

- Measure #6: Provide staff support to the Emergency Homeless Task Force; work with the Board to develop strategy outlining County's role with homelessness and specific Board supported solutions involving the County; and work with other governments, community agencies, and County staff to implement Board supported solutions.
- Measure #7: Assist in facilitating and identifying County-owned asset and foreclosure property to support affordable and transitional housing.
- Measure #8: Seek opportunities to partner with other jurisdictions and nonprofits to strategize options for affordable housing.

Goal: Service Delivery

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

- Measure #9: 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 #10: Achieve 95% survey rating of overall quality of internal audit reports.
- Measure #11: Number of workplace accidents that require days away from work, or transferred workers per 100 employees (DART Rate).

Objective: Promote community participation and engagement with County government.

- Measure #12: Increase the number of subscribers who receive the County's electronic newsletter.
- Measure #13: Research, develop, and implement any DEI initiatives discussed and approved by the Board of Commissioners. Research other government organizations for existing common/best practices. Investigate possible consultant resources for both organizational assessment and ongoing program support. Develop alternative organizational structures/programs for BOCC review. Develop statement of objectives on what a DEI program is designed to accomplish.

Staff Summary Veterans' Services

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions			
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022
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	2.00	2.00	2.00	2.00
	Assistant Veterans' Services Officer	A306	20.7958	27.8685	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	1.00	1.00	1.00	2.00
TOTAL DEPARTMENT					4.00	4.00	4.00	5.00

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.

	Actual	Actual	Budget	Proposed	Approved	Adopted	FY 2022
State Government Payments	168,945	175,614	223,715	173,079	173,079	173,079	(22.63%)
General Fund	370,081	353,806	467,395	533,894	539,314	539,314	15.39%
Total Resources	539,026	529,421	691,110	706,973	712,393	712,393	3.08%
Personnel Services	372,185	402,027	440,165	468,238	541,878	541,878	23.11%
Materials & Services	141,937	123,928	247,513	235,503	167,283	167,283	(32.41%)
Capital Outlay	24,904	-	-	-	-	-	-
Transfers Out	-	3,465	3,432	3,232	3,232	3,232	(5.83%)
Total Requirements	539,026	529,421	691,110	706,973	712,393	712,393	3.08%

Staff Summary Property Management

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
PROPERTY MANAGEMENT ADMINISTRATION									
General	Director, Facilities	N425	52.5501	70.4223	-	-	-	-	-
Government-Other	Manager, County Property	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	0.80	0.80	1.00	1.00	-
TOTAL DEPARTMENT					1.80	1.80	2.00	2.00	-

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
State Government Payments	-	3,620	-	-	-	-	-
Charges for Services	100,000	102,305	102,000	102,000	102,000	102,000	0.00%
Interfund Charges	20,000	20,000	20,000	50,000	50,000	50,000	150.00%
General Fund	162,566	179,276	213,931	226,566	227,459	227,459	6.32%
Total Resources	282,566	305,200	335,931	378,566	379,459	379,459	12.96%
Personnel Services	222,806	248,833	264,263	276,791	276,791	276,791	4.74%
Materials & Services	56,160	52,996	68,270	98,377	99,270	99,270	45.41%
Transfers Out	3,600	3,371	3,398	3,398	3,398	3,398	0.00%
Total Requirements	282,566	305,200	335,931	378,566	379,459	379,459	12.96%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	127,663	129,502	96,000	132,683	132,683	132,683	38.21%
Charges for Services	46,061	41,082	115,000	145,498	145,498	145,498	26.52%
Interest Revenue	2,396	2,219	1,100	1,301	1,301	1,301	18.27%
Total Resources	176,120	172,803	212,100	279,482	279,482	279,482	31.77%
Materials & Services	46,618	41,220	123,502	145,498	145,758	145,758	18.02%
Contingency	-	-	88,598	133,984	133,724	133,724	50.93%
Total Requirements	46,618	41,220	212,100	279,482	279,482	279,482	31.77%

Budget Summary – Video Lottery (Fund 165)

State video lottery apportionment for activities promoting economic development.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	211,333	199,052	255,877	826,000	826,000	826,000	222.81%
State Government Payments	751,778	1,172,492	500,000	1,050,000	1,050,000	1,050,000	110.00%
Interest Revenue	7,460	5,358	3,300	5,797	5,797	5,797	75.67%
Total Resources	970,571	1,376,901	759,177	1,881,797	1,881,797	1,881,797	147.87%
Materials & Services	771,519	786,419	684,177	1,110,000	1,110,926	1,110,926	62.37%
Transfers Out	-	-	-	110,000	110,000	110,000	-
Contingency	-	-	75,000	661,797	660,871	660,871	781.16%
Total Requirements	771,519	786,419	759,177	1,881,797	1,881,797	1,881,797	147.87%

Budget Summary – Law Library (Fund 120)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	351,895	318,732	284,000	248,341	248,341	248,341	(12.56%)
State Government Payments	113,717	114,175	114,175	114,175	114,175	114,175	0.00%
Interest Revenue	7,124	5,611	3,300	2,887	2,887	2,887	(12.52%)
Total Resources	472,736	438,518	401,475	365,403	365,403	365,403	(8.98%)
Materials & Services	154,004	153,320	203,134	206,187	206,680	206,680	1.75%
Contingency	-	-	198,341	159,216	158,723	158,723	(19.97%)
Total Requirements	154,004	153,320	401,475	365,403	365,403	365,403	(8.98%)

Budget Summary – Risk Management (Fund 670)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	6,587,534	7,193,407	7,000,000	8,329,115	8,329,115	8,329,115	18.99%
State Government Payments	-	12,962	-	-	-	-	-
Charges for Services	103,563	496,481	81,505	36,000	36,000	36,000	(55.83%)
Fines & Fees	30	-	10	-	-	-	(100.00%)
Interest Revenue	148,890	150,197	87,200	101,111	101,111	101,111	15.95%
Interfund Charges	3,224,573	3,270,882	3,094,931	3,009,862	3,009,862	3,009,862	(2.75%)
Total Resources	10,064,590	11,123,930	10,263,646	11,476,088	11,476,088	11,476,088	11.81%
Personnel Services	371,145	322,795	354,775	305,409	305,409	305,409	(13.91%)
Materials & Services	2,491,619	2,117,468	3,439,569	3,720,578	3,721,883	3,721,883	8.21%
Transfers Out	3,168	6,918	3,500	3,500	3,500	3,500	0.00%
Contingency	-	-	6,465,802	7,446,601	7,445,296	7,445,296	15.15%
Total Requirements	2,865,932	2,447,181	10,263,646	11,476,088	11,476,088	11,476,088	11.81%

Budget Summary – Economic Development (Fund 050)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	171,356	105,943	106,735	100,000	100,000	100,000	(6.31%)
Interest Revenue	2,618	14,981	1,100	1,400	1,400	1,400	27.27%
Other Non-Operational Revenue	27,968	29,864	33,025	62,145	62,145	62,145	88.18%
Interfund Transfers	-	-	-	110,000	110,000	110,000	-
Total Resources	201,943	150,787	140,860	273,545	273,545	273,545	94.20%
Materials & Services	96,000	44,000	140,860	273,545	273,545	273,545	94.20%
Total Requirements	96,000	44,000	140,860	273,545	273,545	273,545	94.20%

Budget Summary – Humane Society of Redmond (Fund 080)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	(481,878)	-	-	-	-	-	-
Other Non-Operational Revenue	510,942	-	-	-	-	-	-
Total Resources	29,065	-	-	-	-	-	-
Transfers Out	29,065	-	-	-	-	-	-
Total Requirements	29,065	-	-	-	-	-	-

Budget Summary - Special Transportation (Fund 150)

State and federal grants for public transit services.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	18,325	11,381	41,292	14,471	14,471	14,471	(64.95%)
Federal Government Payments	43,687	32,762	43,685	75,534	75,534	75,534	72.91%
State Government Payments	414,678	434,888	434,886	475,000	475,000	475,000	9.22%
Local Government Payments	-	-	2,500	-	-	-	(100.00%)
Interest Revenue	2,215	2,707	9,700	16,948	16,948	16,948	74.72%
Interfund Grants	-	2,500	2,500	-	-	-	(100.00%)
Total Resources	478,905	484,238	534,563	581,953	581,953	581,953	8.87%
Materials & Services	460,612	486,083	534,563	581,953	581,953	581,953	8.87%
Total Requirements	460,612	486,083	534,563	581,953	581,953	581,953	8.87%

Budget Summary – Taylor Grazing Fund (155)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	47,957	54,340	54,900	46,865	46,865	46,865	(14.64%)
State Government Payments	5,338	5,500	6,000	6,000	6,000	6,000	0.00%
Interest Revenue	1,045	1,092	1,100	596	596	596	(45.82%)
Total Resources	54,340	60,932	62,000	53,461	53,461	53,461	(13.77%)
Materials & Services	-	-	47,000	38,461	38,461	38,461	(18.17%)
Transfers Out	-	5,500	15,000	15,000	15,000	15,000	0.00%
Total Requirements	-	5,500	62,000	53,461	53,461	53,461	(13.77%)

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

Department Director: Lee Randall

☎: 541-617-4711

Facilities Summary	
Total Budget	\$4,492,885
Budget Change	+5.84%
Total Staff	24.00 FTE
Staff Change	+1.00 FTE

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.

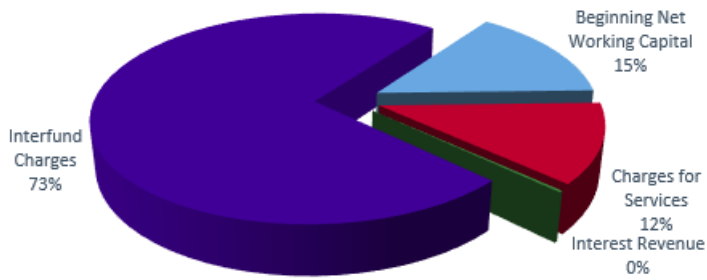
Building and Grounds Maintenance

- 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.

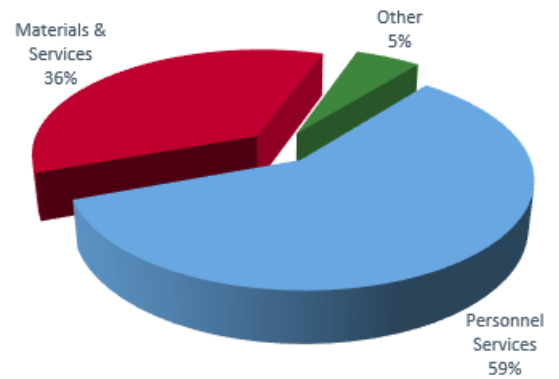
Custodial Services

- 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 remodel of three courtrooms, construction of a new Community Service Shop, and safety and security upgrades across several County departments.
- Completed HVAC controls upgrades at three separate buildings.
- Managed the setup of two courtrooms for socially distanced hearings and a courtroom at the Fair & Expo Center for socially distanced jury trials.
- 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 and the Mass Vaccination Clinic through staff assistance to the logistics team and procurement of custodial services.

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.

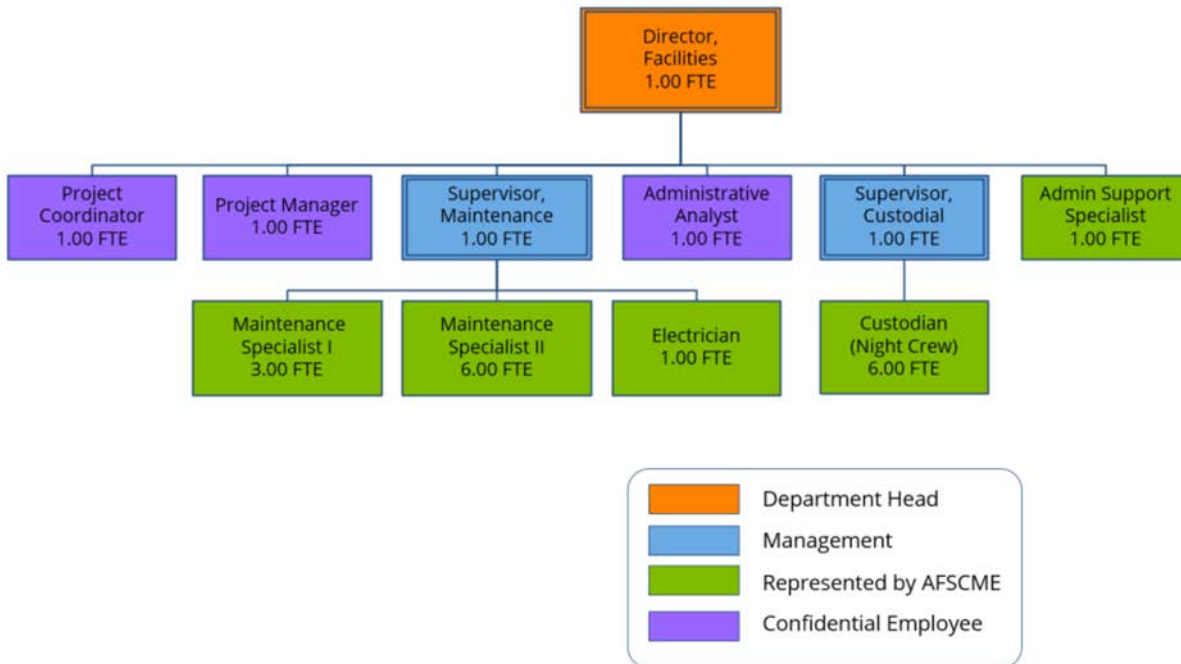
Operational Challenges

- 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

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
FACILITIES									
General	Director, Facilities	N425	52.5501	70.4223	1.00	1.00	1.00	1.00	-
Government	Supervisor, Maintenance	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
-Other	Maintenance Specialist III	A314	30.7250	41.1744	1.00	1.00	1.00	-	-
	Electrician	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Supervisor, Custodial	N411	26.5415	35.5680	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	-	-	-	-
	Operations Specialist (Closed)	N409	24.0739	32.2613	1.00	-	-	-	-
	Project Manager, Facilities	N419	39.2137	52.5501	1.00	1.00	1.00	2.00	1.00
	Maintenance Specialist II	A308	22.9274	30.7250	5.00	6.00	6.00	6.00	-
	Building Maintenance Specialist I	A306	20.7958	27.8685	2.00	2.00	2.00	3.00	-
	Admin Support Specialist	A307	21.8357	29.2619	-	1.00	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Admin Support Technician	A305	19.8056	26.5415	1.00	-	-	-	-
	Custodian	A301	16.2940	21.8357	9.00	9.00	7.00	7.00	-
TOTAL DEPARTMENT					25.00	25.00	23.00	24.00	1.00

Organizational Chart



Budget Summary – Facilities (Fund 620)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	573,441	605,458	543,982	655,428	655,428	655,428	20.49%
State Government Payments	-	136,018	106,607	-	-	-	(100.00%)
Charges for Services	580,979	560,065	531,067	547,016	547,016	547,016	3.00%
Interest Revenue	14,371	15,386	8,700	11,411	11,411	11,411	31.16%
Interfund Charges	3,000,500	3,155,774	3,054,806	3,206,539	3,279,030	3,279,030	7.34%
Total Resources	4,169,291	4,472,702	4,245,162	4,420,394	4,492,885	4,492,885	5.84%
Personnel Services	2,276,478	2,066,742	2,299,271	2,535,032	2,631,517	2,631,517	14.45%
Materials & Services	1,155,646	1,490,681	1,543,462	1,604,635	1,613,024	1,613,024	4.51%
Capital Outlay	76,439	-	15,000	25,000	25,000	25,000	66.67%
Transfers Out	55,270	62,467	58,430	60,695	60,695	60,695	3.88%
Contingency	-	-	328,999	195,032	162,649	162,649	(50.56%)
Total Requirements	3,563,833	3,619,890	4,245,162	4,420,394	4,492,885	4,492,885	5.84%

Performance Management

Goal: Safe Communities

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

- Measure #1: Improve the structural resilience of County buildings through structural engineering reviews and seismic retrofits at targeted facilities. Complete engineering design for the Courthouse.

Goal: Safe Communities

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

- Measure #2: Partner with County department stakeholders to implement the three remaining near-term components of the Public Safety Campus Master plan.

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 inspection, repair, and replacement of sidewalk and parking lot inventory. Inspect 80% of sidewalk and parking lot inventory annually.

Goal: Service Delivery

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

- Measure #4: Refine and expand space planning efforts and capital project execution through facility master planning, capital improvement budgeting, and capital project management. Complete the year-4 update to the Public Safety Campus Master Plan and initiate master planning for the downtown campus.

Budget Summary – Court Technology Reserve (Fund 040)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	150,662	182,719	182,719	89,000	89,000	89,000	(51.29%)
Interest Revenue	3,572	3,454	2,200	1,712	1,712	1,712	(22.18%)
Interfund Transfers	32,000	32,000	32,000	32,000	32,000	32,000	0.00%
Total Resources	186,234	218,173	216,919	122,712	122,712	122,712	(43.43%)
Materials & Services	3,515	960	115,000	80,000	80,000	80,000	(30.43%)
Capital Outlay	-	72,416	101,919	42,712	42,712	42,712	(58.09%)
Total Requirements	3,515	73,376	216,919	122,712	122,712	122,712	(43.43%)

Budget Summary – 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	343,576	456,711	562,320	610,848	610,848	610,848	8.63%
State Government Payments	328,913	336,313	350,000	300,000	300,000	300,000	(14.29%)
Interest Revenue	7,889	8,979	5,400	6,542	6,542	6,542	21.15%
Total Resources	680,378	802,003	917,720	917,390	917,390	917,390	(0.04%)
Materials & Services	33,667	35,083	105,000	105,000	105,000	105,000	0.00%
Capital Outlay	-	-	230,500	230,500	230,500	230,500	0.00%
Transfers Out	190,000	190,000	190,000	190,000	190,000	190,000	0.00%
Contingency	-	-	392,220	391,890	391,890	391,890	(0.08%)
Total Requirements	223,667	225,083	917,720	917,390	917,390	917,390	(0.04%)

Budget Summary – Park Development Fees (Fund 132)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	109,955	111,003	108,960	9,480	9,480	9,480	(91.30%)
Licenses & Permits	1,050	6,300	1,500	5,000	5,000	5,000	233.33%
Interest Revenue	2,383	638	100	69	69	69	(31.00%)
Total Resources	113,388	117,941	110,560	14,549	14,549	14,549	(86.84%)
Materials & Services	2,385	113,450	110,560	14,549	14,549	14,549	(86.84%)
Total Requirements	2,385	113,450	110,560	14,549	14,549	14,549	(86.84%)

Budget Summary – County Projects (Fund 070)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,852,982	1,463,439	663,052	468,085	468,085	468,085	(29.40%)
Property Tax	883,060	947,753	941,092	1,016,393	1,016,393	1,016,393	8.00%
Other Taxes	433	-	-	-	-	-	-
Charges for Services	13,107	2,840	-	-	-	-	-
Interest Revenue	45,083	10,593	6,500	11,754	11,754	11,754	80.83%
Interfund Charges	4,844	-	-	-	75,000	75,000	-
Interfund Transfers	-	1,420,746	750,000	725,000	650,000	650,000	(13.33%)
Total Resources	2,799,508	3,845,370	2,360,644	2,221,232	2,221,232	2,221,232	(5.91%)
Materials & Services	1,294,360	1,837,622	1,311,345	1,742,136	1,744,964	1,744,964	33.07%
Capital Outlay	41,709	146,363	900,000	394,500	394,500	394,500	(56.17%)
Transfers Out	-	1,097,350	-	-	-	-	-
Contingency	-	-	149,299	84,596	81,768	81,768	(45.23%)
Total Requirements	1,336,070	3,081,335	2,360,644	2,221,232	2,221,232	2,221,232	(5.91%)

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

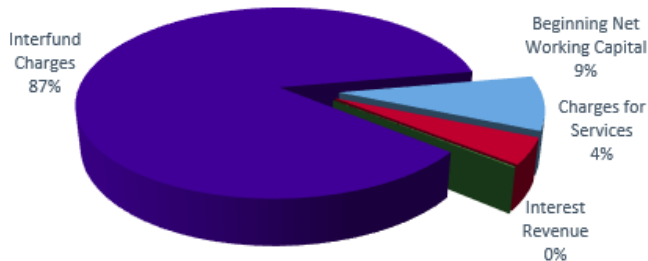
✉: finance@deschutes.org

🌐: www.deschutes.org/finance

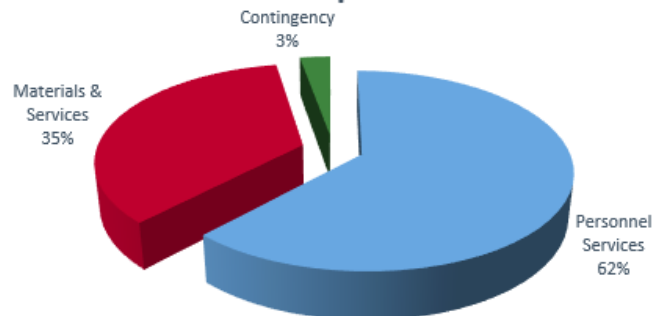
Finance Summary	
Total Budget	\$2,077,074
Budget Change	+3.98%
Total Staff	11.00 FTE
Staff Change	+ 1.00 FTE

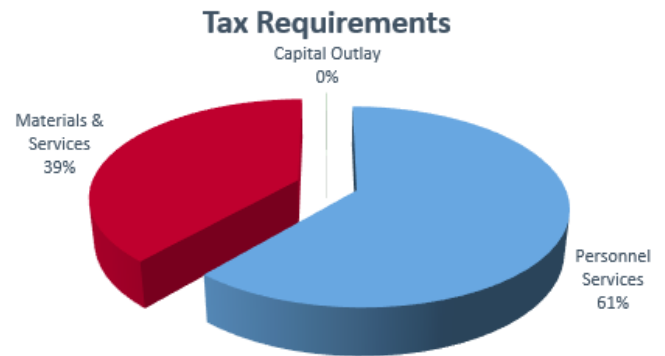
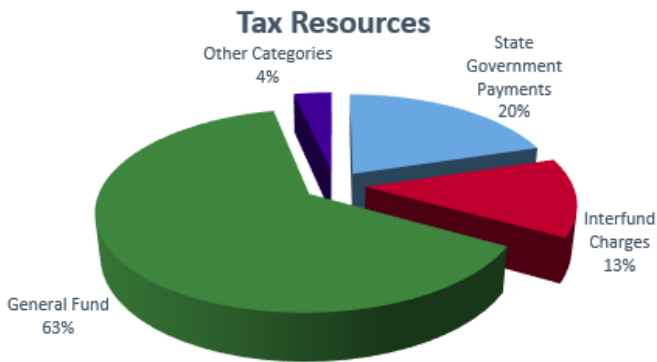
General Fund-Tax Summary	
Total Budget	\$932,570
Budget Change	- 8.27%
Total Staff	5.50 FTE
Staff Change	No Change

Finance Resources



Finance Requirements





SUCCESSSES & CHALLENGES

Significant Accomplishments

- Developed and implemented a long-term strategy to reduce PERS costs and stabilizes 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.

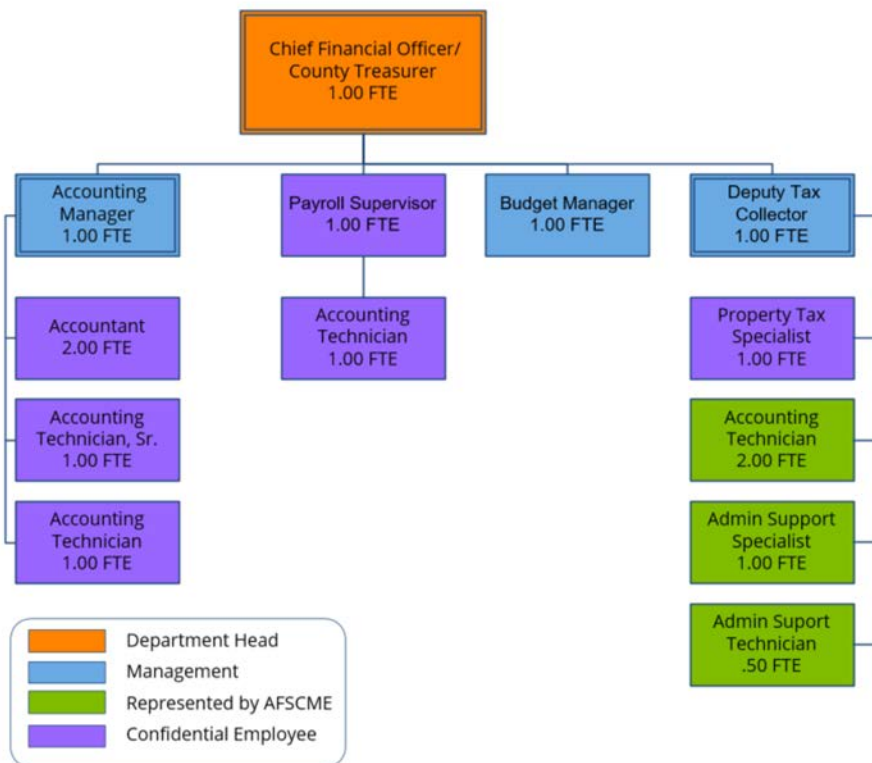
Operational Challenges

- 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 provides a rebate.
- Pro-active internal control monitoring: passive monitoring and advance warning of system processing issues (i.e. improper activity).
- Retiree health-care billing processed through Munis.
- 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 Finance/Tax

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
FINANCE / TAX									
General Government -Financial Administration	Treasurer/Chief Financial Officer	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	-
	Accounting Manager	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	-
	Chief Deputy Tax Collector (Closed)	N418	37.3464	50.0477	1.00	-	-	-	-
	Deputy Tax Collector	N418	37.3464	50.0477	-	1.00	1.00	1.00	-
	Budget Analyst	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Business Systems Administrator	N417	35.5680	47.6644				1.00	1.00
	Accounting Supervisor	N417	35.5680	47.6644	1.00	-	-	-	-
	Accountant	N416	33.8742	45.3947	1.00	2.00	2.00	2.00	-
	Payroll Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Accounting Technician, Sr	N410	25.2775	33.8742	1.00	2.00	2.00	2.00	-
	Property Tax Specialist	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	Accounting Technician	A307	21.8357	29.2619	4.00	3.00	3.00	2.00	(1.00)
	Payroll Technician	A307	21.8357	29.2619	-	-	-	1.00	1.00
	Admin Support Specialist	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	-
	Accounting Clerk II	A307	21.8357	29.2619	-	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	0.50	0.50	0.50	0.50	-
TOTAL DEPARTMENT					14.50	14.50	14.50	15.50	1.00

Budget Summary – Finance (Fund 630)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	135,922	294,424	287,746	187,572	187,572	187,572	(34.81%)
State Government Payments	-	16,017	-	-	-	-	-
Charges for Services	232,081	233,008	110,446	90,446	90,446	90,446	(18.11%)
Fines & Fees	30	-	-	-	-	-	-
Interest Revenue	2,576	5,296	4,000	3,135	3,135	3,135	(21.63%)
Interfund Charges	1,921,276	1,734,676	1,595,409	1,724,953	1,795,921	1,795,921	12.57%
Total Resources	2,291,885	2,283,421	1,997,601	2,006,106	2,077,074	2,077,074	3.98%
Personnel Services	1,409,060	1,295,955	1,278,713	1,288,161	1,288,161	1,288,161	0.74%
Materials & Services	588,401	577,535	659,441	659,720	730,688	730,688	10.80%
Contingency	-	-	59,447	58,225	58,225	58,225	(2.06%)
Total Requirements	1,997,461	1,873,490	1,997,601	2,006,106	2,077,074	2,077,074	3.98%

Budget Summary – Tax (Fund 001-18)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Other Taxes	49,208	29,464	37,000	32,000	32,000	32,000	(13.51%)
State Government Payments	156,784	177,041	158,390	189,083	189,083	189,083	19.38%
Charges for Services	300	714	400	400	400	400	0.00%
Interfund Charges	-	50,000	224,137	119,521	119,521	119,521	(46.68%)
General Fund	573,038	603,754	596,681	587,928	591,566	591,566	(0.86%)
Total Resources	779,330	860,973	1,016,608	928,932	932,570	932,570	(8.27%)
Personnel Services	419,485	491,549	641,434	572,397	572,397	572,397	(10.76%)
Materials & Services	359,845	369,425	353,174	356,235	359,873	359,873	1.90%
Capital Outlay	-	-	22,000	300	300	300	(98.64%)
Total Requirements	779,330	860,973	1,016,608	928,932	932,570	932,570	(8.27%)

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.

Budget Summary - 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	14,510,997	16,372,165	2,443,315	4,569,308	4,569,308	4,569,308	87.01%
Interest Revenue	330,480	297,949	40,625	34,108	34,108	34,108	(16.04%)
Interfund Transfers	2,000,000	2,000,000	2,000,000	-	-	-	(100.00%)
Total Resources	16,841,478	18,670,114	4,483,940	4,603,416	4,603,416	4,603,416	2.66%
Personnel Services	468,462	3,127,050	-	100,000	100,000	100,000	-
Materials & Services	850	13,002,100	3,000	-	-	-	(100.00%)
Contingency	-	-	-	4,503,416	4,503,416	4,503,416	-
Reserve for Future Expenditures	-	-	4,480,940	-	-	-	(100.00%)
Total Requirements	469,312	16,129,150	4,483,940	4,603,416	4,603,416	4,603,416	2.66%

Budget Summary – County School (Fund 145)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Federal Government Payments	267,040	236,581	305,000	305,000	305,000	305,000	0.00%
State Government Payments	301,224	289,320	308,000	353,000	353,000	353,000	14.61%
Interest Revenue	308	991	1,000	734	734	734	(26.60%)
Total Resources	568,572	526,892	614,000	658,734	658,734	658,734	7.29%
Materials & Services	568,572	526,892	614,000	658,734	658,734	658,734	7.29%
Total Requirements	568,572	526,892	614,000	658,734	658,734	658,734	7.29%

Budget Summary – Dog Control (Fund 350)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	58,504	2,961	(10,671)	46,234	46,234	46,234	(533.27%)
Licenses & Permits	244,223	229,714	253,700	237,750	237,750	237,750	(6.29%)
Charges for Services	472	440	10,871	75	75	75	(99.31%)
Fines & Fees	2,720	510	-	-	-	-	-
Interest Revenue	1,284	598	1,100	568	568	568	(48.36%)
Other Non-Operational Revenue	5,107	5,215	5,000	5,000	5,000	5,000	0.00%
Interfund Transfers	102,542	149,916	182,716	149,584	149,584	149,584	(18.13%)
Total Resources	414,853	389,355	442,716	439,211	439,211	439,211	(0.79%)
Personnel Services	-	-	-	88,398	88,398	88,398	-
Materials & Services	411,891	386,344	408,804	317,028	317,716	317,716	(22.28%)
Contingency	-	-	33,912	33,785	33,097	33,097	(2.40%)
Total Requirements	411,891	386,344	442,716	439,211	439,211	439,211	(0.79%)

Budget Summary – 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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	351,963	259,284	251,700	250,612	250,612	250,612	(0.43%)
Interest Revenue	6,986	5,367	3,300	3,008	3,008	3,008	(8.85%)
Interfund Charges	260,000	259,946	260,000	256,992	256,992	256,992	(1.16%)
Total Resources	618,948	524,597	515,000	510,612	510,612	510,612	(0.85%)
Personnel Services	-	-	-	151,678	151,678	151,678	-
Materials & Services	71,850	11,290	-	5,500	5,500	5,500	-
Capital Outlay	27,814	5,995	255,000	93,434	93,434	93,434	(63.36%)
Transfers Out	260,000	260,000	260,000	260,000	260,000	260,000	0.00%
Total Requirements	359,664	277,285	515,000	510,612	510,612	510,612	(0.85%)

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,204,818	2,534,411	3,712,394	5,890,343	5,890,343	5,890,343	58.67%
Other Taxes	6,665,904	6,586,527	9,158,156	10,150,864	10,150,864	10,150,864	10.84%
Interest Revenue	57,628	83,111	49,500	55,300	55,300	55,300	11.72%
Total Resources	7,928,350	9,204,050	12,920,050	16,096,507	16,096,507	16,096,507	24.59%
Materials & Services	2,203,905	2,245,933	3,601,522	3,331,852	3,334,787	3,334,787	(7.41%)
Capital Outlay	12,502	-	-	-	-	-	-
Transfers Out	3,177,531	3,475,135	3,834,177	3,474,333	4,327,904	4,327,904	12.88%
Reserve for Future Expenditures	-	-	5,484,351	9,290,322	8,433,816	8,433,816	53.78%
Total Requirements	5,393,938	5,721,067	12,920,050	16,096,507	16,096,507	16,096,507	24.59%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	361,634	30,844	-	-	-	-	-
Other Taxes	952,275	940,965	1,457,809	1,450,123	1,450,123	1,450,123	(0.53%)
Interest Revenue	6,816	5,643	4,400	3,148	3,148	3,148	(28.45%)
Total Resources	1,320,725	977,452	1,462,209	1,453,271	1,453,271	1,453,271	(0.61%)
Materials & Services	15,760	14,088	18,350	23,601	23,601	23,601	28.62%
Capital Outlay	1,786	-	-	-	-	-	-
Transfers Out	1,272,335	955,597	1,443,859	1,429,670	1,429,670	1,429,670	(0.98%)
Total Requirements	1,289,881	969,685	1,462,209	1,453,271	1,453,271	1,453,271	(0.61%)

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	1,085,679	1,422,527	2,600,000	2,493,390	2,493,390	2,493,391	(4.10%)
Charges for Services	3,647	1,000	1,000	1,000	1,000	1,000	0.00%
Interest Revenue	129,553	92,184	39,240	51,035	51,035	51,035	30.06%
Other Non-Operational Revenue	716,181	1,669,158	222,000	324,530	324,530	324,530	46.18%
Interfund Charges	461,040	461,675	505,309	490,403	490,403	490,403	(2.95%)
Interfund Transfers	-	1,000,000	1,000,000	2,600,000	2,600,000	2,600,000	160.00%
Sale of Assets, Land or Equipment	-	-	-	1,000,000	1,000,000	1,000,000	-
Total Resources	2,396,099	4,646,544	4,367,549	6,960,359	6,960,359	6,960,359	59.37%
Materials & Services	127,424	154,693	179,378	262,566	262,566	262,566	46.38%
Capital Outlay	-	1,003,292	3,022,023	5,992,653	5,992,653	5,992,653	98.30%
Transfers Out	846,148	878,005	865,000	705,140	705,140	705,140	(18.48%)
Total Requirements	973,572	2,035,990	4,066,401	6,960,359	6,960,359	6,960,359	71.17%

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 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	10,550,608	12,917,734	6,259,769	9,856,358	9,856,358	9,856,358	57.46%
Interest Revenue	250,218	193,821	142,000	90,893	90,893	90,893	(35.99%)
Interfund Transfers	2,116,909	2,035,033	4,336,318	7,928,311	7,069,320	7,069,320	63.03%
Total Resources	12,917,734	15,146,589	10,738,087	17,875,562	17,016,571	17,016,571	58.47%
Capital Outlay	-	-	-	7,797,562	6,938,571	6,938,571	-
Transfers Out	-	7,750,000	1,750,000	10,078,000	10,078,000	10,078,000	475.89%
Reserve for Future Expenditures	-	-	8,988,087	-	-	-	(100.00%)
Total Requirements	-	7,750,000	10,738,087	17,875,562	17,016,571	17,016,571	58.47%

American Rescue Plan Act (Fund 200)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	-	-	-	19,000,000	19,000,000	19,000,000	-
Federal Government Payments	-	-	-	19,000,000	19,000,000	19,000,000	-
Total Resources	-	-	-	38,000,000	38,000,000	38,000,000	-
Materials & Services	-	-	-	38,000,000	38,000,000	38,000,000	-
Total Requirements	-	-	-	38,000,000	38,000,000	38,000,000	-

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

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

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

Department Director: Kathleen Hinman

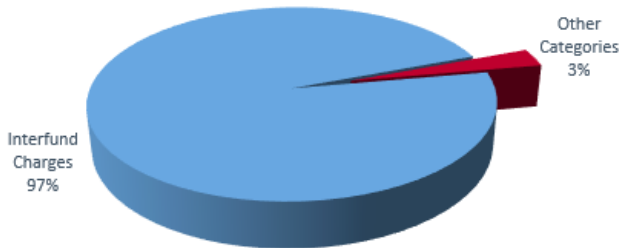
☎: 541-388-6553

✉: hr@deschutes.org

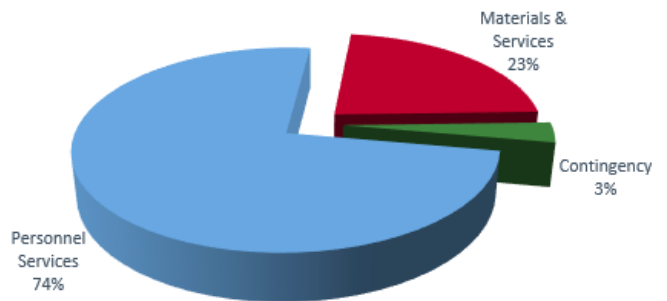
🌐: www.deschutes.org/hr

Human Resources Summary	
Total Budget	\$1,661,186
Budget Change	+11.18%
Total Staff	9.00 FTE
Staff Change	+ 1.00 FTE

Human Resources Funding



Human Resources Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

- Pivoted to a virtual platform for New Hire and Benefits Orientation with secure portals for document delivery.
- Maintained health insurance claims cost trend at or below national average.
- Completed the County's online open enrollment process during the pandemic with a mix of remote work and on-site employees.

- Issued DOC and DOC Pharmacy request for proposals, selected vendors and began contract negotiations.
- Continued to review and create best practices for performance evaluation tools and resources.
- Maintained COVID 19 resource site for Deschutes County employees and supervisors.
- Partnered with Health Services to bring on nearly 900 volunteers to participate in the Public Health Reserve Corps.
- Created semi-annual training schedules (fall and spring) of the Public Sector Partner training program and launched new trainings focusing on diversity, equity, and inclusion awareness.
- Successfully transitioned the Human Resources team and services to a mix of in-office, remote and virtual platforms, as needed during the pandemic with minimal, if any, impact to current service levels.

Fiscal Issues

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

Operational Challenges

- Finishing implementation of integrated leave of absence tracking module.
- Completing a Recruitment and Selection Guide for hiring managers to ensure best practices are being used throughout the County.
- Strengthening every employee's personal commitment to the County's goals and objectives with recognition programs, employee development opportunities, employee and supervisory skills training to enhance professional growth, and internal support and consulting on employee relations issues.
- Maintaining integrity of implemented HR system through establishment of consistent procedures.
- Reviewing, evaluating and creating processes to improve greater automation and compliance within HR system.

Staff Summary

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
HUMAN RESOURCES									
General	Human Resources Director	N426	55.1776	73.9434	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	-
Administration	Human Resources Specialist	N411	26.5415	35.5680	3.00	3.00	3.00	3.00	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	2.00	1.00
TOTAL DEPARTMENT					8.00	8.00	8.00	9.00	1.00

Budget Summary - Human Resources (Fund 650)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	422,470	233,215	240,498	47,404	47,404	47,404	(80.29%)
State Government Payments	-	150	-	-	-	-	-
Charges for Services	65	191	250	100	100	100	(60.00%)
Interest Revenue	8,188	5,369	3,300	2,623	2,623	2,623	(20.52%)
Interfund Charges	1,045,134	1,227,959	1,250,049	1,513,765	1,611,059	1,611,059	28.88%
Total Resources	1,475,857	1,466,883	1,494,097	1,563,892	1,661,186	1,661,186	11.18%
Personnel Services	956,918	991,687	1,072,040	1,136,758	1,229,524	1,229,524	14.69%
Materials & Services	285,658	272,625	382,013	382,227	377,774	377,774	(1.11%)
Contingency	-	-	40,044	44,907	53,888	53,888	34.57%
Total Requirements	1,242,576	1,264,312	1,494,097	1,563,892	1,661,186	1,661,186	11.18%

Performance Management

Goal: Service Delivery

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

- Measure #1: Achieve 100% of employee action changes processed in good order (timely and accurately.)

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: Promote community participation and engagement with County government.

- Measure #3: Comparison of percent of County workforce in relationship to percent in community population for women and for minorities.

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

- Measure #4: Comparison of percent of directors, 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: Provide collaborative internal support for County operations.

- Measure #6: Increase the number of exit interviews completed and returned by 10%.

Budget Summary – Health Benefits (Fund 675)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	15,075,316	16,563,905	15,323,729	14,772,618	14,772,618	14,772,618	(3.60%)
Charges for Services	4,283,805	4,316,556	3,838,338	4,060,900	4,060,900	4,060,900	5.80%
Interest Revenue	366,207	334,654	216,200	200,277	200,277	200,277	(7.36%)
Interfund Charges	18,049,664	17,839,774	17,830,000	18,766,000	18,766,000	18,766,000	5.25%
Total Resources	37,774,991	39,054,890	37,208,267	37,799,795	37,799,795	37,799,795	1.59%
Personnel Services	-	-	542	542	542	542	0.00%
Materials & Services	21,211,086	22,953,057	23,619,631	23,921,308	23,923,851	23,923,851	1.29%
Contingency	-	-	13,588,094	13,877,945	13,875,402	13,875,402	2.11%
Total Requirements	21,211,086	22,953,057	37,208,267	37,799,795	37,799,795	37,799,795	1.59%

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

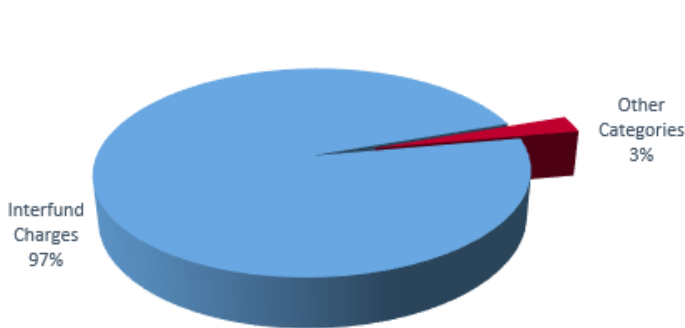
🌐: www.deschutes.org/

Information Technology Summary	
Total Budget	\$3,195,689
Budget Change	+8.16%
Total Staff	18.00 FTE
Staff Change	No Change

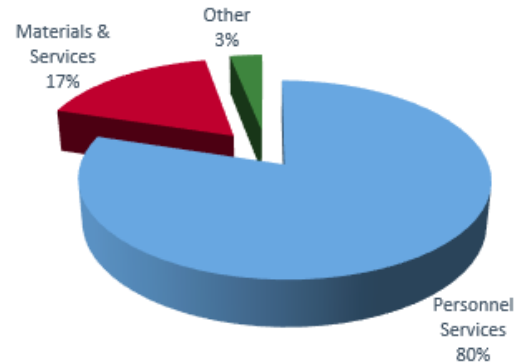
Information Technology's core services are categorized by these functional areas:

- **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.

Information Technology Resources



Information Technology Requirements



SUCCESSSES & CHALLENGES

Significant Accomplishments

- Completed an upgrade of the enterprise phone system.
- Completed early stage steps towards implementation of Microsoft 365 cloud-based office software and services.
- Completed planned upgrades to endpoint (personal computer) security systems. Project timeline accelerated in reaction to requirements for supporting the remote workforce.

Fiscal Issues

- FY 21 Fund 660 budget for personnel services did not cover actual expenses. This was due to an error in the systems used to create the personnel services budget projection.
- Systems developed in support of the COVID 19 pandemic during FY 21 and paid for using the CARES Act will have maintenance fees due in FY 22. These have been budgeted for and have, in part, caused an increase in materials and services for Fund 660.

Operational Challenges

- The pandemic continues to have a significant impact on department plans and operations as our customer departments retool to support pandemic priorities. The IT Department has assisted with technology services supporting pandemic Emergency Operations Center operations including vaccine distribution efforts.

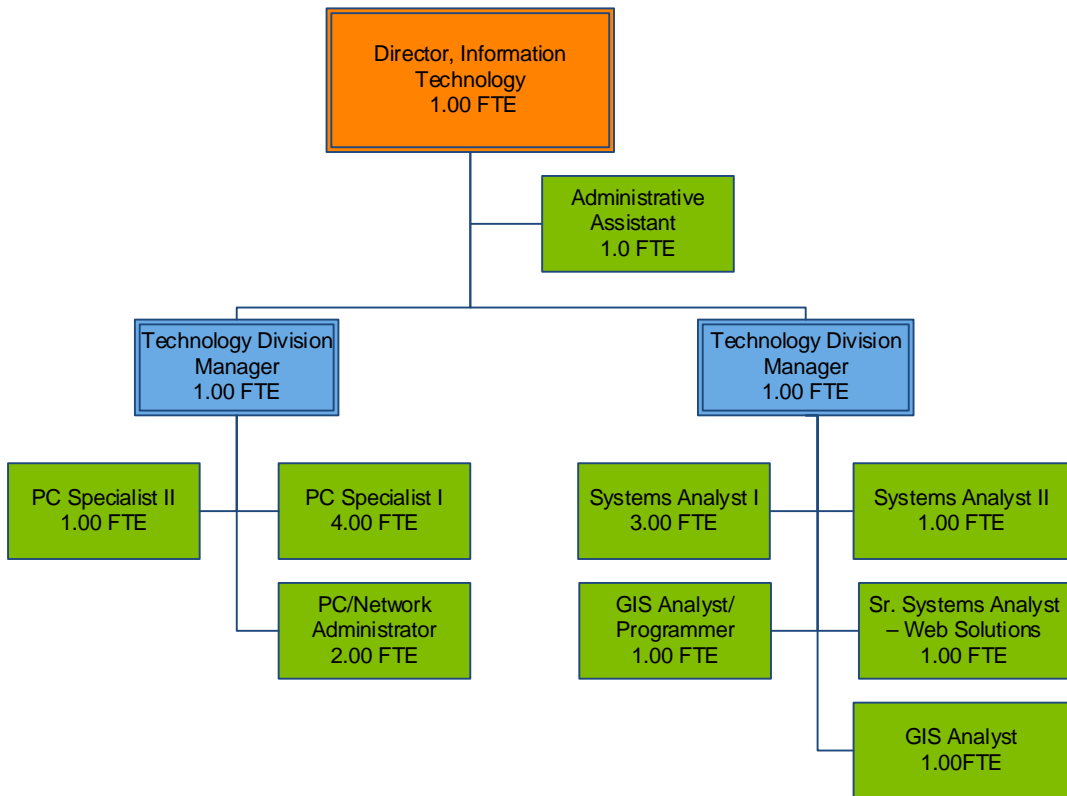
Staff Summary Information Technology:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
INFORMATION TECHNOLOGY									
General	Information Technology Director	N426	55.1776	73.9434	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	-
-Other	Technology Division Manager	N422	45.3947	60.8333	-	-	-	-	-
	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	-
	Applications Sys Analyst III	A317	35.5680	47.6644	2.00	3.00	4.00	4.00	-
	Senior Systems Analyst/Program (closed)	A317	35.5680	47.6644	-	-	-	-	-
	PC/Network Specialist II	A316	33.8742	45.3947	-	-	-	-	-
	Systems Analyst II (closed)	A314	30.7250	41.1744	-	-	-	-	-
	PC/Network Specialist I	A316	33.8742	45.3947	-	-	-	-	-
	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	-	-	-	-	-
	IT Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
TOTAL DEPARTMENT					15.70	15.70	15.70	15.70	-

Staff Summary GIS Dedicated:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
GEOGRAPHIC INFORMATION SYSTEM (GIS)									
General	Manager, IT Applications	N422	45.3947	60.8333	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	-
-Other	GIS Analyst	A310	25.2775	33.8742	1.00	1.00	1.00	1.00	-
TOTAL DEPARTMENT					2.30	2.30	2.30	2.30	-

Organizational Chart



Budget Summary - Information Technology (Fund 660)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	565,307	544,474	517,860	74,963	74,963	74,963	(85.52%)
State Government Payments	-	59,386	-	-	-	-	-
Charges for Services	750	805	800	800	800	800	0.00%
Interest Revenue	13,391	11,848	7,600	6,439	6,439	6,439	(15.28%)
Interfund Charges	2,359,624	2,518,304	2,362,290	3,040,789	3,113,487	3,113,487	31.80%
Interfund Transfers	101,000	66,000	66,000	66,000	-	-	(100.00%)
Total Resources	3,040,072	3,200,817	2,954,550	3,188,991	3,195,689	3,195,689	8.16%
Personnel Services	2,098,320	2,218,972	2,356,703	2,551,500	2,551,501	2,551,501	8.27%
Materials & Services	357,840	430,447	504,569	538,964	545,661	545,661	8.14%
Capital Outlay	26,791	-	-	-	-	-	-
Transfers Out	7,247	7,858	6,996	6,812	6,812	6,812	(2.63%)
Contingency	-	-	86,282	91,715	91,715	91,715	6.30%
Total Requirements	2,490,198	2,657,277	2,954,550	3,188,991	3,195,689	3,195,689	8.16%

Performance Management

Goal: Service Delivery

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

- Measure #1: Improve cybersecurity profile through the development of an automated networked device asset inventory connected to the employee owner of the asset.
- Measure #2: Conduct a cybersecurity assessment with an outcome of establishing goals for the next three years.

Objective: Provide collaborative internal support for County operations.

- Measure #3: Complete the implementation of the Microsoft 365 cloud software suite. Create the necessary information and training opportunities for staff for promoting technology adoption.

Budget Summary - Information Technology Reserve (Fund 661)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	785,231	703,582	639,881	666,470	666,470	666,470	4.16%
Interest Revenue	16,555	14,284	8,700	9,037	9,037	9,037	3.87%
Interfund Charges	234,000	233,999	384,000	383,663	383,663	383,663	(0.09%)
Total Resources	1,035,787	951,865	1,032,581	1,059,170	1,059,170	1,059,170	2.58%
Materials & Services	103,134	34,614	257,500	366,000	366,000	366,000	42.14%
Capital Outlay	194,070	194,980	191,000	300,400	300,400	300,400	57.28%
Transfers Out	35,000	-	-	-	-	-	-
Reserve for Future Expenditures	-	-	584,081	392,770	392,770	392,770	(32.75%)
Total Requirements	332,205	229,594	1,032,581	1,059,170	1,059,170	1,059,170	2.58%

Budget Summary – Geographic Information Systems (Fund 305)

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	275,247	342,258	362,058	545,490	545,490	545,490	50.66%
State Government Payments	10,993	16,007	11,092	13,241	13,241	13,241	19.37%
Charges for Services	264,405	340,322	230,500	370,000	370,000	370,000	60.52%
Interest Revenue	7,013	7,731	4,400	5,582	5,582	5,582	26.86%
Interfund Charges	8,000	8,000	8,000	8,000	8,000	8,000	0.00%
Total Resources	565,658	714,318	616,050	942,313	942,313	942,313	52.96%
Personnel Services	147,728	239,488	293,359	293,366	293,366	293,366	0.00%
Materials & Services	75,671	43,299	62,231	66,898	70,452	70,452	13.21%
Contingency	-	-	260,460	582,049	578,495	578,495	122.11%
Total Requirements	223,400	282,787	616,050	942,313	942,313	942,313	52.96%

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: David Doyle

☎: 541-388-6625

✉: david.doyle@deschutes.org

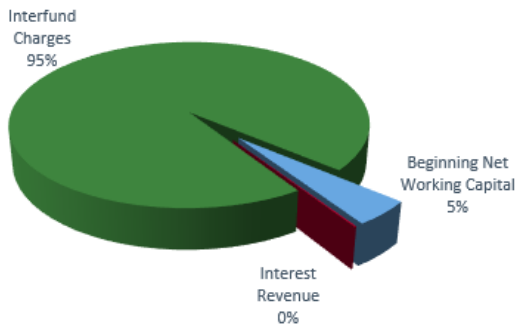
🌐: www.deschutes.org/legal

Legal Counsel Summary	
Total Budget	\$1,540,667
Budget Change	+6.12%
Total Staff	7.00 FTE
Staff Change	No Change

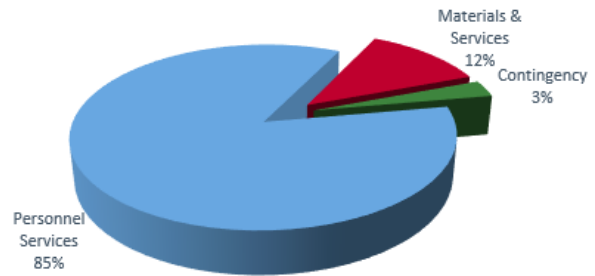
The Legal Department's programs include:

- 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

- Maintained high level of services and timely responses despite transition to remote operations.
- Successful transition to prosecuting all civil commitment matters in Deschutes County.
- 24/7 support to all county operations during the COVID-19 emergency event.

- Maintained our stellar reputation with the Courts and the legal community.

Fiscal Issues

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

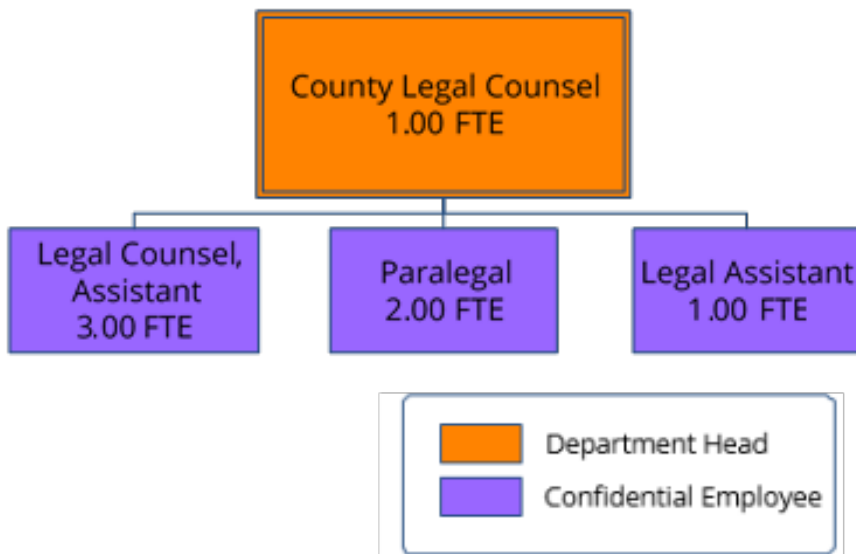
Operational Challenges

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

Staff Summary:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
LEGAL COUNSEL									
General	Legal Counsel	N/A	97.6743	97.6743	1.00	1.00	1.00	1.00	-
Government	Assistant Legal Counsel	N423	47.6644	63.8751	3.00	4.00	4.00	4.00	-
-Financial Admin	Paralegal	N413	29.2619	39.2137	2.00	2.00	2.00	2.00	-
TOTAL DEPARTMENT					6.00	7.00	7.00	7.00	-

Organizational Chart



Budget Summary – Legal Counsel (Fund 640):

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	203,896	143,521	158,861	70,750	70,750	70,750	(55.46%)
State Government Payments	-	11,271	-	-	-	-	-
Charges for Services	899	1,122	500	-	-	-	(100.00%)
Interest Revenue	4,772	3,975	2,200	2,183	2,183	2,183	(0.77%)
Interfund Charges	1,043,479	1,106,692	1,290,249	1,463,445	1,467,734	1,467,734	13.76%
Interfund Transfers	-	146,961	-	-	-	-	-
Sale of Assets, Land or Equipment	850	-	-	-	-	-	-
Total Resources	1,253,896	1,413,541	1,451,810	1,536,378	1,540,667	1,540,667	6.12%
Personnel Services	980,197	1,118,782	1,236,017	1,308,873	1,308,873	1,308,873	5.89%
Materials & Services	130,179	158,053	178,238	181,505	185,794	185,794	4.24%
Contingency	-	-	37,555	46,000	46,000	46,000	22.49%
Total Requirements	1,110,375	1,276,835	1,451,810	1,536,378	1,540,667	1,540,667	6.12%

Performance Management

Goal: Healthy People

Objective: Continue to support COVID19 pandemic crisis response and community health recovery

- Measure #1: The ongoing COVID-19 emergency has compelled Legal to develop and implement effective real time, 24/7 support, dependent upon internal staffing processes that ensure timely, comprehensive legal support.
- Measure #2: Legal will engage with other local jurisdictions, and state agencies, including OHA and DOJ, to ensure consistent, full-spectrum support of all things COVID.

Goal: Service Delivery

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

- Measure #3: Legal will transition its remote work site processes (developed on-the-fly during the early stages of the COVID-19 emergency) to accommodate a hybrid workplace that expands on the traditional 8-5 work day.

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County Service Districts

DESCHUTES COUNTY 9-1-1 SERVICE DISTRICT

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EXTENSION/4-H COUNTY SERVICE DISTRICT

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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.

Communications Director: Sara Crosswhite

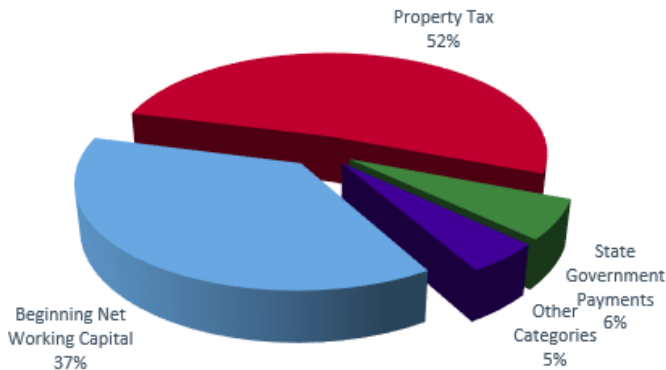
☎: 541-388-0185

✉: 911public@deschutes.org

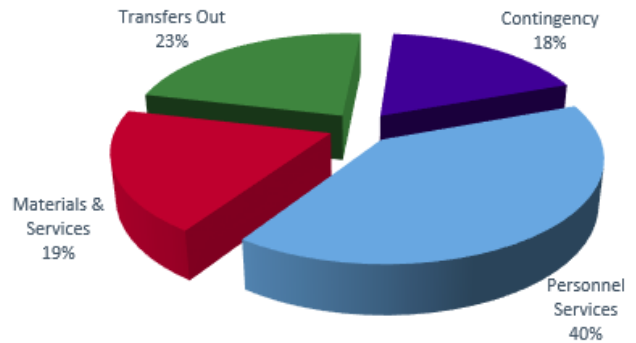
🌐: www.deschutes.org/911

Deschutes County 9-1-1 Summary	
Total Budget	\$19,125,205
Budget Change	+17.75%
Total Staff	60.00 FTE
Staff Change	No Change

Deschutes County 911 Resources



Deschutes County 911 Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

- Completion of the Overturf Radio tower, which serves as an enhancement to the P25 radio system on the west sides of Bend.
- Added an additional conventional 800 channel to the existing backup radio system for dedicated fire agency communications.
- Received Re-Accreditation from the Oregon Accreditation Alliance in May 2021.

Fiscal Issues

- Most of the Districts revenue comes from property taxes. The maximum levy rate is 42.5 cents per thousand dollars of Taxable Assessed Value (TAV). For FY 2022, and for the sixth year in a row, the District is keeping its levy rate at 36.18 cents per \$1,000 of TAV; the same rate as the total of the two rates in place before the May 2017 permanent funding ballot measure was passed. The Districts remaining revenue comes mainly from 9-1-1 telephone taxes and user fees charged to agencies outside Deschutes County that contract for 9-1-1 and dispatch services. Additional revenue is also received from some user agencies for technical support where the aggregation of services under the District is more efficient and saves money.

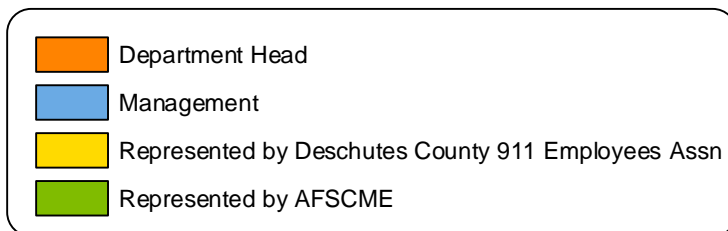
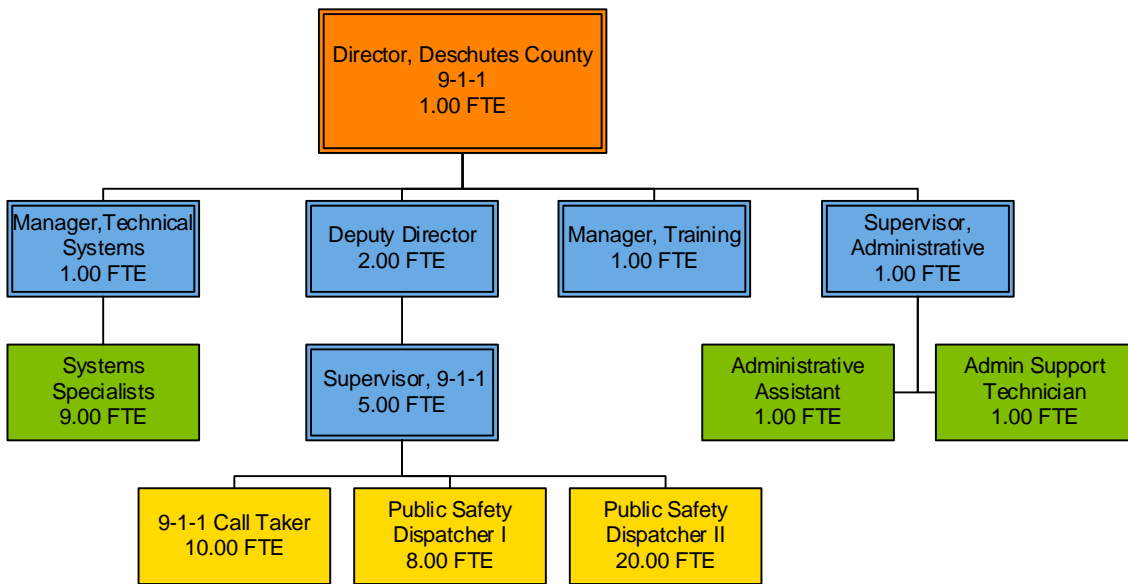
Carry over capital projects include:

- Continued improvements/long-term enhancements on the digital trunked radio system.
- Final milestone payment to Tyler Technologies for the CAD system acceptance.
- Implementing the State of Oregon/Harris P25 Radio upgrade project.

Operational Challenges

- Continued deployment of the long-term radio system enhancement plan, including published user agreements and identifying future sites based on user feedback for needed radio system enhancements (system functionality enhancements, in-building coverage, roaming profiles, subscriber replacement planning, and backup system enhancements).
- Continued development and refinement of the 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:

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
DESCHUTES COUNTY 9-1-1									
Public Safety	Director, 9-1-1	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	-
-Other Protection	Supervisor, Public Safety System	N418	37.3464	50.0477	-	2.00	2.00	2.00	-
	Deputy Director, 9-1-1	N426	55.1776	73.9434	2.00	1.00	1.00	1.00	-
	Manager, 9-1-1 Technical Systems	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	-
	Supervisor, 9-1-1	N419	39.2137	52.5501	5.00	4.00	4.00	4.00	-
	Manager, 9-1-1 Training	N420	41.1744	55.1776	1.00	1.00	1.00	1.00	-
	Manager, 9-1-1 Operations	N421	43.2331	57.9365	-	1.00	1.00	1.00	-
	Public Safety System Specialist	A316	33.8742	45.3947	9.00	8.00	8.00	8.00	-
	PC/Network Specialist II	A316	33.8742	45.3947	-	-	-	-	-
	Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Public Safety Dispatcher II	T030	26.4887	33.8066	20.00	21.00	20.00	21.00	1.00
	Public Safety Dispatcher I	T020	25.2271	32.1968	8.00	7.00	7.00	8.00	1.00
	GIS Analyst	A311	26.5415	35.5680	-	-	-	-	-
	Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	9-1-1 Call Taker	T010	21.9368	27.9972	10.00	10.00	11.00	9.00	(2.00)
	Admin Support Tech	A305	19.8056	26.5415	1.00	1.00	1.00	1.00	-
TOTAL DEPARTMENT					60.00	60.00	60.00	60.00	-

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	6,027,500	5,914,425	5,211,519	7,140,899	7,140,899	7,140,899	37.02%
Property Tax	8,534,508	9,138,619	9,203,459	9,918,579	9,918,579	9,918,579	7.77%
Other Taxes	4,290	-	4,200	-	-	-	(100.00%)
State Government Payments	1,118,086	1,197,411	1,189,750	1,166,750	1,166,750	1,166,750	(1.93%)
Local Government Payments	140,045	130,779	88,637	200,344	200,344	200,344	126.03%
Charges for Services	490,928	622,042	488,252	636,766	636,766	636,766	30.42%
Interest Revenue	148,294	127,972	57,000	61,867	61,867	61,867	8.54%
Other Non-Operational Revenue	3,022	-	-	-	-	-	-
Sale of Assets, Land or Equipment	17,865	7,164	-	-	-	-	-
Total Resources	16,484,538	17,138,411	16,242,817	19,125,205	19,125,205	19,125,205	17.75%
Personnel Services	6,743,116	6,980,012	7,620,458	8,005,795	8,005,795	7,414,086	(2.71%)
Materials & Services	3,297,619	3,072,800	3,476,381	3,520,555	3,551,462	3,557,212	2.33%
Capital Outlay	529,377	669,792	-	-	-	-	-
Transfers Out	-	400,000	1,997,257	4,213,104	4,213,104	4,213,104	110.94%
Contingency	-	-	3,148,721	3,380,000	3,349,093	3,349,093	6.36%
Total Requirements	10,570,113	11,122,604	16,242,817	19,119,455	19,119,455	18,533,495	14.10%

Performance Management

Goal: Safe Communities

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

- Measure #1: Continue to meet and exceed the Emergency Medical Dispatch call taking protocol standards through monthly random call sampling for quality assurance.
- Measure #2: Continue to meet and exceed the Emergency Fire Dispatch call taking protocol standards through

monthly random call sampling for quality assurance.

- Measure #3: Partner with Deschutes County Behavioral Health and community-wide law enforcement to implement a healthier and more effective response and service delivery to mental health crisis calls.

Goal: Service Delivery

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

- Measure #4: 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 related to call answering.
- Measure #5: Develop targeted and attainable goals for enhancement of public safety radio communications in Deschutes County based on evaluation of the engineering report for the Long-Term Radio Enhancement Plan.
- Measure #6: Continue to innovate and evolve dispatch operations related to the Tyler CAD system and implement procedural enhancements and changes in cooperation with public safety partners.

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

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	2,633,115	2,690,390	3,129,899	4,709,884	4,709,884	4,709,884	50.48%
Interest Revenue	57,275	56,696	33,400	35,000	35,000	35,000	4.79%
Interfund Transfers	-	400,000	1,997,257	4,213,104	4,213,104	4,213,104	110.94%
Total Resources	2,690,390	3,147,087	5,160,556	8,957,988	8,957,988	8,957,988	73.59%
Capital Outlay	-	-	1,480,000	3,000,000	3,000,000	3,000,000	102.70%
Reserve for Future Expenditures	-	-	3,680,556	5,957,988	5,957,988	6,549,698	77.95%
Total Requirements	-	-	5,160,556	8,957,988	8,957,988	9,549,698	85.05%

EXTENSION/4-H COUNTY SERVICE DISTRICT

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

District Overview

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

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

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

Regional Director: Nicole Strong

County Liaison: Candi Bothum

☎: 541-548-6088

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

The following OSU Extension programs are offered in Deschutes County:

4-H Youth Development: Helps young people to learn and thrive through a process of positive youth development that has proven outcomes of academic motivation and success, a reduction in risky behavior, healthier choices, social competence, and connection and contribution to others. Areas of interest include animal science, home economics, expressive arts, technology, communication, natural resources, shooting sports, and leadership as well as short-term after school and school enrichment programs that are generally S.T.E.M. (Science, Technology, Engineering, and Math) focused and/or outdoor science and skill-based.

JUNTOS

(Meaning "together" in Spanish) works to empower Latino students and families around education. Uniting with community partners, we provide culturally relevant programming for 8-12th grade students with their families. Juntos is designed to provide participants with knowledge, skills, and resources to prevent Latino youth from dropping out of high school, and empower families to reach their post-secondary education goals. The OSU Juntos program has served over

5,000 families since 2012 in over 50 schools throughout 34 communities in Oregon with student participants exceeding a 90% graduation rate and post-secondary participation. In Central Oregon there are 15 partner schools through Crook, Jefferson, and Deschutes County.

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

SMALL FARMS AND SPECIALTY CROPS

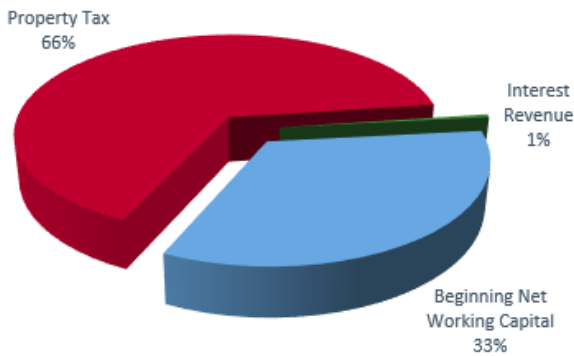
The Small Farms and Specialty Crops Program supports the development of sustainable agriculture in Central Oregon, with a focus on small-scale commercial horticulture and high value specialty crops. Based on needs assessment, local interest, and capacity, research and Extension programs in the area are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

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

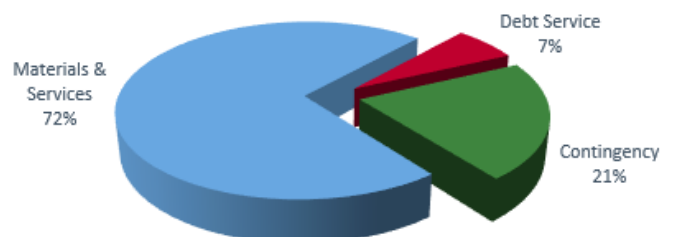
Family & Community Health: Provides education and information about nutrition, shopping and food preparation, food safety and preservation, disaster preparedness, financial management, parenting, planning for healthy retirement, aging well and safety and accidental injury prevention.

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

4-H County Service District Resources



4-H County Service District Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

- Nearly 800 youth and 150 adult volunteers were engaged in club based positive youth development activities which include: project(s) of interest, education, community service and involvement, relevant science, technology, engineering, and math activities, as well as a variety of other life skill and work force preparation skills like record keeping, public speaking, interviewing, responsibility, accountability, leadership, teamwork, sportsmanship and character development.
- Even in this COVID year, innovative options were utilized to deliver engaging and hands on opportunities for youth in our community. While project specific education continued in a variety of delivery systems, more focus was placed on simply keeping youth engaged in hands on and physical activity opportunities of interest. Many new ways of engaging youth and new to us, technologies were implemented including painting, cooking, building via a ZOOM connection. Providing kits for pick up with follow up instruction to make pet collars, halters, and other items.
- Deschutes County 4-H created and implemented new virtual contests in effort to fill the void of in-person fair and other contests. These included life skill development and project learning opportunities like interview skills, animal handling, animal health, bio-security education, physical conditioning, and much more.
- Deschutes County 4-H continues to provide opportunities to all youth, ages 5 - 19, regardless of their ability to pay. This also means at times we provide equipment so participants have quality internet service, computers, iPads and/or other necessary access to technology whenever possible.
- In Central Oregon, the OSU Master Gardener program trained and re-certified 131 volunteers in 2020. 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, Hollinshead Community Garden, Northwest Crossing Community Garden, and provided remote classes and OSU Plant Clinics for the region answering 427 questions in the community. Our master gardener volunteers gave 3,998 hours (valued at \$101,669) and made 623 direct public contacts. Volunteers also earned 694 continuing education hours.
- A total of 825 pounds of produce was grown and donated from our community and demonstration gardens to Neighbor Impact, the largest regional food bank. Educational videos were posted on Facebook live and YouTube and Zoom webinars were provided.
- OSU Extension, including a Deschutes County/Central Oregon Team are partners in the Oregon Bee Atlas as part of the statewide endeavor Oregon Bee project. This project began in response to recent bee kills (misuse of pesticide). Members collect bees throughout the region, identify native and other bees currently present. Oregon State University taxonomists view each specimen in order to accurately identify, preserve and ultimately share important information and educate the public about native bees, including their care, protection, food and habitat. These collections help future research determine bee losses and gains by region. OSU and Bee Project members also provide a native bee catalog, curate, inventory and distribute the information through Oregon State arthropod collection, ODA, foresters, and others.
- The Forestry and Natural Resources program reaches nearly 1,500 landowners, forestry professionals and other clients annually through educational workshops, field tours, site visits, and the quarterly Life on the Dry Side newsletter.
- The Forestry and Natural Resources program faculty offers facilitation and leadership to 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. These two faculty positions also partner with key local government groups and the Central Oregon Intergovernmental Council to spur conversation around natural hazard mitigation plans, community wildfire protection, biomass and wood

products innovation and potential infrastructure investments in the region.

- Food preservation questions skyrocketed this year as many people stayed home during the pandemic and took up new or revived old interests. Zoom in on Food Preservation classes were offered with morning, afternoon and evening sessions in the fall. Master Food Preserver (MFP) volunteers helped in new ways. In one resource awareness project, Preserve Food Safely, there were 18 weekly posts to traditional media/community events and Facebook to reach the many new and returning food preservers. Of keen interest were canning tomatoes and salsa, potatoes and pumpkin posts, each with over 7000 page views and hundreds of shares. <https://beav.es/PreserveFoodSafely>
- Educational modules to help Oregon residents and guests become aware and prepared for the Cascadia Subduction Zone Event was opened in March 2020. The free, online course also includes an additional training module for Extension professionals and volunteers; emergency/disaster agency and organization professionals and volunteers; and neighborhood leaders to help them prepare for community or leadership roles. The project was leveraged through a \$65,000 federal grant. The Spanish version of this resource will be available by this summer. <https://beav.es/Cascadia>
- The High Speed Hand Washing (HSHW) method has been taught in youth nutrition education classes since 2006. Food safety is reinforced in classrooms where students can get their hands washed in 5 minutes or less. HSHW also helps save time, money, energy and prevents risk of spreading disease. This year some new audiences were added during the pandemic. Posters, training guides and training videos were developed in English and Spanish with COVID-19 precautions for migrant and seasonal workers on farms or in food processing or packinghouses as well as childcare providers, preschool teachers and education pod leaders. <https://beav.es/HighSpeedHandWashing>
- SNAP-Ed Educators delivered programming to 7 school sites, and with 13 community partners teaching 383 classes to 2,021 youth and 90 adults totaling approximately 292 hours of instruction. Two school-wide nutrition and physical activity environment assessments were completed. Twenty-nine teachers delivered 959 physical activity sessions after being trained by OSU Extension Educators. This increased physical activity during the school day by 191 hours. Staff, interns and volunteers attended 160 events reaching 18,090 total participants. Due to COVID-19 restrictions, Educators taught 7 virtual classes to families with young children and countless physical activities. Electronic materials were shared with the school district and partners. Over 8,000 Food Hero newsletters, coloring sheets and other nutrition related materials were distributed through community partners.
- In 2020, small farms and specialty crop education happened in a variety of ways in response to changing opportunities, including webinars, virtual and in-person field tours (23 events total) for beginner and advanced farmers. A 5-part Organic Nutrient Management course is now available online, part of the [Growing Farms](#) online curriculum. 50 producers attended a Cover Crop and Soil Health workshop. Fall Cover Crop Trials continue, the first project in Central Oregon to investigate overwintering cover crop success in the region. Cover crop field days result in local farmers adopting new cover crop species, and will be used to gather more data in 2021.
- Work continues on the “Small Farms Research Station” 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 can be a profitable business venture, and whether high tunnels are a worthwhile investment for berry production.
- The permanent tax rate for the Extension/4-H Service District will be primarily used to fund 2.0 FTE administrative support positions, 1.0 FTE 4-H Program Assistant and .80 Small Farms and Horticulture Instructor. County resources also support operations such as building and grounds maintenance, program delivery expenses and office supplies.
- A large part of funding for the OSU Extension Service in Deschutes County is derived from state higher education resources, which support faculty salaries. Public and private grants, program fees and contributions support specific program delivery. In addition, community volunteers and businesses contribute for specific

programs offered by the OSU Extension Service.

- While the COVID year provided unique challenges, OSU has continued to offer programming, education, and opportunities utilizing a variety of technology. Whether working from our office or from our homes, faculty adapted quickly to technology, implemented virtual education and programming and have worked diligently to continue to connect with and meet the needs of our community.

Operational Challenges

Deschutes County 4-H continues to operate without a full time OSU 4-H Faculty. 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 what the future holds for 4-H staff in Deschutes County, it could be another year or longer, before permanent solutions can be secured.

The recent COVID-19 pandemic has required OSU to invest in a variety of software and technology in an effort to continue delivering education and meeting community needs. Staff has worked diligently to quickly plan and implement new ways of facilitating programming.

While someone has been in our office taking care of the facility and providing essential duties, the office is now reopened to the public. As the COVID pandemic is mitigated we look forward to having our full staff return to their offices, taking their new technology skills combined with the opportunity to build community relationships and return to in-person education, on-site learning, and best practices for meeting community needs.

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Chg FY 2022
Beginning Net Working Capital	181,469	233,049	206,459	311,562	311,562	311,562	50.91%
Property Tax	530,164	567,566	583,715	616,233	616,233	616,233	5.57%
Other Taxes	266	-	-	-	-	-	-
Interest Revenue	7,213	7,884	3,400	4,437	4,437	4,437	30.50%
Sale of Assets, Land or Equipment	1,110	445	-	-	-	-	-
Total Resources	720,222	808,943	793,574	932,232	932,232	932,232	17.47%
Materials & Services	427,173	453,411	539,182	670,910	672,695	672,695	24.76%
Debt Service	-	60,275	60,275	60,275	60,275	60,275	0.00%
Transfers Out	60,000	-	-	-	-	-	-
Contingency	-	-	194,117	201,047	199,262	199,262	2.65%
Total Requirements	487,173	513,686	793,574	932,232	932,232	932,232	17.47%

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. The 2022 adopted budget for all County funds includes a total of \$81,751,924 in capital expenditures. This is made up of \$73,794,760 in capital improvements, \$4,957,164 in capital equipment and \$3,000,000 for County Services Districts.

The following pages detail the capital expenditures included in the FY 2022 budget by type of capital and by department. Also shown are expected capital improvements and selected equipment needs in future years. Deschutes County has not had significant non-recurring capital expenditures for several years.

Capital	FY 2022 Budget
Capital Improvement Projects	
Road Improvement Projects	30,097,821
Solid Waste Landfill Projects	19,615,000
County General Facility Projects	23,485,439
Public Safety Facilities Projects	596,500
Total Capital Improvements	73,794,760
Capital Equipment	
Road Department Equipment	2,201,000
Solid Waste Equipment	183,141
County General Equipment	1,006,046
Public Safety Equipment	1,566,977
Total Equipment	4,957,164
Total County Funds	78,751,924
County Service Districts	3,000,000
Total Capital	81,751,924

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 22 projects are included on the following pages.

<i>PROJECT</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>PROJECT TOTALS</i>
TERREBONNE REFINEMENT PLAN/PROJECT	10,000,000	-	-	-	-	10,000,000
US20: TUMALO MULTI-USE PATH CROSSING	1,250,000	-	-	-	-	1,250,000
NE NEGUS WAY AND NE 17TH ST IMPROVEMENT	2,363,532	-	-	-	-	2,363,532
TRANSPORTATION SYSTEM PLAN (TSP) UPDATE	108,510	-	-	-	-	108,510
RICKARD RD: GROFF RD TO US 20	1,716,142	-	-	-	-	1,716,142
HUNNEL ROAD: LOCO RD TO TUMALO RD	2,168,940	2,799,129	-	-	-	4,968,069
DESCHUTES MARKET RD/HAMEHOOK RD ROUNDABOUT	671,000	1,481,000	-	-	-	2,152,000
US20: COOK AVE/O.B. RILEY RD (TUMALO)	6,700,000	-	-	-	-	6,700,000
POWELL BUTTE HWY/BUTLER MARKET ROUNDABOUT	150,000	746,000	1,558,968	-	-	2,454,968

<i>PROJECT</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>PROJECT TOTALS</i>
BUCKHORN RD: HWY 126 TO MP 1.6 (FLAP)	-	150,000	538,572	986,872	-	1,675,444
NW LOWER BRIDGE WAY: 43RD ST TO HOLMES RD	-	200,000	1,600,608	1,717,138	3,000,000	6,517,746
BUCKHORN RD: MP 1.6 TO LOWER BRIDGE WAY	-	-	250,000	980,000	3,000,000	4,230,000
TUMALO PEDESTRIAN IMPROVEMENTS	-	-	70,000	130,000	400,000	600,000
S CENTURY DRIVE / SPRING RIVER RD ROUNDABOUT	-	-	-	135,000	775,000	910,000
S CENTURY DR / HUNTINGTON RD ROUNDABOUT	-	-	-	135,000	575,000	710,000
TUMALO RESERVOIR RD: O.B. RILEY RD TO SISEMORE RD	-	-	-	350,000	932,500	1,282,500
SW HELMHOLTZ WAY: OR 126 TO ANTLER	-	-	-	-	150,000	150,000
N CANAL BLVD: REDMOND CITY LIMITS TO HWY 97	-	-	-	-	100,000	100,000
POWELL BUTTE HWY: COUNTY LINE TO MCGRATH RD	931,140	-	-	-	-	931,140
COTTONWOOD RD: US 97 TO BNSF RR	618,144	-	-	-	-	618,144

<i>PROJECT</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>PROJECT TOTALS</i>
DESCHUTES MKT RD: HAMEHOOK RD TO YEOMAN RD	310,838	-	-	-	-	310,838
ALFALFA MKT RD: MP 4 TO DODDS RD	265,000	1,119,543	-	-	-	1,384,543
HAMBY RD: US 20 TO BUTLER MARKET RD	200,000	210,000	-	-	-	410,000
NW HELMHOLTZ WAY: W ANTLER AVE TO NW WALNUT AVE	-	200,000	803,920	-	-	1,003,920
THREE CREEKS RD: SISTERS CITY LIMITS TO FS BOUND. (FLAP)	-	217,000	817,376	-	-	1,034,376
BURGESS RD: SUNRISE BLVD TO S CENTURY DR (FLAP)	-	530,000	1,513,822	-	-	2,043,822
CLINE FALLS RD: HWY 126 TO COOK AVE.	-	-	800,000	2,523,233	-	3,323,233
S CANAL/OLD BEND REDMOND HWY: 61ST ST TO TUMALO RD	-	-	200,000	1,557,258	-	1,757,258
JOHNSON RD: SHEVLIN PARK TO TYLER RD	-	-	407,000	1,214,286	-	1,621,286
OLD BEND REDMOND HWY: TUMALO RD TO US 20	-	-	-	300,000	866,042	1,166,042
POWELL BUTTE HWY: MCGRATH RD TO US 20	-	-	-	400,000	1,037,764	1,437,764

<i>PROJECT</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>PROJECT TOTALS</i>
HOLMES RD: NW LOWER BRIDGE WAY TO EDMUNDSON RD (FLAP)	-	-	-	-	716,282	716,282
TUMALO RD: GRAYSTONE LN TO CLINE FALLS HWY	-	-	-	-	400,000	400,000
BEND ZONE LOCAL ROADS	500,000	-	-	500,000	-	1,000,000
LA PINE ZONE LOCAL ROADS	-	-	500,000	-	-	500,000
REDMOND ZONE LOCAL ROADS	500,000	500,000	500,000	500,000	500,000	2,500,000
SISTERS ZONE LOCAL ROADS	-	500,000	-	-	500,000	1,000,000
SIGNAGE IMPROVEMENTS	100,000	100,000	350,000	350,000	100,000	1,000,000
GUARDRAIL IMPROVEMENTS	100,000	100,000	100,000	100,000	100,000	500,000
SIDEWALK RAMP IMPROVEMENTS	75,000	75,000	-	-	-	150,000
SMITH ROCK WAY BRIDGE #15452 REPLACEMENT	505,000	500,000	-	-	-	1,005,000
GRIBBLING RD BRIDGE #17C30 REPLACEMENT(ODOT LBP/SFLP)	279,575	535,125	-	-	-	814,700

<i>PROJECT</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>PROJECT TOTALS</i>
WILCOX AVE BRIDGE #2171-03 REPLACEMENT	50,000	150,000	250,000	-	-	450,000
WILCOX AVE BRIDGE #2171-04 REPLACEMENT	50,000	150,000	250,000	-	-	450,000
HAMEHOOK RD BRIDGE #17C32 REPLACEMENT	-	96,500	415,500	805,000	-	1,317,000
S CENTURY DR BRIDGE #16181 REHABILITATION (ODOT LBP/SFLP)	-	-	-	300,000	785,000	1,085,000
BURGESS RD BRIDGE #09C783 REPLACEMENT	-	-	-	-	300,000	300,000

Terrebonne Refinement Plan/Project

Work will include the County's anticipated cash contribution for ODOT to construct an interchange at US97 and Lower Bridge Way and improvements on various County roads in Terrebonne

- 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

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 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 17th St and NE Negus Way Improvement

This project includes reconstruction and widening of NE Negus Way and NE 17th 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

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 2022 budget includes the following projects related to the County's solid waste operations. The project summary over the next five years is shown below. Descriptions of select FY 22 projects are included on the following pages.

Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Fencing – Tall Litter Control Fence	15,000	-	-	-	-
Negus Transfer Center Improvement	14,500,000	-	-	-	-
Service Box	28,141	-	-	-	-
Cell 9	5,000,000	-	-	-	-
Perimeter Fencing	100,000	-	-	-	-

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 \$15,000. 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

Cell 9

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

- Funding: Debt (Fund 613)
- Impact on Future Operating Budgets: The Solid Waste Department will be responsible for maintaining and repairing any additions to the solid waste system.
- Estimated Useful Life: 4 years

Capital Improvements - General Facilities

The County uses several funds to account for general capital projects and has a variety of revenue sources that provide resources to fund general capital project activities including property taxes, the sale of County properties and the receipt of lease payments and bond proceeds. Major general capital project activities included in the FY 2022 budget are as follows:

Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
North County Campus	8,300,000	-	-	-	-
General County Improvements	1,759,000				
Underground Injection Control	2,100,000				

North County Services Building

The FY 2022 budget includes \$8,300,000 in capital outlay for the purchase and capital improvement of a new and expanded Health Services Hub for clients residing in the Northern portion of Deschutes County. This building would allow Health Services to meet the growing demand for services within North County.

- Funding: General Capital Reserve/American Rescue Plan Act
- Impact on Future Operating Budgets: The Facilities Department will be responsible for maintaining and repairing any additions, upgrades or remodels of County facilities.

General County Improvements

The FY 2022 budget includes \$1,759,000 in capital outlay for projects to be funded from the general county project fund. Major capital projects in the FY 2022 budget include the following:

Roof Replacement of the Deschutes Services Building \$ 550,000

Building Remodels Placeholder	\$ 275,000
Building HVAC Placeholder	\$ 291,000
Courthouse Roof	\$ 325,000

- 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

Capital Improvements – Public Safety

The County has adopted several Public Safety Capital Improvement Projects with regards to Substation Upgrades. Below is a summary of the major projects.

Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
La Pine Substation Upgrade	192,000	-	-	-	-
Sisters Station Upgrade	82,000	-	-	-	-

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 2022 are included in the budget and in the explanations. Those shown in future years represent the current projected needs of the department through FY 2026. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Road/Fleet Equipment	1,601,000				
Fleet Replacements – Countywide	600,000	600,000	600,000	600,000	600,000

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 2022 Sheriff's Office budget in the total amount of \$1,506,626. 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 2022	FY 2023	FY 2024	FY 2025	FY 2026
Vehicles	1,112,531	1,000,000	1,000,000	1,000,000	1,000,000
Computers, technology improvements	42,550				
Sheriff Other	351,545				

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 2022 budget includes \$436,546 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 2022	FY 2023	FY 2024	FY 2025	FY 2026
Finance	93,443		-	-	-
Court Technology Reserve	42,712	32,000	32,000	32,000	32,000
Information Technology	300,400	384,000	384,000	384,000	384,000

Finance

This represents the introduction of new budgeting software through Workiva and tax software through MUNIRevs.

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. \$10,712 has been budgeted in FY 2022 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 2022 are slightly less than previous years at \$300,400, and include computer hardware, necessary technology improvements and data network security enhancements.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026
9-1-1 Service District Technology Improvements	3,000,000	400,000	400,000	400,000	400,000

Deschutes County 9-1-1 Service District

The FY 2022 budget reserves funds for the future development of additional radio sites to improve the coverage. In each future year, \$400,000 is set aside to fund replacement of the system over time.

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 June 2021 credit opinion provided the County with the following synopsis:

“Deschutes County's credit position is very strong, and its Aa1 rating is slightly above the median rating of Aa2 for counties nationwide. Key credit factors include a robust financial position, an extensive tax base and a healthy wealth and income profile. It also reflects an extremely small debt burden and a somewhat elevated pension liability.”

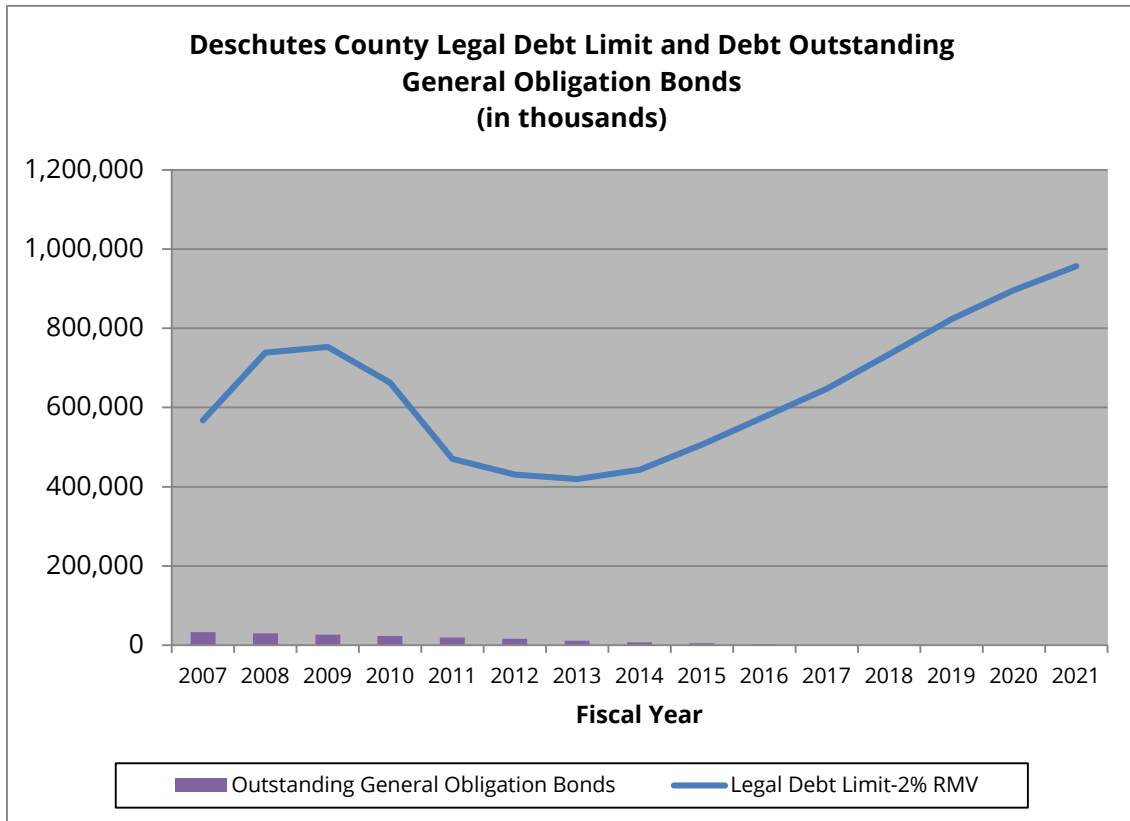
Moody's Investor Services – June 2021

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.

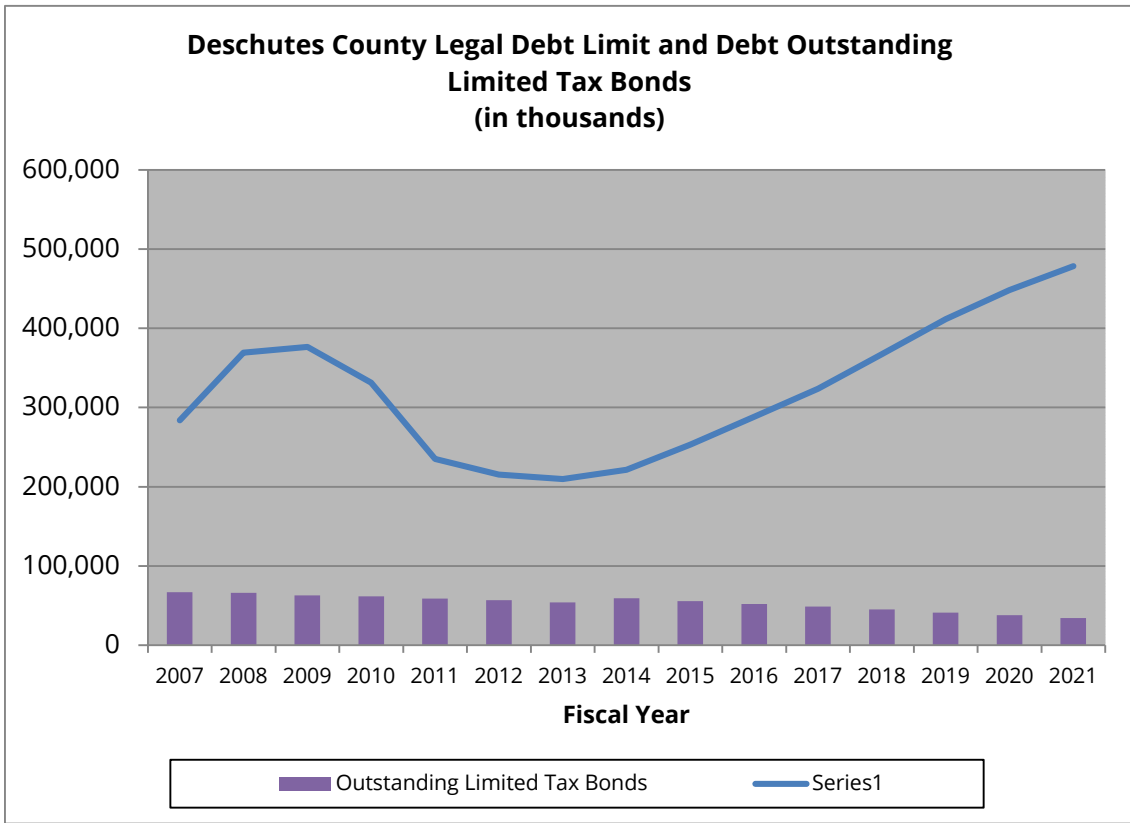
The legal debt limit, based on ORS 287A.100, for general obligation bonds is 2% of the real market value of the taxable property in the County. The 2020-21 RMV for Deschutes County is \$47,858,702,914, making the legal limit for general obligations \$957,174,058, well above the actual GO debt level of \$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.

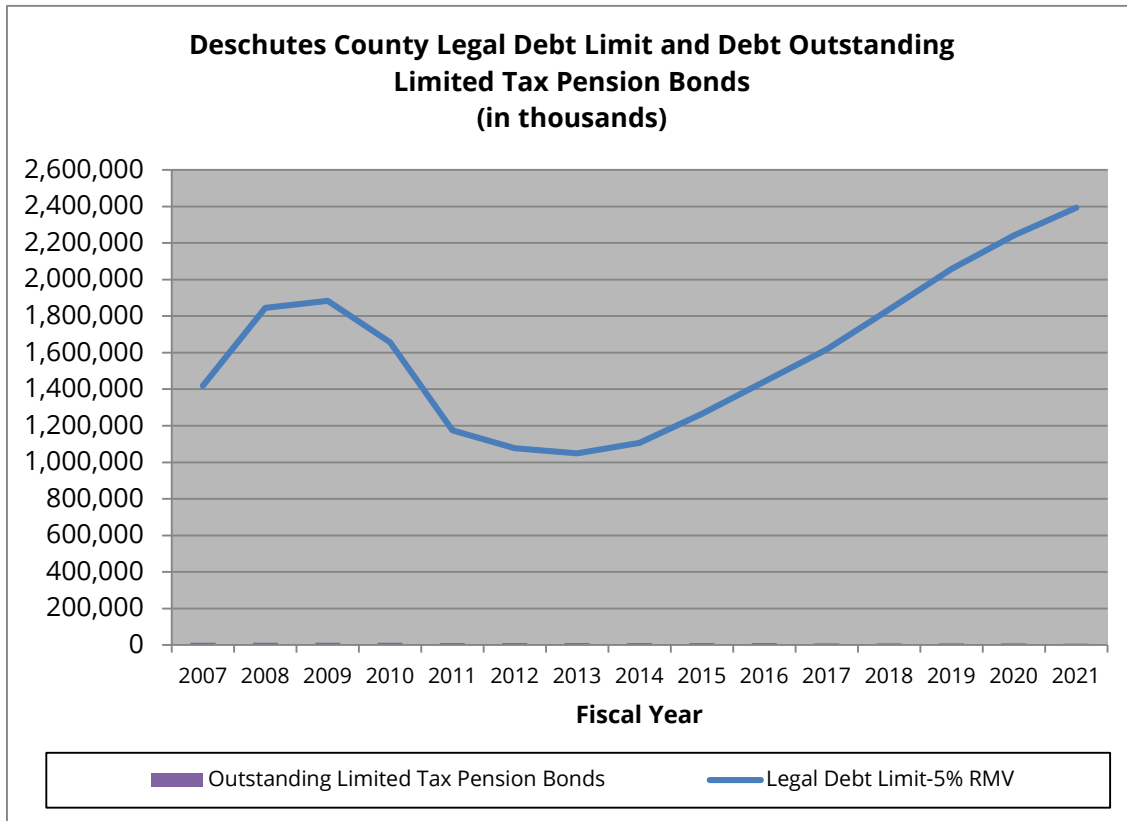
In FY 2021 the County refunded the Series 2010 bonds using cash reserves resulting in an interest savings of \$144,000 over the remaining ten years of the obligations.

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 \$34,108,200.



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 1.5% of PERS eligible wages.

The legal debt limit, based on ORS 238.694, for limited tax pension bonds is 5% of the real market value of the taxable property in the County. The 2020-21 RMV for Deschutes County is \$47,858,702,914, making the legal limit for limited tax pension bonds \$2,392,935,146, well above the actual limited tax pension debt level of \$7,790,000.



FY 2022 Scheduled Principal and Interest Payments Summary

	Average Interest Rate	Issue Date	Maturity Date	Amount Issued	Principal Outstanding 7/1/2021	Principal Outstanding 6/30/2022	2021-22 Principal	2021-22 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	3,290,000	2,870,000	420,000	225,365
Limited Tax Pension								
Obligation Bond, 2004	6.19%	05/27/2004	06/01/2028	7,090,000	4,500,000	4,000,000	500,000	273,427
TOTAL LIMITED TAX PENSION BONDS				12,519,586	7,790,000	6,870,000	920,000	498,792

Full Faith and Credit

Series 2012-Refunding								
2003 Buildings, Facilities & Radio System	2.86%	03/29/2012	12/01/2032	26,345,000	17,005,000	15,710,000	1,295,000	499,054
Series 2013-Jail Project								
Funding	4.17%	08/08/2013	06/01/2038	8,405,000	6,495,000	6,220,000	275,000	269,981
Series 2015 Refunding-								
2005 Land, Jail, ADA, Fair & Expo Projects	2.09%	12/01/2015	12/01/2026	3,775,000	1,785,200	1,371,600	413,600	39,277
Series 2016 Refunding-								
2007 Solid Waste, Fair & Expo, RV Park	1.68%	05/25/2016	06/01/2027	6,277,000	3,568,000	3,000,000	568,000	59,942
Series 2019 Refunding -								
2008A OSP/911 & 2009A Jamison	2.12%	02/26/2019	06/01/2028	6,455,000	5,255,000	4,610,000	645,000	262,750
TOTAL FULL FAITH AND CREDIT OBLIGATIONS				51,257,000	34,108,200	30,911,600	3,196,600	1,131,005
TOTAL COUNTY OBLIGATIONS				63,776,586	41,898,200	37,781,600	4,116,600	1,629,797

Scheduled Principal and Interest Payments Through Retirement

FY	Principal	Interest	Total	Final Maturity of Debt
2022	4,116,600	1,629,797	5,746,397	
2023	4,351,600	1,468,540	5,820,140	
2024	4,455,200	1,295,115	5,750,315	
2025	4,086,900	1,116,390	5,203,290	
2026	4,542,700	968,745	5,511,445	
2027	4,805,200	770,751	5,575,951	Series 2015, Full Faith & Credit Refunding Series 2016, Full Faith & Credit Refunding
2028	3,465,000	558,446	4,023,446	Series 2002 & 2004, Tax Pension Obligation Bonds Series 2019, Full Faith & Credit
2029	1,805,000	403,801	2,208,801	
2030	1,870,000	345,301	2,215,301	
2031	1,935,000	283,929	2,218,929	
2032	2,005,000	219,381	2,224,381	
2033	2,070,000	151,275	2,221,275	Series 2012, Full Faith & Credit Refunding
2034	435,000	107,550	542,550	
2035	455,000	87,975	542,975	
2036	480,000	67,500	547,500	
2037	500,000	45,900	545,900	
2038	520,000	23,400	543,400	Series 2013, Full Faith & Credit
Total	\$ 41,898,200	\$ 9,543,797	\$ 51,441,997	

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

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 \$272,500 and the Sheriff's Office Fund (255) in the amount of \$272,500 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 2022, the Project Development & Debt Reserve Fund (090) is contributing \$233,832. The remaining funding will be paid directly from the RV Park Fund (618) in the amount of \$165,927, and from the Fair & Expo Center Fund (615) in the amount of \$53,286.

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	-
	\$ 6,277,000.00	\$ 652,095.27	\$ 6,929,095.27	

Source: The FY 2022 debt service payments will be made directly from the RV Park Fund (618) in the amount of \$55,703, the Solid Waste Fund (610) in the amount of \$528,794, and the Fair & Expo Center Fund (615) in the amount of \$43,447.

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.

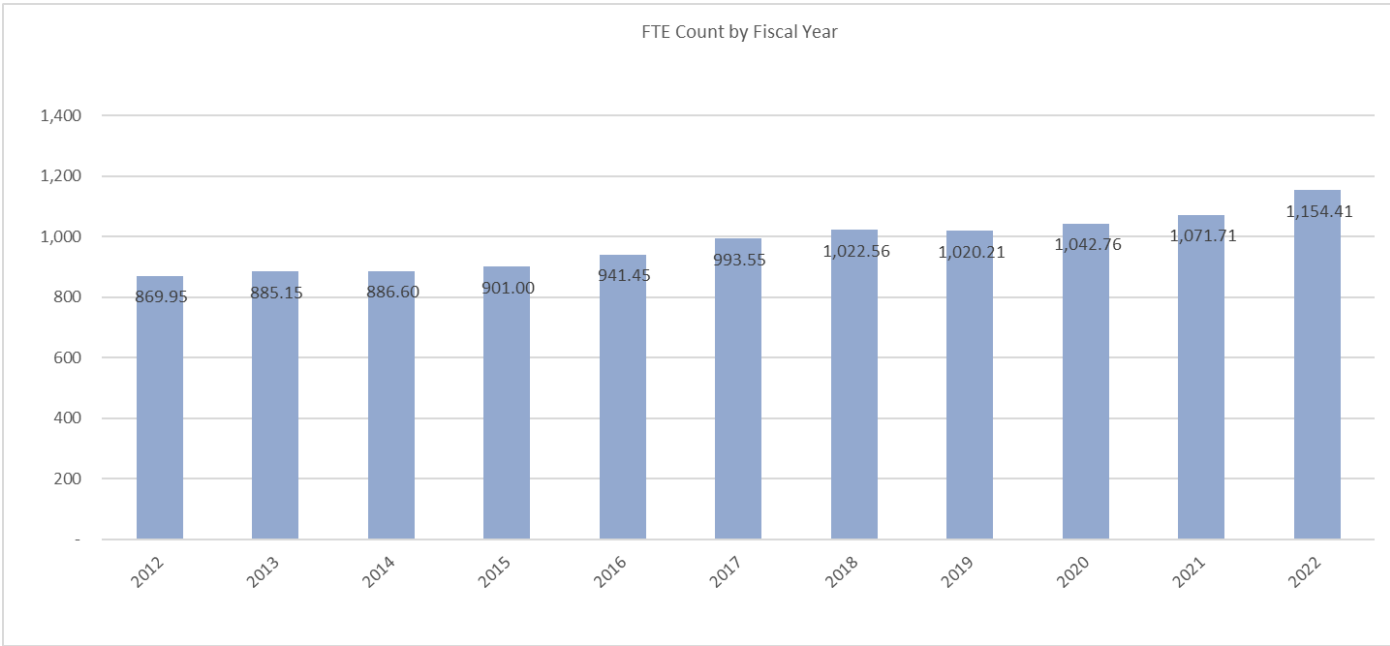
Security: The bonds are secured by the full faith and credit of the County.

Debt service:

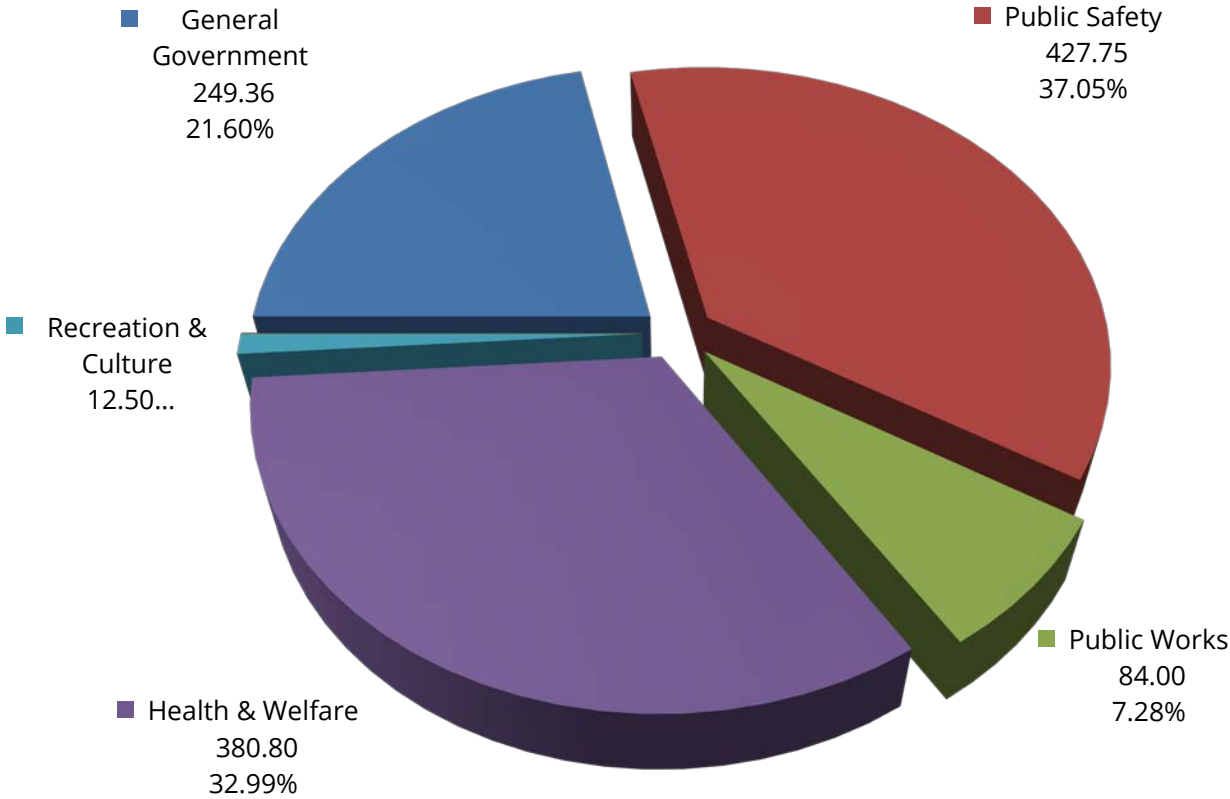
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>	<u>Balance</u>
2019	\$ -	\$ 70,825.69	\$ 70,825.69	\$ 6,455,000.00
2020	585,000.00	322,750.00	907,750.00	5,870,000.00
2021	615,000.00	293,500.00	908,500.00	5,255,000.00
2022	645,000.00	262,750.00	907,750.00	4,610,000.00
2023	680,000.00	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 2022 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 \$557,202 and an intergovernmental payment from the Deschutes County 9-1-1 County Service District fund in the amount of \$168,995. The remaining resources for the debt service payment are from a transfer from the General Fund in the amount of \$224,250. Long-term lease payments exceed the related debt service by \$42,697 in Fiscal Year 2022.

FULL TIME EQUIVALENT (FTE) BUDGETED



FY 2022 FTE by Function



FTE by Fund

Fund/Department	Authorized Positions				FY 2022 Changes
	FY 2019	FY 2020	FY 2021	FY 2022	
County Funds					
General Fund					
Assessor	35.26	35.26	35.26	35.26	-
Clerk/Elections	7.98	9.48	9.48	9.48	-
Board of Property Tax Appeals	0.52	0.52	0.52	0.52	-
District Attorney	49.10	54.10	54.10	58.00	3.90
Finance/Tax	4.50	5.50	5.50	5.50	-
Veterans' Services	4.00	4.00	4.00	5.00	1.00
Property Management Admin	1.80	1.80	2.00	2.00	-
General Fund Total	<u>103.16</u>	<u>110.66</u>	<u>110.86</u>	<u>115.76</u>	4.90
Community Justice-Juvenile	47.90	47.90	47.90	47.90	-
Victims' Assistance	7.00	8.00	8.00	8.00	-
Justice Court	4.60	4.60	4.60	4.60	-
Sheriff's Office	233.50	240.50	247.50	257.00	9.50
Health Services	300.90	318.65	323.00	375.80	52.80
Community Development	55.00	58.00	56.00	65.00	9.00
GIS Dedicated	2.30	2.30	2.30	2.30	-
Road	56.00	56.00	57.00	57.00	-
Natural Resources	1.00	1.00	2.00	2.00	-
Adult Parole & Probation	39.85	39.85	41.85	40.85	(1.00)
Solid Waste	24.50	24.50	24.00	25.00	1.00
Fair & Expo Center	11.00	11.00	10.00	11.37	1.37
Deschutes County Fair	1.00	1.00	1.00	1.13	0.13
Facilities	25.00	25.00	23.00	24.00	1.00
Administrative Services	6.75	7.75	7.75	8.75	1.00
Board of County Commissioners	3.00	3.00	3.00	3.00	-
Finance	10.00	9.00	9.00	11.00	2.00
Legal Counsel	6.00	7.00	7.00	7.00	-
Human Resources	8.00	8.00	8.00	9.00	1.00
Information Technology	15.70	15.70	15.70	15.70	-
Insurance-Risk Management	3.25	2.25	2.25	2.25	-
Total County Funds	<u>965.41</u>	<u>1,001.66</u>	<u>1,011.71</u>	<u>1,094.41</u>	82.70
County Service Districts					
Deschutes County 9-1-1 CSD	<u>60.00</u>	<u>60.00</u>	<u>60.00</u>	<u>60.00</u>	-
Total County Service Districts	<u>60.00</u>	<u>60.00</u>	<u>60.00</u>	<u>60.00</u>	-
Total	1,025.41	1,061.66	1,071.71	1,154.41	82.70

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
625	ADMINISTRATIVE SERVICES									
	General Government -Executive	County Administrator	N270	79.9879	92.2938	1.00	1.00	1.00	1.00	-
		Deputy County Administrator	N428	60.8333	81.5226	0.75	0.75	0.75	0.75	-
		County Internal Auditor	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	-
		Management Analyst	N416	33.8742	45.3947	1.00	-	-	1.00	1.00
		Public Information Officer	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
		Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-
		Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
		Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
		Admin Support Specialist	A307	21.8357	29.2619	-	1.00	1.00	1.00	-
		Intern	N001	15.0000	17.5000	-	-	-	-	-
TOTAL DEPARTMENT						6.75	7.75	7.75	8.75	1.00
355	ADULT PAROLE AND PROBATION									
	Public Safety -Corrections	Director, Community Justice	N427	57.9365	77.6406	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	-
		Manager, Business	N421	43.2331	57.9365	0.50	0.50	0.50	0.50	-
		Supervisor, Parole & Probation	N419	39.2137	52.5501	3.00	3.00	3.00	3.00	-
		Management Analyst	N416	33.8742	45.3947	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	-
		Parole & Probation Officer	F010	29.2619	39.2137	23.00	23.00	25.00	24.00	(1.00)
		Parole & Probation Specialist	A310	25.2775	33.8742	3.75	3.75	3.75	3.75	-
		Community Service Specialist	A310	25.2775	33.8742	0.60	0.60	0.60	0.60	-
Accounting Technician, Sr	N410	25.2775	33.8742	0.50	0.50	0.50	0.50	-		
Admin Support Tech	A305	19.8056	26.5415	-	1.00	1.00	1.00	-		
Admin Support Specialist	A307	21.8357	29.2619	5.00	4.00	4.00	4.00	-		
TOTAL DEPARTMENT						39.85	39.85	41.85	40.85	(1.00)
01 - Assessor	ASSESSOR									
	General Government -Other	County Assessor	N/A	65.6263	65.6263	1.00	1.00	1.00	1.00	-
		Deputy Director, Assessor	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-
		Chief Cartographer	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
		Property Appraiser, Senior	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
		Property Appraiser III	A314	30.7250	41.1744	2.00	2.00	2.00	2.00	-
		Sales Analyst	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	-
		Business Asset Appraiser	A312	27.8685	37.3464	2.00	2.00	2.00	2.00	-
		Property Appraiser II	A312	27.8685	37.3464	11.00	9.00	9.00	9.00	-
		GIS Analyst	A311	26.5415	35.5680	3.00	3.00	3.00	3.00	-
		Property Appraiser I	A310	25.2775	33.8742	-	2.00	2.00	2.00	-
Property Data Specialist III	A309	24.0739	32.2613	3.00	3.00	2.00	2.00	-		
Property Data Specialist II	A307	21.8357	29.2619	8.00	8.00	9.00	9.00	-		
Admin Support Technician	A305	19.8056	26.5415	1.26	1.26	1.26	1.26	-		
TOTAL DEPARTMENT						35.26	35.26	35.26	35.26	-

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
628	BOARD OF COUNTY COMMISSIONERS									
	General Government -Executive	County Commissioner	N/A	49.1380	49.1380	3.00	3.00	3.00	3.00	
	TOTAL DEPARTMENT						3.00	3.00	3.00	3.00

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
295	COMMUNITY DEVELOPMENT									
	General Government -Other and Public Safety -Protective Inspection	Director, Community Development	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	
		Building Official	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	
		Manager, Planning	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	
		Assistant Building Official	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	
		Supervisor, Environmental Health	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	
		Management Analyst, Senior	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	
		Application Systems Analyst III	A317	35.5680	47.6644	1.00	1.00	1.00	1.00	
		Senior Planner	A316	33.8742	45.3947	5.00	3.00	3.00	5.00	
		Manager Administrative	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	
		Management Analyst	N416	33.8742	45.3947	-	-	-	-	
		Building Safety Inspector III	A315	32.2613	43.2331	13.00	14.00	14.00	16.00	
		Associate Planner	A314	30.7250	41.1744	5.00	7.00	6.00	6.00	
		Supervisor, Admin	N417	35.5680	47.6644	-	-	-	1.00	
		Environmental Health Specialist II	A313	29.2619	39.2137	2.00	1.00	2.00	3.00	
		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	-	-	-	-	
		Assistant Planner	A312	27.8685	37.3464	4.00	3.00	2.00	4.00	
		Code Enforcement Specialist	A311	26.5415	35.5680	3.00	4.00	4.00	4.00	
		Building Safety Inspector I	A310	25.2775	33.8742	1.00	1.00	1.00	1.00	
		Environmental Health Specialist I	A310	25.2775	33.8742	1.00	2.00	1.00	-	
		Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	2.00	
		Permit Technician	A307	21.8357	29.2619	9.00	11.00	11.00	12.00	
		Administrative Secretary	A307	21.8357	29.2619	-	-	-	-	
		Admin Support Technician	A305	19.8056	26.5415	1.00	1.00	1.00	2.00	
	TOTAL DEPARTMENT						55.00	58.00	56.00	65.00

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
030	COMMUNITY JUSTICE JUVENILE									
	Public Safety -Corrections	Director, Community Justice	N427	57.9365	77.6406	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	
		Manager, Business	N421	43.2331	57.9365	0.50	0.50	0.50	0.50	
		Manager, Juvenile Detention	N418	37.3464	50.0477	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	
		Supervisor, Behavioral Health	N417	35.5680	47.6644	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	
		Supervisor, Administrative	N414	30.7250	41.1744	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	2.00	2.00	2.00	2.00	
		Community Justice Officer	A312	27.8685	37.3464	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	
		Community Service Specialist	A310	25.2775	33.8742	1.40	1.40	1.40	1.40	
		Community Justice Specialist	A310	25.2775	33.8742	15.00	15.00	15.00	15.00	
		Accounting Technician, Sr	N410	25.2775	33.8742	0.50	0.50	0.50	0.50	
		Admin Support Specialist	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	
	TOTAL DEPARTMENT						47.90	47.90	47.90	47.90

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
Clerk & BOPTA	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	
		Supervisor, Elections/Recording	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	
		Customer Service Clerk III	A305	19.8056	26.5415	-	-	-	-	
		Admin Support Technician	A305	19.8056	26.5415	5.50	7.00	7.00	7.00	
	TOTAL DEPARTMENT						8.50	10.00	10.00	10.00

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes	
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022		
District Attorney	DISTRICT ATTORNEY										
	General Government -Judicial	County District Attorney	N/A	84.3654	84.3654	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	-	
		Deputy District Attorney	D010	43.0147	57.7816	18.00	21.00	21.00	20.00	(1.00)	
		Management Analyst	N416	33.8742	45.3947	1.60	0.60	0.60	1.00	0.40	
		Manager, Administrative Investigator	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-	
		Applications System Analyst II	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	-	
		Applications System Analyst I	A315	32.2613	43.2331	1.00	1.00	1.00	1.00	-	
		DA Executive Assistant	A313	29.2619	39.2137	1.00	1.00	1.00	1.00	-	
		DA Legal Assistant	N414	30.7250	41.1744	-	1.00	1.00	1.00	-	
		Trial Assistant II	A308	22.9274	30.7250	-	-	-	-	-	
		Trial Assistant II	A308	22.9274	30.7250	19.00	21.00	21.00	23.50	2.50	
		Admin Support Specialist	A307	21.8357	29.2619	1.00	-	-	-	-	
		Admin Support Assistant	A301	16.2940	21.8357	-	0.50	0.50	0.50	-	
		Trial Assistant I	A306	20.7958	27.8685	-	-	-	-	-	
		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	-	-	-	-	-	
		Supervisor, Deputy DA	D010	43.0147	57.7816	-	-	-	2.00	2.00	
		Supervisor, Administrative	N414	30.7250	41.1744	-	1.00	1.00	1.00	-	
		Customer Service Clerk I	A301	16.2940	21.8357	0.50	-	-	-	-	
	TOTAL DEPARTMENT					49.10	54.10	54.10	58.00	3.90	
Fund 620	FACILITIES										
	General Government -Other	Director, Facilities	N425	52.5501	70.4223	1.00	1.00	1.00	1.00	-	
		Supervisor, Maintenance	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-	
		Maintenance Specialist III	A314	30.7250	41.1744	1.00	1.00	1.00	-	(1.00)	
		Electrician	A314	30.7250	41.1744	1.00	1.00	1.00	1.00	-	
		Supervisor, Custodial	N411	26.5415	35.5680	1.00	1.00	1.00	1.00	-	
		Administrative Assistant	N409	24.0739	32.2613	1.00	-	-	-	-	
		Operations Specialist (Closed)	N409	24.0739	32.2613	1.00	-	-	-	-	
		Project Manager, Facilities	N419	39.2137	52.5501	1.00	1.00	1.00	2.00	1.00	
		Maintenance Specialist II	A308	22.9274	30.7250	5.00	6.00	6.00	6.00	-	
		Building Maintenance Specialist I	A306	20.7958	27.8685	2.00	2.00	2.00	3.00	1.00	
		Admin Support Specialist	A307	21.8357	29.2619	-	1.00	1.00	1.00	-	
		Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-	
		Admin Support Technician	A305	19.8056	26.5415	1.00	-	-	-	-	
		Custodian	A301	16.2940	21.8357	9.00	9.00	7.00	7.00	-	
		TOTAL DEPARTMENT					25.00	25.00	23.00	24.00	1.00
	Fund 615 & 616	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	-
			Manager, Fair & Expo Maint/Operations	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
			Manager, Food & Beverage	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
		Manager, Administrative	N416	33.8742	45.3947	1.00	1.00	-	-	-	
		Sales & Marketing Coordinator	N415	32.2613	43.2331	1.00	1.00	1.00	1.00	-	
		Fair Marketing Coordinator	N414	30.7250	41.1744	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	-	
		Maintenance Specialist II	A308	22.9274	30.7250	2.00	3.00	3.00	3.00	-	
		Admin Support Technician	A305	19.8056	26.5415	-	-	-	1.50	1.50	
		Maintenance Specialist I	A306	20.7958	27.8685	3.00	2.00	2.00	2.00	-	
		TOTAL DEPARTMENT					12.00	12.00	11.00	12.50	1.50

FTE BY DEPARTMENT AND POSITION

Fund
30 & 001 - Tax

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
FINANCE / TAX									
General	Treasurer/Chief Financial Officer	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	-
Government	Budget Manager	N423		63.8751	-	-	1.00	1.00	-
-Financial	Accounting Manager	N423	47.6644	63.8751	1.00	1.00	1.00	1.00	-
	Chief Deputy Tax Collector (Closed)	N418	37.3464	50.0477	1.00	-	-	-	-
	Deputy Tax Collector	N418	37.3464	50.0477	-	1.00	1.00	1.00	-
Administration	Budget Analyst	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-
	Business Systems Administrator	N417	35.5680	47.6644				1.00	1.00
	Accounting Supervisor	N417	35.5680	47.6644	1.00	-	-	-	-
		N416	33.8742	45.3947	1.00	2.00	2.00	2.00	-
	Payroll Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Accounting Technician, Sr	N410	25.2775	33.8742	1.00	2.00	2.00	2.00	-
	Property Tax Specialist	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	Accounting Technician	A307	21.8357	29.2619	4.00	3.00	3.00	2.00	(1.00)
	Payroll Technician	A307	21.8357	29.2619	-	-	-	1.00	1.00
	Admin Support Specialist	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	-
	Accounting Clerk II	A307	21.8357	29.2619	-	-	-	-	-
	Admin Support Technician	A305	19.8056	26.5415	0.50	0.50	0.50	0.50	-
TOTAL DEPARTMENT					14.50	14.50	15.50	16.50	1.00

Fund
305

Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
GEOGRAPHIC INFORMATION SYSTEM (GIS)									
General	Manager, IT Applications	N422	45.3947	60.8333	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	-
-Other	GIS Analyst	A310	25.2775	33.8742	1.00	1.00	1.00	1.00	-
TOTAL DEPARTMENT					2.30	2.30	2.30	2.30	-

FTE BY DEPARTMENT AND POSITION

Fund
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Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes	
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022		
HEALTH SERVICES										
Health & Welfare	Director, Medical	N437	94.3726	126.4682	1.00	1.00	1.00	1.00	-	
	Health Officer	N436	89.8787	120.4460	-	-	-	1.00	1.00	
	Psychiatrist	N436	89.8787	120.4460	1.00	2.00	2.00	2.30	0.30	
	Director, Health Services	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	-	
	Deputy Director, Health Services	N425	52.5501	70.4223	3.00	2.00	2.00	2.00	-	
	Nurse Practitioner, Psych	A322	45.3947	60.8333	4.60	3.60	3.00	2.50	(0.50)	
	Physician, Clinical Services	N436	89.8787	120.4460	-	0.50	0.50	0.50	-	
	Manager, Operations	N421	43.2331	57.9365	1.00	-	-	-	-	
	Operations Officer	N422	45.3947	60.8333	-	1.00	1.00	2.00	1.00	
	Manager, Public Health Program	N421	43.2331	57.9365	3.00	3.00	3.00	3.00	-	
	Manager, Behavioral Health Program	N421	43.2331	57.9365	6.00	7.00	5.00	6.00	1.00	
	Manager, Quality & Performance	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-	
	Manager, Business	N421	43.2331	57.9365	1.00	-	-	-	-	
	Business Officer	N422	45.3947	60.8333	-	1.00	1.00	1.00	-	
	Nurse Practitioner	A320	41.1744	55.1776	1.60	1.50	1.50	1.50	-	
	Epidemiologist	N418	37.3464	50.0477	2.00	2.00	2.00	2.00	-	
	Health Services Program Supervisor	N417	35.5680	47.6644	-	-	-	-	-	
	Supervisor, Environmental Health	N417	35.5680	47.6644	-	-	-	-	-	
	Supervisor, Health Services	N417	35.5680	47.6644	10.00	12.00	12.00	16.00	4.00	
	WIC Supervisor/Coordinator	N417	35.5680	47.6644	-	-	-	-	-	
	Community Health Supervisor	N417	35.5680	47.6644	-	-	-	-	-	
	Behavioral Health Specialist III	N417	35.5680	47.6644	-	-	-	-	-	
	Developmental Disabilities Specialist III	N417	35.5680	47.6644	-	-	-	-	-	
	Public Information Officer	N417	35.5680	47.6644	-	-	-	1.00	1.00	
	Management Analyst, Senior	N417	35.5680	47.6644	1.00	-	-	-	-	
	Supervisor, Behavioral Health	N417	35.5680	47.6644	10.00	11.00	13.00	15.00	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	1.00	-	
	Management Analyst	N416	33.8742	45.3947	4.00	6.20	6.00	8.00	2.00	
	Human Resources Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-	
	Public Health Nurse III	A316	33.8742	45.3947	1.60	0.60	0.60	0.60	-	
	Public Health Nurse II	A314	30.7250	41.1744	16.10	15.70	15.70	21.10	5.40	
	Public Health Educator III	A314	30.7250	41.1744	-	3.00	3.00	3.90	0.90	
	Health Educator I	A310	25.2775	33.8742	-	4.20	4.20	4.20	-	
	Health Educator II	A313	29.2619	39.2137	-	4.90	4.90	8.60	3.70	
	Quality Improvement Specialist	N416	33.8742	45.3947	3.00	3.00	3.00	4.00	1.00	
	Clinical Information Systems Analyst	N416	33.8742	45.3947	-	-	-	1.00	1.00	
	Administrative Analyst	N416	33.8742	45.3947	-	-	-	1.00	1.00	
	Clinical Info System Admin	N416	33.8742	45.3947	4.00	4.00	4.00	3.00	(1.00)	
	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	-	
	Comm Health Specialist III	A316	33.8742	45.3947	1.00	2.00	2.00	4.00	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	2.05	2.00	2.00	-	
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	44.70	49.00	45.10	44.10	(1.00)	
	Environmental Health Specialist II	A313	29.2619	39.2137	4.00	4.00	4.00	5.00	1.00	
	Program Development Specialist	A313	29.2619	39.2137	-	-	-	-	-	
	Occupational Therapist	A314	30.7250	41.1744	1.50	1.00	1.00	1.00	-	
	Behavioral Health Specialist II	A313	29.2619	39.2137	35.50	34.90	38.60	46.20	7.60	
	Intel & Dev Disabilities Specialist II	A313	29.2619	39.2137	3.00	3.00	4.00	4.00	-	
	Comm Health Specialist II	A314	30.7250	41.1744	13.45	7.00	7.00	6.00	(1.00)	
	Registered Dietician	A312	27.8685	37.3464	1.30	1.30	1.20	1.20	-	
	Public Health Nurse I	A311	26.5415	35.5680	1.00	-	-	-	-	
	Accounting Technician, Senior	N410	25.2775	33.8742	2.00	2.00	2.00	2.00	-	
	Contract Specialist	A310	25.2775	33.8742	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	8.20	1.75	1.75	1.75	-	
	Behavioral Health Specialist I	A310	25.2775	33.8742	21.50	21.30	22.30	32.50	10.20	
	Intel & Dev Disabilities Specialist I	A310	25.2775	33.8742	15.00	17.00	19.00	19.00	-	
	WIC Certifier	A310	25.2775	33.8742	-	-	-	-	-	
	Administrative Supervisor I (closed)	N417	35.5680	47.6644	-	-	-	-	-	
	Administrative Assistant	N409	24.0739	32.2613	2.00	2.00	2.00	3.00	1.00	
	Accounting Technician	A307	21.8357	29.2619	2.00	2.00	1.00	1.00	-	
	Behavioral Health Technician	A307	21.8357	29.2619	1.00	2.50	2.50	5.20	2.70	
	Registered Health Information Technician	A307	21.8357	29.2619	1.00	1.00	1.00	1.00	-	
	Patient Accounts Specialist II	A307	21.8357	29.2619	2.00	2.00	2.00	1.00	(1.00)	
	Administrative Secretary	A307	21.8357	29.2619	-	-	-	-	-	
	Accounting Clerk II	A307	21.8357	29.2619	-	-	-	-	-	
	Admin Support Specialist	A307	21.8357	29.2619	13.00	18.80	19.30	21.30	2.00	
	Breastfeeding Peer Counsel Coord.(closed)	A316	33.8742	45.3947	-	-	-	-	-	
	Program Development Assistant	A306	20.7958	27.8685	-	-	-	-	-	
	Patient Accounts Specialist I	A305	19.8056	26.5415	2.20	2.40	2.40	2.40	-	
	Medical Assistant	A305	19.8056	26.5415	1.00	2.00	2.00	2.00	-	
	Senior Secretary	A305	19.8056	26.5415	-	-	-	-	-	
	Secretary	A305	19.8056	26.5415	-	-	-	-	-	
	Medical Records Technician	A305	19.8056	26.5415	2.00	2.00	2.00	2.00	-	
	Health Services Admin Specialist I	A305	19.8056	26.5415	21.65	17.95	17.95	18.45	0.50	
	Language Access Coordinator	A310	25.2775	33.8742	-	-	1.00	1.00	-	
	Peer Support Specialist	A302	17.1088	22.9274	13.00	18.50	19.50	24.50	5.00	
TOTAL DEPARTMENT						300.90	318.65	323.00	375.80	52.80

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
Fund 650	HUMAN RESOURCES									
	General	Human Resources Director	N426	55.1776	73.9434	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	-
	Administration	Human Resources Specialist	N411	26.5415	35.5680	3.00	3.00	3.00	3.00	-
		Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	2.00	1.00
	TOTAL DEPARTMENT					8.00	8.00	8.00	9.00	1.00
Fund 660	INFORMATION TECHNOLOGY									
	General	Information Technology Director	N426	55.1776	73.9434	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	-
	-Other	Technology Division Manager	N422	45.3947	60.8333	-	-	-	-	-
		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	-
		Applications Sys Analyst III	A317	35.5680	47.6644	2.00	3.00	4.00	4.00	-
		Senior Systems Analyst/Program (closed)	A317	35.5680	47.6644	-	-	-	-	-
		PC/Network Specialist II	A316	33.8742	45.3947	-	-	-	-	-
		Systems Analyst II (closed)	A314	30.7250	41.1744	-	-	-	-	-
		PC/Network Specialist I	A316	33.8742	45.3947	-	-	-	-	-
		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	-	-	-	-	-
		IT Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	TOTAL DEPARTMENT					15.70	15.70	15.70	15.70	-
Fund 670	INSURANCE-RISK MANAGEMENT									
	General	Deputy County Administrator	N428	60.8333	81.5226	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	-
	-Financial	Claims Coordinator	N410	25.2775	33.8742	1.00	1.00	1.00	1.00	-
	Administration	Admin Support Specialist	A307	21.8357	29.2619	1.00	-	-	-	-
	TOTAL DEPARTMENT					3.25	2.25	2.25	2.25	-
Fund 220	JUSTICE COURT									
	General	Justice of the Peace	N/A	58.1731	58.1731	0.60	0.60	0.60	0.60	-
	Government	Court Administrator	N417	35.5680	47.6644	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	-
	TOTAL DEPARTMENT					4.60	4.60	4.60	4.60	-
Fund 640	LEGAL COUNSEL									
	General	Legal Counsel	N/A	97.6743	97.6743	1.00	1.00	1.00	1.00	-
	Government	Assistant Legal Counsel	N423	47.6644	63.8751	3.00	4.00	4.00	4.00	-
	-Financial Admin	Paralegal	N413	29.2619	39.2137	2.00	2.00	2.00	2.00	-
	TOTAL DEPARTMENT					6.00	7.00	7.00	7.00	-

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes		
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022			
Fund 326	NATURAL RESOURCES											
	PW-Sanitation	Forester	N416	33.8742	45.3947	1.00	1.00	1.00	1.00			
		Fire Adapted Community Coordinator	N413	29.2619	39.2137	-	-	1.00	1.00			
	TOTAL DEPARTMENT						1.00	1.00	2.00	2.00		
Fund 01- Property	PROPERTY MANAGEMENT ADMINISTRATION											
	General	Director, Facilities	N425	52.5501	70.4223	-	-	-	-	-		
	Government-Other	Manager, County Property	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-		
		Administrative Assistant	N409	24.0739	32.2613	0.80	0.80	1.00	1.00	-		
	TOTAL DEPARTMENT						1.80	1.80	2.00	2.00	-	
Fund 325	ROAD											
	Public Works -Highways and Streets	Director, Public Works	N427	57.9365	77.6406	1.00	1.00	1.00	1.00	-		
		County Engineer	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-		
		Manager, PW Operations	N421	43.2331	57.9365	1.00	1.00	1.00	1.00	-		
		Manager, Fleet & Equipment	N419	39.2137	52.5501	1.00	1.00	1.00	1.00	-		
		County Surveyor	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-		
		Design/Traffic Engineer	I240	37.0553	47.2931	1.00	1.00	1.00	1.00	-		
		Admin Support Technician	A305	19.8056	26.5415	-	1.00	1.00	1.00	-		
		Administrative Analyst	N413	29.2619	39.2137	-	-	-	-	-		
		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	-		
		Supervisor, Road Maintenance	N415	32.2613	43.2331	2.00	2.00	2.00	2.00	-		
		Deputy County Surveyor	I230	31.9425	40.7710	1.00	1.00	1.00	1.00	-		
		Supervisor, Administrative	N414	30.7250	41.1744	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	-	-	-	-		
		PW Accounting Clerk	I050	17.6380	24.1378	-	-	1.00	1.00	-		
		IT Analyst	A317	35.5680	47.6644	-	1.00	1.00	1.00	-		
		Engineering Associate	I200	29.0343	37.0587	2.00	2.00	2.00	2.00	-		
		Engineering Assistant III	I180	24.8084	31.6691	3.00	3.00	3.00	3.00	-		
		Records/Contract Specialist	I160	24.1830	31.2678	-	-	-	-	-		
		Lead Traffic Device Specialist	I135	25.2754	32.2764	-	1.00	1.00	1.00	-		
		Traffic Device Specialist	I130	22.9776	29.3422	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	-		
		Equipment Servicer	I080	21.8519	27.8962	-	1.00	1.00	1.00	-		
		Equipment Mechanic	I110	22.8410	29.4965	7.00	6.00	6.00	6.00	-		
		Lead Equipment Operator	I100	23.3428	29.7920	2.00	2.00	2.00	2.00	-		
		Senior Store Clerk	I080	21.8519	27.8962	1.00	1.00	1.00	1.00	-		
		Accounting Clerk II	A305	19.8056	26.5415	1.00	-	-	-	-		
		PW Equipment Operator	I040	21.2206	27.0837	23.00	22.00	22.00	22.00	-		
		PW Customer Service Clerk	I030	16.6470	22.7724	2.00	2.00	2.00	2.00	-		
		TOTAL DEPARTMENT						56.00	56.00	57.00	57.00	-

FTE BY DEPARTMENT AND POSITION

Fund
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Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
SHERIFF'S OFFICE									
Public Safety	Medical Director	N425	52.5501	70.4223	0.50	1.00	1.00	1.00	-
-Sheriff	County Sheriff	N/A	76.9246	76.9246	1.00	1.00	1.00	1.00	-
and	Captain	N425	52.5501	70.4223	3.00	3.00	3.00	3.00	-
Public Safety	Sheriffs Legal Counsel	N424	50.0477	67.0687	1.00	1.00	1.00	1.00	-
-Corrections	Lieutenant	N423	47.6644	63.8751	13.00	12.00	13.00	13.00	-
	Special Command Officer	A322	45.3947	60.8333	-	-	-	-	-
	Psychiatric Nurse Practitioner	A322	45.3947	60.8333	0.50	-	-	-	-
	Manager, IT Systems	N422	45.3947	60.8333	-	-	-	-	-
	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	-
	Sergeant	N419	39.2137	52.5501	24.00	24.00	24.00	28.00	4.00
	Detective, Digital Forensics	S110	38.5404	49.1883	2.00	3.00	4.00	4.00	-
	Behavioral Health Specialist II	A314	30.7250	41.1744	-	-	-	2.00	2.00
	Automotive Supervisor	N417	35.5680	47.6644	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	2.00	2.00	2.00	-
	Building Maintenance Supervisor	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	IT Analyst II	A315	32.2613	43.2331	3.00	3.00	3.00	2.00	(1.00)
	Detective	S100	32.4980	41.4575	6.00	11.00	11.00	9.00	(2.00)
	Nurse/Corrections	S090	33.8742	41.1744	8.00	8.00	8.00	8.00	-
	Sheriff Executive Assistant	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-
	Administrative Supervisor	N414	30.7250	41.1744	-	1.00	1.00	1.00	-
	Administrative Analyst	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Administrative Supervisor II	N414	30.7250	41.1744	-	-	-	-	-
	Behavioral Health Specialist I	A313	29.2619	39.2137	-	-	-	1.00	1.00
	Behavioral Health Specialist II, Lic	A314	30.7250	41.1744	2.00	2.00	2.00	2.00	-
	Deputy Sheriff	S080	30.8598	39.3679	54.00	53.00	56.00	60.00	4.00
	Corrections Deputy	S080	30.8598	39.3679	71.00	72.00	73.00	73.00	-
	Paralegal	N413	29.2619	39.2137	-	1.00	1.00	1.00	-
	Human Resources Specialist	N411	26.5415	35.5680	2.00	2.00	2.00	2.00	-
	Project Coordinator	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-
	Administrative Assistant	N409	24.0739	32.2613	2.00	-	-	-	-
	Field Law Enforcement Technician	S060	22.9677	29.3179	-	1.00	1.00	1.00	-
	Emergency Services Coordinator	S060	22.9677	29.3179	1.00	1.00	1.00	2.00	1.00
	Evidence Technician	S060	22.9677	29.3179	3.00	3.00	3.00	3.00	-
	Building Maintenance Specialist II	A308	22.9274	30.7250	4.00	4.00	4.00	4.00	-
	Mechanic	S050	22.8410	29.4965	3.00	2.00	3.00	4.00	1.00
	Corrections Technician	S040	22.5531	28.7721	4.00	5.00	5.00	5.00	-
	Corrections Classification Specialist	S040	22.5531	28.7721	2.00	2.00	2.00	2.00	-
	Civil Technician	S040	22.5531	28.7721	5.00	5.00	5.00	5.00	-
	Office Assistant	S020	22.2964	27.0659	12.00	11.00	11.00	11.00	-
TOTAL DEPARTMENT					233.50	240.50	247.50	257.00	9.50

Fund
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Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes
			Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022	
SOLID WASTE									
Public Works	Director, Solid Waste	N426	55.1776	73.9434	1.00	1.00	1.00	1.00	-
-Sanitation	Supervisor, Operations	N417	35.5680	47.6644	2.00	2.00	2.00	2.00	-
	Accountant	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Management Analyst	N416	33.8742	45.3947	1.00	1.00	1.00	1.00	-
	Accounting Clerk	A307	21.8357	29.2619	-	-	-	1.00	1.00
	Landfill Engineer Technician	I180	24.8084	31.6691	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	10.00	10.00	10.00	-
	Landfill Site Attendant	I020	16.4841	21.0381	8.50	8.50	8.00	8.00	-
TOTAL DEPARTMENT					24.50	24.50	24.00	25.00	1.00

FTE BY DEPARTMENT AND POSITION

Fund	Major Function	Position Title	Salary Grade	Hourly Rate		Authorized Positions				FY 2022 Changes		
				Minimum	Maximum	FY 2019	FY 2020	FY 2021	FY 2022			
001 - Veterans	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	2.00	2.00	2.00	2.00	-		
		Assistant Veterans' Services Officer	A306	20.7958	27.8685	-	-	-	-	-		
		Admin Support Technician	A305	19.8056	26.5415	1.00	1.00	1.00	2.00	1.00		
TOTAL DEPARTMENT						4.00	4.00	4.00	5.00	1.00		
Fund 212	VICTIMS' ASSISTANCE											
	Genl Government -Judicial	Manager, Victims' Assistance Program	N418	37.3464	50.0477	1.00	1.00	1.00	1.00	-		
		Victims' Advocate	A309	24.0739	32.2613	6.00	7.00	7.00	7.00	-		
	TOTAL DEPARTMENT						7.00	8.00	8.00	8.00	-	
	COUNTY FUNDS TOTAL						965.41	1,001.66	1,011.71	1,094.41	82.70	
Fund 705	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	-		
		Supervisor, Public Safety System	N418	37.3464	50.0477	-	2.00	2.00	2.00	-		
		Deputy Director, 9-1-1	N426	55.1776	73.9434	2.00	1.00	1.00	1.00	-		
		Manager, 9-1-1 Technical Systems	N422	45.3947	60.8333	1.00	1.00	1.00	1.00	-		
		Supervisor, 9-1-1	N419	39.2137	52.5501	5.00	4.00	4.00	4.00	-		
		Manager, 9-1-1 Training	N420	41.1744	55.1776	1.00	1.00	1.00	1.00	-		
		Manager, 9-1-1 Operations	N421	43.2331	57.9365	-	1.00	1.00	1.00	-		
		Public Safety System Specialist	A316	33.8742	45.3947	9.00	8.00	8.00	8.00	-		
		PC/Network Specialist II	A316	33.8742	45.3947	-	-	-	-	-		
		Supervisor, Administrative	N414	30.7250	41.1744	1.00	1.00	1.00	1.00	-		
		Public Safety Dispatcher II	T030	26.4887	33.8066	20.00	21.00	20.00	21.00	1.00		
		Public Safety Dispatcher I	T020	25.2271	32.1968	8.00	7.00	7.00	8.00	1.00		
		GIS Analyst	A311	26.5415	35.5680	-	-	-	-	-		
		Administrative Assistant	N409	24.0739	32.2613	1.00	1.00	1.00	1.00	-		
		9-1-1 Call Taker	T010	21.9368	27.9972	10.00	10.00	11.00	9.00	(2.00)		
		Admin Support Tech	A305	19.8056	26.5415	1.00	1.00	1.00	1.00	-		
		TOTAL DEPARTMENT						60.00	60.00	60.00	60.00	-
		COUNTY SERVICE DISTRICTS TOTAL						60.00	60.00	60.00	60.00	-
		GRAND TOTAL						1,025.41	1,061.66	1,070.71	1,154.41	82.70

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GLOSSARY

ACA– American Correctional Association.

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

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

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

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

AOC– Association of Oregon Counties.

APP - Adult Parole and Probation.

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

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

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

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

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

Asset – A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

A & T – Assessment and Taxation.

Audit – The annual review and appraisal of an entity's accounts and fiscal affairs conducted by an accountant under contract, or the Secretary of State, in accordance with Oregon budget law. (ORS 297.425).

Audit report – A report in a form prescribed by the Secretary of State made by an auditor expressing an

opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced budget – A term used to describe a budget in which total resources equal total requirements.

Basis of accounting – A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Beginning net working capital – Resources less expenditures carried over to the following fiscal year and available for appropriation.

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% (1/12th) 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 2021-22 estimated assessed values, maximum tax rates, tax rates and estimated taxes included in the budget, for Deschutes County and County Service Districts under the governance of the Board of Commissioners, are as follows:

Taxing District	Assessed Value			Permanent Tax Rate	FY 2021-22 Adopted Budget	
	FY 2020-21	FY 2021-22 (est)	% Change		Tax Rate	Taxes
Deschutes County	26,890,295,320	28,342,371,267	5.40%	1.2783	1.2183	33,413,109
Sheriff Countywide *	26,890,295,320	28,342,371,267	5.40%	1.2500	1.0500	28,448,529
Sheriff Rural	8,737,155,973	9,208,692,396	5.40%	1.5500	1.3400	11,813,562
9-1-1	26,890,295,320	28,342,371,267	5.40%	0.4250	0.3618	9,803,579
Extension/4H	26,890,295,320	28,342,371,267	5.40%	0.0224	0.0224	609,233
Sunriver Service District	1,595,827,013	1,643,701,823	3.00%	3.4500	3.3100	5,278,077
Black Butte Ranch	694,345,480	711,704,117	2.50%	1.0499	1.0499	724,895
Black Butte Ranch (Local Option)	694,345,480	711,704,117	2.50%	0.6500	0.6500	448,788

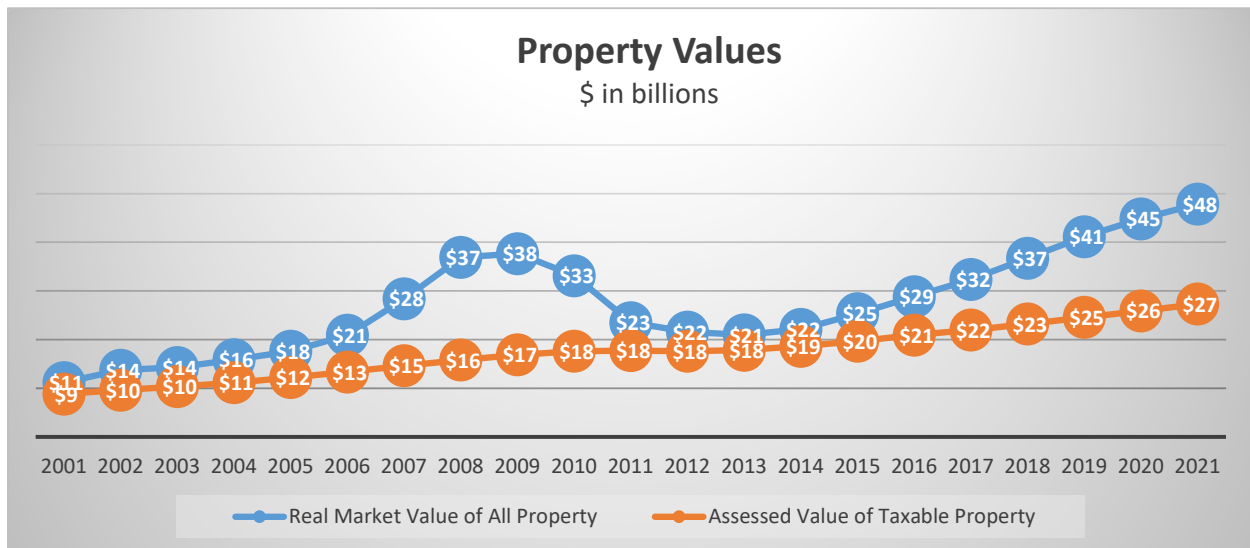
* The Sheriff's request to lower the tax rate from 1.08 to 1.05 was approved by the Board of County Commissioners for FY 2021-22.

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 2021.



Principal 2020-21 Property Taxpayers

Taxpayer	Taxable Assessed Value	Rank	Percent of Total County Taxable Assessed Value
Pacificorp (PP&L)	128,592,000	1	0.47%
TDS Baja Broadband LLC	118,889,000	2	0.44%
Bend Research, Inc.	103,106,930	3	0.38%
Touchmark at Mt. Bachelor Village	102,223,970	4	0.37%
Gas Transmission Northwest Corp	89,465,000	5	0.33%
Cascade Natural Gas Corp	88,043,000	6	0.32%
Deschutes Brewery Inc.	67,230,810	7	0.25%
Centurylink	67,215,000	8	0.25%
CVSC LLC	63,968,890	9	0.23%
Suterra LLC	49,322,460	10	0.18%
Total	878,057,060		3.21%

Source: Deschutes County Assessors Office

Total taxable assessed value for 2019-20 is \$27,313,891,829.

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
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
2021	220,708	\$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 August 20, 2021

Governmental Unit	Debt Outstanding	Percent Overlapping	Net Overlapping Debt
Overlapping Debt (1)			
Alfalfa RFPD	\$ 276,000	94.09%	\$ 259,688
Bend Metro Park & Rec District	23,457,096	100.00%	23,457,096
Central Oregon Community College	53,255,656	84.52%	39,300,777
City of Bend	102,619,235	100.00%	99,041,614
City of La Pine	325,000	100.00%	325,000
City of Redmond	70,357,154	100.00%	5,867,154
City of Sisters	5,020,000	100.00%	-
Cloverdale RFPD	2,145,000	100.00%	2,145,000
Crook County School District	48,061,508	0.76%	365,364
Crooked River Ranch RFPD	2,216,199	8.42%	186,615
Deschutes County RFPD 2 (Bend)	8,675,000	100.00%	8,675,000
Deschutes County School District #1 (Bend-La Pine)	420,187,000	100.00%	419,075,000
Deschutes County School District #2J (Redmond)	214,987,519	93.89%	201,843,397
Deschutes County School District #6 (Sisters)	12,944,207	99.98%	12,941,644
Deschutes Public Library District	195,000,000	100.00%	195,000,000
High Desert Education Service District	8,878,149	91.28%	2,489,687
Howell Hilltop Acres Special Road District	203,000	100.00%	203,000
La Pine Parks & Recreation District	325,000	100.00%	325,000
Lazy River Special Road District	46,500	100.00%	46,500
Redmond Area Park & Recreation District	386,984	100.00%	386,984
Redmond Fire & Rescue	1,904,517	99.85%	1,001,252
Sisters RFPD (Camp Sherman)	1,235,000	89.77%	1,108,699
Terrebonne Water District	425,000	100.00%	425,000
Subtotal Overlapping Debt	<u>\$ 1,172,930,724</u>		<u>\$ 1,014,469,471</u>
Deschutes County Direct Debt			<u>11,750,000</u>
Total Direct and Overlapping Debt			<u><u>\$1,026,219,471</u></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
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%
2021	220,708	10.5%	\$27,313,891,829	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
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
2021	220,708	1,011.71	4.58

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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
Resources							
Beginning Working Capital	130,811,645	156,294,588	144,983,477	185,541,322	185,541,322	185,541,322	28%
Property Taxes	36,758,809	38,791,832	42,057,364	45,520,096	45,520,096	45,520,096	8%
Licenses and Permits	1,841,722	1,823,596	1,201,648	2,121,140	2,121,140	2,121,140	77%
Federal Government Payments	7,193,943	8,404,415	11,178,163	28,046,358	28,046,358	28,046,358	151%
State Government Payments	66,817,806	69,109,991	74,002,412	75,461,498	75,553,453	75,553,453	2%
Local Government Grants	36,317,523	39,022,235	48,601,646	49,222,209	49,536,459	49,536,459	2%
Charges for Services	33,293,699	34,597,587	32,747,478	37,515,462	37,682,233	37,682,233	15%
Fines and Fees	1,674,185	1,438,083	1,315,990	1,306,460	1,306,460	1,306,460	-1%
Interest Revenue	3,594,462	3,532,593	1,920,313	2,071,902	2,071,902	2,071,902	8%
Other Non-Operational Revenue	4,302,651	4,633,893	2,948,505	4,187,667	4,187,667	4,187,667	42%
Interfund Charges	35,692,174	36,521,210	36,632,012	38,704,711	39,298,187	39,298,187	7%
Transfers In	38,550,903	53,019,888	45,634,710	62,740,371	61,686,270	61,686,270	35%
Sales of Equipment	555,505	750,742	490,300	1,551,300	1,551,300	1,551,300	216%
Long Term Liability	7,512,685	-	6,000,000	14,500,000	14,500,000	14,500,000	142%
Resources Total	404,917,712	447,940,653	449,714,018	548,490,496	548,602,847	548,602,847	22%
Requirements							
Personnel Services	111,363,209	120,611,614	128,896,835	137,477,192	141,914,633	141,918,041	10%
Materials and Services	75,361,251	94,132,650	114,915,006	142,967,932	143,529,390	143,552,577	25%
Debt Service	13,274,401	5,711,758	6,601,900	6,038,589	6,082,692	6,082,692	-8%
Capital Outlay	10,073,338	16,197,764	40,231,763	78,343,867	77,501,924	78,751,924	96%
Transfers Out	38,550,903	53,919,888	46,045,432	62,595,402	61,600,892	61,600,891	34%
Contingency	-	-	73,641,345	94,522,808	92,207,691	92,207,691	25%
Reserve	-	-	39,381,732	25,268,112	24,489,029	24,489,030	-38%
Requirements Total	248,623,102	290,573,674	449,714,013	547,213,902	547,326,251	548,602,846	22%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
1 General Fund							
Resources							
Beginning Working Capital	11,946,544	12,349,379	12,100,400	13,470,620	13,470,620	13,470,620	11%
Property Taxes	28,257,138	30,316,587	30,500,307	32,902,716	32,902,716	32,902,716	8%
Licenses and Permits	33,550	33,525	33,775	33,775	33,775	33,775	0%
Federal Government Payments	596,289	653,151	614,995	644,887	644,887	644,887	5%
State Government Payments	3,546,115	3,548,695	11,237,431	3,456,495	3,456,495	3,456,495	-69%
Local Government Grants	10,000	51,000	11,000	11,000	11,000	11,000	0%
Charges for Services	1,903,697	2,368,285	2,259,547	2,836,529	2,836,529	2,836,529	26%
Fines and Fees	30	30	79,730	80,100	80,100	80,100	0%
Interest Revenue	423,452	362,190	145,201	194,326	194,326	194,326	34%
Other Non-Operational Revenue	15,000	56,121	-	50,000	50,000	50,000	
Interfund Charges	35,787	93,282	267,646	194,332	194,332	194,332	-27%
Transfers In	289,065	260,000	260,000	260,000	260,000	260,000	0%
Sales of Equipment	79,391	31,723	-	-	-	-	
Resources Total	47,136,058	50,123,968	57,510,032	54,134,780	54,134,780	54,134,780	-6%
Requirements							
alert	-	-	-	-	-	-	
Personnel Services	11,453,438	12,455,721	13,734,367	14,422,334	15,154,953	15,154,954	10%
Materials and Services	4,889,491	4,885,481	13,496,145	5,766,771	5,829,547	5,829,547	-57%
Capital Outlay	63,136	75,455	32,000	10,300	10,300	10,300	-68%
Transfers Out	18,380,604	19,177,801	20,568,890	22,983,001	22,187,605	22,187,604	8%
Contingency	-	-	9,678,629	10,952,375	10,952,375	10,952,375	13%
Requirements Total	34,786,669	36,594,458	57,510,031	54,134,781	54,134,780	54,134,780	-6%
10 Assmt Clerk-Tax Reserve							
Resources							
Beginning Working Capital	993,969	1,136,764	1,136,764	1,414,809	1,414,809	1,414,809	24%
Interest Revenue	22,795	23,190	14,000	15,023	15,023	15,023	7%
Transfers In	120,000	120,000	120,000	120,000	120,000	120,000	0%
Resources Total	1,136,764	1,279,954	1,270,764	1,549,832	1,549,832	1,549,832	22%
Requirements							
Materials and Services	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	
Reserve	-	-	1,270,764	1,549,832	1,549,832	1,549,832	22%
Requirements Total	-	-	1,270,764	1,549,832	1,549,832	1,549,832	22%
20 Code Abatement							
Resources							
Beginning Working Capital	71,835	107,126	115,326	123,332	123,332	123,332	7%
Fines and Fees	34,290	16,039	-	-	-	-	
Interest Revenue	2,075	2,255	1,100	1,397	1,397	1,397	27%
Resources Total	108,200	125,420	116,426	124,729	124,729	124,729	7%
Requirements							
Materials and Services	1,075	3,638	116,426	124,729	124,729	124,729	7%
Requirements Total	1,075	3,638	116,426	124,729	124,729	124,729	7%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
30 Community Justice Juvenile							
Resources							
Beginning Working Capital	1,348,881	1,296,490	1,074,000	968,507	968,507	968,506	-10%
Federal Government Payments	-	-	-	-	-	-	
State Government Payments	588,704	572,233	668,740	613,900	613,900	613,900	-8%
Charges for Services	107,943	102,527	99,000	89,000	89,000	89,000	-10%
Fines and Fees	6,281	4,811	6,050	-	-	-	-100%
Interest Revenue	31,318	26,491	17,300	14,243	14,243	14,243	-18%
Other Non-Operational Revenue	88,240	100,087	94,500	94,500	94,500	94,500	0%
Interfund Charges	20,000	20,000	89,500	89,500	89,500	89,500	0%
Transfers In	5,831,015	5,961,465	6,034,966	6,304,396	6,304,396	6,304,396	4%
Resources Total	8,022,382	8,084,104	8,084,056	8,174,046	8,174,046	8,174,045	1%
Requirements							
Personnel Services	5,412,347	5,650,045	5,970,797	6,108,905	6,108,905	6,108,905	2%
Materials and Services	1,218,976	1,277,337	1,372,017	1,333,570	1,363,409	1,363,409	-1%
Capital Outlay	7,566	-	47,536	50,051	50,051	50,051	5%
Transfers Out	87,000	87,000	77,112	55,000	55,000	55,000	-29%
Contingency	-	-	616,595	626,520	596,681	596,681	-3%
Requirements Total	6,725,889	7,014,382	8,084,057	8,174,046	8,174,046	8,174,046	1%
40 Court Technology Reserve							
Resources							
Beginning Working Capital	150,662	182,719	182,719	89,000	89,000	89,000	-51%
Interest Revenue	3,572	3,454	2,200	1,712	1,712	1,712	-22%
Transfers In	32,000	32,000	32,000	32,000	32,000	32,000	0%
Resources Total	186,234	218,173	216,919	122,712	122,712	122,712	-43%
Requirements							
Materials and Services	3,515	960	115,000	80,000	80,000	80,000	-30%
Capital Outlay	-	72,416	101,919	42,712	42,712	42,712	-58%
Reserve	-	-	-	-	-	-	
Requirements Total	3,515	73,376	216,919	122,712	122,712	122,712	-43%
050 Economic Development							
Resources							
Beginning Working Capital	171,356	105,943	106,735	100,000	100,000	100,000	-6%
Interest Revenue	2,618	14,981	1,100	1,400	1,400	1,400	27%
Other Non-Operational Revenue	27,968	29,864	33,025	62,145	62,145	62,145	88%
Interfund Charges	-	-	-	-	-	-	
Transfers In	-	-	-	110,000	110,000	110,000	
Resources Total	201,942	150,788	140,860	273,545	273,545	273,545	94%
Requirements							
Materials and Services	96,000	44,000	140,860	273,545	273,545	273,545	94%
Requirements Total	96,000	44,000	140,860	273,545	273,545	273,545	94%
60 General County Reserve							
Resources							
Beginning Working Capital	10,550,608	12,917,734	6,259,769	9,856,358	9,856,358	9,856,358	57%
Interest Revenue	250,218	193,821	142,000	90,893	90,893	90,893	-36%
Transfers In	2,116,909	2,035,033	4,336,318	7,928,311	7,069,320	7,069,320	63%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	12,917,735	15,146,588	10,738,087	17,875,562	17,016,571	17,016,571	58%
Requirements							
Capital Outlay	-	-	-	7,797,562	6,938,571	6,938,571	
Transfers Out	-	7,750,000	1,750,000	10,078,000	10,078,000	10,078,000	476%
Reserve	-	-	8,988,087	-	-	-	-100%
Requirements Total	-	7,750,000	10,738,087	17,875,562	17,016,571	17,016,571	58%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
70 General County Projects							
Resources							
Beginning Working Capital	1,852,982	1,463,439	663,052	468,085	468,085	468,085	-29%
Property Taxes	883,492	947,753	941,092	1,016,393	1,016,393	1,016,393	8%
Charges for Services	13,107	2,840	-	-	-	-	
Interest Revenue	45,082	10,593	6,500	11,754	11,754	11,754	81%
Other Non-Operational Revenue	-	-	-	-	-	-	
Interfund Charges	4,844	-	-	-	75,000	75,000	
Transfers In	-	1,420,746	750,000	725,000	650,000	650,000	-13%
Resources Total	2,799,507	3,845,371	2,360,644	2,221,232	2,221,232	2,221,232	-6%
Requirements							
Materials and Services	1,294,360	1,837,622	1,311,345	1,742,136	1,744,964	1,744,964	33%
Capital Outlay	41,709	146,363	900,000	394,500	394,500	394,500	-56%
Transfers Out	-	1,097,350	-	-	-	-	
Contingency	-	-	149,299	84,596	81,768	81,768	-45%
Requirements Total	1,336,069	3,081,335	2,360,644	2,221,232	2,221,232	2,221,232	-6%
80 Humane Society of Redmond							
Resources							
Beginning Working Capital	(481,878)	-	-	-	-	-	
Other Non-Operational Revenue	510,942	-	-	-	-	-	
Resources Total	29,064	-	-	-	-	-	
Requirements							
Debt Service	-	-	-	-	-	-	
Transfers Out	29,065	-	-	-	-	-	
Requirements Total	29,065	-	-	-	-	-	
90 Project Devel & Debt Reserve							
Resources							
Beginning Working Capital	1,085,679	1,422,527	2,600,000	2,493,390	2,493,390	2,493,391	-4%
Federal Government Payments	-	-	-	-	-	-	
State Government Payments	-	-	-	-	-	-	
Local Government Grants	-	-	-	-	-	-	
Charges for Services	3,647	1,000	1,000	1,000	1,000	1,000	0%
Fines and Fees	-	-	-	-	-	-	
Interest Revenue	129,552	92,184	39,240	51,035	51,035	51,035	30%
Other Non-Operational Revenue	716,180	1,669,158	222,000	324,530	324,530	324,530	46%
Interfund Charges	461,040	461,675	505,309	490,403	490,403	490,403	-3%
Transfers In	-	1,000,000	1,000,000	2,600,000	2,600,000	2,600,000	160%
Sales of Equipment	-	-	-	1,000,000	1,000,000	1,000,000	
Resources Total	2,396,098	4,646,544	4,367,549	6,960,358	6,960,358	6,960,359	59%
Requirements							
Materials and Services	127,423	154,694	179,378	262,566	262,566	262,566	46%
Capital Outlay	-	1,003,292	3,022,023	5,992,653	5,992,653	5,992,653	98%
Transfers Out	846,148	878,005	1,166,148	705,140	705,140	705,140	-40%
Contingency	-	-	-	-	-	-	
Reserve	-	-	-	-	-	-	
Requirements Total	973,571	2,035,991	4,367,549	6,960,359	6,960,359	6,960,359	59%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
120 Law Library							
Resources							
Beginning Working Capital	351,895	318,732	284,000	248,341	248,341	248,341	-13%
State Government Payments	113,717	114,175	114,175	114,175	114,175	114,175	0%
Charges for Services	-	-	-	-	-	-	
Interest Revenue	7,124	5,611	3,300	2,887	2,887	2,887	-13%
Other Non-Operational Revenue	-	-	-	-	-	-	
Resources Total	472,736	438,518	401,475	365,403	365,403	365,403	-9%
Requirements							
Personnel Services	-	-	-	-	-	-	
Materials and Services	154,004	153,320	203,134	206,187	206,680	206,680	2%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	-	-	-	-	-	-	
Contingency	-	-	198,341	159,216	158,723	158,723	-20%
Requirements Total	154,004	153,320	401,475	365,403	365,403	365,403	-9%
130 Park Acquisition & Devel							
Resources							
Beginning Working Capital	343,576	456,711	562,320	610,848	610,848	610,848	9%
State Government Payments	328,913	336,313	350,000	300,000	300,000	300,000	-14%
Interest Revenue	7,889	8,979	5,400	6,542	6,542	6,542	21%
Resources Total	680,378	802,003	917,720	917,390	917,390	917,390	0%
Requirements							
Materials and Services	33,668	35,083	105,000	105,000	105,000	105,000	0%
Capital Outlay	-	-	230,500	230,500	230,500	230,500	0%
Transfers Out	190,000	190,000	190,000	190,000	190,000	190,000	0%
Contingency	-	-	392,220	391,890	391,890	391,890	0%
Requirements Total	223,668	225,083	917,720	917,390	917,390	917,390	0%
132 Park Development Fees							
Resources							
Beginning Working Capital	109,955	111,003	108,960	9,480	9,480	9,480	-91%
Licenses and Permits	1,050	6,300	1,500	5,000	5,000	5,000	233%
Federal Government Payments	-	-	-	-	-	-	
Interest Revenue	2,383	638	100	69	69	69	-31%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	113,388	117,941	110,560	14,549	14,549	14,549	-87%
Requirements							
Materials and Services	2,385	113,450	110,560	14,549	14,549	14,549	-87%
Capital Outlay	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	
Requirements Total	2,385	113,450	110,560	14,549	14,549	14,549	-87%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
135 PERS Reserve							
Resources							
Beginning Working Capital	14,510,997	16,372,165	2,443,315	4,569,308	4,569,308	4,569,308	87%
Interest Revenue	330,480	297,949	40,625	34,108	34,108	34,108	-16%
Interfund Charges	-	-	-	-	-	-	
Transfers In	2,000,000	2,000,000	2,000,000	-	-	-	-100%
Resources Total	16,841,477	18,670,114	4,483,940	4,603,416	4,603,416	4,603,416	3%
Requirements							
Personnel Services	468,462	3,127,050	-	100,000	100,000	100,000	
Materials and Services	850	13,002,100	3,000	-	-	-	-100%
Contingency	-	-	-	4,503,416	4,503,416	4,503,416	
Reserve	-	-	4,480,940	-	-	-	-100%
Requirements Total	469,312	16,129,150	4,483,940	4,603,416	4,603,416	4,603,416	3%
140 Foreclosed Land Sales							
Resources							
Beginning Working Capital	127,663	129,502	96,000	132,683	132,683	132,683	38%
Charges for Services	46,061	41,082	115,000	145,498	145,498	145,498	27%
Interest Revenue	2,396	2,219	1,100	1,301	1,301	1,301	18%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	176,120	172,803	212,100	279,482	279,482	279,482	32%
Requirements							
Materials and Services	46,619	41,220	123,502	145,498	145,758	145,758	18%
Contingency	-	-	88,598	133,984	133,724	133,724	51%
Requirements Total	46,619	41,220	212,100	279,482	279,482	279,482	32%
145 County School							
Resources							
Beginning Working Capital	-	-	-	-	-	-	
Federal Government Payments	267,040	236,581	305,000	305,000	305,000	305,000	0%
State Government Payments	301,224	289,320	308,000	353,000	353,000	353,000	15%
Interest Revenue	308	991	1,000	734	734	734	-27%
Resources Total	568,572	526,892	614,000	658,734	658,734	658,734	7%
Requirements							
Materials and Services	568,572	526,892	614,000	658,734	658,734	658,734	7%
Requirements Total	568,572	526,892	614,000	658,734	658,734	658,734	7%
150 Special Transportation							
Resources							
Beginning Working Capital	9,162	11,381	41,292	14,471	14,471	14,471	-65%
Federal Government Payments	43,687	32,762	43,685	75,534	75,534	75,534	73%
State Government Payments	414,678	434,888	434,886	475,000	475,000	475,000	9%
Local Government Grants	-	-	2,500	-	-	-	-100%
Interest Revenue	2,215	2,707	9,700	16,948	16,948	16,948	75%
Interfund Charges	-	2,500	2,500	-	-	-	-100%
Transfers In	-	-	-	-	-	-	
Resources Total	469,742	484,238	534,563	581,953	581,953	581,953	9%
Requirements							
Materials and Services	460,612	486,083	534,563	581,953	581,953	581,953	9%
Capital Outlay	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	
Requirements Total	460,612	486,083	534,563	581,953	581,953	581,953	9%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
155 Taylor Grazing							
Resources							
Beginning Working Capital	47,957	54,340	54,900	46,865	46,865	46,865	-15%
State Government Payments	5,338	5,500	6,000	6,000	6,000	6,000	0%
Interest Revenue	1,045	1,092	1,100	596	596	596	-46%
Resources Total	54,340	60,932	62,000	53,461	53,461	53,461	-14%
Requirements							
Materials and Services	-	-	47,000	38,461	38,461	38,461	-18%
Transfers Out	-	5,500	15,000	15,000	15,000	15,000	0%
Requirements Total	-	5,500	62,000	53,461	53,461	53,461	-14%
160 Transient Room Tax							
Resources							
Beginning Working Capital	1,204,818	2,534,411	3,712,394	5,890,343	5,890,343	5,890,343	59%
Property Taxes	6,665,904	6,586,527	9,158,156	10,150,864	10,150,864	10,150,864	11%
State Government Payments	-	-	-	-	-	-	-
Interest Revenue	57,628	83,111	49,500	55,300	55,300	55,300	12%
Resources Total	7,928,350	9,204,049	12,920,050	16,096,507	16,096,507	16,096,507	25%
Requirements							
Personnel Services	-	-	-	-	-	-	-
Materials and Services	2,203,905	2,245,933	3,601,522	3,331,852	3,334,787	3,334,787	-7%
Capital Outlay	12,502	-	-	-	-	-	-
Transfers Out	3,177,531	3,475,135	3,834,177	3,474,333	4,327,904	4,327,904	13%
Contingency	-	-	-	-	-	-	-
Reserve	-	-	5,484,351	9,290,322	8,433,816	8,433,816	54%
Requirements Total	5,393,938	5,721,068	12,920,050	16,096,507	16,096,507	16,096,507	25%
165 Video Lottery							
Resources							
Beginning Working Capital	211,333	199,052	255,877	826,000	826,000	826,000	223%
State Government Payments	751,778	1,172,492	500,000	1,050,000	1,050,000	1,050,000	110%
Charges for Services	-	-	-	-	-	-	-
Interest Revenue	7,460	5,358	3,300	5,797	5,797	5,797	76%
Transfers In	-	-	-	-	-	-	-
Resources Total	970,571	1,376,902	759,177	1,881,797	1,881,797	1,881,797	148%
Requirements							
Personnel Services	-	-	-	-	-	-	-
Materials and Services	771,519	786,419	684,177	1,110,000	1,110,926	1,110,926	62%
Transfers Out	-	-	-	110,000	110,000	110,000	-
Contingency	-	-	75,000	661,797	660,871	660,871	781%
Requirements Total	771,519	786,419	759,177	1,881,797	1,881,797	1,881,797	148%
170 Transient Room Tax - 1%							
Resources							
Beginning Working Capital	361,634	30,844	-	-	-	-	-
Property Taxes	952,275	940,965	1,457,809	1,450,123	1,450,123	1,450,123	-1%
Interest Revenue	6,816	5,643	4,400	3,148	3,148	3,148	-28%
Resources Total	1,320,725	977,452	1,462,209	1,453,271	1,453,271	1,453,271	-1%
Requirements							
Personnel Services	-	-	-	-	-	-	-
Materials and Services	15,760	14,087	18,350	23,601	23,601	23,601	29%
Capital Outlay	1,786	-	-	-	-	-	-
Transfers Out	1,272,335	955,597	1,443,859	1,429,670	1,429,670	1,429,670	-1%
Contingency	-	-	-	-	-	-	-
Requirements Total	1,289,881	969,684	1,462,209	1,453,271	1,453,271	1,453,271	-1%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
200 American Rescue Plan							
Resources							
Beginning Working Capital	-	-	-	19,000,000	19,000,000	19,000,000	
Federal Government Payments	-	-	-	19,000,000	19,000,000	19,000,000	
Interest Revenue	-	-	-				
Resources Total	-	-	-	38,000,000	38,000,000	38,000,000	
Requirements							
Personnel Services	-	-	-				
Materials and Services	-	-	-	38,000,000	38,000,000	38,000,000	
Requirements Total	-	-	-	38,000,000	38,000,000	38,000,000	
212 Victims Assistance							
Resources							
Beginning Working Capital	81,517	59,347	-	92,984	92,984	92,984	
Federal Government Payments	260,169	341,850	339,409	299,477	299,477	299,477	-12%
State Government Payments	101,980	101,980	101,980	101,980	101,980	101,980	0%
Charges for Services	44,380	6,520	-	-	-	-	
Fines and Fees	2,165	-	-	-	-	-	
Interest Revenue	1,744	(2,077)	-	-	-	-	
Other Non-Operational Revenue	25	-	-	-	-	-	
Transfers In	295,648	295,648	491,407	494,940	494,940	494,940	1%
Resources Total	787,628	803,268	932,796	989,381	989,381	989,381	6%
Requirements							
Personnel Services	674,318	766,675	836,730	902,489	902,489	902,489	8%
Materials and Services	53,963	35,653	81,668	86,892	86,892	86,892	6%
Capital Outlay	-	-	-	-	-	-	
Contingency	-	-	14,398	-	-	-	-100%
Requirements Total	728,281	802,328	932,796	989,381	989,381	989,381	6%
218 County Clerk Records							
Resources							
Beginning Working Capital	329,519	317,745	346,079	412,529	412,529	412,529	19%
Charges for Services	101,868	131,151	126,700	159,200	159,200	159,200	26%
Interest Revenue	6,383	5,955	3,300	3,877	3,877	3,877	17%
Resources Total	437,770	454,851	476,079	575,606	575,606	575,606	21%
Requirements							
Materials and Services	120,026	110,350	127,668	136,261	136,850	136,850	7%
Capital Outlay	-	-	-	31,500	31,500	31,500	
Contingency	-	-	348,411	407,845	407,256	407,256	17%
Requirements Total	120,026	110,350	476,079	575,606	575,606	575,606	21%
220 Justice Court							
Resources							
Beginning Working Capital	157,990	144,226	144,227	-	-	-	-100%
State Government Payments	-	3,030	-	737	737	737	
Fines and Fees	605,344	556,877	488,750	550,000	550,000	550,000	13%
Interest Revenue	2,931	1,706	1,100	95	95	95	-91%
Transfers In	30,000	-	107,235	205,956	205,956	205,956	92%
Resources Total	796,265	705,839	741,312	756,788	756,788	756,788	2%
Requirements							
Personnel Services	508,098	522,072	531,006	542,494	542,494	542,494	2%
Materials and Services	143,942	145,924	152,502	156,342	158,648	158,648	4%
Contingency	-	-	57,804	57,952	55,646	55,646	-4%
Requirements Total	652,040	667,996	741,312	756,788	756,788	756,788	2%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
240							
Resources							
Beginning Working Capital	-	-	-	-	-	-	
Fines and Fees	79,748	72,258	86,050	63,000	63,000	63,000	-27%
Interest Revenue	239	271	-	178	178	178	
Resources Total	79,987	72,529	86,050	63,178	63,178	63,178	-27%
Requirements							
Materials and Services	79,987	72,529	86,050	63,178	63,178	63,178	-27%
Requirements Total	79,987	72,529	86,050	63,178	63,178	63,178	-27%
255 Sheriff's Office							
Resources							
Beginning Working Capital	-	-	-	-	-	-	
Federal Government Payments	247,182	150,667	224,320	308,320	308,320	308,320	37%
State Government Payments	1,994,999	2,594,277	2,177,798	1,581,751	1,581,751	1,581,751	-27%
Local Government Grants	35,017,503	37,521,672	44,637,216	47,190,666	47,484,702	47,484,702	6%
Charges for Services	272,984	352,304	207,814	154,300	154,300	154,300	-26%
Fines and Fees	521,478	459,440	440,200	422,600	422,600	422,600	-4%
Interest Revenue	-	2,117	-	9,798	9,798	9,798	
Other Non-Operational Revenue	54,280	84,971	62,255	68,505	68,505	68,505	10%
Interfund Charges	293,727	347,507	293,241	291,500	291,500	291,500	-1%
Transfers In	3,254,919	3,392,036	3,392,077	3,395,687	3,773,737	3,773,737	11%
Sales of Equipment	70,493	49,073	7,300	40,150	40,150	40,150	450%
Resources Total	41,727,565	44,954,064	51,442,221	53,463,277	54,135,363	54,135,363	5%
Requirements							
Personnel Services	32,472,481	35,025,530	36,879,224	39,126,083	39,700,018	39,700,019	8%
Materials and Services	7,391,142	8,440,815	11,751,938	11,937,880	12,036,030	12,059,217	3%
Capital Outlay	1,590,262	1,215,912	2,538,058	2,103,126	2,103,126	2,103,126	-17%
Transfers Out	273,666	271,791	273,000	273,000	273,000	273,000	0%
Contingency	-	-	-	-	-	-	
Requirements Total	41,727,551	44,954,048	51,442,220	53,440,089	54,112,174	54,135,362	5%
256 Communication System Reserve							
Resources							
Beginning Working Capital	59,497	162,929	266,500	320,465	320,465	320,465	20%
Local Government Grants	100,000	100,000	100,000	100,000	100,000	100,000	0%
Interest Revenue	3,432	4,571	2,200	3,079	3,079	3,079	40%
Resources Total	162,929	267,500	368,700	423,544	423,544	423,544	15%
Requirements							
Materials and Services	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	
Reserve	-	-	368,700	423,544	423,544	423,544	15%
Requirements Total	-	-	368,700	423,544	423,544	423,544	15%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
261 Public Health Reserve							
Resources							
Beginning Working Capital	289,669	-	-	-	-	-	
Interest Revenue	-	-	-	-	-	-	
Transfers In	(289,669)	-	-	-	-	-	
Resources Total	-	-	-	-	-	-	
Requirements							
Materials and Services	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	
Transfers Out	-	-	-	-	-	-	
Reserve	-	-	-	-	-	-	
Requirements Total	-	-	-	-	-	-	
270 OHP Mental Health Services							
Resources							
Beginning Working Capital	2,050,628	7,104,472	8,484,428	13,426,234	13,426,234	13,426,234	58%
State Government Payments	2,656,469	3,926,269	-	1,786,156	1,786,156	1,786,156	
Local Government Grants	-	-	-	-	-	-	
Charges for Services	29,557	-	-	-	-	-	
Interest Revenue	139,215	130,634	71,000	105,162	105,162	105,162	48%
Resources Total	4,875,869	11,161,375	8,555,428	15,317,552	15,317,552	15,317,552	79%
Requirements							
Materials and Services	(2,228,603)	269,482	131,903	243,195	243,339	243,339	84%
Transfers Out	-	998,268	2,379,865	-	-	-	-100%
Contingency	-	-	-	15,074,357	15,074,213	15,074,213	
Reserve	-	-	6,043,660	-	-	-	-100%
Requirements Total	(2,228,603)	1,267,750	8,555,428	15,317,552	15,317,552	15,317,552	79%
274 Health Services							
Resources							
Beginning Working Capital	9,304,552	10,638,105	6,778,564	10,218,990	10,218,990	10,218,990	51%
Licenses and Permits	164,313	179,740	179,830	180,130	180,130	180,130	0%
Federal Government Payments	1,582,882	2,974,493	5,043,884	3,808,833	3,808,833	3,808,833	-24%
State Government Payments	32,050,473	25,810,372	31,109,277	36,335,709	36,427,664	36,427,664	17%
Local Government Grants	357,786	531,904	3,114,759	1,017,595	1,037,809	1,037,809	-67%
Charges for Services	1,999,266	2,005,529	2,040,982	1,862,539	2,029,310	2,029,310	-1%
Fines and Fees	79,168	83,168	-	60	60	60	
Interest Revenue	218,767	233,116	147,400	156,549	156,549	156,549	6%
Other Non-Operational Revenue	465,474	380,277	434,032	649,629	649,629	649,629	50%
Interfund Charges	677,616	693,669	1,137,400	1,028,400	1,028,400	1,028,400	-10%
Transfers In	6,367,892	6,745,358	8,259,221	5,769,512	6,353,585	6,353,585	-23%
Resources Total	53,268,189	50,275,731	58,245,349	61,027,946	61,890,959	61,890,959	6%
Requirements							
Personnel Services	29,780,251	32,041,789	37,622,189	40,453,694	42,623,445	42,623,445	13%
Materials and Services	12,455,103	10,223,453	14,523,514	12,949,407	13,123,554	13,123,554	-10%
Capital Outlay	206,031	-	139,467	62,952	80,000	80,000	-43%
Transfers Out	188,688	193,326	232,908	230,755	230,755	230,755	-1%
Contingency	-	-	5,727,267	7,331,138	5,833,206	5,833,206	2%
Requirements Total	42,630,073	42,458,568	58,245,345	61,027,946	61,890,960	61,890,960	6%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
276 Acute Care Services							
Resources							
Beginning Working Capital	806,163	721,789	596,507	665,392	665,392	665,392	12%
State Government Payments	434,013	434,013	434,013	434,013	434,013	434,013	0%
Charges for Services	-	-	-	-	-	-	
Interest Revenue	17,300	13,803	8,700	7,524	7,524	7,524	-14%
Resources Total	1,257,476	1,169,605	1,039,220	1,106,929	1,106,929	1,106,929	7%
Requirements							
Materials and Services	535,687	574,639	541,947	449,744	451,011	451,011	-17%
Transfers Out	-	-	-	-	-	-	
Contingency	-	-	497,273	657,185	655,918	655,918	32%
Requirements Total	535,687	574,639	1,039,220	1,106,929	1,106,929	1,106,929	7%
280 OHP-Alcohol&Drug Services							
Resources							
Beginning Working Capital	-	-	-	-	-	-	
State Government Payments	-	-	-	-	-	-	
Local Government Grants	-	-	-	-	-	-	
Interest Revenue	-	-	-	-	-	-	
Transfers In	-	-	-	-	-	-	
Resources Total	-	-	-	-	-	-	
Requirements							
Materials and Services	-	-	-	-	-	-	
Transfers Out	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	
Requirements Total	-	-	-	-	-	-	
295 Community Development							
Resources							
Beginning Working Capital	2,529,615	1,783,536	1,012,694	1,432,367	1,432,367	1,432,367	41%
Federal Government Payments	-	-	-	-	-	-	
State Government Payments	3,349	26,323	33,000	10,000	10,000	10,000	-70%
Local Government Grants	35,198	77,022	35,000	30,000	30,000	30,000	-14%
Charges for Services	7,521,926	7,754,922	7,984,004	9,344,990	9,344,990	9,344,990	17%
Fines and Fees	140	1,640	26,200	13,200	13,200	13,200	-50%
Interest Revenue	57,545	36,769	28,000	20,166	20,166	20,166	-28%
Other Non-Operational Revenue	-	-	-	-	-	-	
Interfund Charges	137,727	146,864	145,522	161,960	161,960	161,960	11%
Transfers In	289,193	100,000	193,264	100,000	290,000	290,000	50%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	10,574,693	9,927,076	9,457,684	11,112,683	11,302,683	11,302,683	20%
Requirements							
Personnel Services	5,955,275	6,183,506	6,978,453	7,676,764	8,014,300	8,017,706	15%
Materials and Services	1,292,163	1,278,585	1,495,689	1,603,518	1,634,683	1,634,683	9%
Capital Outlay	84,351	-	-	-	-	-	
Transfers Out	1,459,365	1,211,631	248,744	483,199	560,622	560,622	125%
Contingency	-	-	734,798	1,345,796	1,089,672	1,089,672	48%
Requirements Total	8,791,154	8,673,722	9,457,684	11,109,277	11,299,277	11,302,683	20%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
296 CDD Groundwater Partnership							
Resources							
Beginning Working Capital	27,278	46,747	70,288	109,000	109,000	109,000	55%
Charges for Services	-	-	15,000	112,500	112,500	112,500	650%
Interest Revenue	719	1,041	1,100	834	834	834	-24%
Transfers In	37,500	60,000	-	-	-	-	
Resources Total	65,497	107,788	86,388	222,334	222,334	222,334	157%
Requirements							
Materials and Services	18,750	30,000	86,388	222,334	222,334	222,334	157%
Debt Service	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	
Requirements Total	18,750	30,000	86,388	222,334	222,334	222,334	157%
297 Newberry Neighborhood							
Resources							
Beginning Working Capital	186,307	167,456	139,029	395,000	395,000	395,000	184%
Interest Revenue	3,550	3,216	2,200	2,241	2,241	2,241	2%
Other Non-Operational Revenue	70,036	111,890	117,600	630,150	630,150	630,150	436%
Resources Total	259,893	282,562	258,829	1,027,391	1,027,391	1,027,391	297%
Requirements							
Materials and Services	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	
Transfers Out	92,437	115,071	55,202	55,279	55,279	55,279	0%
Contingency	-	-	203,627	972,112	972,112	972,112	377%
Requirements Total	92,437	115,071	258,829	1,027,391	1,027,391	1,027,391	297%
300 CDD Reserve							
Resources							
Beginning Working Capital	2,647,372	3,816,242	2,425,557	2,439,000	2,439,000	2,439,000	1%
Interest Revenue	67,995	(1,778)	48,400	27,781	27,781	27,781	-43%
Transfers In	-	(1,400,685)	-	148,659	148,659	148,659	
Resources Total	2,715,367	2,413,779	2,473,957	2,615,440	2,615,440	2,615,440	6%
Requirements							
Transfers Out	(1,100,875)	-	-	-	-	-	
Reserve	-	-	2,473,957	2,615,440	2,615,440	2,615,440	6%
Requirements Total	(1,100,875)	-	2,473,957	2,615,440	2,615,440	2,615,440	6%
301 CDD Building Program Res							
Resources							
Beginning Working Capital	1,375,851	1,625,620	3,984,173	4,397,000	4,397,000	4,397,000	10%
Interest Revenue	31,821	107,735	20,500	44,722	44,722	44,722	118%
Transfers In	-	2,122,288	148,226	235,180	235,180	235,180	59%
Resources Total	1,407,672	3,855,643	4,152,899	4,676,902	4,676,902	4,676,902	13%
Requirements							
Transfers Out	(217,948)	-	-	-	-	-	
Reserve	-	-	4,152,899	4,676,902	4,676,902	4,676,902	13%
Requirements Total	(217,948)	-	4,152,899	4,676,902	4,676,902	4,676,902	13%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
302 CDD Electrical Program Res							
Resources							
Beginning Working Capital	139,081	203,549	577,798	714,500	714,500	714,500	24%
Interest Revenue	3,781	15,565	2,200	7,078	7,078	7,078	222%
Transfers In	-	404,333	-	-	77,423	77,423	
Resources Total	142,862	623,447	579,998	721,578	799,001	799,001	38%
Requirements							
Transfers Out	(60,687)	-	93,264	-	-	-	-100%
Reserve	-	-	486,734	721,578	799,001	799,001	64%
Requirements Total	(60,687)	-	579,998	721,578	799,001	799,001	38%
303 CDD Facilities Reserve							
Resources							
Beginning Working Capital	1,622	-	-	-	-	-	
Interest Revenue	87	-	-	-	-	-	
Transfers In	-	-	-	-	-	-	
Resources Total	1,709	-	-	-	-	-	
Requirements							
Materials and Services	1,619	-	-	-	-	-	
Transfers Out	90	-	-	-	-	-	
Reserve	-	-	-	-	-	-	
Requirements Total	1,709	-	-	-	-	-	
305 GIS Dedicated							
Resources							
Beginning Working Capital	275,247	342,258	362,058	545,490	545,490	545,490	51%
State Government Payments	10,993	16,007	11,092	13,241	13,241	13,241	19%
Charges for Services	264,405	340,322	230,500	370,000	370,000	370,000	61%
Interest Revenue	7,013	7,731	4,400	5,582	5,582	5,582	27%
Interfund Charges	8,000	8,000	8,000	8,000	8,000	8,000	0%
Resources Total	565,658	714,318	616,050	942,313	942,313	942,313	53%
Requirements							
Personnel Services	147,730	239,488	293,359	293,366	293,366	293,366	0%
Materials and Services	75,673	43,299	62,231	66,898	70,452	70,452	13%
Contingency	-	-	260,460	582,049	578,495	578,495	122%
Requirements Total	223,403	282,787	616,050	942,313	942,313	942,313	53%
325 Road							
Resources							
Beginning Working Capital	10,314,842	6,726,840	2,695,786	6,383,832	6,383,832	6,383,832	137%
Federal Government Payments	3,387,765	3,446,551	3,799,533	2,783,958	2,783,958	2,783,958	-27%
State Government Payments	17,461,542	16,821,382	14,810,507	17,485,000	17,485,000	17,485,000	18%
Local Government Grants	400,849	421,344	385,000	560,000	560,000	560,000	45%
Charges for Services	57,405	50,604	48,000	61,340	61,340	61,340	28%
Fines and Fees	66,851	39,344	9,000	5,000	5,000	5,000	-44%
Interest Revenue	235,733	179,198	118,000	62,569	62,569	62,569	-47%
Other Non-Operational Revenue	1,122	1,150	1,000	1,000	1,000	1,000	0%
Interfund Charges	1,096,023	1,069,999	1,114,070	1,221,632	1,221,632	1,221,632	10%
Transfers In	-	-	-	-	-	-	
Sales of Equipment	327,920	465,998	396,000	449,150	449,150	449,150	13%
Resources Total	33,350,052	29,222,410	23,376,896	29,013,481	29,013,481	29,013,481	24%
Requirements							
Personnel Services	6,246,350	6,284,545	6,709,179	6,831,972	6,916,228	6,916,228	3%
Materials and Services	5,912,553	6,782,509	7,753,525	7,809,251	7,843,399	7,843,399	1%
Debt Service	-	-	-	-	-	-	
Capital Outlay	-	27,706	50,500	264,500	264,500	264,500	424%
Transfers Out	14,464,308	11,910,575	6,683,218	12,887,655	11,757,547	11,757,547	76%
Contingency	-	-	2,180,473	1,220,102	2,231,806	2,231,806	2%
Requirements Total	26,623,211	25,005,335	23,376,895	29,013,480	29,013,480	29,013,480	24%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
326 Natural Resource Protection							
Resources							
Beginning Working Capital	624,464	875,228	1,104,839	1,219,545	1,219,545	1,219,545	10%
Federal Government Payments	720,962	490,428	722,337	750,015	750,015	750,015	4%
State Government Payments	-	-	10,219	-	-	-	-100%
Charges for Services	-	250	-	-	-	-	
Interest Revenue	20,441	22,989	15,100	15,297	15,297	15,297	1%
Interfund Charges	2,408	94,349	60,000	160,000	160,000	160,000	167%
Transfers In	30,463	35,300	50,000	50,000	50,000	50,000	0%
Resources Total	1,398,738	1,518,544	1,962,495	2,194,857	2,194,857	2,194,857	12%
Requirements							
Personnel Services	169,878	224,290	295,547	310,081	310,081	310,081	5%
Materials and Services	348,742	175,611	506,021	591,183	589,822	589,822	17%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	4,892	4,892	33,642	8,610	8,610	8,610	-74%
Contingency	-	-	1,127,285	1,284,983	1,286,344	1,286,344	14%
Requirements Total	523,512	404,793	1,962,495	2,194,857	2,194,857	2,194,857	12%
327 Federal Forest Title III							
Resources							
Beginning Working Capital	262,659	244,991	197,747	143,072	143,072	143,072	-28%
Federal Government Payments	87,967	77,932	85,000	70,334	70,334	70,334	-17%
Interest Revenue	5,609	4,706	3,300	2,151	2,151	2,151	-35%
Resources Total	356,235	327,629	286,047	215,557	215,557	215,557	-25%
Requirements							
Materials and Services	111,244	140,743	160,000	120,000	120,000	120,000	-25%
Contingency	-	-	126,047	95,557	95,557	95,557	-24%
Requirements Total	111,244	140,743	286,047	215,557	215,557	215,557	-25%
328 Surveyor							
Resources							
Beginning Working Capital	236,369	240,964	249,763	277,745	277,745	277,745	11%
Licenses and Permits	174,036	155,043	120,001	164,485	164,485	164,485	37%
Charges for Services	31,956	53,384	57,554	56,635	56,635	56,635	-2%
Interest Revenue	7,554	6,239	3,300	3,170	3,170	3,170	-4%
Resources Total	449,915	455,630	430,618	502,035	502,035	502,035	17%
Requirements							
Materials and Services	208,951	220,152	174,713	174,895	174,895	174,895	0%
Contingency	-	-	255,905	327,140	327,140	327,140	28%
Requirements Total	208,951	220,152	430,618	502,035	502,035	502,035	17%
329 Public Land Corner							
Resources							
Beginning Working Capital	757,893	834,827	954,242	1,202,593	1,202,593	1,202,593	26%
Charges for Services	388,142	520,543	502,714	552,244	552,244	552,244	10%
Interest Revenue	20,971	20,840	11,900	14,118	14,118	14,118	19%
Resources Total	1,167,006	1,376,210	1,468,856	1,768,955	1,768,955	1,768,955	20%
Requirements							
Materials and Services	332,178	323,418	398,257	484,637	484,637	484,637	22%
Contingency	-	-	1,070,599	1,284,318	1,284,318	1,284,318	20%
Requirements Total	332,178	323,418	1,468,856	1,768,955	1,768,955	1,768,955	20%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
330 Road Building & Equipment							
Resources							
Beginning Working Capital	2,253,436	3,509,428	3,470,814	4,004,043	4,004,043	4,004,043	15%
Interest Revenue	76,282	82,161	49,500	55,373	55,373	55,373	12%
Transfers In	-	1,313,601	1,418,945	2,213,525	2,213,525	2,213,525	56%
Resources Total	2,329,718	4,905,190	4,939,259	6,272,941	6,272,941	6,272,941	27%
Requirements							
Materials and Services	36,928	56,995	382,623	392,025	398,060	398,060	4%
Capital Outlay	783,362	1,096,617	1,037,000	1,821,500	1,821,500	1,821,500	76%
Transfers Out	(2,000,000)	-	-	-	-	-	
Contingency	-	-	3,519,636	4,059,416	4,053,381	4,053,381	15%
Requirements Total	(1,179,710)	1,153,612	4,939,259	6,272,941	6,272,941	6,272,941	27%
336 Countywide Trans SDC							
Resources							
Beginning Working Capital	2,841,011	3,218,540	3,145,350	3,404,664	3,404,664	3,404,664	8%
Licenses and Permits	1,224,550	1,219,274	612,842	1,500,000	1,500,000	1,500,000	145%
Interest Revenue	77,710	77,490	64,647	51,259	51,259	51,259	-21%
Other Non-Operational Revenue	4,925	4,377	3,000	6,000	6,000	6,000	100%
Resources Total	4,148,196	4,519,681	3,825,839	4,961,923	4,961,923	4,961,923	30%
Requirements							
Transfers Out	929,655	835,005	2,253,384	2,649,895	2,649,895	2,649,895	18%
Contingency	-	-	1,572,455	2,312,028	2,312,028	2,312,028	47%
Requirements Total	929,655	835,005	3,825,839	4,961,923	4,961,923	4,961,923	30%
350 Dog Control							
Resources							
Beginning Working Capital	58,504	2,961	(10,671)	46,234	46,234	46,234	-533%
Licenses and Permits	244,223	229,714	253,700	237,750	237,750	237,750	-6%
Charges for Services	472	440	10,871	75	75	75	-99%
Fines and Fees	2,720	510	-	-	-	-	
Interest Revenue	1,284	598	1,100	568	568	568	-48%
Other Non-Operational Revenue	5,107	5,215	5,000	5,000	5,000	5,000	0%
Transfers In	102,542	149,916	182,716	149,584	149,584	149,584	-18%
Resources Total	414,852	389,354	442,716	439,211	439,211	439,211	-1%
Requirements							
Personnel Services	-	-	-	88,398	88,398	88,398	
Materials and Services	411,892	386,346	408,804	317,028	317,716	317,716	-22%
Contingency	-	-	33,912	33,785	33,097	33,097	-2%
Requirements Total	411,892	386,346	442,716	439,211	439,211	439,211	-1%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
355 Adult Parole & Probation							
Resources							
Beginning Working Capital	2,333,720	2,754,005	2,714,814	2,739,775	2,739,775	2,739,775	1%
Federal Government Payments	-	-	-	-	-	-	
State Government Payments	6,000,354	6,181,596	5,674,587	5,520,558	5,520,558	5,520,558	-3%
Charges for Services	8,902	15,582	3,000	2,000	2,000	2,000	-33%
Fines and Fees	275,700	203,871	180,000	172,500	172,500	172,500	-4%
Interest Revenue	77,778	64,896	37,700	45,193	45,193	45,193	20%
Other Non-Operational Revenue	-	-	-	-	-	-	
Interfund Charges	101,034	105,000	100,000	100,000	100,000	100,000	0%
Transfers In	285,189	285,189	285,189	662,046	662,046	662,046	132%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	9,082,677	9,610,139	8,995,290	9,242,072	9,242,072	9,242,072	3%
Requirements							
Personnel Services	4,522,264	4,753,488	5,157,474	5,379,503	5,379,503	5,379,503	4%
Materials and Services	1,686,410	1,663,668	1,923,795	1,678,314	1,700,412	1,700,412	-12%
Capital Outlay	-	11,000	-	-	-	-	
Transfers Out	120,000	62,000	97,693	10,000	10,000	10,000	-90%
Contingency	-	-	746,908	584,000	561,902	561,902	-25%
Reserve	-	-	1,069,421	1,590,254	1,590,254	1,590,254	49%
Requirements Total	6,328,674	6,490,156	8,995,291	9,242,071	9,242,071	9,242,071	3%
463 Campus Improvement							
Resources							
Beginning Working Capital	-	-	5,737,549	4,368,064	4,368,064	4,368,064	-24%
Charges for Services	-	4,674	-	-	-	-	
Interest Revenue	-	68,450	25,900	55,651	55,651	55,651	115%
Interfund Charges	-	243,653	-	-	-	-	
Transfers In	-	6,426,604	-	6,828,000	6,828,000	6,828,000	
Resources Total	-	6,743,381	5,763,449	11,251,715	11,251,715	11,251,715	95%
Requirements							
Materials and Services	-	702,271	2,818,714	1,377,500	1,377,500	1,377,500	-51%
Capital Outlay	-	1,148,045	2,944,735	9,874,215	9,874,215	9,874,215	235%
Requirements Total	-	1,850,316	5,763,449	11,251,715	11,251,715	11,251,715	95%
465 Road - CIP							
Resources							
Beginning Working Capital	9,588,827	17,759,555	23,154,407	20,374,045	20,374,045	20,374,044	-12%
State Government Payments	-	1,668,168	2,258,100	2,191,461	2,191,461	2,191,461	-3%
Charges for Services	-	-	-	-	-	-	
Interest Revenue	261,131	366,198	209,700	279,729	279,729	279,729	33%
Interfund Charges	-	111,340	-	-	-	-	
Transfers In	13,393,963	11,431,979	7,517,657	13,324,025	12,193,917	12,193,917	62%
Resources Total	23,243,921	31,337,240	33,139,864	36,169,260	35,039,152	35,039,151	6%
Requirements							
Materials and Services	73,153	71,748	158,465	101,689	109,870	109,870	-31%
Capital Outlay	5,411,214	5,752,906	19,877,585	28,362,821	28,362,821	29,612,821	49%
Contingency	-	-	13,103,814	6,454,750	5,316,460	5,316,460	-59%
Requirements Total	5,484,367	5,824,654	33,139,864	34,919,260	33,789,151	35,039,151	6%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
535 Full Faith & Credit Ref 2012							
Resources							
Beginning Working Capital	72,395	74,847	69,000	158,553	158,553	158,553	130%
Local Government Grants	143,920	143,945	143,903	143,953	143,953	143,953	0%
Interest Revenue	3,016	2,023	2,200	2,470	2,470	2,470	12%
Other Non-Operational Revenue	638,673	650,090	616,747	686,005	686,005	686,005	11%
Transfers In	665,699	699,493	686,202	526,719	526,719	526,719	-23%
Resources Total	1,523,703	1,570,398	1,518,052	1,517,700	1,517,700	1,517,700	0%
Requirements							
Materials and Services	400	400	1,000	1,000	1,000	1,000	0%
Debt Service	1,448,456	1,451,682	1,456,000	1,456,700	1,456,700	1,456,700	0%
Reserve	-	-	61,052	60,000	60,000	60,000	-2%
Requirements Total	1,448,856	1,452,082	1,518,052	1,517,700	1,517,700	1,517,700	0%
536 Full Faith & Credit Ref 20015							
Resources							
Beginning Working Capital	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-
Transfers In	235,386	233,583	234,000	233,700	233,700	233,700	0%
Long Term Liability	-	-	-	-	-	-	-
Resources Total	235,386	233,583	234,000	233,700	233,700	233,700	0%
Requirements							
Materials and Services	-	-	-	-	-	-	-
Debt Service	235,386	233,583	234,000	233,700	233,700	233,700	0%
Reserve	-	-	-	-	-	-	-
Requirements Total	235,386	233,583	234,000	233,700	233,700	233,700	0%
538 Full Faith & Credit Ser 2008							
Resources							
Beginning Working Capital	102,515	121,053	144,000	172,867	172,867	172,868	20%
Local Government Grants	252,267	175,348	172,268	168,995	168,995	168,995	-2%
Interest Revenue	14,649	4,800	2,200	2,612	2,612	2,612	19%
Other Non-Operational Revenue	512,685	525,792	547,691	557,202	557,202	557,202	2%
Transfers In	-	-	-	-	-	-	-
Long Term Liability	5,679,612	-	-	-	-	-	-
Resources Total	6,561,728	826,993	866,159	901,676	901,676	901,677	4%
Requirements							
Materials and Services	702	302	1,000	1,000	1,000	1,000	0%
Debt Service	6,439,972	689,000	687,000	683,500	683,500	683,500	-1%
Reserve	-	-	178,159	217,176	217,176	217,177	22%
Requirements Total	6,440,674	689,302	866,159	901,676	901,676	901,677	4%
539 Full Faith & Credit Ser 2009							
Resources							
Beginning Working Capital	-	(2,665)	-	250	250	250	-
Interest Revenue	1	-	-	-	-	-	-
Transfers In	248,902	221,000	223,000	225,000	225,000	225,000	1%
Long Term Liability	1,833,073	-	-	-	-	-	-
Resources Total	2,081,976	218,335	223,000	225,250	225,250	225,250	1%
Requirements							
Materials and Services	98	98	1,000	1,000	1,000	1,000	0%
Debt Service	2,084,544	218,750	222,000	224,250	224,250	224,250	1%
Reserve	-	-	-	-	-	-	-
Requirements Total	2,084,642	218,848	223,000	225,250	225,250	225,250	1%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
541 Full Faith & Credit Ser 2010							
Resources							
Beginning Working Capital	344,369	383,361	427,000	-	-	-	-100%
Interest Revenue	7,862	7,827	5,400	-	-	-	-100%
Other Non-Operational Revenue	129,158	143,351	134,954	-	-	-	-100%
Transfers In	-	-	301,148	-	-	-	-100%
Resources Total	481,389	534,539	868,502	-	-	-	-100%
Requirements							
Materials and Services	400	400	1,000	-	-	-	-100%
Debt Service	97,628	95,799	829,000	-	-	-	-100%
Reserve	-	-	38,502	-	-	-	-100%
Requirements Total	98,028	96,199	868,502	-	-	-	-100%
556 Full Faith & Credit Ser 2013							
Resources							
Beginning Working Capital	-	-	-	-	-	-	
Interest Revenue	-	-	-	-	-	-	
Transfers In	547,332	543,582	546,000	546,000	546,000	546,000	0%
Resources Total	547,332	543,582	546,000	546,000	546,000	546,000	0%
Requirements							
Materials and Services	400	400	1,000	1,000	1,000	1,000	0%
Debt Service	546,931	543,181	545,000	545,000	545,000	545,000	0%
Requirements Total	547,331	543,581	546,000	546,000	546,000	546,000	0%
575 PERS 2002 and 2004							
Resources							
Beginning Working Capital	144,873	258,906	246,000	264,150	264,150	264,150	7%
Charges for Services	1,340,321	1,285,632	1,290,600	1,419,000	1,419,000	1,419,000	10%
Interest Revenue	10,020	9,942	5,400	5,250	5,250	5,250	-3%
Resources Total	1,495,214	1,554,480	1,542,000	1,688,400	1,688,400	1,688,400	9%
Requirements							
Debt Service	1,236,309	1,296,159	1,357,000	1,419,000	1,419,000	1,419,000	5%
Reserve	-	-	185,000	269,400	269,400	269,400	46%
Requirements Total	1,236,309	1,296,159	1,542,000	1,688,400	1,688,400	1,688,400	9%
610 Solid Waste Operations							
Resources							
Beginning Working Capital	1,938,991	799,570	1,179,819	2,972,234	2,972,234	2,972,234	152%
State Government Payments	-	7,242	-	-	-	-	
Charges for Services	11,434,784	12,123,293	12,001,891	13,297,000	13,297,000	13,297,000	11%
Fines and Fees	-	95	-	-	-	-	
Interest Revenue	58,235	49,256	23,700	41,599	41,599	41,599	76%
Other Non-Operational Revenue	161	1	1	1	1	1	0%
Sales of Equipment	11,063	120,863	52,000	12,000	12,000	12,000	-77%
Long Term Liability	-	-	-	-	-	-	
Resources Total	13,443,234	13,100,320	13,257,411	16,322,834	16,322,834	16,322,834	23%
Requirements							
Personnel Services	2,331,135	2,393,256	2,518,594	2,684,180	2,754,132	2,754,132	9%
Materials and Services	4,341,881	4,251,941	5,227,119	5,634,623	5,651,103	5,651,103	8%
Debt Service	860,938	861,644	945,000	1,251,615	1,251,615	1,251,615	32%
Capital Outlay	109,681	11,724	162,500	53,141	53,141	53,141	-67%
Transfers Out	5,000,029	3,296,192	3,684,280	6,029,323	6,029,323	6,029,323	64%
Contingency	-	-	719,918	669,952	583,520	583,520	-19%
Requirements Total	12,643,664	10,814,757	13,257,411	16,322,834	16,322,834	16,322,834	23%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
611 Landfill Closure							
Resources							
Beginning Working Capital	4,389,650	4,871,298	5,049,848	5,121,686	5,121,686	5,121,686	1%
Interest Revenue	100,310	96,074	60,300	58,311	58,311	58,311	-3%
Other Non-Operational Revenue	-	-	-	-	-	-	
Transfers In	-	100,000	100,000	750,000	750,000	750,000	650%
Resources Total	4,489,960	5,067,372	5,210,148	5,929,997	5,929,997	5,929,997	14%
Requirements							
Materials and Services	18,661	14,821	554,050	560,450	560,450	560,450	1%
Capital Outlay	-	-	15,000	-	-	-	-100%
Transfers Out	(400,000)	-	-	-	-	-	
Contingency	-	-	4,641,098	5,369,547	5,369,547	5,369,547	16%
Requirements Total	(381,339)	14,821	5,210,148	5,929,997	5,929,997	5,929,997	14%
612 Landfill Post Closure							
Resources							
Beginning Working Capital	797,899	1,065,255	1,182,255	1,252,874	1,252,874	1,252,874	6%
Interest Revenue	17,356	21,533	13,000	13,858	13,858	13,858	7%
Transfers In	-	100,000	100,000	100,000	100,000	100,000	0%
Resources Total	815,255	1,186,788	1,295,255	1,366,732	1,366,732	1,366,732	6%
Requirements							
Materials and Services	-	-	1,000	1,000	1,000	1,000	0%
Transfers Out	(250,000)	-	-	-	-	-	
Reserve	-	-	1,294,255	1,365,732	1,365,732	1,365,732	6%
Requirements Total	(250,000)	-	1,295,255	1,366,732	1,366,732	1,366,732	6%
613 SW Capital Project							
Resources							
Beginning Working Capital	417,861	3,676,479	1,000,053	3,016,758	3,016,758	3,016,758	202%
Interest Revenue	33,797	72,124	48,400	21,959	21,959	21,959	-55%
Transfers In	-	2,963,827	2,342,189	5,015,361	5,015,361	5,015,361	114%
Long Term Liability	-	-	6,000,000	14,500,000	14,500,000	14,500,000	142%
Resources Total	451,658	6,712,430	9,390,642	22,554,078	22,554,078	22,554,078	140%
Requirements							
Materials and Services	25,178	383,418	428,512	798,896	801,221	801,221	87%
Capital Outlay	-	4,812,859	6,100,000	19,600,000	19,600,000	19,600,000	221%
Transfers Out	(3,250,000)	-	-	-	-	-	
Contingency	-	-	2,862,130	2,155,182	2,152,857	2,152,857	-25%
Requirements Total	(3,224,822)	5,196,277	9,390,642	22,554,078	22,554,078	22,554,078	140%
614 SW Equipment Reserve							
Resources							
Beginning Working Capital	648,751	863,422	836,954	616,013	616,013	616,013	-26%
Interest Revenue	18,345	17,315	10,800	8,743	8,743	8,743	-19%
Transfers In	-	100,000	1,100,000	150,000	150,000	150,000	-86%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	667,096	980,737	1,947,754	774,756	774,756	774,756	-60%
Requirements							
Materials and Services	6,740	6,468	13,965	29,811	32,210	32,210	131%
Capital Outlay	846,933	127,407	1,705,000	145,000	145,000	145,000	-91%
Transfers Out	(1,050,000)	-	-	-	-	-	
Contingency	-	-	228,789	599,945	597,546	597,546	161%
Reserve	-	-	-	-	-	-	
Requirements Total	(196,327)	133,875	1,947,754	774,756	774,756	774,756	-60%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
615 Fair & Expo Center							
Resources							
Beginning Working Capital	(60,285)	(94,564)	364,904	750,673	750,673	750,673	106%
State Government Payments	-	-	-	-	-	-	
Local Government Grants	-	-	-	-	-	-	
Charges for Services	1,248,939	610,729	1,173,750	1,091,750	1,091,750	1,091,750	-7%
Fines and Fees	210	-	-	-	-	-	
Interest Revenue	(518)	(5,006)	(2,200)	474	474	474	-122%
Other Non-Operational Revenue	286,615	240,844	264,500	273,500	273,500	273,500	3%
Interfund Charges	54,573	143,956	30,000	30,000	30,000	30,000	0%
Transfers In	747,996	1,487,258	905,744	1,311,640	1,111,513	1,111,513	23%
Sales of Equipment	-	-	-	-	-	-	
Long Term Liability	-	-	-	-	-	-	
Resources Total	2,277,530	2,383,217	2,736,698	3,458,037	3,257,910	3,257,910	19%
Requirements							
Personnel Services	1,409,286	1,267,165	1,006,223	1,300,573	1,300,573	1,300,573	29%
Materials and Services	1,278,676	1,005,307	959,749	1,097,019	1,101,304	1,101,304	15%
Debt Service	101,136	100,150	104,400	58,897	103,000	103,000	-1%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	(417,000)	11,791	10,777	310,777	310,777	310,777	2784%
Contingency	-	-	655,550	690,771	442,256	442,256	-33%
Requirements Total	2,372,098	2,384,413	2,736,699	3,458,037	3,257,910	3,257,910	19%
616 Annual County Fair							
Resources							
Beginning Working Capital	103,237	98,629	-	-	-	-	
State Government Payments	53,167	53,167	52,000	52,000	52,000	52,000	0%
Charges for Services	1,247,717	1,199,142	-	1,214,500	1,214,500	1,214,500	
Fines and Fees	-	-	-	-	-	-	
Interest Revenue	607	(166)	-	-	-	-	
Other Non-Operational Revenue	323,349	211,810	-	294,000	294,000	294,000	
Interfund Charges	-	-	-	-	-	-	
Transfers In	150,000	250,000	75,000	75,000	75,000	75,000	0%
Sales of Equipment	-	5,246	-	-	-	-	
Resources Total	1,878,077	1,817,828	127,000	1,635,500	1,635,500	1,635,500	1188%
Requirements							
Personnel Services	158,121	157,448	110,000	155,959	155,959	155,959	42%
Materials and Services	1,204,328	1,457,839	17,000	1,312,172	1,312,172	1,312,172	7619%
Transfers Out	417,000	250,000	-	150,000	150,000	150,000	
Contingency	-	-	-	17,369	17,369	17,369	
Requirements Total	1,779,449	1,865,287	127,000	1,635,500	1,635,500	1,635,500	1188%
617 Fair & Expo Capital Reserve							
Resources							
Beginning Working Capital	790,525	1,143,224	1,143,224	1,101,663	1,101,663	1,101,663	-4%
Interest Revenue	20,791	21,189	14,000	8,544	8,544	8,544	-39%
Interfund Charges	-	-	-	-	-	-	
Transfers In	630,083	286,687	453,158	728,901	728,901	728,901	61%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	1,441,399	1,451,100	1,610,382	1,839,108	1,839,108	1,839,108	14%
Requirements							
Materials and Services	228,804	243,985	235,000	180,000	180,000	180,000	-23%
Capital Outlay	69,372	180,946	166,940	388,000	388,000	388,000	132%
Transfers Out	-	300,000	-	-	-	-	
Contingency	-	-	-	-	-	-	
Reserve	-	-	1,208,442	1,271,108	1,271,108	1,271,108	5%
Requirements Total	298,176	724,931	1,610,382	1,839,108	1,839,108	1,839,108	14%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
618 RV Park							
Resources							
Beginning Working Capital	443,480	592,992	587,992	-	-	-	-100%
Charges for Services	23,655	15,812	16,250	10,000	10,000	10,000	-38%
Interest Revenue	12,255	10,746	7,600	2,024	2,024	2,024	-73%
Other Non-Operational Revenue	452,711	418,895	412,200	485,500	485,500	485,500	18%
Interfund Charges	-	-	-	-	-	-	-
Transfers In	160,000	195,000	185,000	180,000	180,000	180,000	-3%
Sales of Equipment	-	-	-	-	-	-	-
Long Term Liability	-	-	-	-	-	-	-
Resources Total	1,092,101	1,233,445	1,209,042	677,524	677,524	677,524	-44%
Requirements							
Personnel Services	-	-	-	113,956	113,956	113,956	-
Materials and Services	276,005	281,701	321,402	215,866	216,305	216,305	-33%
Debt Service	223,101	221,810	222,500	165,927	165,927	165,927	-25%
Transfers Out	-	502,000	621,628	132,042	132,042	132,042	-79%
Contingency	-	-	43,512	49,733	49,294	49,294	13%
Requirements Total	499,106	1,005,511	1,209,042	677,524	677,524	677,524	-44%
619 RV Park Reserve							
Resources							
Beginning Working Capital	-	-	490,000	784,466	784,466	784,466	60%
Interest Revenue	-	3,801	1,100	7,546	7,546	7,546	586%
Transfers In	-	502,000	621,628	132,042	132,042	132,042	-79%
Resources Total	-	505,801	1,112,728	924,054	924,054	924,054	-17%
Requirements							
Materials and Services	-	6,641	-	-	-	-	-
Capital Outlay	-	1,694	100,000	100,000	100,000	100,000	0%
Reserve	-	-	1,012,728	824,054	824,054	824,054	-19%
Requirements Total	-	8,335	1,112,728	924,054	924,054	924,054	-17%
620 ISF - Facilities							
Resources							
Beginning Working Capital	573,441	605,458	543,982	655,428	655,428	655,428	20%
State Government Payments	-	136,018	106,607	-	-	-	-100%
Charges for Services	580,979	560,066	531,067	547,016	547,016	547,016	3%
Interest Revenue	14,371	15,386	8,700	11,411	11,411	11,411	31%
Interfund Charges	3,000,500	3,155,774	3,054,806	3,206,539	3,279,030	3,279,030	7%
Resources Total	4,169,291	4,472,702	4,245,162	4,420,394	4,492,885	4,492,885	6%
Requirements							
Personnel Services	2,276,477	2,066,740	2,299,271	2,535,032	2,631,517	2,631,517	14%
Materials and Services	1,155,648	1,490,683	1,543,462	1,604,635	1,613,024	1,613,024	5%
Capital Outlay	76,439	-	15,000	25,000	25,000	25,000	67%
Transfers Out	55,270	62,467	58,430	60,695	60,695	60,695	4%
Contingency	-	-	328,999	195,032	162,649	162,649	-51%
Requirements Total	3,563,834	3,619,890	4,245,162	4,420,394	4,492,885	4,492,885	6%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
625 ISF - Administration							
Resources							
Beginning Working Capital	263,415	187,803	12,206	323,172	323,172	323,172	2548%
State Government Payments	-	36,770	-	-	-	-	
Charges for Services	422	2,792	395	100	100	100	-75%
Interest Revenue	6,152	4,502	3,300	3,508	3,508	3,508	6%
Interfund Charges	1,243,995	1,208,133	1,462,949	1,214,730	1,412,696	1,412,696	-3%
Transfers In	3,767	40,000	40,000	40,000	86,579	86,579	116%
Resources Total	1,517,751	1,480,000	1,518,850	1,581,510	1,826,055	1,826,055	20%
Requirements							
Personnel Services	1,141,166	1,070,988	1,212,976	1,259,449	1,539,589	1,539,589	27%
Materials and Services	188,782	163,710	265,192	276,753	238,607	238,607	-10%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	-	-	-	-	-	-	
Contingency	-	-	40,682	45,308	47,859	47,859	18%
Requirements Total	1,329,948	1,234,698	1,518,850	1,581,510	1,826,055	1,826,055	20%
628 ISF - Bd of Co. Commissioners							
Resources							
Beginning Working Capital	96,720	95,841	82,516	26,434	26,434	26,434	-68%
State Government Payments	-	-	-	-	-	-	
Charges for Services	-	-	-	-	-	-	
Interest Revenue	2,414	2,135	1,100	1,288	1,288	1,288	17%
Interfund Charges	417,151	423,277	294,141	348,246	351,016	351,016	19%
Transfers In	229,850	285,889	361,445	365,838	365,838	365,838	1%
Resources Total	746,135	807,142	739,202	741,806	744,576	744,576	1%
Requirements							
Personnel Services	420,491	433,624	442,656	449,039	449,039	449,039	1%
Materials and Services	225,890	259,413	270,978	266,905	269,675	269,675	0%
Capital Outlay	-	21,729	-	-	-	-	
Transfers Out	3,915	3,715	3,715	3,716	3,716	3,716	0%
Contingency	-	-	21,853	22,146	22,146	22,146	1%
Requirements Total	650,296	718,481	739,202	741,806	744,576	744,576	1%
630 ISF - Finance							
Resources							
Beginning Working Capital	135,922	294,424	287,746	187,572	187,572	187,572	-35%
State Government Payments	-	16,017	-	-	-	-	
Charges for Services	232,081	233,008	110,446	90,446	90,446	90,446	-18%
Fines and Fees	30	-	-	-	-	-	
Interest Revenue	2,576	5,296	4,000	3,135	3,135	3,135	-22%
Interfund Charges	1,921,276	1,734,676	1,595,409	1,724,953	1,795,921	1,795,921	13%
Resources Total	2,291,885	2,283,421	1,997,601	2,006,106	2,077,074	2,077,074	4%
Requirements							
Personnel Services	1,409,059	1,295,956	1,278,713	1,288,161	1,288,161	1,288,161	1%
Materials and Services	588,402	577,534	659,441	659,720	730,688	730,688	11%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	-	-	-	-	-	-	
Contingency	-	-	59,447	58,225	58,225	58,225	-2%
Requirements Total	1,997,461	1,873,490	1,997,601	2,006,106	2,077,074	2,077,074	4%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
631 ISF - Finance Reserve							
Resources							
Beginning Working Capital	351,963	259,284	251,700	250,612	250,612	250,612	0%
Interest Revenue	6,986	5,367	3,300	3,008	3,008	3,008	-9%
Interfund Charges	260,000	259,946	260,000	256,992	256,992	256,992	-1%
Transfers In	-	-	-	-	-	-	
Resources Total	618,949	524,597	515,000	510,612	510,612	510,612	-1%
Requirements							
Personnel Services	-	-	-	151,678	151,678	151,678	
Materials and Services	71,850	11,290	-	5,500	5,500	5,500	
Capital Outlay	27,814	5,995	255,000	93,434	93,434	93,434	-63%
Transfers Out	260,000	260,000	260,000	260,000	260,000	260,000	0%
Requirements Total	359,664	277,285	515,000	510,612	510,612	510,612	-1%
640 ISF - Legal							
Resources							
Beginning Working Capital	203,896	143,521	158,861	70,750	70,750	70,750	-55%
State Government Payments	-	11,271	-	-	-	-	
Charges for Services	899	1,122	500	-	-	-	-100%
Interest Revenue	4,772	3,975	2,200	2,183	2,183	2,183	-1%
Interfund Charges	1,043,479	1,106,692	1,290,249	1,463,445	1,467,734	1,467,734	14%
Transfers In	-	146,961	-	-	-	-	
Sales of Equipment	850	-	-	-	-	-	
Resources Total	1,253,896	1,413,542	1,451,810	1,536,378	1,540,667	1,540,667	6%
Requirements							
Personnel Services	980,197	1,118,782	1,236,017	1,308,873	1,308,873	1,308,873	6%
Materials and Services	130,177	158,051	178,238	181,505	185,794	185,794	4%
Capital Outlay	-	-	-	-	-	-	
Contingency	-	-	37,555	46,000	46,000	46,000	22%
Requirements Total	1,110,374	1,276,833	1,451,810	1,536,378	1,540,667	1,540,667	6%
650 ISF - Human Resources							
Resources							
Beginning Working Capital	422,404	233,215	240,498	47,404	47,404	47,404	-80%
State Government Payments	-	150	-	-	-	-	
Charges for Services	65	191	250	100	100	100	-60%
Interest Revenue	8,188	5,369	3,300	2,623	2,623	2,623	-21%
Interfund Charges	1,045,134	1,227,959	1,250,049	1,513,765	1,611,059	1,611,059	29%
Transfers In	-	-	-	-	-	-	
Resources Total	1,475,791	1,466,884	1,494,097	1,563,892	1,661,186	1,661,186	11%
Requirements							
Personnel Services	956,919	991,688	1,072,040	1,136,758	1,229,524	1,229,524	15%
Materials and Services	285,660	272,624	382,013	382,227	377,774	377,774	-1%
Capital Outlay	-	-	-	-	-	-	
Contingency	-	-	40,044	44,907	53,888	53,888	35%
Requirements Total	1,242,579	1,264,312	1,494,097	1,563,892	1,661,186	1,661,186	11%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
660 ISF - Information Technology							
Resources							
Beginning Working Capital	559,907	544,474	517,860	74,963	74,963	74,963	-86%
State Government Payments	-	59,386	-	-	-	-	
Charges for Services	750	805	800	800	800	800	0%
Interest Revenue	13,391	11,848	7,600	6,439	6,439	6,439	-15%
Interfund Charges	2,359,624	2,518,304	2,362,290	3,040,789	3,113,487	3,113,487	32%
Transfers In	101,000	66,000	66,000	66,000	-	-	-100%
Sales of Equipment	-	-	-	-	-	-	
Resources Total	3,034,672	3,200,817	2,954,550	3,188,991	3,195,689	3,195,689	8%
Requirements							
Personnel Services	2,098,321	2,218,972	2,356,703	2,551,500	2,551,501	2,551,501	8%
Materials and Services	357,839	430,448	504,569	538,964	545,661	545,661	8%
Capital Outlay	26,791	-	-	-	-	-	
Transfers Out	7,247	7,858	6,996	6,812	6,812	6,812	-3%
Contingency	-	-	86,282	91,715	91,715	91,715	6%
Requirements Total	2,490,198	2,657,278	2,954,550	3,188,991	3,195,689	3,195,689	8%
661 ISF - IT Reserve							
Resources							
Beginning Working Capital	785,231	703,582	639,881	666,470	666,470	666,470	4%
Interest Revenue	16,555	14,284	8,700	9,037	9,037	9,037	4%
Interfund Charges	234,000	233,999	384,000	383,663	383,663	383,663	0%
Resources Total	1,035,786	951,865	1,032,581	1,059,170	1,059,170	1,059,170	3%
Requirements							
Materials and Services	103,135	34,614	257,500	366,000	366,000	366,000	42%
Capital Outlay	194,070	194,980	191,000	300,400	300,400	300,400	57%
Transfers Out	35,000	-	-	-	-	-	
Reserve	-	-	584,081	392,770	392,770	392,770	-33%
Requirements Total	332,205	229,594	1,032,581	1,059,170	1,059,170	1,059,170	3%
670 Risk Management							
Resources							
Beginning Working Capital	6,582,283	7,193,407	7,000,000	8,329,115	8,329,115	8,329,115	19%
State Government Payments	-	12,962	-	-	-	-	
Charges for Services	103,563	496,481	81,505	36,000	36,000	36,000	-56%
Fines and Fees	30	-	10	-	-	-	-100%
Interest Revenue	148,890	150,197	87,200	101,111	101,111	101,111	16%
Interfund Charges	3,224,572	3,270,882	3,094,931	3,009,862	3,009,862	3,009,862	-3%
Transfers In	-	-	-	-	-	-	
Resources Total	10,059,338	11,123,929	10,263,646	11,476,088	11,476,088	11,476,088	12%
Requirements							
Personnel Services	371,145	322,796	354,775	305,409	305,409	305,409	-14%
Materials and Services	2,491,619	2,117,467	3,439,569	3,720,578	3,721,883	3,721,883	8%
Capital Outlay	-	-	-	-	-	-	
Transfers Out	3,168	6,918	3,500	3,500	3,500	3,500	0%
Contingency	-	-	6,465,802	7,446,601	7,445,296	7,445,296	15%
Requirements Total	2,865,932	2,447,181	10,263,646	11,476,088	11,476,088	11,476,088	12%

Deschutes County All Funds with Comparison to Prior Years

Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Proposed	FY 2022 Approved	FY 2022 Adopted	% Change FY21-22
675 Health Benefits							
Resources							
Beginning Working Capital	15,075,316	16,563,905	15,323,729	14,772,618	14,772,618	14,772,618	-4%
Charges for Services	4,283,806	4,316,555	3,838,338	4,060,900	4,060,900	4,060,900	6%
Interest Revenue	366,207	334,654	216,200	200,277	200,277	200,277	-7%
Interfund Charges	18,049,664	17,839,774	17,830,000	18,766,000	18,766,000	18,766,000	5%
Resources Total	37,774,993	39,054,888	37,208,267	37,799,795	37,799,795	37,799,795	2%
Requirements							
Personnel Services	-	-	542	542	542	542	0%
Materials and Services	21,211,087	22,953,057	23,619,631	23,921,308	23,923,851	23,923,851	1%
Contingency	-	-	13,588,094	13,877,945	13,875,402	13,875,402	2%
Requirements Total	21,211,087	22,953,057	37,208,267	37,799,795	37,799,795	37,799,795	2%
680 Vehicle Replacement & Maint							
Resources							
Beginning Working Capital	1,123,625	1,118,495	1,095,119	1,659,594	1,659,594	1,659,594	52%
Interest Revenue	23,793	23,201	14,000	16,180	16,180	16,180	16%
Transfers In	644,259	607,797	714,975	637,349	637,349	637,349	-11%
Sales of Equipment	65,788	77,839	35,000	50,000	50,000	50,000	43%
Resources Total	1,857,465	1,827,332	1,859,094	2,363,123	2,363,123	2,363,123	27%
Requirements							
Materials and Services	218,652	200,608	217,257	219,000	219,000	219,000	1%
Capital Outlay	520,319	290,718	600,000	600,000	600,000	600,000	0%
Transfers Out	-	-	-	-	-	-	-
Contingency	-	-	1,041,836	1,544,123	1,544,123	1,544,123	48%
Requirements Total	738,971	491,326	1,859,093	2,363,123	2,363,123	2,363,123	27%

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 2019 Actual	FY 2020 Actual	FY 2021 Revised	FY 2022 Budget
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Assessment and Taxation

Resources:

State Resources	938,592	1,078,692	942,353	1,130,994
Federal Resources	-	-	-	-
General County Resources	4,308,757	4,391,432	5,026,630	5,088,861
Other Resources	90,825	121,089	314,287	197,421
Total Resources	5,338,174	5,591,213	6,283,270	6,417,276
Total Requirements	5,338,174	5,591,213	6,283,270	6,417,276

District Attorney

Resources:

State Resources	141,974	118,227	318,143	255,334
Federal Resources	96,289	144,739	114,995	144,887
General County Resources	6,618,536	7,284,833	778,544	9,279,737
Other Resources	148,657	70,806	34,000	34,000
Total Resources	7,005,456	7,618,605	1,245,682	9,713,958
Total Requirements	7,005,456	7,618,605	1,245,682	9,713,958

Veterans' Services

Resources:

State Resources	168,945	175,614	223,715	173,079
Federal Resources	-	-	-	-
General County Resources	370,080	353,808	467,395	539,314
Other Resources	-	-	-	-
Total Resources	539,025	529,422	691,110	712,393
Total Requirements	539,025	529,422	691,110	712,393

Major Programs Funded by State Resources

Programs	FY 2019 Actual	FY 2020 Actual	FY 2021 Revised	FY 2022 Budget
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Economic Development

Resources:

Video Lottery	751,778	1,137,010	500,000	1,050,000
General County Resources	-	-	-	-
Other Resources	420,735	355,198	400,037	1,105,342
Total Resources	1,172,513	1,492,208	900,037	2,155,342
Total Requirements	867,519	830,419	900,037	2,155,342

Juvenile Corrections and Probation

Resources:

State Resources	6,589,058	6,753,829	6,343,327	6,134,458
Federal Resources	-	-	-	-
General County Resources	6,116,204	6,246,654	6,320,155	6,966,442
Other Resources	4,399,797	4,693,760	4,415,864	4,315,217
Total Resources	17,105,059	17,694,243	17,079,346	17,416,117
Total Requirements	13,054,563	13,504,538	17,079,346	17,416,117

Health Services

Resources:

State Resources	32,050,473	25,810,372	31,109,277	36,427,664
Federal Resources	1,582,882	2,974,493	5,043,884	3,808,833
General County Resources	6,078,223	5,747,090	5,834,356	6,353,585
Other Resources	13,556,611	15,743,776	16,257,832	15,300,877
Total Resources	53,268,189	50,275,731	58,245,349	61,890,959
Total Requirements	42,630,073	42,458,568	58,245,349	61,890,959

Road

Resources:

State Resources	17,461,542	16,821,382	14,810,507	17,485,000
Federal Resources	3,387,765	3,446,551	3,799,533	2,783,958
General County Resources	-	-	-	-
Other Resources	12,500,745	8,954,477	4,766,856	8,744,523
Total Resources	33,350,052	29,222,410	23,376,896	29,013,481
Total Requirements	26,623,211	25,005,335	23,376,896	29,013,481

Major Programs Funded by State Resources

Programs	FY 2019 Actual	FY 2020 Actual	FY 2021 Revised	FY 2022 Budget
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Community Corrections

Resources:

State Resources	1,643,283	1,621,068	1,687,290	1,253,221
Federal Grants	-	-	-	-
General County Resources	15,737,475	16,312,960	19,289,952	19,914,976
Other Resources	257,372	266,810	193,100	138,500
Total Resources	17,638,130	18,200,838	21,170,342	21,306,697
Total Requirements	17,638,130	18,200,838	21,170,342	21,306,697

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Summary - Resources and Requirements: County Service Districts FY 2022 Adopted Budget

	TOTAL	County Service Districts			
		Law Enforcement District - Countywide (701)	Law Enforcement District - Rural (702)	Deschutes County 9-1-1 CSD (705)	9-1-1 CSD - Eqp Reserve (710)
RESOURCES					
Beginning Net Working Capital	30,036,856	13,180,593	4,693,918	7,140,899	4,709,884
Property Tax - Current Year	50,674,903	28,448,529	11,813,562	9,803,579	-
Property Tax - Prior Year	597,000	330,000	145,000	115,000	-
Revenue (excl. prop. taxes)	2,321,854	147,416	69,274	2,065,727	35,000
Transfers In	4,213,104	-	-	-	4,213,104
Total Revenues	57,806,861	28,925,945	12,027,836	11,984,306	4,248,104
Total Resources	87,843,717	42,106,538	16,721,754	19,125,205	8,957,988
REQUIREMENTS					
Salaries	4,710,322	-	-	4,710,322	-
Life & Long Term Disability	22,912	-	-	22,912	-
Health & Dental Insurance	1,123,315	-	-	1,123,315	-
FICA/Medicare	365,603	-	-	365,603	-
PERS	1,145,787	-	-	1,145,787	-
Unemployment Insurance	21,503	-	-	21,503	-
Workers' Compensation	24,644	-	-	24,644	-
Personnel Services	7,414,086	-	-	7,414,086	-
Materials & Services	51,120,956	30,955,911	15,935,138	3,557,212	-
Debt Principal	-	-	-	-	-
Debt Interest	-	-	-	-	-
Total Debt Service	60,275	-	-	-	-
Capital Outlay	3,000,000	-	-	-	3,000,000
Transfers Out	4,213,104	-	-	4,213,104	-
Total Exp. & Transfers	65,808,421	30,955,911	15,935,138	15,184,402	3,000,000
Contingency	15,485,598	11,150,627	786,616	3,349,093	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	6,549,698	-	-	-	6,549,698
Total Requirements	87,843,717	42,106,538	16,721,754	18,533,495	9,549,698
FY 2020 Budget As Revised Inc (Dec) from FY 2020	87,843,717	42,106,538	16,721,754	18,533,495	9,549,698
	-	-	-	-	-

Summary - Resources and Requirements: County Service Districts FY 2022 Adopted Budget

	County Service Districts	
	Extension 4-H CSD (720)	Extension 4-H Reserve Fund (721)
RESOURCES		
Beginning Net Working Capital	311,562	-
Property Tax - Current Year	609,233	-
Property Tax - Prior Year	7,000	-
Revenue (excl. prop. taxes)	4,437	-
Transfers In	-	-
Total Revenues	620,670	-
Total Resources	932,232	-
REQUIREMENTS		
Salaries	-	-
Life & Long Term Disability	-	-
Health & Dental Insurance	-	-
FICA/Medicare	-	-
PERS	-	-
Unemployment Insurance	-	-
Workers' Compensation	-	-
Personnel Services	-	-
Materials & Services	672,695	-
Debt Principal	-	-
Debt Interest	-	-
Total Debt Service	60,275	-
Capital Outlay	-	-
Transfers Out	-	-
Total Exp. & Transfers	732,970	-
Contingency	199,262	-
Unapprop Ending Fund Bal / Reserve for Future Expenditures	-	-
Total Requirements	932,232	-
FY 2020 Budget As Revised	932,232	-
Inc (Dec) from FY 2020	-	-