

DESCHUTES COUNTY, OREGON
FY 2022-23 ADOPTED BUDGET



DESCHUTES COUNTY

Adopted Budget

Fiscal Year 2022-2023

Budget Committee

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Anthony DeBone, Vice-Chair
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Budget and Financial Planning

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Erik Kropp, Deputy County Administrator
Whitney Hale, Deputy County Administrator
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**Deschutes County
Oregon**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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Budget Message

Nick Lelack, County Administrator

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

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

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

Major changes and funding for new initiatives include:

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

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

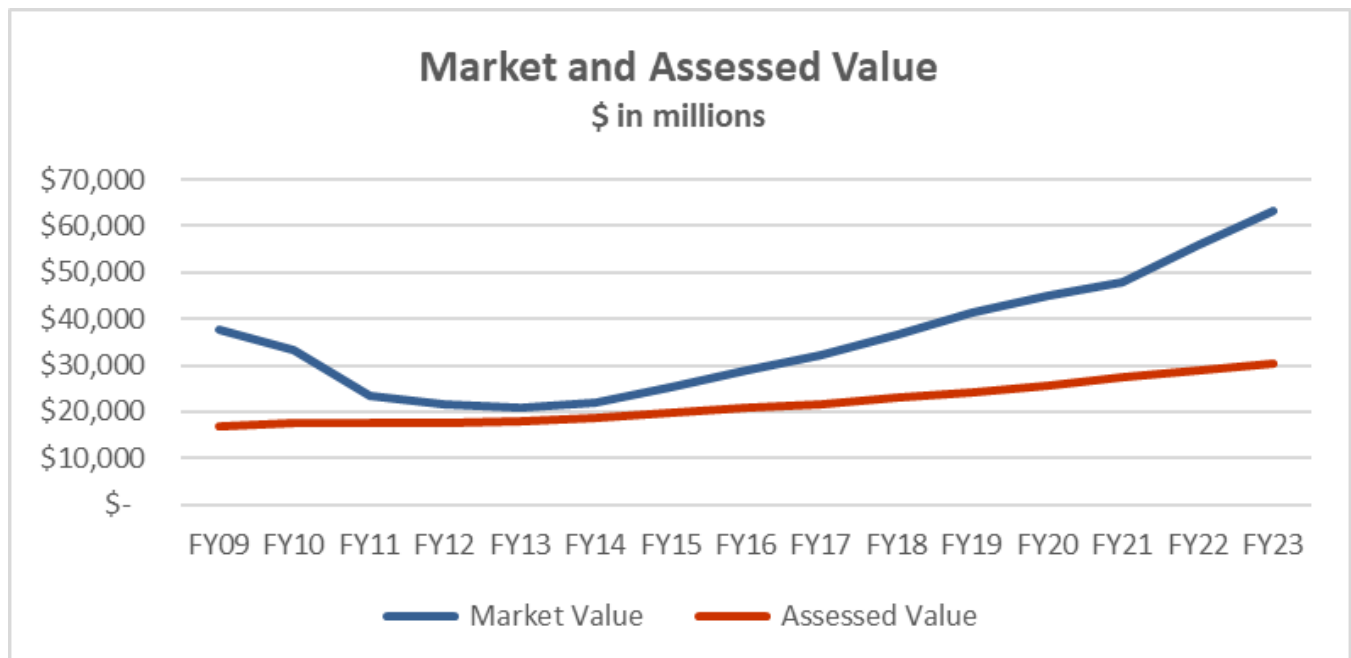
The County continues to experience challenges filling vacant positions. As of May 1, the County has 134 vacancies out of 1,211 approved positions. In order to help fill positions and retain our valued employees, the Board of County Commissioners recently granted a 2% pay adjustment to take effect July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

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

Budget Highlights

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

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



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

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

REVENUE AND EXPENDITURE ISSUES AND PROJECTIONS

Property Taxes

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

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

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

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

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

* Per \$1,000 assessed value

American Rescue Plan

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

Transient Lodging Taxes

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

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

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

State Revenues

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

Enterprise Fund Revenues

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

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

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

Interest Earnings

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

General Fund Resources

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

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

Expenditures

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

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

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

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

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

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

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

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

Community Development Department

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

Health Services Department

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

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

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

Sheriff's Office

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

County Clerk

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

District Attorney's Office

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

9-1-1 County Service District

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

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

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

Road Department

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

Solid Waste

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

Contingency

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

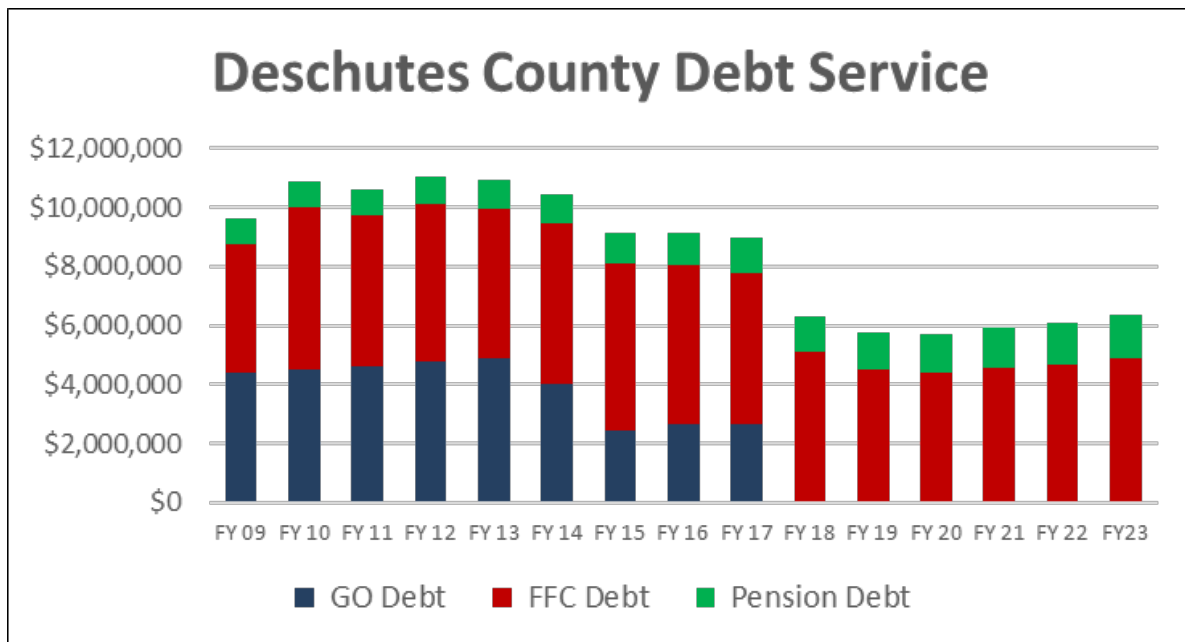
Debt Service

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

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

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

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



In Conclusion

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

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

Respectfully submitted,

Nick LeLack, County Administrator

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About this Budget Document

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

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

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

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

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

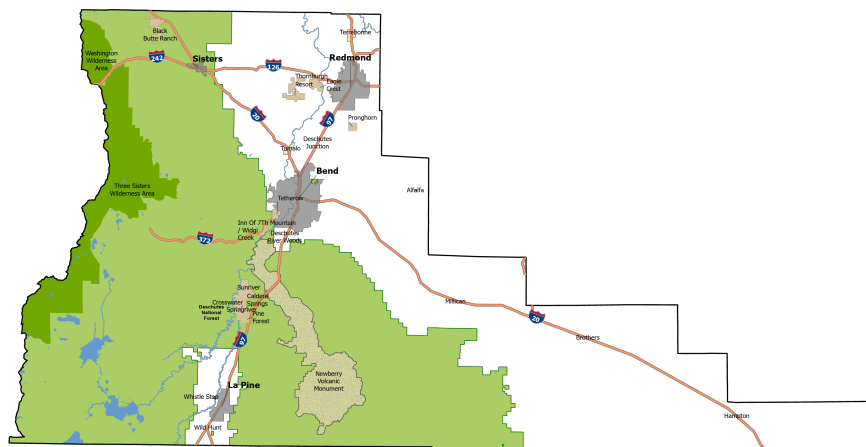
COUNTY PROFILE

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

County Formation

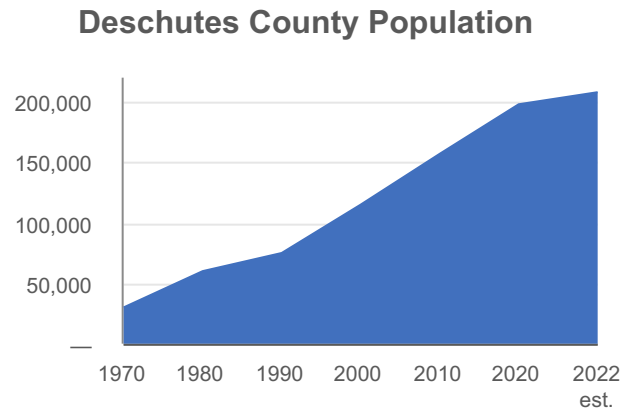
The Oregon Territory was established in 1846 and included the current states of Washington, Oregon, Idaho and parts of Montana and Wyoming. This territory was eventually split up when Oregon obtained its statehood on February 14, 1859. At that time, the area that is now Deschutes County was part of Wasco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

County Map



Population

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



DEMOGRAPHICS

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

Race

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

Age

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

Residence

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

Education

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

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

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

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

Income and Employment

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

LARGEST EMPLOYERS IN DESCHUTES COUNTY (2022)

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

County Health

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

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

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

HISTORY

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

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

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

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

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

First Permanent Settlers

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

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

Railroads

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

Timber Industry

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

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

Outdoor Recreation

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

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

A Metropolitan Economy

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

COMMUNITIES

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

Incorporated Cities

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

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

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

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

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

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

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

Urban Unincorporated Communities

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

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

Rural Communities

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

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

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

Resort Communities

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

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

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

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

Destination Resorts

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

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

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

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

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

Rural Service Centers

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

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

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

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

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

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

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

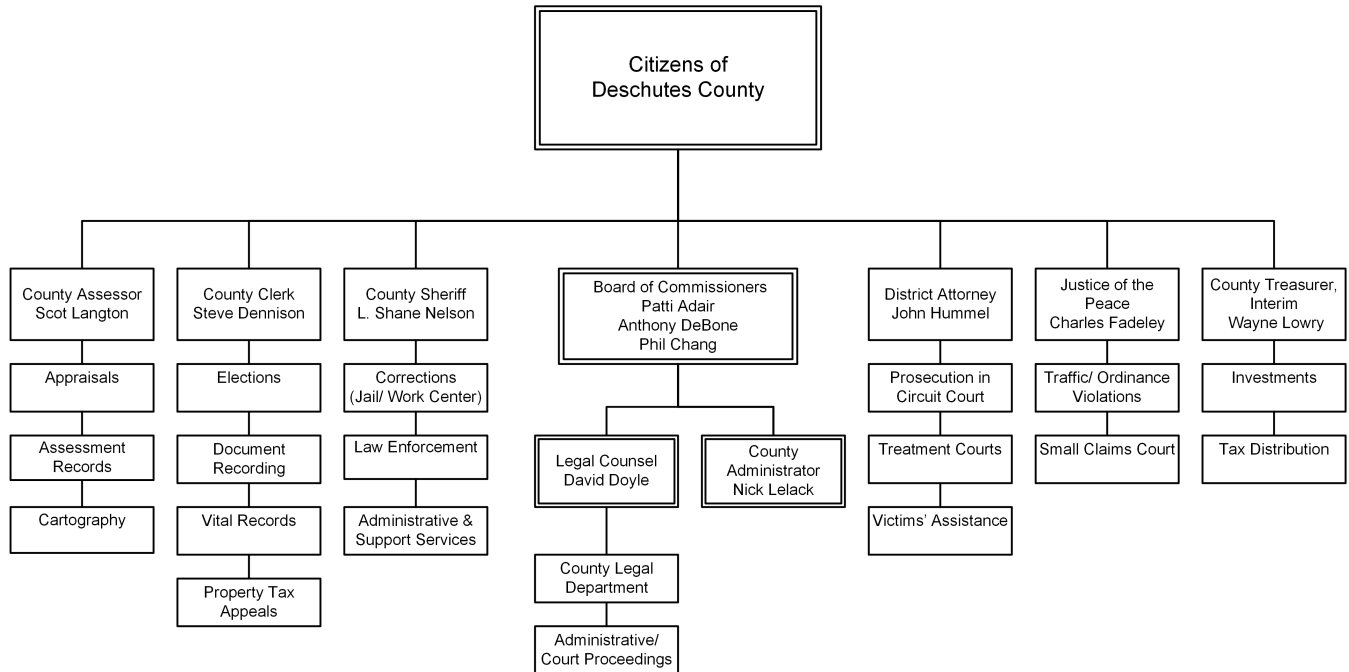
Census Designated Places

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

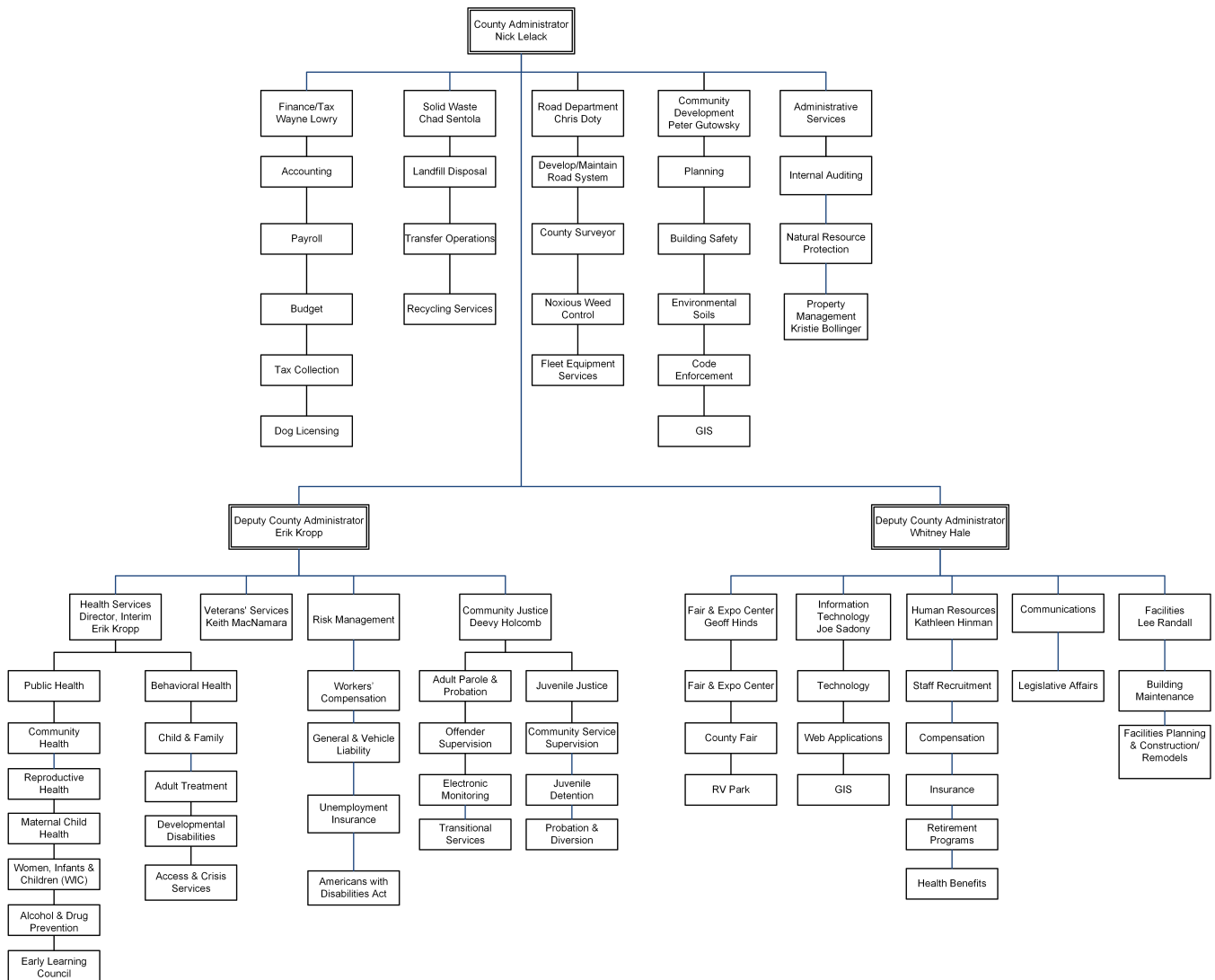
Deschutes River Woods: This community is located immediately south of Bend. Originally planned as a hunting and trapping resort, Deschutes River Woods emerged as a rural subdivision in the 1960s. At that time, the land was divided into parcels of one to five acres and re-zoned for family dwellings.

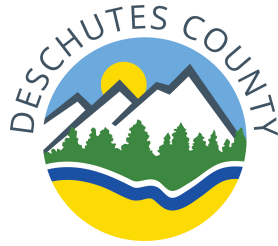
Three Rivers: Located between Sunriver and La Pine, Three Rivers incorporates a series of rural neighborhoods built near the Deschutes, Little Deschutes and Fall Rivers. Primarily developed in the 1950's and 1960's, these neighborhoods vary from subdivisions with small lots to large wooded acreages.

Deschutes County Organizational Chart



Deschutes County Organizational Chart





Fiscal Year 2023 Goals & Objectives

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

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

SAFE COMMUNITIES:

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

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

HEALTHY PEOPLE:

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

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

A RESILIENT COUNTY

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

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

HOUSING STABILITY AND SUPPLY:

Support actions to increase housing production and achieve stability.

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

SERVICE DELIVERY:

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

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

Department Performance Measures

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

Safe Communities

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

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

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

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

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

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

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

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

Healthy People

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

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

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

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

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

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

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

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

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

A Resilient County

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

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

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

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

Measure	Department
City of Bend, La Pine and Sisters Housing: <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: Manage County assets and enhance partnerships that grow and sustain businesses, tourism, and recreation.

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

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

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

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

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

Housing Stability and Supply

Support actions to increase housing production and achieve stability.

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

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

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

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

Service Delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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The Annual Budget Process and Basis of Budgeting

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

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

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

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

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

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

Fiscal Year 2023 Budget Preparation Calendar

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

Changes from Proposed Budget to Adopted Budget

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

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

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

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Fund Structure

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

Deschutes County Funds Summary

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

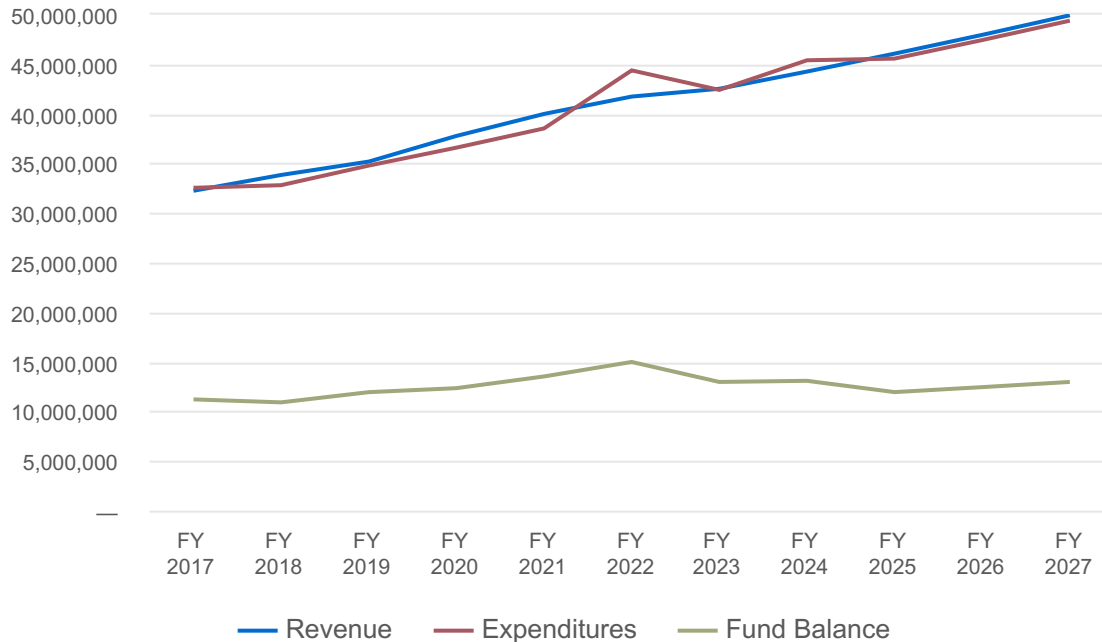
Capital Outlay Summary

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

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General Fund Long Term Financial Forecast

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



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

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

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

General Fund Summary

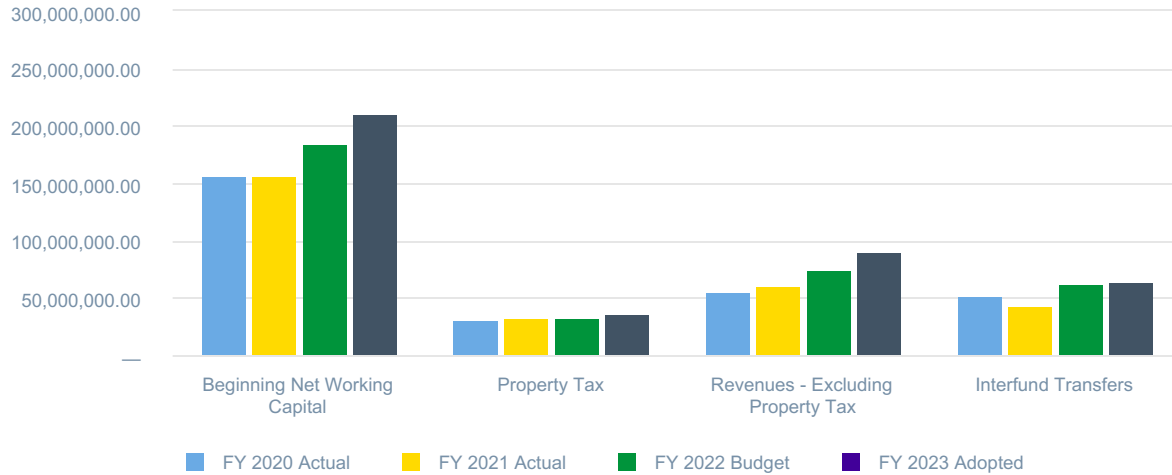
	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Amount Change	% Chg FY 2023
RESOURCES						
Beginning Net Working Capital	\$ 12,349,379	\$ 13,529,514	\$ 13,470,620	\$ 12,975,718	\$ (494,902)	(3.7)%
Property Tax	30,281,663	31,441,994	32,860,716	34,758,173	1,897,457	5.8 %
Revenues - Excluding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

General Fund Transfers Out Summary

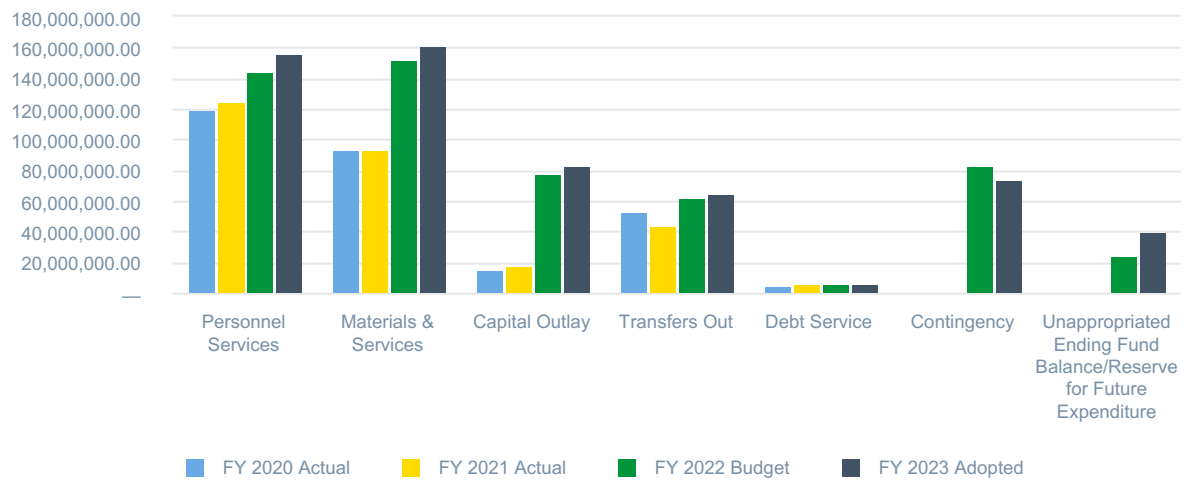
Transfers Description	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Adopted	Amount Change	Percent Change
Transfers Out - ACT Reserve	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ —	— %
Transfers Out - Admin ISF	40,000	40,000	86,579	236,579	150,000	173.3 %
Transfers Out - Adult Parole & Probation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

Resources & Requirements Charts

RESOURCES BY CATEGORY

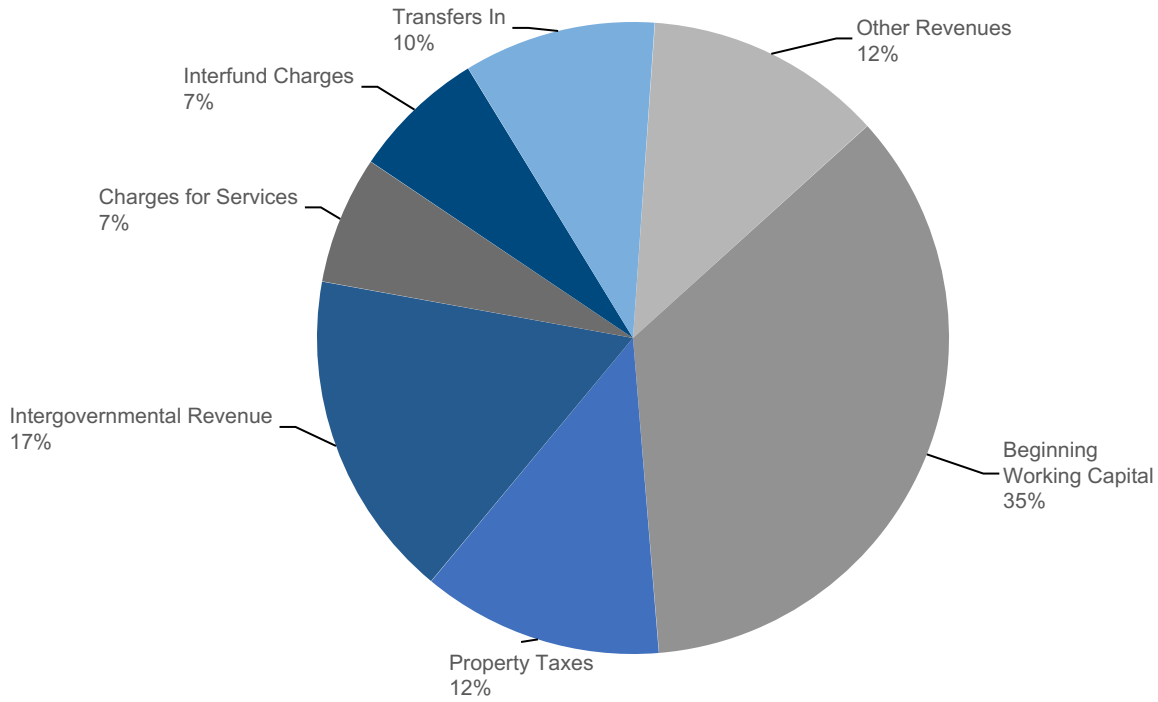


REQUIREMENTS BY CATEGORY

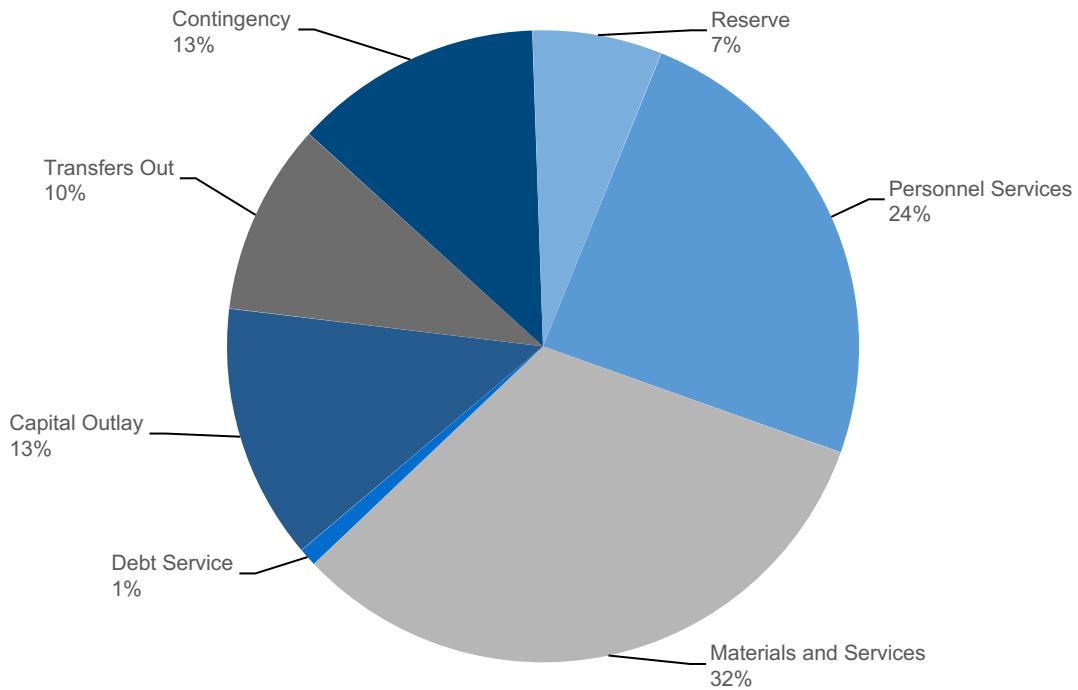


Resources & Requirements Charts

FY 2023 Resources



FY 2023 Requirements



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Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Resources & Requirements

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

Summary of Appropriations & Reserves for Future Expenditures

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

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

Summary of Appropriations & Reserves for Future Expenditures

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



Public Safety Departments

COMMUNITY JUSTICE

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COMMUNITY JUSTICE

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

Department Overview

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

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

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

Department Director: Deevy Holcomb

☎: Juvenile Division: 541-388-6671

Adult Division: 541-385-3246

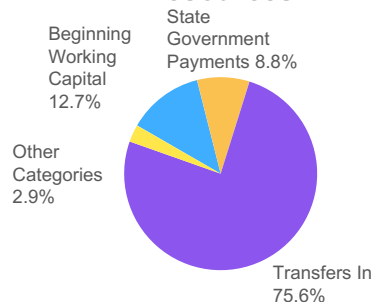
✉ juvsvcs@deschutes.org

parole@deschutes.org

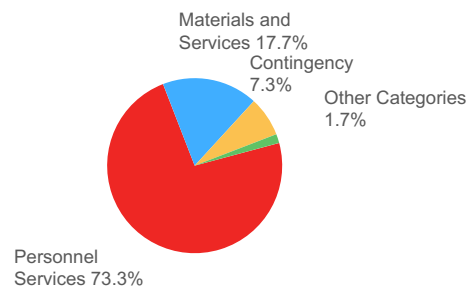
Juvenile Community Justice	
Total Budget	\$ 8,639,268
Budget Change	5.69 %
Total Staff	47.90 FTE
Staff Change	—

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

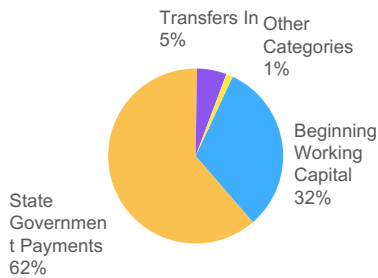
Community Justice Juvenile Resources



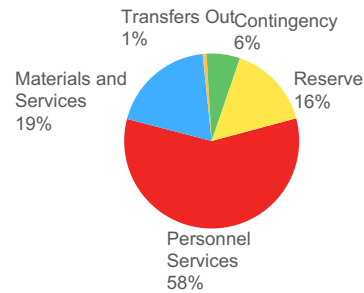
Community Justice Juvenile Requirements



Adult Parole & Probation Resources



Adult Parole & Probation Requirements



COMMUNITY JUSTICE: SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

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

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

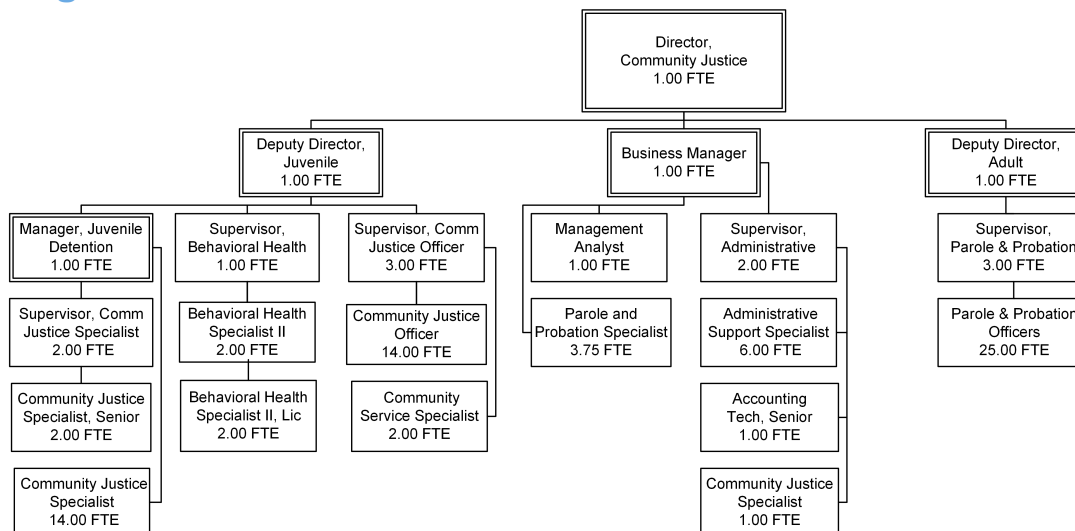
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary – Juvenile Justice (Fund 030)

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

Budget Summary – Adult Parole & Probation (Fund 355)

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

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DISTRICT ATTORNEY'S OFFICE

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



John Hummel, District Attorney

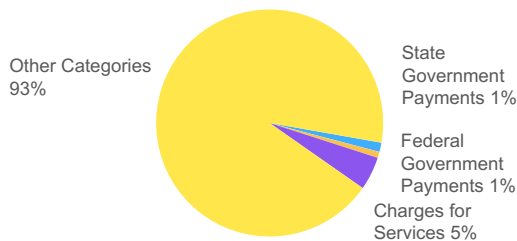
Deschutes County District Attorney since 2014.

☎: 541-388-6520

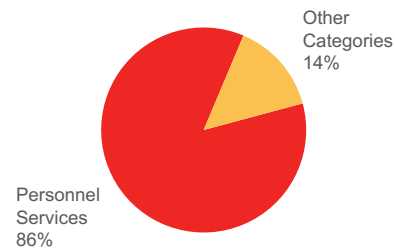
💻: www.dcda.us

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

District Attorney's Office Resources



District Attorney's Office Requirements



Department Overview

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

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

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

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

Trial Assistants

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

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

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

Operations

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

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

Information Technology (IT)

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

Victims' Assistance Program

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

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

DISTRICT ATTORNEY'S OFFICE: SUCCESSES & CHALLENGES

Significant Accomplishments

PREVENTING CRIME:

Clean Slate – A Crime Prevention Initiative

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

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

PROSECUTION:

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

PROTECTING THE INNOCENT:

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

COMMUNITY COLLABORATION:

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

INNOVATION:

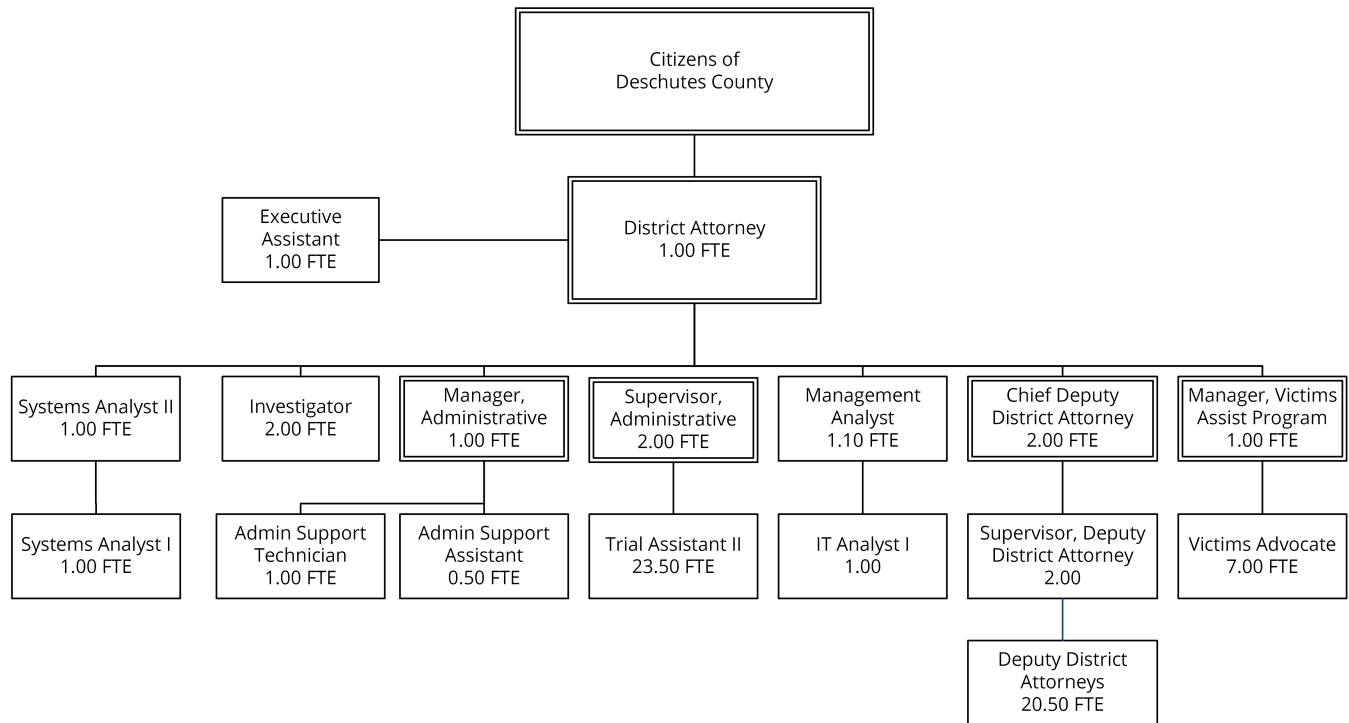
- Emerging Adult team to address criminal justice disparities among young adults (18-24-years-old). The program concept was initiated during the Prosecutor Impact training. The program plan includes restorative justice methodologies and Dr. Laub's research and training on how a positive impact at this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

Operational Challenges

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

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

Organizational Chart



Budget Summary – District Attorney (Fund 001-11)

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

Budget Summary – Victims' Assistance (Fund 212)

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

Budget Summary – Medical Examiner (Fund 001-12)

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

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

JUSTICE COURT

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



Charles Fadeley, Justice of the Peace

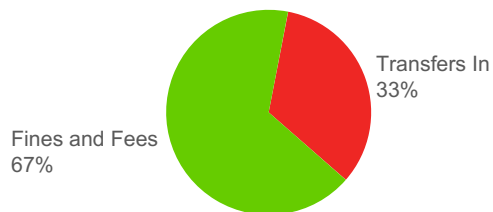
Deschutes County Justice of the Peace since 2004.

☎: 541-617-4758

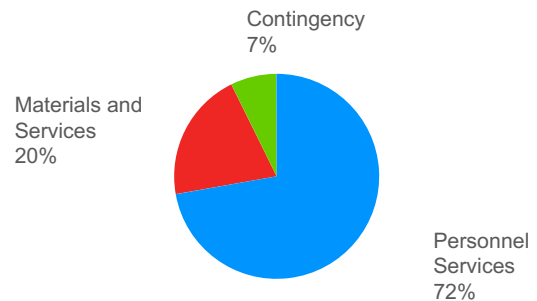
🌐: www.deschutes.org/court

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

Justice Court Resources



Justice Court Requirements



Department Overview

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

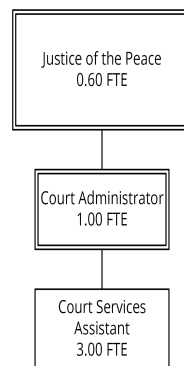
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary – Justice Court (220)

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

SHERIFF'S OFFICE

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



L. Shane Nelson, Deschutes County Sheriff

Deschutes County Sheriff since 2016.

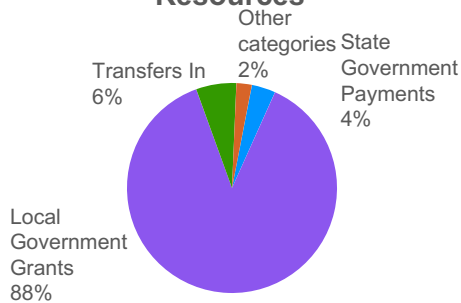
☎: 541-388-6655

💻: www.sheriff.deschutes.org

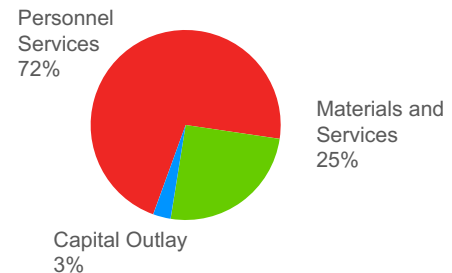
Sheriff's Office Summary

Total Budget	\$ 59,901,733
Budget Change	10.65 %
Total Staff	263.00 FTE
Staff Change	4.00

Sheriff's Office Resources



Sheriff's Office Requirements



Department Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

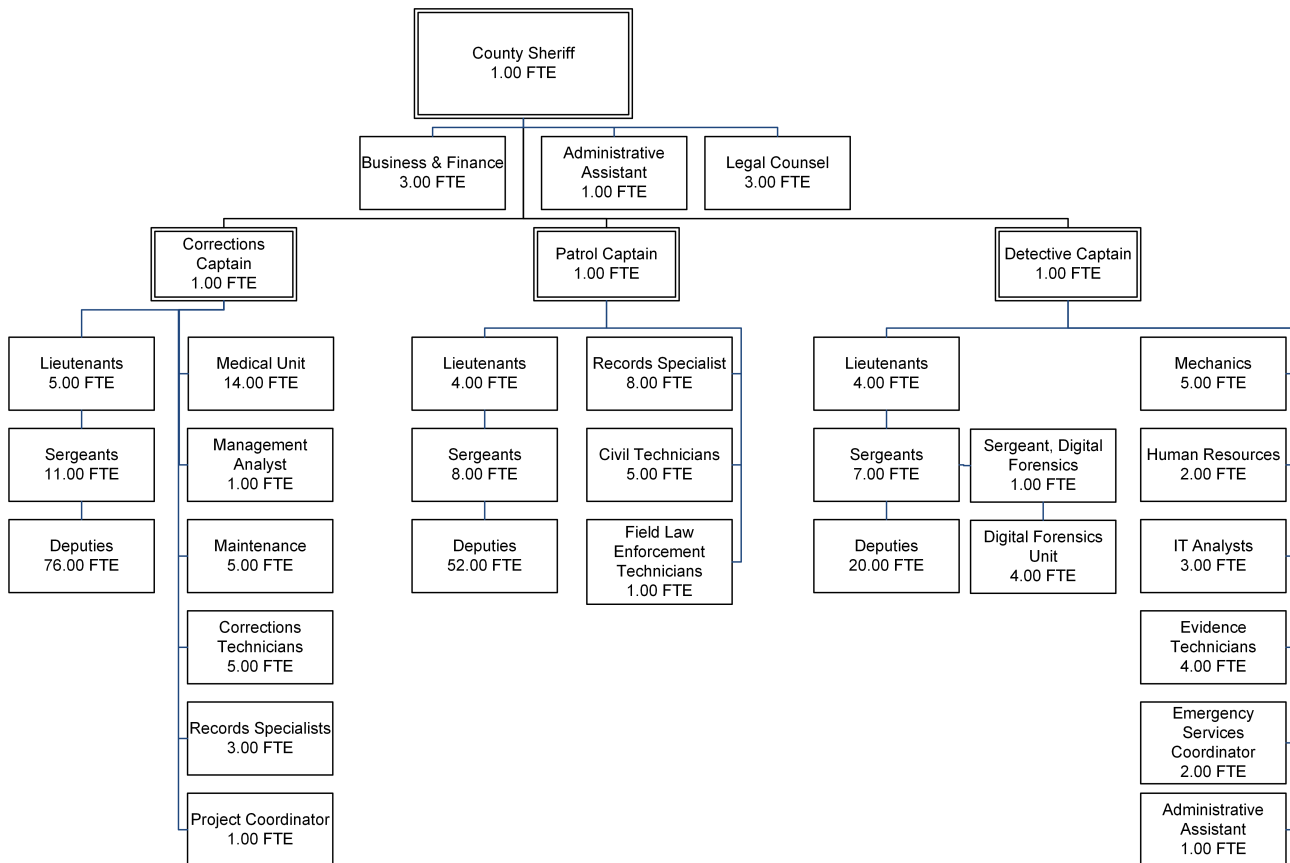
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary – Sheriff's Office (Fund 255)

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

Budget Summary - Corrections Program

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

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

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

Budget Summary - Law Enforcement Services

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

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

Budget Summary - Administrative & Support Program

This program consists of two divisions:

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

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

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

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

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

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

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

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

Budget Summary - Court Facilities (Fund 240)

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

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

Budget Summary - Communications System Reserve (Fund 256)

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

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

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ASSESSOR'S OFFICE

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



County Assessor, Scot Langton

Deschutes County Assessor since 2001.

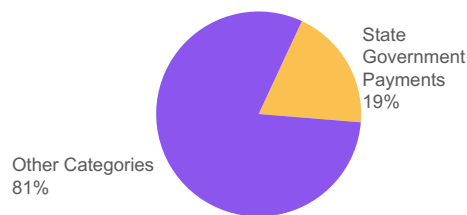
☎: 541-388-6508

✉: assessor@deschutes.org

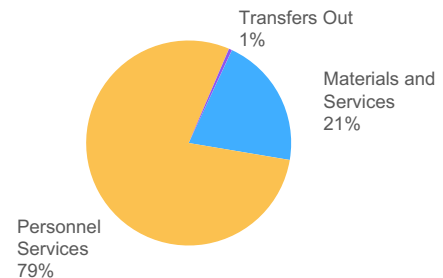
💻: www.deschutes.org/assessor

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

Assessor's Office Resources



Assessor's Office Requirements



Department Overview

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

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

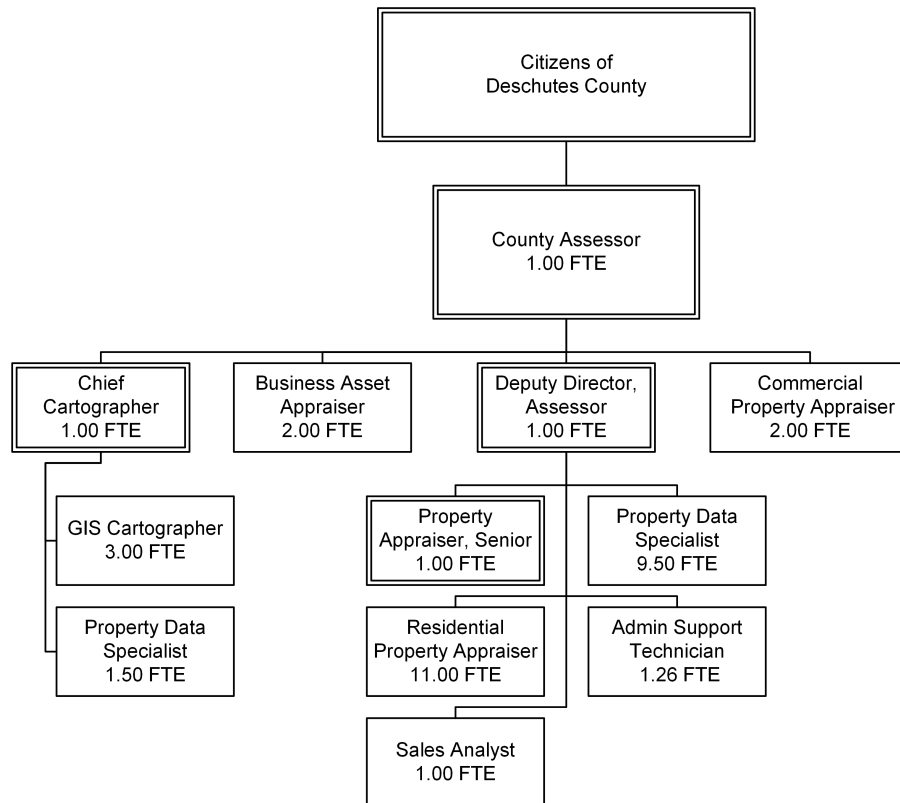
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



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

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

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

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

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

CLERK'S OFFICE

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



County Clerk, Steve Dennison

Deschutes County Clerk since August 2021.

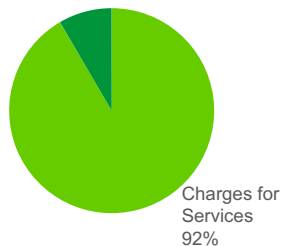
☎: 541-388-6547 (elections), 541-388-6549 (recording)

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

💻: www.deschutes.org/clerk

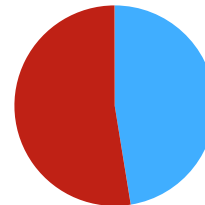
Clerk's Office Summary	
Total Budget	\$ 2,432,710
Budget Change	16.92 %
Total Staff	11.00 FTE
Staff Change	—

Clerk's Office Resources
Other Categories
8%



Clerk's Office Requirements

Personnel Services
53%



Materials and Services
47%

Department Overview

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

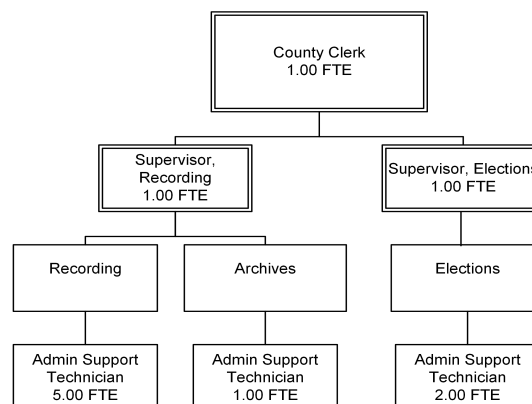
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



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

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

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

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

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

Budget Summary - County Clerk Records (Fund 218)

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

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

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COMMUNITY DEVELOPMENT

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

Department Director: Peter Gutowsky

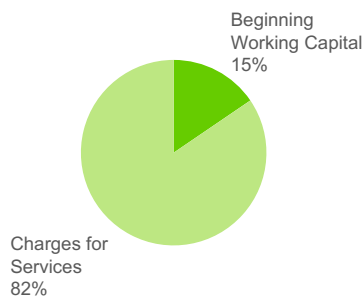
☎ 541-385-1709

✉ cdd-webmaster@deschutes.org

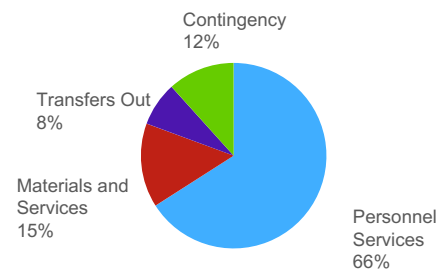
🌐 www.deschutes.org/cd

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

Community Development Resources



Community Development Requirements



Department Overview

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

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

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

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

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

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

Fiscal Issues

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

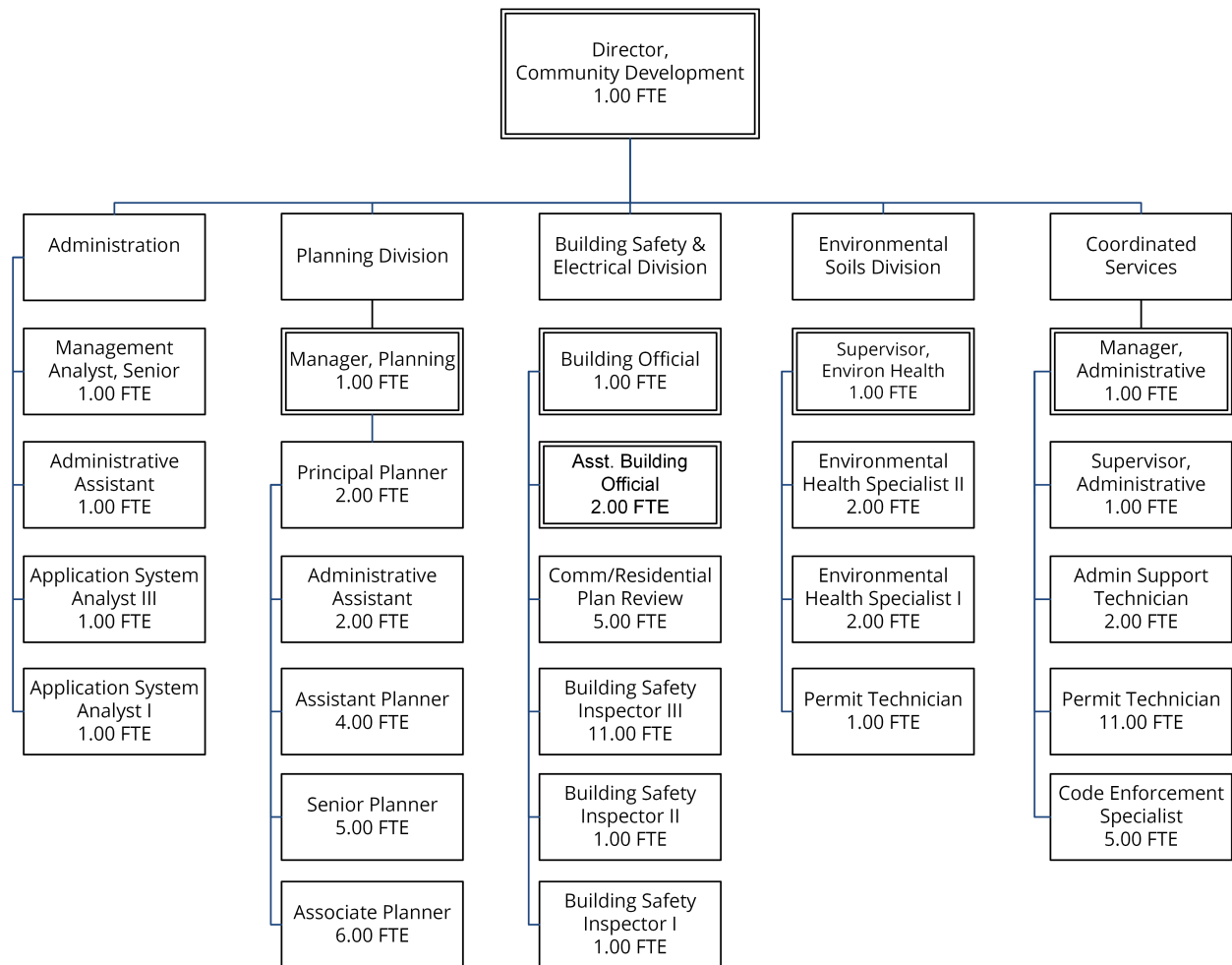
responses, but do not result in permits and corresponding revenues. This “non-fee generating” work, a public good, is consuming limited resources to efficiently process permits.

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

Operational Challenges

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

Organizational Chart



Budget Summary - Community Development (Fund 295)

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

Budget Summary - Code Abatement (Fund 020)

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

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

Budget Summary - Groundwater Partnership (Fund 296)

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

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

Budget Summary - Newberry Neighborhood (Fund 297)

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

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

Budget Summary - Community Development Reserve (Fund 300)

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

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

Budget Summary - Building Safety Program Reserve (Fund 301)

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

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

Budget Summary - Electrical Program Reserve (Fund 302)

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

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

Budget Summary - Facilities Reserve (Fund 303)

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

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

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FAIR & EXPO CENTER

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

Department Director: Geoff Hinds

☎ 541-548-2711

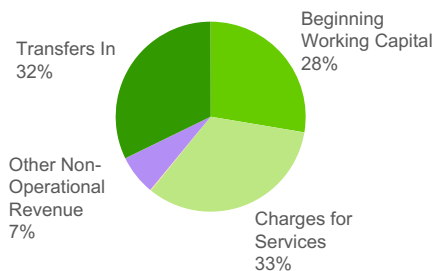
✉ expo@deschutes.org

🌐 www.deschutes.org/fair

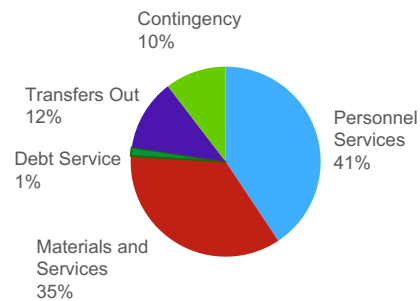
Fair & Expo Center Summary	
Total Budget	\$ 3,511,228
Budget Change	2.67 %
Total Staff	13.37 FTE
Staff Change	1.00

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

**Fair & Expo Center
Resources**



**Fair & Expo Center
Requirements**



Department Overview

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

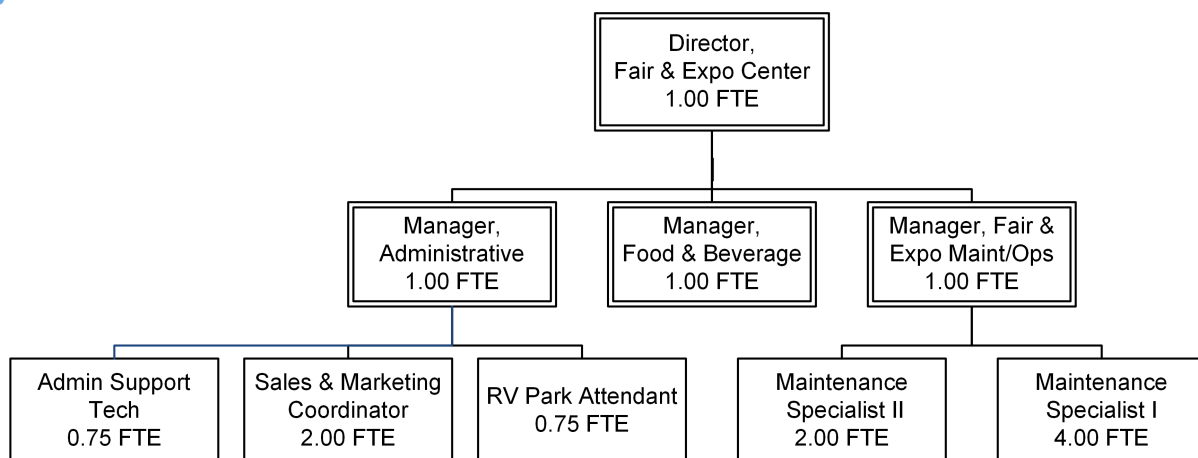
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Fair & Expo Center (Fund 615)

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

Budget Summary - Deschutes County Fair (Fund 616)

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

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

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

Budget Summary - RV Park (Fund 618)

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

Budget Summary - RV Park Reserve (Fund 619)

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

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

ROAD DEPARTMENT

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

Department Director: Chris Doty

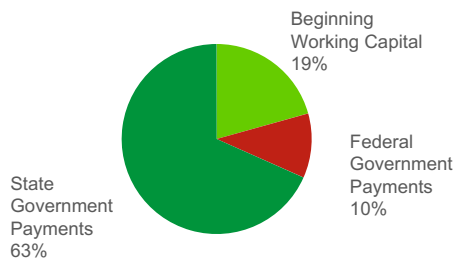
☎: 541-388-6581

✉: road@deschutes.org

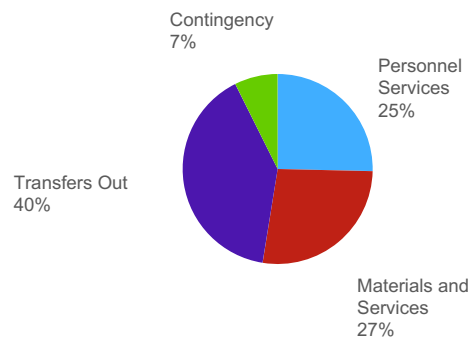
🌐: www.deschutes.org/road

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

Road Department Resources



Road Department Requirements



Department Overview

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

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

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

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

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

GEOGRAPHIC INFORMATION SYSTEM/INFORMATION TECHNOLOGY (GIS/IT)

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

Fiscal Issues

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

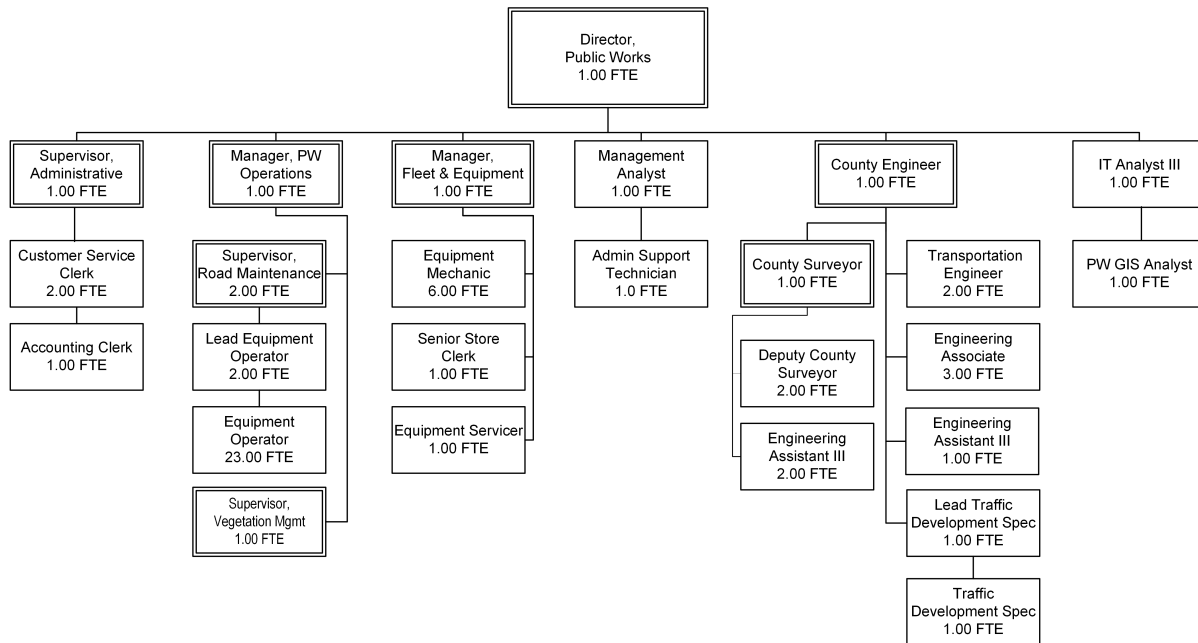
Department through formulaic increases in Surface Transportation Block Grant (STBG) and Secure Rural Schools (SRS) funding allocations. Primarily IIJA will fund competitive grant programs that will be available to the Road Department at the state and federal level.

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

Operational Challenges

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

Organizational Chart



Budget Summary - Road (Fund 325)

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

Budget Summary - County Surveyor (Fund 328)

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

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

Budget Summary - Public Land Corner Preservation (Fund 329)

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

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

Budget Summary - Road Building & Equipment (Fund 330)

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

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

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

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

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

Budget Summary - Transportation Capital Improvement Program (Fund 465)

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

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

Budget Summary - Vehicle Maintenance & Replacement (Fund 680)

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

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

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NATURAL RESOURCES

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

Department Overview

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

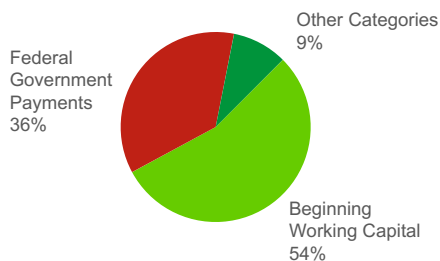
County Forester: Ed Keith

☎: 541-322-7117

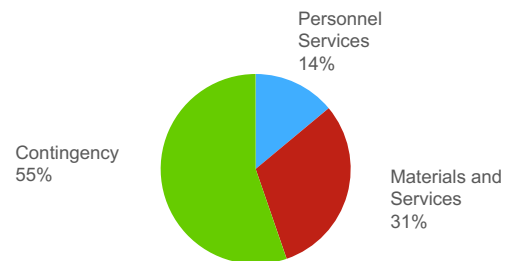
🌐: www.deschutes.org/forester

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

Natural Resources Resources



Natural Resources Requirements



SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

Fiscal Issues

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

Operational Challenges

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

Budget Summary - Natural Resources (Fund 326)

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

Budget Summary - Federal Forest Title III (Fund 327)

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

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

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SOLID WASTE

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

Department Director: Chad Centola

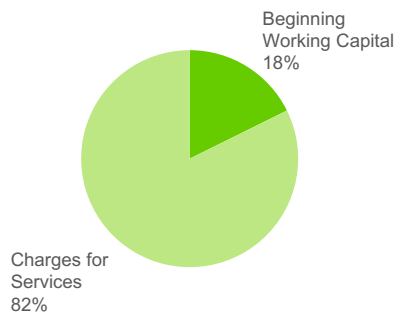
☎: 541-317-3163

✉: solidwaste@deschutes.org

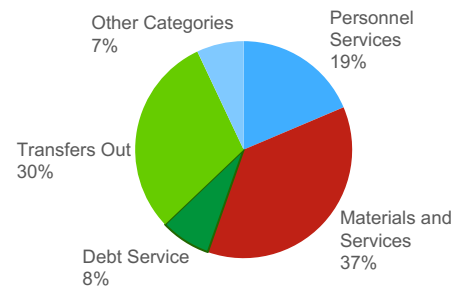
🌐: www.deschutes.org/solidwaste

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

Solid Waste Resources



Solid Waste Requirements



Department Overview

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

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

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

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

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

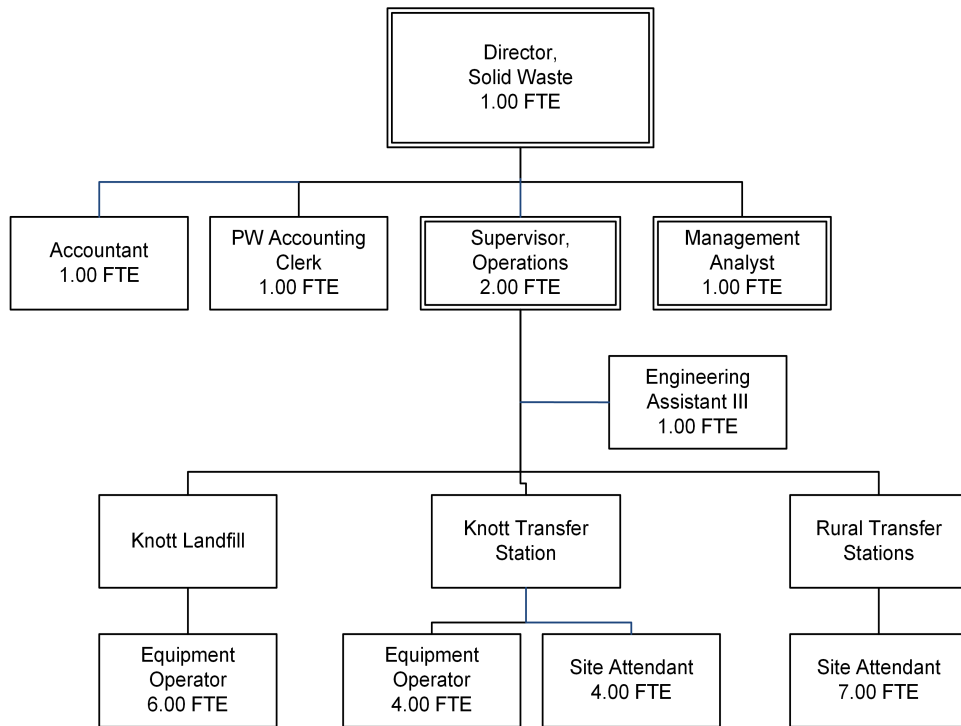
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Solid Waste (Fund 610)

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

Budget Summary - Landfill Closure (Fund 611)

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

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

Budget Summary - Landfill Post-Closure (Fund 612)

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

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

Budget Summary - Solid Waste Capital Projects (Fund 613)

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

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

Budget Summary - Solid Waste Equipment Reserve (Fund 614)

Funds reserved for large capital operating equipment.

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

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Health Services

HEALTH SERVICES DEPARTMENT

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HEALTH SERVICES

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

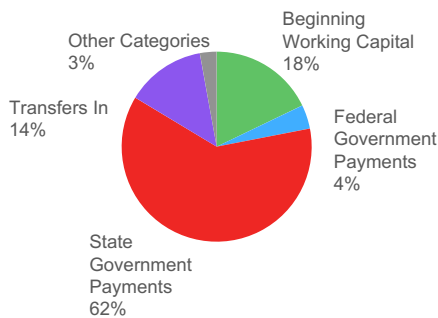
Department Director, Interim: Erik Kropp

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

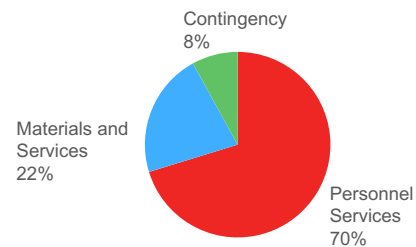
✉ healthservices@deschutes.org

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

**Health Services
Resources**



**Health Services
Requirements**



Department Overview

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

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

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

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

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

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

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

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

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

SUCCESSES AND CHALLENGES

Significant Accomplishments

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

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

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

Fiscal Issues

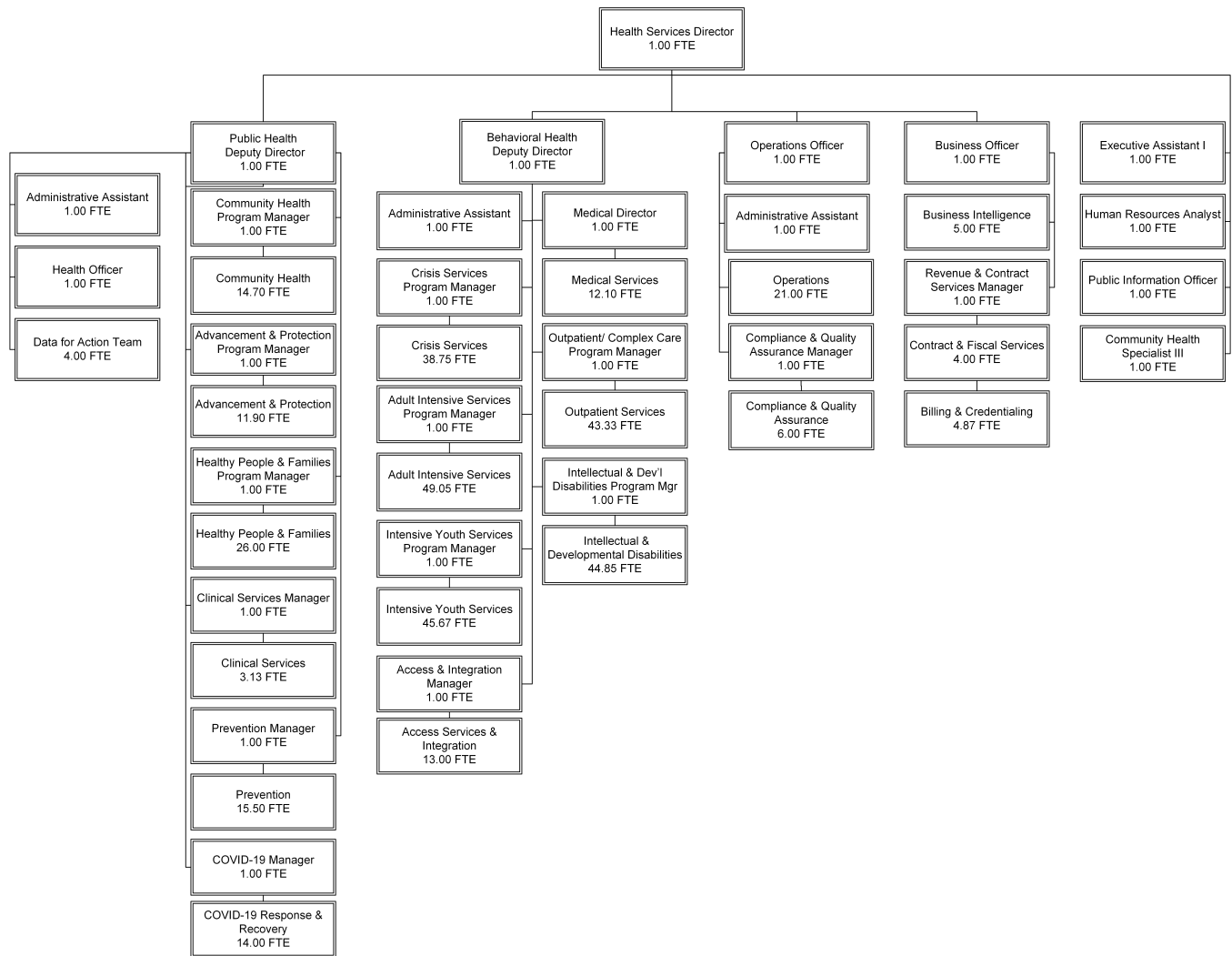
- DCHS provides many “safety-net” services for the community, which are often required by statute but unbillable or uncollectible. DCHS relies heavily upon grantors to fund its operations, which is a funding model that is highly vulnerable to economic, political, and social changes at the federal, state,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

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

Operational Challenges

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

Organizational Chart



Budget Summary Health Services (Fund 274)

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

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

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

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

Budget Summary - Acute Care Services (Fund 276)

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

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



Support Services Departments

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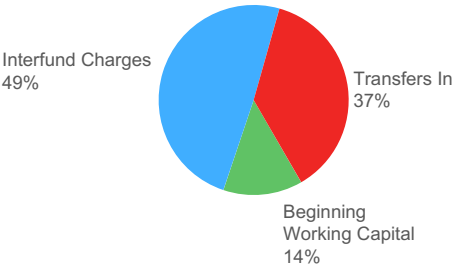
BOARD OF COUNTY COMMISSIONERS

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

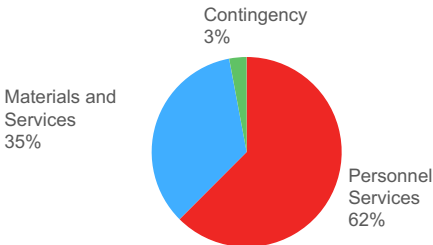
Chair: Patti Adair
Vice-Chair: Anthony DeBone
Commissioner: Phil Chang
☎: 541-388-6570
✉ board@deschutes.org

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

**Board of County
Commissioners Resources**



**Board of County
Commissioners Requirements**



Department Overview

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

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

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

APPOINTMENTS AND AFFILIATIONS

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

Commissioner Patti Adair, Chair



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

Commissioner Anthony DeBone, Vice-Chair



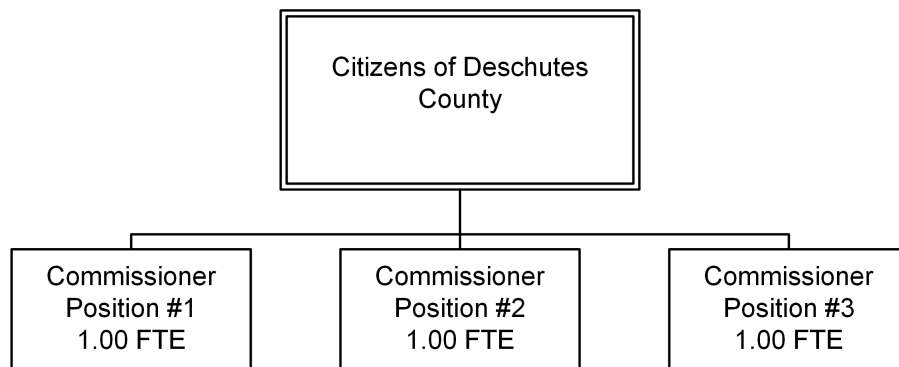
- Central Oregon Cohesive Strategy Steering Committee
- Central Oregon Intergovernmental Council (COIC) - Alternate
- Deschutes County Historical Society
- Deschutes County Public Safety Coordinating Council
- East Cascades Works
- Sunriver – La Pine Economic Development Committee
- Redmond Airport Commission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

Commissioner Phil Chang



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

Organizational Chart



Budget Summary – Board of County Commissioners (Fund 628)

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

Budget Summary – General Fund (Fund 001-00)

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

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

Addressed throughout the budget book

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

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

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

ADMINISTRATIVE SERVICES

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

County Administrator: Nick LeLack

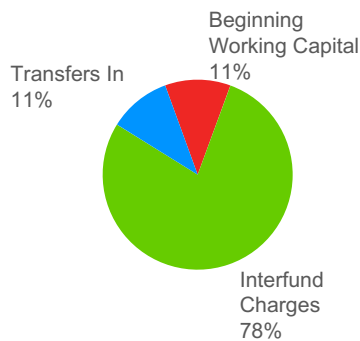
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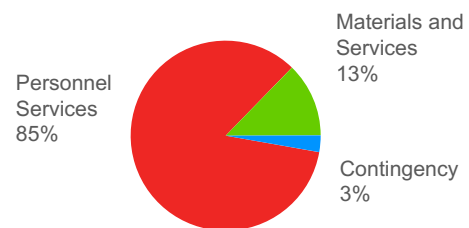
🌐: www.deschutes.org/administration

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

Administrative Services Resources



Administrative Services Requirements



Department Overview

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

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

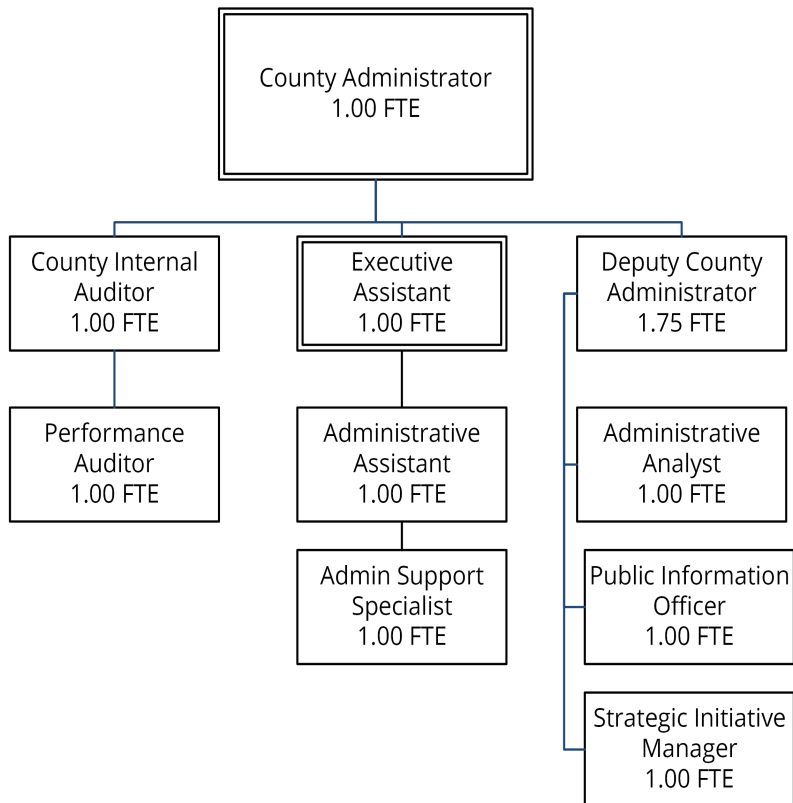
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Administrative Services (Fund 625)

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

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

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

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

Budget Summary - Property Management (Fund 001-25)

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

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

Budget Summary - Economic Development (Fund 050)

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

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

Budget Summary - Law Library (Fund 120)

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

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

Budget Summary - Foreclosed Land Sales (Fund 140)

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

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

Budget Summary - Special Transportation (Fund 150)

State and federal grants for public transit services.

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

Budget Summary - Taylor Grazing (Fund 155)

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

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

Budget Summary - Video Lottery (Fund 165)

State video lottery apportionment for activities promoting economic development.

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

Budget Summary - Coordinated Office on Houselessness (Fund 205)

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

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

Budget Summary - Risk Management (Fund 670)

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

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

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FACILITIES

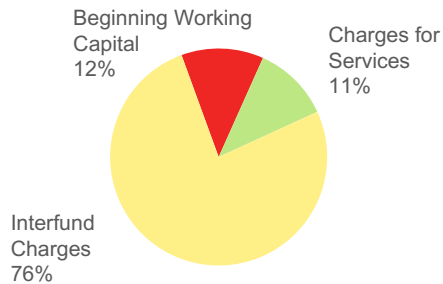
Develop and manage County-owned facilities and buildings to protect and enhance the value of public assets, provide a safe and efficient workplace for County employees and visitors and support future opportunities for community improvement.

Department Director: Lee Randall

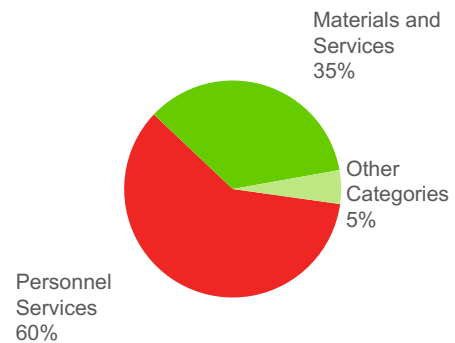
☎: 541-617-4711

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

Facilities Resources



Facilities Requirements



Department Overview

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

Facility Management

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

Building and Grounds Maintenance

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

Custodial Services

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

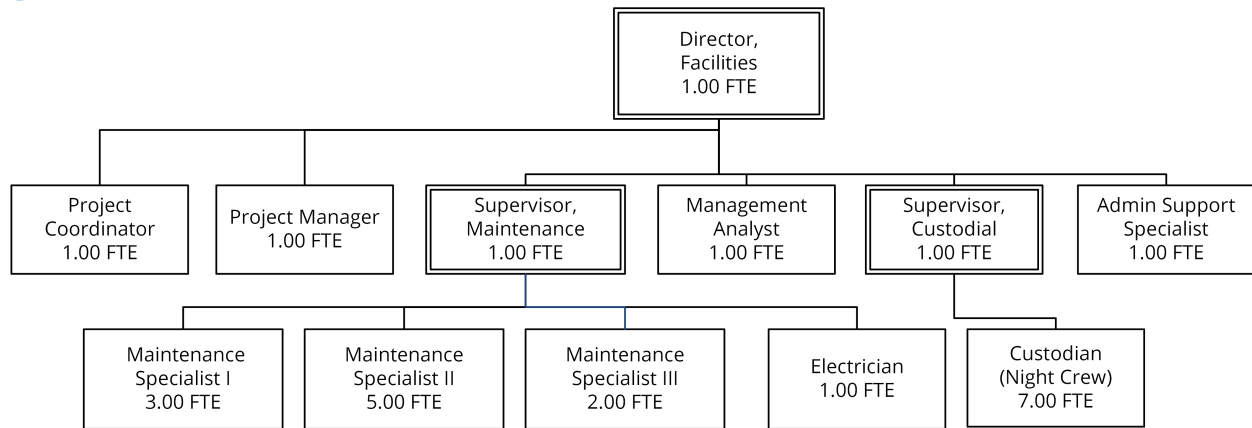
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Facilities (Fund 620)

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

Budget Summary - County Projects (Fund 070)

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

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

Budget Summary - Park Acquisition & Development (Fund 130)

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

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

Budget Summary - Park Development Fees (Fund 132)

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

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

Budget Summary - Campus Improvements (Fund 463)

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

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

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FINANCE/TAX

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

Chief Financial Officer, Interim: Wayne Lowry

☎: 541-388-6559

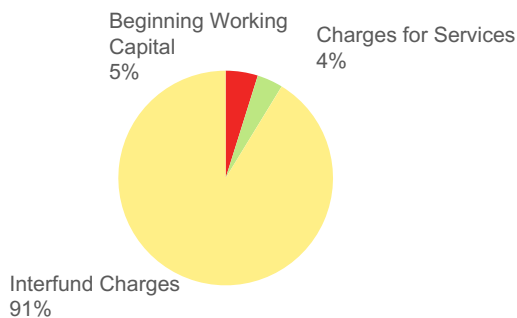
✉: finance@deschutes.org

💻: www.deschutes.org/finance

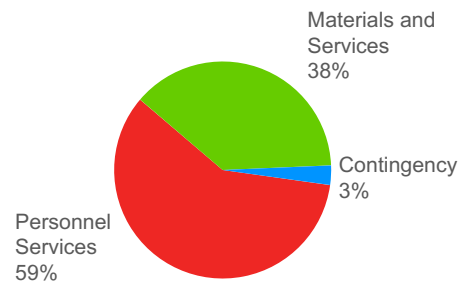
Finance Summary	
Total Budget	\$ 2,322,382
Budget Change	11.81 %
Total Staff	11.00 FTE
Staff Change	—

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

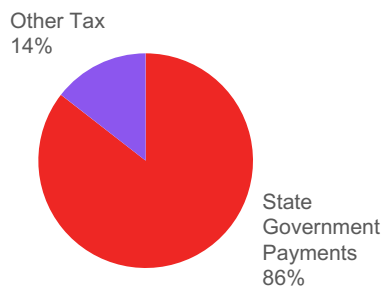
Finance Resources



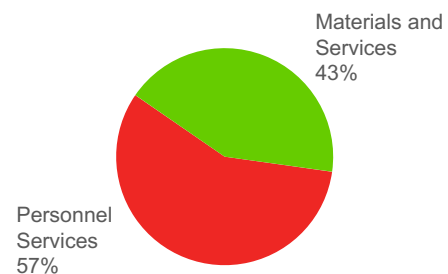
Finance Requirements



Tax Resources



Tax Requirements



Department Overview

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

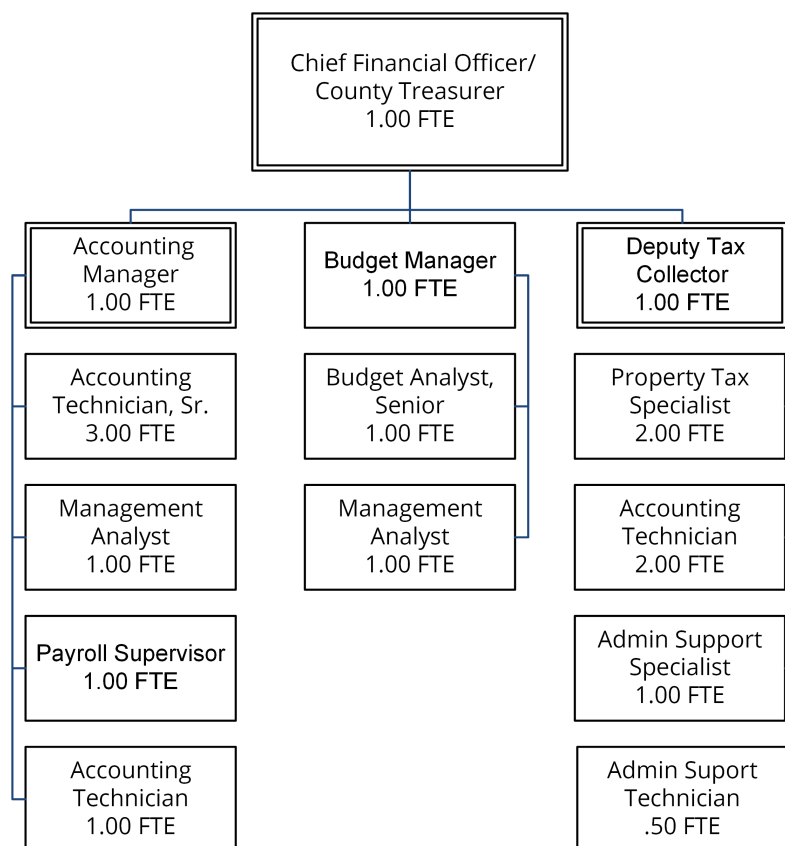
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Finance (Fund 630)

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

Budget Summary - Tax (Fund 001-18)

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

Budget Summary - PERS Reserve (Fund 135)

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

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

Budget Summary - County School (Fund 145)

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

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

Budget Summary - Dog Control (Fund 350)

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

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

Budget Summary - Finance Reserve (Fund 631)

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

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

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

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

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

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

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

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

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

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

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

Budget Summary - General Capital Reserve (Fund 060)

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

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

Budget Summary - American Rescue Plan Act (Fund 200)

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

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

HUMAN RESOURCES

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

Department Director: Kathleen Hinman

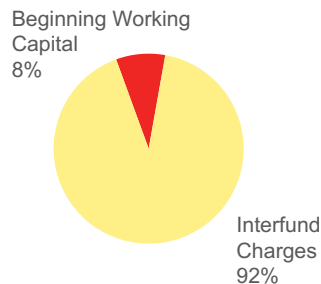
☎: 541-388-6553

✉: hr@deschutes.org

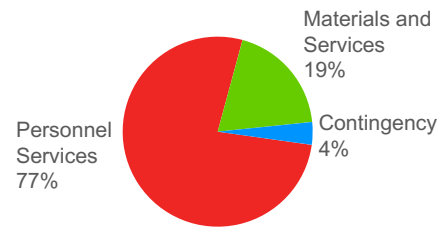
🌐: www.deschutes.org/hr

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

**Human Resources
Resources**



**Human Resources
Requirements**



Department Overview

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

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

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

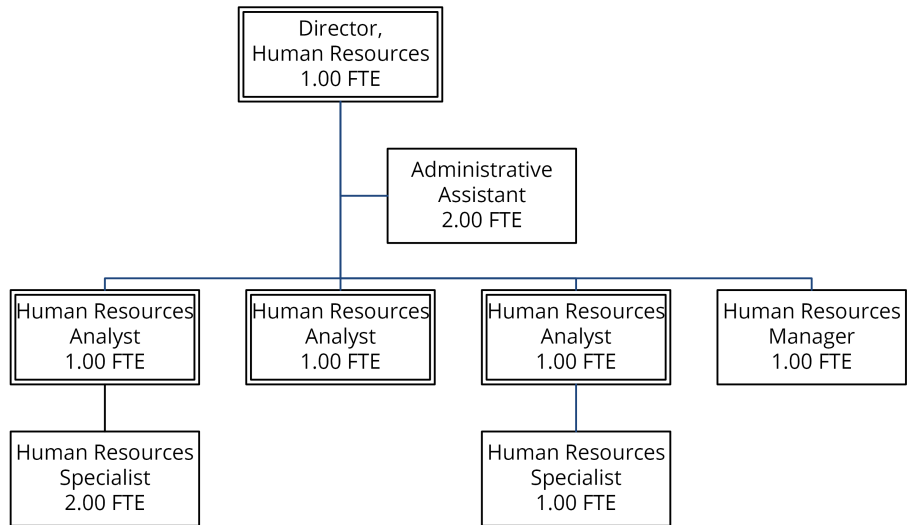
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Human Resources (Fund 650)

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

Budget Summary - Health Benefits (Fund 675)

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

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

INFORMATION TECHNOLOGY

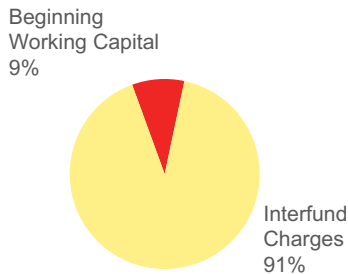
Deliver reliable, innovative, cost-effective and proven information technology solutions to residents, the business community and County staff.

Director: Joe Sadony

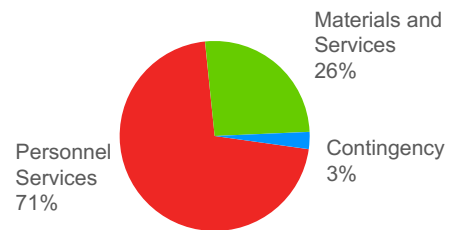
 www.deschutes.org/it

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

Information Technology Resources



Information Technology Requirements



Department Overview

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

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

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

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

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

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

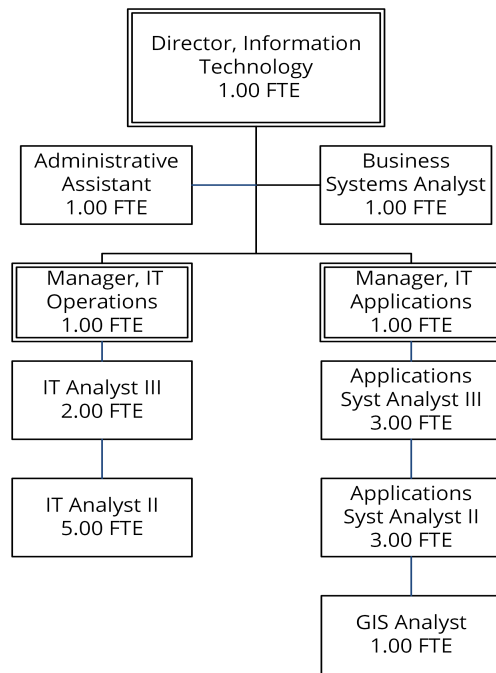
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Information Technology (Fund 660)

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

Budget Summary - Information Technology Reserve (Fund 661)

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

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

Budget Summary - Geographic Information Systems (Fund 305)

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

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

Budget Summary - Court Technology Reserve (Fund 040)

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

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

LEGAL COUNSEL

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

Legal Counsel: David Doyle

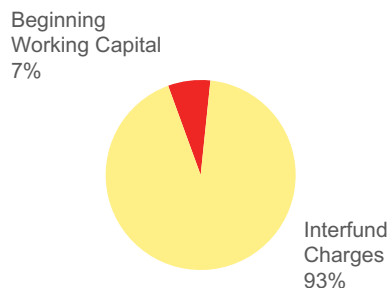
☎: 541-388-6625

✉: david.doyle@deschutes.org

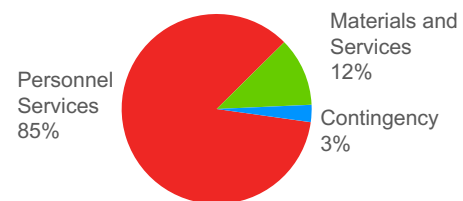
🌐: www.deschutes.org/legal

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

Legal Counsel Resources



Legal Counsel Requirements



Department Overview

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

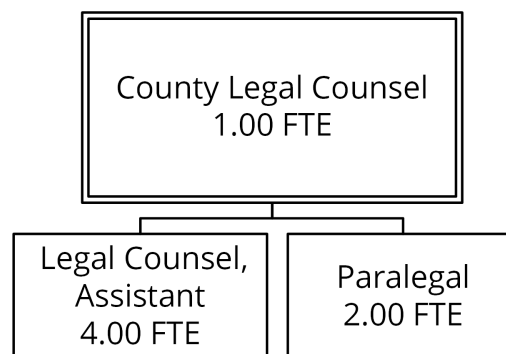
Fiscal Issues

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

Operational Challenges

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

Organizational Chart



Budget Summary - Legal Counsel (Fund 640)

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

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County Service Districts

DESCHUTES COUNTY 9-1-1 SERVICE DISTRICT

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

EXTENSION/4-H COUNTY SERVICE DISTRICT

Extension/4-H County Service District (Fund 720)	195
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Summary of Resources & Requirements: County Service Districts	201
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DESCHUTES COUNTY 9-1-1

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

Communications Director: Sara Crosswhite

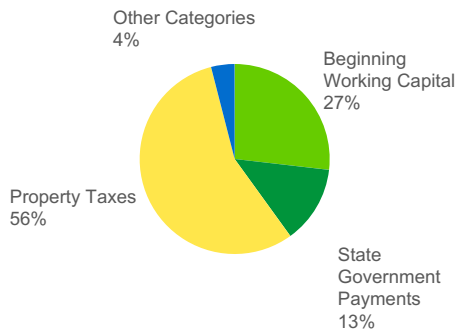
☎: 541-388-0185

✉: 911public@deschutes.org

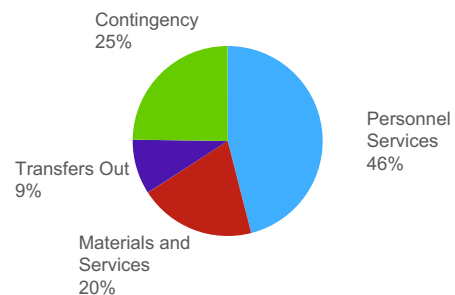
🌐: www.deschutes.org/911

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

Deschutes County 9-1-1 Resources



Deschutes County 9-1-1 Requirements



Department Overview

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

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

SUCSESSES & CHALLENGES

Significant Accomplishments

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

Fiscal Issues

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

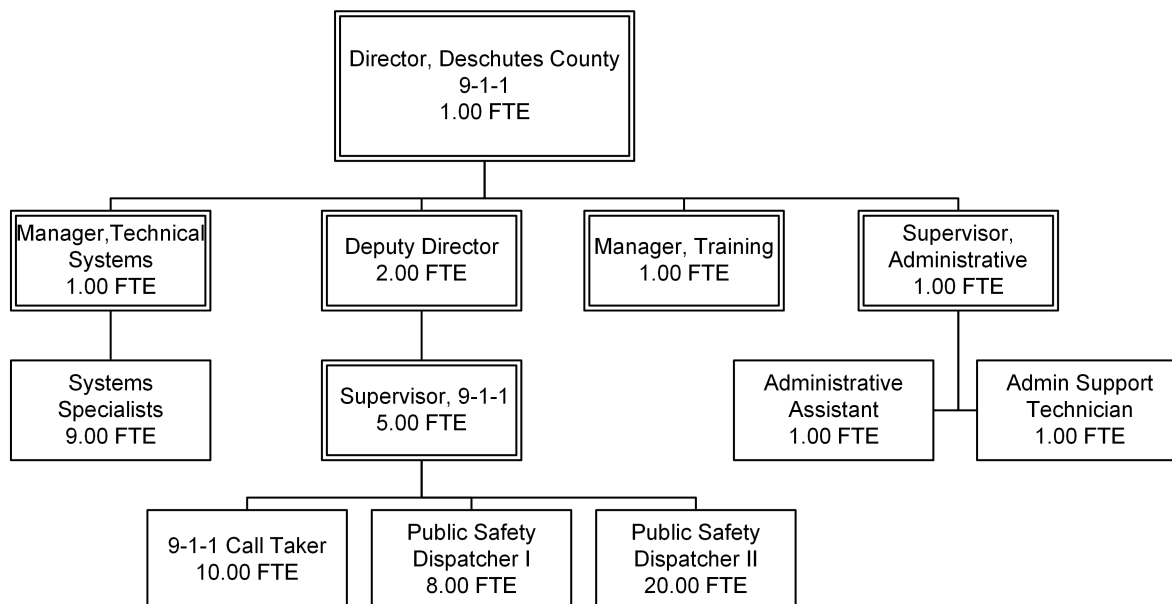
Capital projects included in the FY 2023 budget are:

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

Operational Challenges

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

Organizational Chart



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

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

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

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

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

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Extension/4-H County Service District

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

Regional Director: Nichole Strong

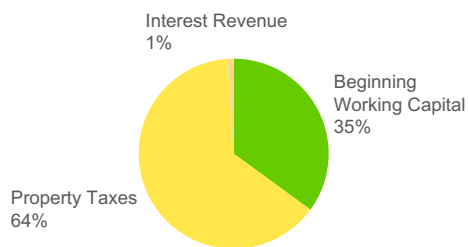
County Liaison: Candi Bothum

☎: 541-548-6088

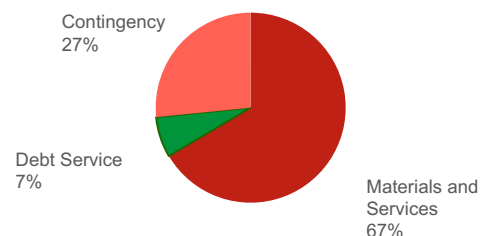
🌐: <https://extension.oregonstate.edu/deschutes>

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

4-H Service District Resources



4-H Service District Requirements



District Overview

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

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

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

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

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

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

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

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

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

SNAP-ED (SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EDUCATION)

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

SUCCESSES & CHALLENGES

Significant Accomplishments

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

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

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

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

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

Operational Challenges

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

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

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

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

This fund was closed in FY 2022.

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

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Summary of Resources & Requirements County Service Districts

County Service Districts

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

Summary of Resources & Requirements County Service Districts

County Service Districts

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

CAPITAL IMPROVEMENT PROGRAM

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

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

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

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

Construction Projects – Road

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

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

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

Road Improvement Projects

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

US 97: Lower Bridge Way/Terrebonne (ODOT)

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

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

US 20: Tumalo to Cooley Rd (ODOT)

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

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

Hunnel Road: Rodgers Road to Tumalo Road

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

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

Deschutes Market Road/Hamehook Road Roundabout

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

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

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

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

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

Terrebonne Wastewater System Phase 1

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

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

Capital Improvements – Solid Waste

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

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

Cell 9

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

- Funding: Debt (Fund 613)

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

Litter Fencing

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

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

Negus Transfer Station Improvement

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

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

Capital Improvements – General Facilities

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

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

North County Campus - Redmond

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

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

Parole and Probation Building Project

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

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

Downtown Campus Parking

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

County Courthouse Expansion

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

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

Capital Improvements – Public Safety

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

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

Capital Improvements – Fair & Expo and RV

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

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

Other General Capital Improvements

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

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

Equipment Replacement/Enhancement – Road

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

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

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

Equipment Replacement/Enhancement – Solid Waste

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

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

Equipment Replacement/Enhancement – General County

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

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

Equipment Replacement/Enhancement – Public Safety

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

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

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

Technology

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

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

Court Technology Reserve

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

Internal Service Funds Technology Equipment

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

County Service Districts

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

Deschutes County 9-1-1 Service District

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

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

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DEBT OVERVIEW

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

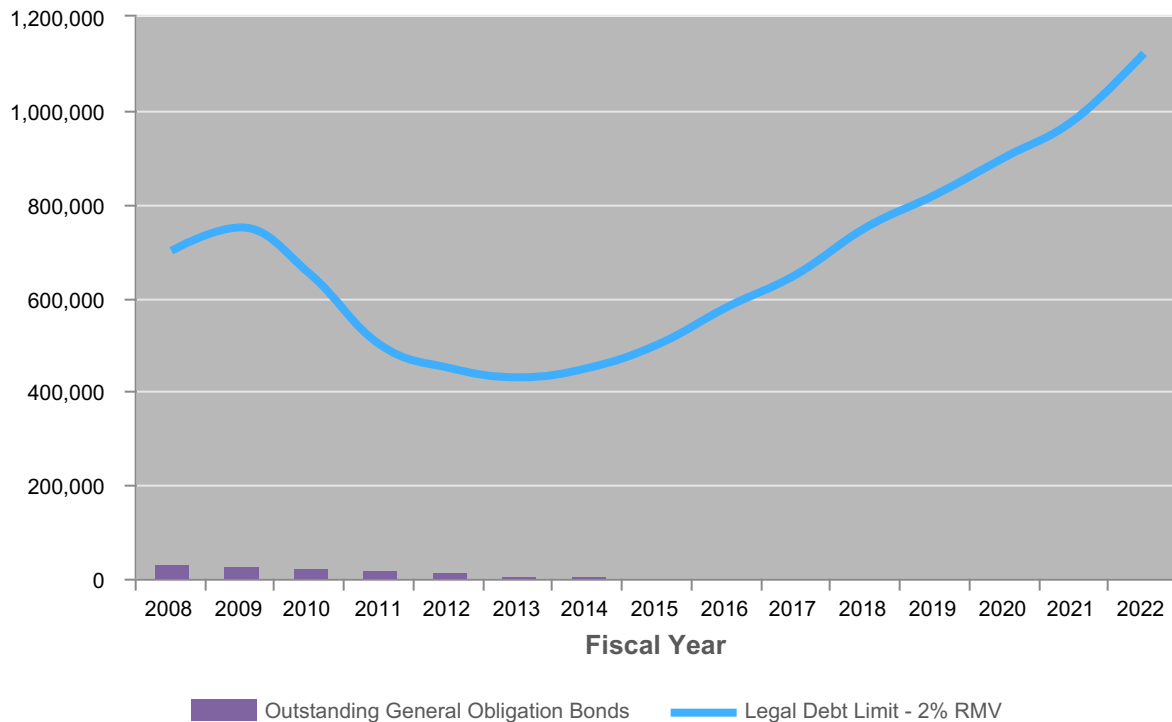
“Deschutes County benefits from a solid financial performance that will remain sound, supported by robust reserves and liquidity, favorable population and tax base growth, strong economic activity despite the impacts of the coronavirus pandemic, and adopted reserve policies. Debt levels are modest and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

Moody's Investor Services – August 2022

TYPES OF DEBT

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

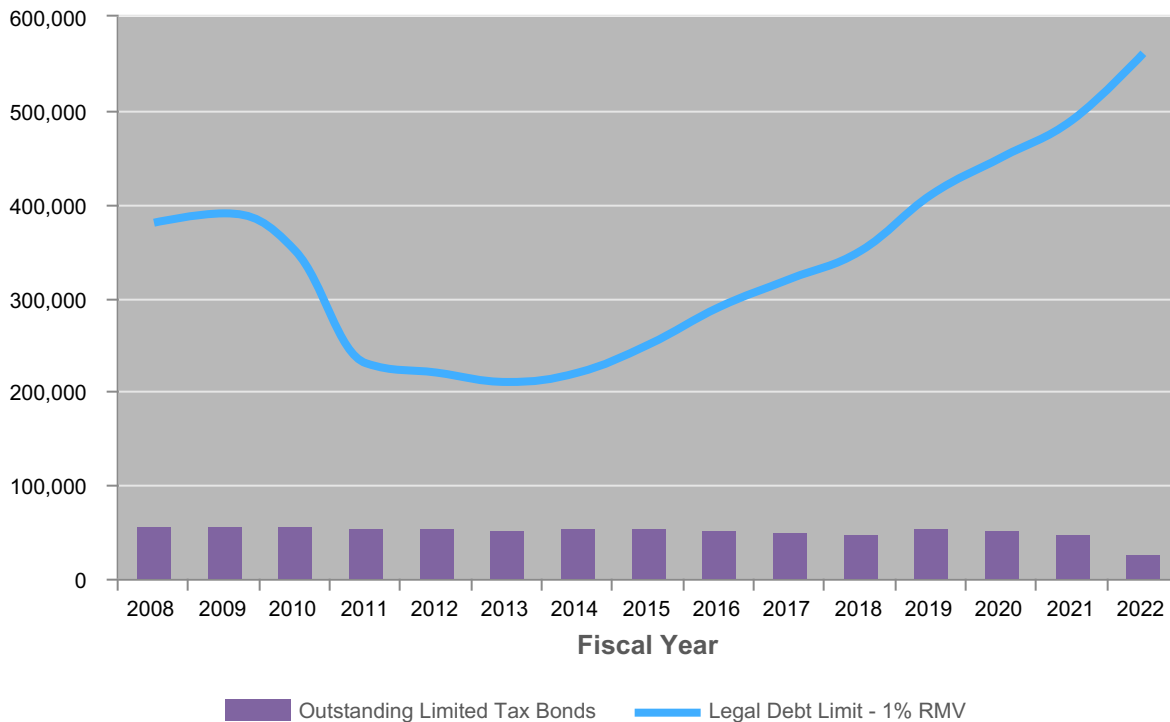
**Deschutes County Legal Debt Limit and Debt Outstanding
General Obligation Bonds
(In thousands)**



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

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

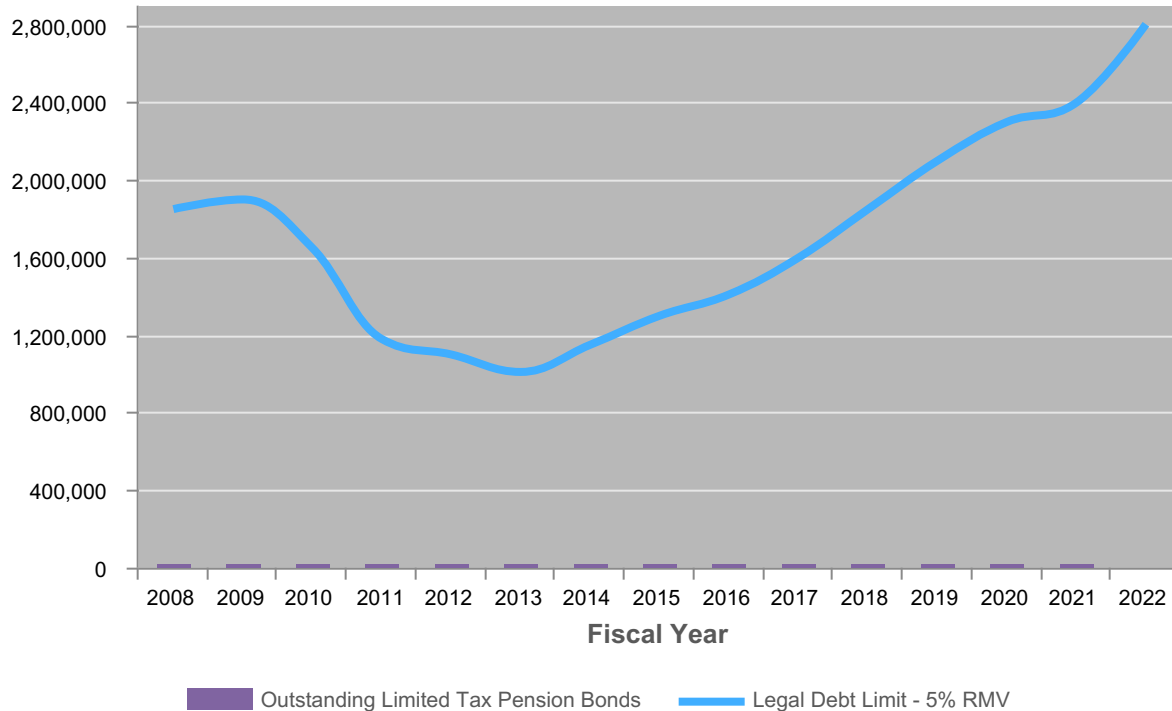
**Deschutes County Legal Debt Limit and Debt Outstanding
Limited Tax Bonds
(In thousands)**



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

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

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



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

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

FY 2023 Scheduled Principal & Interest Payments Summary

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

Scheduled Principal & Interest Payments Through Retirement

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

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

Date: March 28, 2002

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

Rating: Moody's: A3

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

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

Debt service:

Fiscal Year	Principal	Interest	Total Payment	Balance
2002	\$ 19,930.20	\$ 62,002.94	\$ 81,933.14	\$ 5,409,656.05
2003	—	293,367.50	293,367.50	5,409,656.05
2004	13,677.15	294,690.35	308,367.50	5,395,978.90
2005	25,582.80	297,784.70	323,367.50	5,370,396.10
2006	35,965.80	302,401.70	338,367.50	5,334,430.30
2007	44,520.00	308,847.50	353,367.50	5,289,910.30
2008	51,349.50	317,018.00	368,367.50	5,238,560.80
2009	57,311.10	326,056.40	383,367.50	5,181,249.70
2010	64,538.10	338,829.40	403,367.50	5,116,711.60
2011	680,574.40	332,663.10	1,013,237.50	4,436,137.20
2012	72,853.80	325,253.70	398,107.50	4,363,283.40
2013	76,896.60	361,340.70	438,237.30	4,286,386.80
2014	82,214.90	360,892.60	443,107.50	4,204,171.90
2015	83,223.00	379,884.50	463,107.50	4,120,948.90
2016	85,634.00	402,473.50	488,107.50	4,035,314.90
2017	85,901.85	422,205.65	508,107.50	3,949,413.05
2018	87,659.60	445,447.90	533,107.50	3,861,753.45
2019	88,138.90	469,968.60	558,107.50	3,773,614.55
2020	118,614.55	469,492.95	588,107.50	3,655,000.00
2021	365,000.00	250,367.50	615,367.50	3,290,000.00
2022	420,000.00	225,365.00	645,365.00	2,870,000.00
2023	480,000.00	196,595.00	676,595.00	2,390,000.00
2024	540,000.00	163,715.00	703,715.00	1,850,000.00
2025	—	126,725.00	126,725.00	1,850,000.00
2026	685,000.00	126,725.00	811,725.00	1,165,000.00
2027	770,000.00	79,802.50	849,802.50	395,000.00
2028	395,000.00	27,057.50	422,057.50	—
	<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: A1

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

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

Debt service:

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

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

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

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

Date: December 1, 2015

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

Rating: Direct Borrowing - Not Rated

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

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

Debt service:

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

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

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

Date: May 25, 2016

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

Rating: Direct Borrowing - Not Rated

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

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

Debt service:

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

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

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

Date: March 12, 2019

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

Rating: Moody's: Aa1 (Original)

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

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

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

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

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

Date: September 2, 2021

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

Rating: Moody's: Aa1

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

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

Debt service:

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

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

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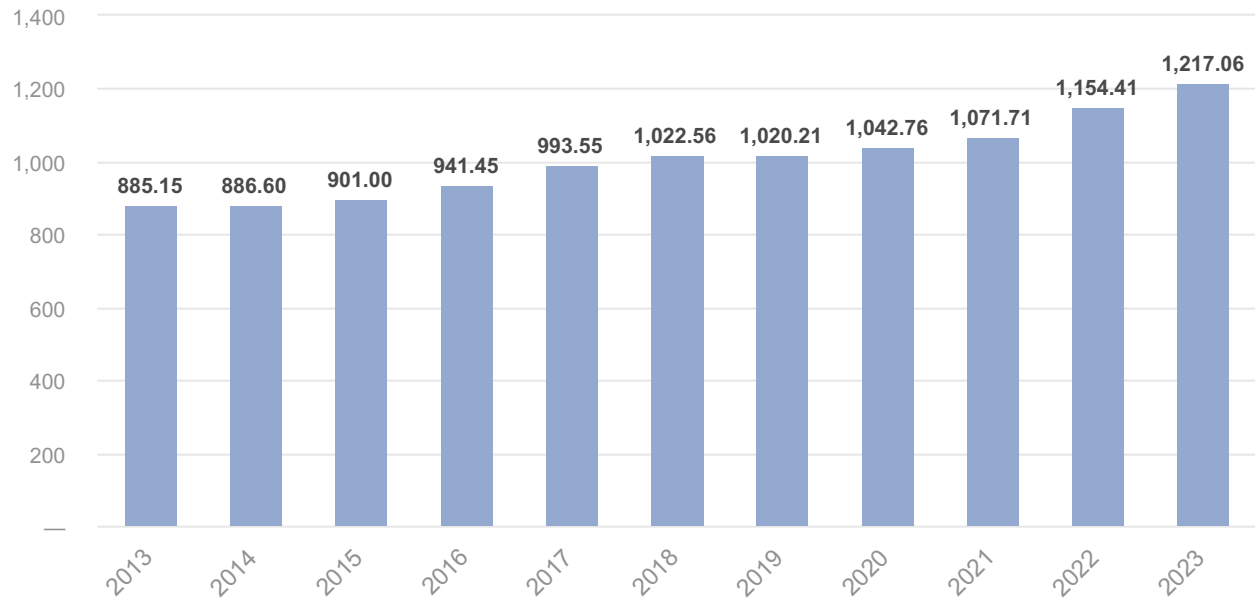
Personnel & Salary Summary Schedules

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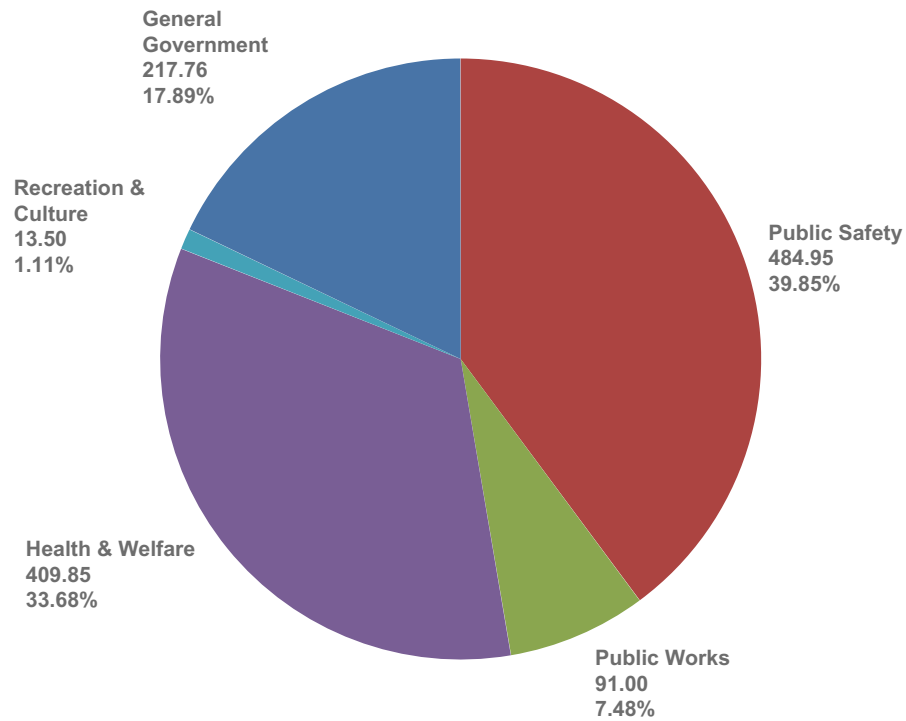
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DESCHUTES COUNTY AND COUNTY SERVICE DISTRICTS FULL TIME EQUIVALENT CHARTS

FTE Count by Fiscal Year



FY 2023 FTE by Function



AUTHORIZED FTE BY FUND

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

FTE BY DEPARTMENT & POSITION

PUBLIC SAFETY

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

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

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

FTE BY DEPARTMENT & POSITION

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

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

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

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

FTE BY DEPARTMENT & POSITION

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

DIRECT SERVICES

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

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

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

FTE BY DEPARTMENT & POSITION

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

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

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

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

FTE BY DEPARTMENT & POSITION

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

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

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

HEALTH SERVICES

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

FTE BY DEPARTMENT & POSITION

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

SUPPORT SERVICES

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

FTE BY DEPARTMENT & POSITION

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

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

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

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

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

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

FTE BY DEPARTMENT & POSITION

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

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

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

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

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

FTE BY DEPARTMENT & POSITION

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

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

COUNTY FUNDS TOTAL	971.61	984.16	1,132.51	1,157.06	24.55
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Deschutes County 9-1-1 Service	Position Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023 Changes
	9-1-1 Call Taker	10.00	11.00	11.00	11.00	—
	Administrative Analyst	—	—	1.00	1.00	—
	Administrative Assistant	1.00	1.00	1.00	1.00	—
	Administrative Support Tech	1.00	1.00	1.00	1.00	—
	Deputy Director, 9-1-1	1.00	1.00	—	—	—
	Director, 9-1-1	1.00	1.00	1.00	1.00	—
	Manager, 9-1-1 Operations	1.00	1.00	1.00	1.00	—
	Manager, 9-1-1 Technical Systems	1.00	1.00	1.00	1.00	—
	Manager, 9-1-1 Training	1.00	1.00	1.00	1.00	—
	Public Safety Dispatcher I	7.00	7.00	8.00	8.00	—
	Public Safety Dispatcher II	21.00	20.00	19.00	19.00	—
	Public Safety System Specialist	8.00	8.00	8.00	8.00	—
	Supervisor, 9-1-1	4.00	4.00	5.00	5.00	—
	Supervisor, Administrative	1.00	1.00	1.00	1.00	—
	Supervisor, Public Safety System	2.00	2.00	1.00	1.00	—
	TOTAL DEPARTMENT	60.00	60.00	60.00	60.00	—

COUNTY SERVICE DISTRICTS TOTAL	60.00	60.00	60.00	60.00	—
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GRAND TOTAL	1,031.61	1,044.16	1,192.51	1,217.06	24.55
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GLOSSARY

ACA – American Correctional Association.

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

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

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

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

ACFR - Annual Comprehensive Financial Report.

AOC – Association of Oregon Counties.

APP – Adult Parole and Probation.

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

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

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

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

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

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

A & T – Assessment and Taxation.

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

Audit Report – A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

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

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

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

GLOSSARY

BNWC – Beginning net working capital.

BOCC – Board of County Commissioners.

Bond – A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

BOPTA – Board of Property Tax Appeals.

Budget – A written report showing the local government’s comprehensive financial plan. It must include a balanced statement of actual resource and expenditures during each of the last two years, or budget period, and estimated revenues and expenditures for the current and upcoming year or budget period.

Budget committee – Fiscal advisory board of a local government, consisting of the governing body plus an equal number of registered voters appointed from within the boundaries of the local government.

Budget message – A written explanation of the budget and the local government’s financial priorities. It is prepared and presented by the budget officer.

Budget officer – Person appointed by the governing body to assemble budget material and information and to prepare or supervise the preparation of the proposed budget.

Budget transfers – Resources moved from one fund to finance activities in another fund. They are shown as “transfers out” in the originating fund and “transfers in” in the receiving fund.

C & F – Child and Family.

CAD – Computer Aided Dispatch.

Capital outlay – An expenditure category encompassing all material and property expenditures of \$5,000 or greater, with an expected useful life exceeding one year. This includes, but is not limited to, expenditures for the purchase of land; the purchase, improvement, or repair of county facilities; or the acquisition or replacement of county equipment.

Capital improvement program (CIP) – An annual, updated plan of capital expenditures covering one or more budget periods for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work.

Capital project – Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and county facilities. (Various capital projects are included in a Capital Improvement Program.)

Capital reserve fund – A fund established to account for dedicated funds for a specific future capital expenditures.

Cash basis – System of accounting under which revenues are accounted for when received in cash and expenses are accounted for when paid.

CCBHC – Certified Community Behavioral Health Clinic.

CCO – Coordinated Care Organization.

GLOSSARY

CDC – Center for Disease Control.

CDD – Community Development Department.

CFC – Children and Families Commission.

CLE – Continuing Legal Education.

CODE – Central Oregon Drug Enforcement.

COIC – Central Oregon Intergovernmental Council.

COLA – Cost of Living Adjustment.

Contingency – An appropriation category for those resources reserved to fulfill unforeseen demands and expenditures.

Contractual services – A formal agreement or contract entered into with another party for services. Services obtained in this category usually include repairs, professional fees or services.

COPs – Certificates of Participation (similar to bonds).

DA – District Attorney.

DCSEA – Deschutes County Sheriff Employees Association.

DCSO – Deschutes County Sheriff's Office.

DD – Developmental Disabilities.

Debt – An obligation resulting from the borrowing of money. Debts of governments include bonds, time warrants and notes.

Debt service – Payment of interest and principal on an obligation resulting from the issuance of debt.

Debt service fund – A fund established to account for the accumulation of resources for, and the payment of, debt principal and interest.

Depreciation – The allocation of the cost of a capital asset over the estimated service life of the asset.

DVDS – Domestic Violence Deferred Sentencing.

EBAC – Employee Benefits Advisory Committee.

Employee benefits – Social security, Medicare, pension, group health and dental, life and disability insurance, workers' compensation, and unemployment.

Enterprise funds – Funds established to account for activities financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges.

GLOSSARY

Expenditure – A liability incurred for personnel, materials & services, debt service, capital outlay, or other requirements during a budgetary period.

Expense – Outflow or other use of assets or incurrence of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing, major or central operations.

FAA – Formal Accountability Agreements.

FAN – Family Access Network.

FAST (track) – Formalized Accountability Sanctions Timely.

FDPIR – Food Distribution on Indian Reservations.

FFT – Functional Family Therapy.

Fiscal year – A 12-month period to which the annual operating budget applies at the end of which a government determines its financial position and the results of its operation. The Deschutes County fiscal year is July 1st through June 30th.

FOPPO – Federation of Oregon Parole and Probation Officers.

FPEP – Family Planning Expansion Project.

FTO – Field Training Officer.

Full time equivalent (FTE) – One FTE is the equivalent of one employee who works 40 hours per week on average. A .50 FTE equals one employee who averages 20 hours per week of work. Two people working 20 hours per week equal one FTE.

Fund – A fund is a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance – The balance remaining in a fund after expenditures have been subtracted from resources.

Fund type – One of eleven fund types in general categories including general fund, special revenue, debt service, capital projects, permanent funds, enterprise, internal service, pension trust, investment trust, private purpose trust, and agency funds. [GAAFR 26/27].

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

General fund – A fund established for the purpose of accounting for all financial resources and liabilities of the governmental entity except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General obligation bonds – A bond backed by the full faith, and credit, and taxing power of the government.

GLOSSARY

Generally accepted accounting principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines or general application, but also detailed practices and procedures.

GFOA – Government Finance Officers Association.

GIS – Geographic Information System.

GO – General Obligation (bonds).

Governmental accounting – The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental funds – Funds in which most governmental activities are recorded. Fund types included in this category are general, special revenue, capital projects, and debt service funds.

Governing body – A group of people who formulate policy and direct an institution along with its management. Examples of governing bodies are county court, board of commissioners, city council, school board, board of trustees, board of directors, or other managing board of a local government unit.

Grants – Contributions or gifts of cash or other assets.

HB – House Bill.

HIDTA – High Intensity Drug Traffic Area.

HIPAA – Health Insurance Portability and Accountability Act.

ICMA – International City Managers Association.

Interfund services – Cost of a service provided by one fund to another. The allocated costs of internal service funds, which provide support services to many other funds, is an example of interfund services.

Infrastructure – Facilities on which the continuance and growth of a community depend, such as roads, bridges, and drainage system.

Internal service funds – Funds which account for services, materials, and administrative support provided to other county departments. The majority of financial support for internal service funds is acquired through charges to county departments.

IT – Information Technology.

IUOE – International Union of Operating Engineers.

JCP – Juvenile Crime Prevention.

JMS – Jail Management System.

Levy – The amount of ad valorem tax certified by a local government for the support of governmental activities.

GLOSSARY

Liabilities – Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future.

Local improvement district (LID) – An entity formed by a group of property owners to construct public improvements to benefit their properties. Typical improvements include streets, sewers, storm drains, streetlights, etc., where costs of such improvements are assessed among the benefiting properties.

Local option tax – Taxing authority (voter-approved by a double majority, except in even numbered years) that is in addition to taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose or capital projects. They are limited to five years unless designated for a capital project, in which case they are limited to the useful life of the project or 10 years, whichever is less.

LPCHC – La Pine Community Health Clinic.

Major funds – These funds account for significant activities of the government entity. The totals of revenues or expenditures, excluding other financing sources and uses, are at least 10% of revenues or expenditures of the corresponding total for all governmental funds (for each governmental fund) or all enterprise funds (for each enterprise fund), and at least 5% of the aggregate amount of all governmental and enterprise funds.

Materials and services – An appropriation category encompassing non-capital, non-personnel expenditures. These include expenses for travel and training, operations, property, equipment, and contracted services.

Maximum assessed value (MAV) – The maximum taxable value limitation placed on real or personal property by the constitution. It can increase a maximum of three percent per year on existing property. The three percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

MDT – Mobile Data Terminal.

Modified accrual basis of accounting – A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

NAMI – National Alliance on Mental Illness.

NACO – National Association of Counties.

Nonmajor funds – Funds that do not qualify as a Major Fund and are generally reported in the aggregate separately from Major Funds. However, any fund may be reported as a major fund if the government's officials feel it is warranted to do so.

OACTFO – Oregon Association of County Treasurers and Finance Officers.

OCCF – Oregon Commission on Children and Families.

OHP – Oregon Health Plan.

OMFOA – Oregon Municipal Finance Officers Association.

GLOSSARY

Operating budget – That portion of an annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, unappropriated ending fund balance and reserve for future expenditures. The combined categories of personnel services and materials and services can be combined to provide the operating budget.

OPHD – Oregon Public Health Division.

OPSRP – Oregon Public Service Retirement Plan.

Ordinance – A formal legislative enactment by the governing body. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the jurisdiction.

Oregon revised statutes (ORS) – The set of laws established by a vote of the people or the Oregon State legislature.

OSP – Oregon State Police.

Outcome – A result; the mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose of a program.

PAC – Professional Advisory Council.

PERS – Public Employees Retirement System.

Performance measures – Indicators that objectively measure the degree of success a program has had in achieving its stated objectives, goals, and planned program activities.

Permanent rate limit – The maximum rate of ad valorem property taxes that a local government can impose, exclusive of other voter approved levies. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government or its voters can increase or decrease a permanent rate limit.

Personnel services – An expenditure classification encompassing all expenditures relating to employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

PRMS – Public Records Management System.

Program – A group of related activities performed by one or more organized units for the purpose of accomplishing a function for which the governmental entity is responsible (sub-unit or categories or functional areas).

Program budget – A method of budgeting whereby resources are allocated to the functions or activities rather than to specific items of cost. Services are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Proprietary funds – Funds used to account for a government's ongoing organizations and activities similar to those often found in the private sector. Fund types included in this category are enterprise and internal service funds.

PSAP – Public Safety Answering Point.

GLOSSARY

Publication – Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

QIM – Quality Incentive Measure.

Real market value (RMV) – The amount in cash which could reasonably be expected by an informed seller from an informed buyer in an arm's-length transaction as of the assessment date. In most cases, the value used to test the constitutional limits.

Requirements – Total of appropriations, including personnel services, materials and services, capital outlay, debt service, transfers, contingency, combined with unappropriated ending fund balance and reserve for future expenditures.

Reserve – A portion of a fund balance which has been legally segregated for a specific use.

Reserve for future expenditure – A budgeted requirement category in a reserve fund not intended to be expended during the fiscal year. This requirement represents the amount a governmental entity plans to hold for future financing of a service, project, property or equipment.

Resolution – A formal order of a governing body; of lower legal status than an ordinance.

Resources – Total amounts available for appropriation including estimated revenues, transfers in and beginning net working capital.

Revenue – Receipts for the fiscal year including transfers and excluding beginning net working capital. The major categories of revenue include taxes, intergovernmental revenues, charges for services, interest and rents, fines and forfeitures, other revenues and transfers in.

Revised budget – A budget which includes all changes made to the original adopted budget as a result of budget adjustments and the supplemental budget process.

RMS – Records Management System.

SAMHSA – Substance Abuse and Mental Health Services Administration.

SAR – Search and Rescue.

SB – Senate Bill.

SBHC – School Based Health Clinic.

SDC – System Development Charge.

SDFS – Safety and Drug Free Schools.

Special revenue funds – Funds used to account for receipts from revenue sources that are legally restricted or otherwise designated for special projects.

STAS – Student Threat Assessment System.

STD – Sexually Transmitted Disease.

GLOSSARY

Supplemental budget – A financial plan prepared to meet unexpected needs or to spend resources not anticipated when the original budget was adopted. It cannot be used to authorize a tax.

System development charge – A fee paid at the time a permit is issued which is restricted to projects which will mitigate the impact on a specific service.

TANF – Temporary Assistance for Needy Families.

Tax levy – The total amount eligible to be raised by general property taxes.

Tax rate – The amount of tax levied for each \$1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the tax imposed.

Transfers – Legally authorized interfund transfers of resources from one county fund to another county fund.

UA – Unitary Assessment.

Unappropriated ending fund balance – A classification for those resource amounts not appropriated for any purpose and reserved for ensuing fiscal years. This may include specific reserves for buildings or equipment or may be generally reserved funds for no specific purpose.

User fees – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WEBCO – Wellness and Education Board of Central Oregon.

WIC – Women, Infants and Children.

Working Capital – See beginning net working capital.

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Deschutes County Financial Policies

Deschutes County has an important responsibility to its citizens to carefully account for public funds, manage municipal finances wisely, manage growth, and plan adequate funding of services desired by the public, including the provision and maintenance of public facilities. Deschutes County insures that it is capable of adequately funding and providing County services needed by the community on a sustainable basis.

The following financial policies are designed to establish guidelines for the fiscal stability of the County. The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, expenditure control, asset management, cash and investment management, and planning concepts, in order to:

- Demonstrate to the citizens of Deschutes County, the investment community, and the bond rating agencies that the County is committed to strong fiscal operations and to the preservation of its ability to provide the financial stability to navigate through economic downturns and respond to the changing needs of the community;
- Provide an adequate financial base to sustain a sufficient level of County services to the community delivered in a cost effective and efficient manner;
- Present fairly and with full disclosure the financial position and results of financial operations of the County in conformity to Generally Accepted Accounting Principles (GAAP); and
- Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Oregon Revised Statutes and other pertinent legal documents and mandates.

These policies apply to all financial operations of Deschutes County and all other entities governed by the Deschutes County Board of County Commissioners.

Financial Planning Policies

1. Budget Process: The County budget process will conform to existing state and local regulations including local budget law. The process will be coordinated so that major policy issues and Board goals and objectives are identified and incorporated into the budget.
2. Balanced Budget: Deschutes County's accounting and budgeting systems are organized and operated on a fund basis. The budget for each fund is balanced, meaning total resources, consisting of beginning net working capital, current year revenues and transfers-in, are equal to total requirements and transfers out, contingencies, unappropriated ending fund balances, and reserves for future expenditures.
3. Budget Adjustments: All requests for budget changes after adoption will be submitted to the Chief Financial Officer for analysis. The Chief Financial Officer will determine the need for the adjustment and the process to be followed to seek approval for the requested change. All resolutions proposing adjustments to the adopted budget will be prepared by the Finance Department and will be placed on the Board's agenda by Finance for Board approval to ensure compliance with budget laws.
4. GFOA Awards Program: The County participates in the GFOA Award for Distinguished Budget Presentation program and will continue to submit its annual budget to the program.

Deschutes County Financial Policies

5. **Financial Reporting Policy:** The County's accounting systems and financial reports will be in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA). An annual audit will be performed by an independent public accounting firm, licensed as a municipal auditor, with an audit opinion to be included with the County's published Annual Comprehensive Financial Report (ACFR). The County's ACFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GMP, demonstrate compliance with finance related legal and contractual provisions, thoroughly disclose sufficient detail and minimize ambiguities and potentials for misleading inference. The County's ACFR will also be provided to the Municipal Securities Rulemaking Board via electronic submission to the Electronic Municipal Rulemaking Board (EMMA), a continuing disclosure requirement, to enable investors to make informed decisions. Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.
6. **Operating Funds Contingency:** In order to maintain a prudent level of financial resources to protect against the need to reduce service levels or raise taxes (i.e. Voter-approved local option levy) and fees due to temporary revenue shortfalls or unforeseeable one-time expenditures, the County will establish and maintain certain working capital balances. The County will strive to maintain a working capital level in each operating fund, other than the General Fund, of 8.3% (1112th) of that fund's operating budget. The County will establish operations working capital within the General Fund of approximately four months of estimated annual property tax collections. Other funds that rely on heavily on property taxes, which are not received until the month of November each year, should have an operating working capital level at or near the level of the General Fund, and include the Sheriffs Funds, 9-1-1 and Extension/4-H county service districts. The Chief Financial Officer shall have the authority to allow exceptions to this policy for those funds with significant reserves and those that can demonstrate sufficient cash flow to avoid inter-fund borrowing prior to the receipt of tax revenues.
7. **Reserve and Insurance Funds Contingency:** The following funds, due to their specific purposes, require reserve working capital balances above 8.3%:
 - a. PERS Reserve Fund
 - b. Insurance (general liability, worker's compensation, unemployment, and property damage)
 - c. Health Benefits (medical, pharmacy, dental and vision)
 - d. Various Community Development Reserve Funds, when applicable
 - e. GIS Dedicated Fund
 - f. Road Building and Equipment Reserve Fund
 - g. Vehicle Maintenance and Replacement Fund
 - h. Public Health Department Reserve Fund
 - i. Sheriffs Capital Reserve Funds
 - j. General Capital Reserve Fund
 - k. Project Development Fund
 - l. County Clerk Records Fund
 - m. Solid Waste Reserve Funds
 - n. Fair/Expo Center Capital Reserve Funds
 - o. County Service Districts Reserve Funds

Deschutes County Financial Policies

Working capital balances for these funds will be determined each year by the Chief Financial Officer and the Department Head given the unique needs of each fund and the anticipated use of such funds in future years.

8. Long Range Planning: Each year, the County will update resource and requirement forecasts for major operating funds for the next five years and annually develop a five-year Capital improvement Program (CIP) for major projects related to the acquisition, expansion or rehabilitation of the County's buildings, equipment, parks, streets and other public infrastructure. These estimates will be presented to the Budget Committee in a format which is intended to facilitate budget decisions and strategic planning, based on a multi-year perspective.
9. Capital Assets: Deschutes County will perform an inventory of its capital assets and controlled capital-type items on an ongoing annual basis. This information will be used to plan for the ongoing financial commitments required to maximize the public's benefit including security of assets, insurance levels, and capitalization of capital costs for reporting purposes and asset replacement and obsolescence.

Revenue Policies

1. Revenue Diversification: Revenues estimates will be established each year in a realistic and prudent manner using objective and analytical approaches. Revenue forecasts will assess the full spectrum of resources that can be allocated for public services. To the greater extent possible, the County's revenue system will be diversified as protection from short-run fluctuations in any one revenue source.
2. Fees and Charges: User fees and charges will be established for services that benefit specific individuals or organizations. The County will annually review all fees, licenses, permits, fines and other miscellaneous charges in conjunction with the budget process. User charges and fees will be established based at a level related to the full cost of indirect costs, including operations and maintenance, overhead, and charges for the use of capital facilities. Other factors for fee or charge adjustments may also include the impact of inflation, other cost increases and current competitive rates.
3. Use of One-Time Revenues: One-time revenues or resources shall not be used to fund ongoing operations, unless in the context of a multi-year financial plan to balance expenditures and reserves. One-time revenues should not support ongoing personnel and operating costs. Use of one-time revenues is appropriate for non-recurring capital outlay, debt retirement, contribution to capital reserves, and other non-recurring expenses.
4. Use of Unpredictable Revenues: Revenues of a limited or undefined term will generally be used for capital projects or one-time operating expenditures to ensure that no ongoing service programs are lost when such revenues are reduced or discontinued.
5. Grants: Grants are generally contributions from one government to another, usually for a specific purpose. Grants can be recorded in any type of fund and should be recorded in an existing fund whenever possible. Grants sometimes come with matching fund requirements. It is important that matching requirements be well understood before grants are accepted by the County to ensure that services being provided through grant funding are sustainable. It is also essential any staff hired to carry out grant funded services are hired subject to the amount and continuation of the grant funding.
6. Revenue Management: The County will not respond to long term revenue shortfalls with deficit funding or borrowing to support ongoing operations. Once working capital balances have reached policy levels, expenses will be reduced to conform to long term revenue forecasts and/or revenue increases will be considered.

Deschutes County Financial Policies

Expenditure Policies

1. Debt Capacity, Issuance and Management:
 - a. The Chief Financial Officer is responsible to structure all debt issuances and oversees the on-going management of all County debt including general obligations, lease purchase agreements, revenue bonds, full faith and credit bonds, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the County to make future principal and interest payments.
 - b. No debt will be issued for which the County is not confident that a sufficient specifically identified revenue source is available for repayment. The Chief Financial Officer shall prepare an analysis of the source of repayment prior to issuance of any debt.
 - c. When issuing long term debt, the County will ensure that debt is only incurred when necessary for capital improvements too large to be financed from current resources, the useful life of a financed improvement will exceed the life of the related debt, the benefits of financing exceed the cost of borrowing, and ensure that operating costs related to capital improvements are adequately considered before debt is issued.
 - d. The County will manage and administer its long-term debt in compliance with the restrictions and limitations of State law with regard to bonded indebtedness for counties as outlined in the Oregon Revised Statutes. These statutory restrictions establish legal limitations on the level of limited tax and general obligation bonded debt which can be issued by the County (1% and 2% of the real market value of all taxable property, respectively). The statutes outline the processes for public hearings, public notice and bond elections, as well as provision for the issuance and sale of bonds and restrictions on the use of those bond proceeds.
 - e. The County will not use long-term debt to fund current operations, to balance the budget, or to fund projects that can be funded from current resources. The County may use short-term debt or inter-fund loans as permitted by law to cover temporary cash flow needs resulting from a delay in grant proceeds or other revenues and delay in the issuance of long term debt. All bond issuances and promissory notes will be authorized by resolution of the Board of County Commissioners.
 - f. The County will, through prudent financial management and budgeting practices, strive to maintain or enhance its Moody's credit ratings which are currently Aa3 for full faith and credit debt and Aa2 for general obligation debt.
 - g. The County will ensure that adequate procedures are in place to meet the post issuance obligations of borrowers to report periodic financial information and to disclose certain events of interest to bond holders in a timely manner.
2. Operating/Capital Expenditure Accountability: The County will maintain an accounting system which provides internal budgetary controls. The County's budget documents shall be presented in a format that provides for logical comparison with prior fiscal periods whenever possible. Reports comparing actual revenues and expenditures to budget for the County's major operating funds shall be prepared monthly which will be distributed to the Board of County Commissioners, County Administrator, Department Heads/Directors and any interested parties. The County will strive to fund minor capital improvements on a pay-as-you-go basis to enhance its financial condition and bond rating. The County shall annually contribute to certain capital reserve funds to the extent possible given cash flow limitations and projected capital improvements.

Deschutes County Financial Policies

3. Internal Service Funds: Internal service funds are used to account for services provided by one department to other departments on a cost-reimbursement basis. The goal of an internal service fund is to measure the full cost of providing services for the purpose of fully recovering that cost through fees or charges to user departments. Deschutes County internal service funds are as follows: Facilities, Administrative Services, Board of County Commissioners, Finance, Finance Reserve, Legal Counsel, Human Resources, Information Technology, Information Technology Reserve, Insurance Reserve and Health Benefits Fund.

Cash Management Policies

1. Investments: County funds will be invested in a prudent and diligent manner with emphasis on safety, liquidity and yield, in that order. The County will conform to all state and local statutes governing the investment of public funds and to the County's investment policy. The County's investment policy shall be approved by the State of Oregon Short-Term Fund Board and adopted by the Board of County Commissioners at least annually. Additionally, the County will have an Investment Advisory Committee to review the County's investment policy, its investments, and its investment strategy and philosophy. The Investment Advisory Committee will consist of financial experts who are citizens of Deschutes County, and will meet twice each year.
2. Banking Services: The County will seek competitive bids for its banking services. Requests for proposals will be comprehensive; covering all aspects of the County's banking requirements. The award to the successful bidder will be for a five year period with two one year extensions.
3. Annual Validation of County Bank Accounts: Each year a letter is to be mailed to all banking institutions operating within Deschutes County to validate that the only Deschutes County accounts, listing Deschutes County or a Deschutes County department as the owner of the account and utilizing the County's federal identification number, are those accounts that have been approved by the Board of Commissioners and request that each bank notify the County of any accounts in operation within their financial institutions that are not on the approved list.
4. The Chief Financial Officer/Treasurer is authorized to establish all bank accounts, determine and authorize signatories to those bank accounts, and to manage all banking and investment related services for the County.
5. Purchase Cards: The Chief Financial Officer/Treasurer, in consultation with the County Administrator, is authorized to set up purchase cards for County staff as requested.
6. Internal Controls and Performance Auditing Policies: Employees in the public sector are responsible to the taxpayers for how public resources are used and must perform their duties in compliance with law, policy, and established procedures. The following County activities are essential and are consistent with providing citizens with an objective and independent appraisal of County government.
 - a. Maintain an independent internal audit program to evaluate and report on the financial condition, the accuracy of financial record keeping, compliance with applicable laws, policies, guidelines and procedures, and efficiency and effectiveness of operations.
 - b. Maintain a County Audit Committee comprised mostly of public citizens to oversee audit services, both external and internal.
 - c. In coordination with the Audit Committee, the County Internal Auditor and the County's external auditors shall periodically review internal controls in County departments and report findings to the Audit Committee regarding these reviews.

Deschutes County Financial Policies

- d. At the direction of the Audit Committee, the County Internal Auditor shall conduct performance audits to ensure departments and agencies funded by the County are operating in an efficient and cost-effective manner.

Purchasing Policies

All purchases of goods and services must comply with the County's purchasing policies, purchasing rules and procedures in accordance with state laws and regulations. Before the County purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases will be fully determined for the current and future years.

Approved by the Deschutes County Board of Commissioners on December 15, 2014

Funds by Service Area

Public Safety	Direct Services	Support Services
Community Justice	County Assessor	Board of Commissioners
Adult Parole & Probation	Assessment/Clerk/Tax Reserve	
Community Justice Juvenile	Assessor	
		Administrative Services
District Attorney	County Clerk	Administration
Medical Examiner	Board of Property Tax Appeal	Coordinated Effort on Houselessness
Victims Assistance	Clerk/Elections	Economic Development
	County Clerk Records	Foreclosed Land Sales
Justice Court		Human Resources
	Community Development	Law Library
Sheriff's Office	CDD Building Program Reserve	Insurance
Communication Systems Reserve	CDD Electrical Program Reserve	Property Management
Court Facilities	CDD Facilities Reserve	Special Transportation
County Law Enforcement District	CDD Groundwater	Taylor Grazing
Rural Law Enforcement District	CDD Operating Reserve	Veterans' Services
Deschutes County 911 District	Code Abatement	Video Lottery
Deschutes County Extension & 4-H District	Newberry Neighborhood	
		Finance
Health Services	Fair & Expo	American Rescue Plan Act
Health Services	Annual County Fair	County School
Acute Care Reserves	Fair & Expo Capital Reserve	Dog Control
OHP - Mental Health Services	Fair & Expo Center	Finance Reserve
	RV Park	General Capital Reserve
	RV Park Reserve	Health Benefit Fund
		PERS Reserve
	Natural Resource Protection	Project Develop & Debt Reserve
	Federal Forest Title III	Tax
		Transient Room Tax
	Road	Transient Room Tax 1%
	Public Land Corner Preservation	
	Road Building & Equipment	Information Technology
	Statewide Transportation Imp	Information Technology Reserve
	Surveyor	GIS Dedicated
	Transportation CIP	
	Transportation SDC	Legal Counsel
	Vehicle Replacement & Maint	
		Property & Facilities
Solid Waste		Court Technology Reserve
Landfill Closure		General County Projects
Landfill Post Closure		Industrial Lands
Solid Waste Capital Project		Park Acquisition & Development
Solid Waste Equipment Reserve		Park Development Fees
Solid Waste Operations		

Fund Descriptions

General Fund

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

Special Revenue Funds

- **Assessment/Taxation/Clerk Reserve (010)** – transfers from General Fund, other available resources and interest revenues for the upgrade or replacement of the assessment and taxation system for the County's property tax activities and the Clerk's office future equipment needs.
- **Code Abatement (020)** – available resources for enforcement of county solid waste and sanitation codes.
- **Community Justice-Juvenile (030)** – transfer from General Fund, state grants and payments, and fees for response to juvenile delinquency programs within the county.
- **Court Technology Reserve (040)** – transfers from General Fund for upgrades to video arraignment equipment.
- **Economic Development (050)** – loan repayment, and interest revenues for loans and grants to business entities and not-for-profit entities.
- **General Capital Reserve (060)** – accumulated resources and interest on investments for future county capital projects.
- **General County Projects (070)** – property taxes and interest revenue for building remodel and major maintenance of county buildings.
- **Project Development & Debt Reserve (090)** – proceeds from county land sales, leases and interfund building rents for debt service payments, land maintenance costs, and acquisition of real property for use by the County.
- **Law Library (120)** – fees for maintenance of the law library.
- **Park Acquisition & Development (130)** – apportionment from the State of Oregon from recreational vehicle fees.
- **Park Development Fees (132)** – interest revenue, and available resources from prior years from fees paid by developers in lieu of land donation for park development.
- **PERS Reserve (135)** – available resources from previous years charges to county operating funds and departments for partial payment of PERS charges resulting from increases in the PERS rates.
- **Foreclosed Land Sales (140)** – available resources from prior years land sale proceeds for supervision and maintenance of properties acquired through tax foreclosure.
- **County School (145)** – local taxes and federal forest receipts for education.
- **Special Transportation (150)** – state grants for transportation.
- **Statewide Transportation Improvement (151)**
- **Taylor Grazing (155)** – federal funds administered by State of Oregon for rangeland improvement.
- **Transient Room Tax (160)** – lodging tax of 7% for promotion of tourism, recreation advertising and county services.
- **Video Lottery (165)** – state video lottery apportionment for grants promoting economic development.

- **Transient Room Tax-1% (170)** – lodging taxes of 1% for promotion of tourism and county services.
- **American Rescue Plan (200)** – federal funds to be appropriated by the Board of County Commissioners in support of COVID-19 recovery.
- **Coordinated Effort on Houselessness (205)** – revenue from State for coordinated homeless response systems.
- **Victims' Assistance (212)** – transfers from county funds, fees, and grants for providing assistance to crime victims.
- **County Clerk Records (218)** – fees for upgrading storage and retrieval systems.
- **Justice Court (220)** – fines and fees revenue, and transfer from General Fund for operation of a justice court.
- **Court Facilities (240)** – fines and fees to provide security in the court building.
- **Sheriff's Office (255)** – revenues pursuant to intergovernmental agreements with the Countywide and Rural Law Enforcement Districts used for public safety, including the operation of the correctional facility.
- **Communications System Reserve (256)** – revenues from the Countywide and Rural Law Enforcement Districts for the upgrade or replacement of the public safety communications system.
- **Oregon Health Plan - Mental Health Services (270)** – Oregon Health Plan payments for mental health services.
- **Health Services (274)** – fees for services, federal and state grants and General Fund transfer for community wide health care, mental health services and counseling, comprehensive prenatal care for low-income women and their infants and other family and children programs.
- **Acute Care Services (276)** – state grant funds for acute care services to the mentally ill.
- **Community Development (295)** – fees, charges for services and General Fund transfer for planning, building safety, education and public services.
- **Community Development -Groundwater Partnership (296)** – transfers for maintenance of water quality and open space and fees to developers for the protection of groundwater, including rebates for replacement of septic systems.
- **Newberry Neighborhood (297)** – available resources from prior years proceeds from land sales and loan repayments for maintenance of water quality and open space.
- **Community Development Reserve (300)** – transfer from Community Development (295) for contingencies.
- **Community Development Building Program Reserve (301)** – transfer of surplus building program funds from Community Development (295) for contingencies.
- **Community Development Electrical Program Reserve (302)** – transfer of surplus electrical funds from Community Development (295) for contingencies.
- **Community Development Facilities Reserve (303)** – transfer from Community Development (295) for future capital improvements for CDD's facilities.
- **GIS (Geographic Information Systems) Dedicated (305)** – state grant, and recording fees and sales for map data system.
- **Road (325)** – state gas tax apportionment, PILT and federal forest receipts for public roads and highways.

- **Natural Resource Protection (326)** – PILT and grants for the control of noxious weeds and promotion of healthy forests.
- **Federal Forest Title III (327)** – federal monies for grants related to National Forest activities in Deschutes County
- **Surveyor (328)** – fees for survey measurements, plat reviews and document filing.
- **Public Land Corner Preservation (329)** – filing and recording fees for maintaining permanent monuments of survey corner positions.
- **Road Building & Equipment (330)** – transfers from Road Fund for future capital asset purchases.
- **Countywide Transportation System Development Charges Improvement Fee (336)** – fees from developers and builders for upgrades and expansion of county road infrastructure.
- **Dog Control (350)** – transfer from General Fund, licenses, fees and donations for animal control.
- **Adult Parole & Probation (355)** – State Department of Corrections and interfund grants, transfer from General Fund, charges for services for operation of county justice program.
- **Law Enforcement District-Countywide (District #1) (701)** – property taxes, charges for services, federal and state grants for public safety, countywide, including the operation of the correctional facility.
- **Law Enforcement District-Rural (District #2) (702)** – property taxes, charges for services, federal and state grants for public safety in rural areas.
- **Deschutes County 9-1-1 County Service District (705)** – property taxes, telephone taxes, charges for services and grants for operations of a countywide emergency call center and the maintenance and operation of radio services for government agencies.
- **Deschutes County 9-1-1 County Service District Equipment Reserve (710)** – funds transferred from Deschutes County 9-1-1 County Service District (705) for capital asset requirements.
- **Extension & 4-H Service District (720)** – property taxes for Oregon State University's extension service programs.

Capital Projects Funds

- **Campus Improvement (463)** – transfers from the General County Projects Fund (142) for major improvements and remodel activity to county properties.
- **Transportation Capital Improvement Program (465)** – transfers from the Road Department operating fund for long- term transportation projects to be funded in future years. Eligible projects may also be funded by Transportation SDC funds (336).

Debt Service Funds

- **County Buildings Full Faith & Credit 2003/Refunding 2012 (535)** – funds transferred from departments, and lease and communication system.
- **Remodel/Land Full Faith & Credit, 2005/Refunding 2015 (536)** – funds transferred from departments for debt service.
- **Oregon State Police/9-1-1 Full Faith & Credit, 2008 (538)** – long term operating leases for debt service on bonds issued for new office building.
- **Jamison Property Full Faith & Credit, 2009A (539)** – available resources and funds transferred from the General Fund.

- **Secure Treatment Facility Full Faith & Credit, 2010 (541)** – lease payments and remaining resources from capital project fund for debt service on bonds issued to build a secure treatment facility.
- **Jail Project Full Faith & Credit, 2013 (556)** - bonds issued for expansion of the County Jail Facility and remodel of the Medical Facility within the Jail.
- **PERS Series 2002 & 2004 Debt Service (575)** – transfers from operating funds for debt service on bonds issued to fund pension liability.

Enterprise Funds

- **Solid Waste (610, 611, 612, 613, 614)** – fees and charges for services for the operation, maintenance and closure of the county's sanitary landfill and transfer stations.
- **Fair and Expo Center (615, 616, 617)** – fees, and transfers for the operation of a fair and expo center, annual county fair and capital reserve.
- **RV Park (618)** – interfund transfers and charges for space rentals for the operation and maintenance of the county's recreational vehicle park and debt service.
- **RV Park Reserve (619)** - Interfund transfers of surplus funds from the RV Park (Fund 618) to build up the reserve for capital replacement or improvement projects.

Internal Service Funds

- **Property and Facilities (620)** – interfund charges for custodial, repairs and maintenance and related activities for county facilities.
- **Administrative Services (625)** – interfund charges for services provided by county administration.
- **Board of County Commissioners (628)** – interfund charges for services provided by the Board of County Commissioners.
- **Finance (630)** – interfund charges for services provided by Finance Department.
- **Finance Reserve (631)** – interfund charges for a Finance/Human Resources software project and a Human Resources compensation study.
- **Legal (640)** – interfund charges for services provided by Legal Department.
- **Human Resources (650)** – interfund charges for services provided by Personnel Department.
- **Information Technology (660)** – interfund charges for services provided by IT Department.
- **Information Technology Reserve (661)** – interfund charges for future technology improvements.
- **Insurance (670)** – interfund charges for non-medical/non-dental insurance coverage.
- **Health Benefit Fund (675)** – interfund charges for medical/dental health insurance.
- **Vehicle Maintenance & Replacement (680)** – transfers from county funds and departments for vehicle repair and replacement.

Property Taxes & Values

Property Tax Limitations

In 1997 voters approved a constitutional amendment known as Ballot Measure 50. Ballot Measure 50 established "permanent" tax rates for all local governments. FY 2021-22 estimated assessed values, maximum tax rates, tax rates and estimated taxes included in the budget, for Deschutes County and County Service Districts under the governance of the Board of Commissioners, are as follows:

Taxing District	Assessed Value			Permanent Tax Rate	FY 2022-23 Adopted Budget	
	FY 2021-22	FY 2022-23 (est)	% Change		Tax Rate	Taxes
Deschutes County	\$28,858,394,563	\$30,445,606,264	0.055	1.2783	1.2183	35,533,168
Sheriff Countywide	\$28,858,394,563	\$30,445,606,264	0.055	1.2500	1.0500	30,282,049
Sheriff Rural *	\$ 9,228,351,453	\$ 9,735,910,783	0.055	1.5500	1.4300	13,400,541
9-1-1	\$28,858,394,563	\$30,445,606,264	0.055	0.4250	0.3618	10,402,834
Extension/4H	\$28,858,394,563	\$30,445,606,264	0.055	0.0224	0.0224	648,684
Sunriver Service District	\$ 1,648,922,114	\$ 1,698,389,777	0.030	3.4500	3.3100	5,523,000
Sunriver Service District (Local Option)	\$ 1,648,922,114	\$ 1,698,389,777	0.030	0.4700	0.4700	729,038
Black Butte Ranch	\$ 723,401,621	\$ 745,103,670	0.030	1.0499	1.0499	751,083
Black Butte Ranch (Local Option)	\$ 723,401,621	\$ 745,103,670	0.030	0.6500	0.6500	465,001

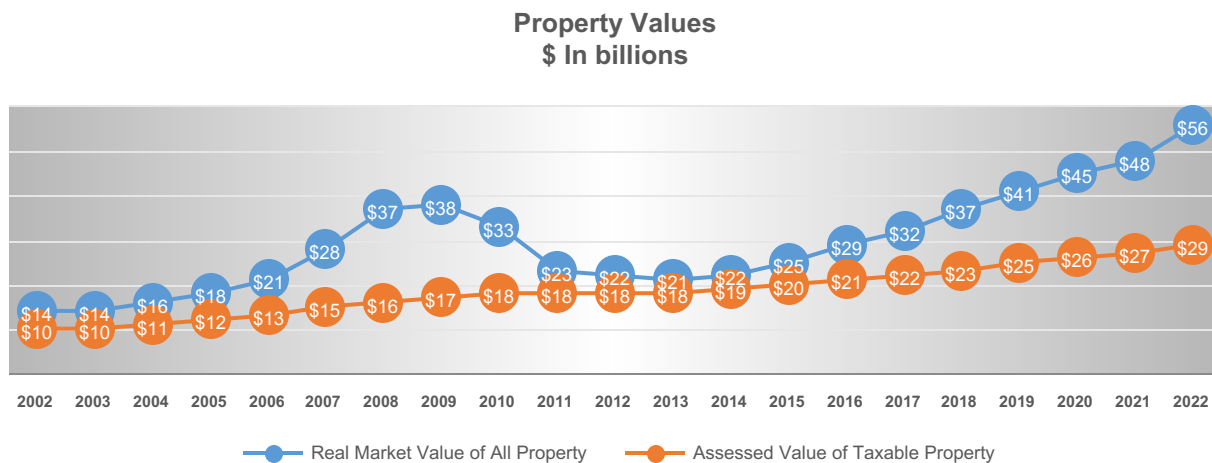
* The Sheriff's request to increase the tax rate from 1.34 to 1.43 was approved by the Board of County Commissioners for FY 2022-23

Property Values

The Oregon Constitution limits the rate of growth of property value subject to taxation. The limit is based on a property's maximum assessed value (MAV). In 1997-98 the MAV was established for all property in existence by constitutional amendment, Measure 50.

MAV is allowed to increase each year by no more than 3 percent with a few exceptions. The addition of a new structure, major improvement of an existing structure, and subdivision or partition of the property are examples that would increase MAV by more than 3 percent. On January 1st of each year the MAV and Real Market Value (RMV) for each property are figured. The property is taxed on the lesser of these two values, which is called the taxable assessed value.

The chart below compares the Real Market Values to the Taxable Assessed Values and illustrates the change in Deschutes County property values from FY 2002 to FY 2022.



Principal 2021-22 Property Taxpayers

Taxpayer	Taxable Assessed Value	Rank	Percent of Total Country Taxable Assessed Value
Pacificorp (PP&L)	133,368,000	1	0.46 %
TDS Baja Broadband LLC	129,989,000	2	0.45 %
Gas Transmission Northwest Corp	106,081,000	3	0.37 %
Cascade Natural Gas Corp	85,420,000	4	0.30 %
PCC Structurals Inc	42,658,630	5	0.15 %
Lumen Technologies Inc	63,617,000	6	0.22 %
Touchmark at Mt Bachelor Village	53,094,930	7	0.18 %
Deschutes Brewery Inc	50,007,190	8	0.17 %
Suterra LLC	47,136,270	9	0.16 %
CVSC LLC	48,251,070	10	0.17 %
Total	759,623,090		2.63 %

Source: Deschutes County Assessors Office

Total taxable assessed value for 2020-21 is \$28,858,394,563.

Ratios of General Bonded Debt Outstanding Last Ten Fiscal Years

Dollars in Thousands, except per capita

Fiscal Year	Population ¹	General Obligation Bonds Outstanding ²	Percent of Real Market Value Property	Per Capita
2013	160,140	\$12,260	0.06 %	\$76.56
2014	162,525	\$7,610	0.04 %	\$46.82
2015	166,400	\$5,220	0.02 %	\$31.37
2016	170,740	\$2,595	0.01 %	\$15.20
2017	176,635	\$0	0.00 %	\$0.00
2018	182,930	\$0	0.00 %	\$0.00
2019	188,890	\$0	0.00 %	\$0.00
2020	199,793	\$0	0.00 %	\$0.00
2021	203,390	\$0	0.00 %	\$0.00
2022	207,921	\$0	0.00 %	\$0.00

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

² General obligation debt is as of June 30th each fiscal year and includes both County and County Service Districts.

Direct & Overlapping Debt Debt Repaid with Property Taxes

As of June 30, 2022

Governmental Unit	Debt Outstanding	Percent Overlapping	Net Overlapping Debt
Overlapping Debt ¹			
Alfalfa RFPD	\$ 245,000	94.09 %	\$ 230,520
Bend Metro Park & Rec District	21,772,013	100.00 %	21,772,013
Central Oregon Community College	41,835,000	84.52 %	35,358,022
Central Oregon Regional Housing Authority	1,650,200	100.00 %	1,650,200
City of Bend	136,100,729	100.00 %	136,100,729
City of La Pine	300,000	100.00 %	300,000
City of Redmond	5,379,537	100.00 %	5,379,537
City of Sisters	—	100.00 %	—
Cloverdale RFPD	2,040,000	100.00 %	2,040,000
Crook County School District	46,576,508	0.76 %	354,075
Crooked River Ranch RFPD	2,064,979	8.42 %	173,882
Deschutes County RFPD 2 (Bend)	8,575,000	100.00 %	8,575,000
Deschutes County School District #1 (Bend-La Pine)	399,120,000	100.00 %	399,120,000
Deschutes County School District #2J (Redmond)	208,874,202	93.89 %	196,103,842
Deschutes County School District #6 (Sisters)	45,189,472	99.98 %	45,180,524
Deschutes Public Library District	192,640,000	100.00 %	192,640,000
High Desert Education Service District	2,526,324	91.28 %	2,306,021
Howell Hilltop Acres Special Road District	191,000	100.00 %	191,000
La Pine Parks & Recreation District	300,000	100.00 %	300,000
Lazy River Special Road District	28,000	100.00 %	28,000
Redmond Area Park & Recreation District	269,993	100.00 %	269,993
Redmond Fire & Rescue	1,227,773	99.85 %	1,225,962
Sisters RFPD (Camp Sherman)	1,055,000	89.77 %	947,107
Sunriver Service	—	100.00 %	—
Terrebonne Water District	400,000	100.00 %	400,000
Subtotal Overlapping Debt	\$ 1,118,360,730		<u>\$ 1,050,646,427</u>
Deschutes County Direct Debt			<u>26,155,000</u>
Total Direct and Overlapping Debt			<u><u>\$ 1,076,801,427</u></u>

Source: Oregon State Treasury, Debt Management Division

Note¹: Overlapping governments are those that have boundaries that coincide, at least in part, with the geographic boundaries of the County. This schedule estimates the amount of outstanding property tax funded debt of the overlapping governments that is borne by property tax payers in Deschutes County. This process recognizes that, when considering the County's ability to issue and repay long-term debt, the entire debt burden borne by taxpayers is taken into account.

Population & Assessed Value Statistics Last Ten Fiscal Years

Fiscal Year	Population ¹	Change from Prior Year	Total Taxable Assessed Value	Change from Prior Year
2013	160,140	0.8 %	\$17,820,526,479	1.1 %
2014	162,525	1.5 %	\$18,637,321,902	4.6 %
2015	166,400	2.4 %	\$19,686,342,823	5.6 %
2016	170,740	2.6 %	\$20,933,289,658	6.3 %
2017	176,635	3.5 %	\$21,975,610,092	5.0 %
2018	182,930	3.6 %	\$23,218,323,752	5.7 %
2019	188,890	3.3 %	\$24,584,663,484	5.9 %
2020	199,793	5.8 %	\$25,903,911,157	5.4 %
2021	203,390	1.8 %	\$27,313,891,829	5.4 %
2022	207,921	2.2 %	\$28,858,394,563	5.7 %

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

FTE Per Thousand Population Last Ten Fiscal Years

Fiscal Year	Population ¹	Deschutes County Total FTE ²	FTE Per Thousand Population
2013	160,140	838.65	5.24
2014	162,525	837.10	5.15
2015	166,400	846.50	5.09
2016	170,740	883.95	5.18
2017	176,635	935.35	5.30
2018	182,930	963.36	5.27
2019	188,890	965.41	5.11
2020	199,793	1,002.66	5.02
2021	203,390	1,011.71	4.97
2022	207,921	1,157.06	5.56

¹ Estimates from Portland State University are as of July 1st of each fiscal year.

² FTE counts include amounts originally adopted and adjusted during the fiscal year.

Major Programs Funded by State Resources

The 2009 Oregon Legislature passed Senate Bill 916 which added the following language to ORS 294.444 (formerly ORS 294.419):

“County budgets must contain a summary of revenues and expenditures for major programs funded in part by state resources. The summary must include, at a minimum, functions related to assessment and taxation, community corrections, district attorneys, juvenile corrections and probation, public health, mental health and chemical dependency, veterans’ services, roads and economic development. The summary must provide the total expenses for each program and identify the revenues used to fund the program from general county resources, state grants, federal grants, video lottery resources and other resources as applicable. The summary must include the revenues and expenditures in the adopted budget, revenues and expenditures in the prior year’s adopted budget, and actual revenue and expenditure data from the two previous years.”

Programs	FY 2020 Actual	FY 2021 Actual	FY 2022 Revised Budget	FY 2023 Adopted Budget
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Assessment and Taxation (Fund 001)

Resources:

State Resources	1,078,693	1,482,982	1,130,994	1,094,329
Federal Resources	—	—	—	—
General County Resources	4,391,431	4,113,975	5,088,861	5,659,819
Other Resources	121,089	319,116	197,421	91,400
Total Resources	5,591,213	5,916,073	6,417,276	6,845,548
Total Requirements	5,591,213	5,916,073	6,417,276	6,845,548

District Attorney (Fund 001)

Resources:

State Resources	118,226	238,767	269,314	92,128
Federal Resources	144,739	87,028	144,887	141,835
General County Resources	7,284,834	7,742,348	9,279,737	9,914,903
Other Resources	70,806	100,819	34,000	14,000
Total Resources	7,618,606	8,168,962	9,727,938	10,162,866
Total Requirements	7,618,606	8,168,962	9,727,938	10,162,866

Veterans' Services (Fund 001)

Resources:

State Resources	175,614	158,931	259,107	182,000
Federal Resources	—	—	—	—
General County Resources	353,806	455,193	539,314	601,496
Other Resources	—	—	—	—
Total Resources	529,421	614,124	798,421	783,496
Total Requirements	529,421	614,124	798,421	783,496

Major Programs Funded by State Resources

Programs	FY 2020 Actual	FY 2021 Actual	FY 2022 Revised Budget	FY 2023 Adopted Budget
<u>Economic Development (Fund 050 and 165)</u>				
Resources:				
State Resources	1,172,492	1,187,354	1,050,000	1,080,000
Federal Resources	—	—	—	—
General County Resources	—	—	—	—
Other Resources	355,197	782,737	1,105,342	1,396,711
Total Resources	1,527,689	1,970,091	2,155,342	2,476,711
Total Requirements	830,419	599,591	2,155,342	2,476,711
<u>Juvenile Corrections and Probation (Fund 030)</u>				
Resources:				
State Resources	572,233	716,814	613,900	757,388
Federal Resources	—	—	—	—
General County Resources	5,961,465	6,034,966	6,304,397	6,529,064
Other Resources	1,550,406	1,328,773	1,255,749	1,352,816
Total Resources	8,084,105	8,080,553	8,174,046	8,639,268
Total Requirements	7,014,385	7,115,330	8,174,046	8,639,268
<u>Health Services (Fund 274)</u>				
Resources:				
State Resources	25,810,373	32,762,453	39,136,680	38,763,576
Federal Resources	2,974,493	5,861,496	4,478,833	2,555,448
General County Resources	5,747,090	5,472,710	5,909,168	6,608,245
Other Resources	15,743,774	16,820,381	15,590,250	18,782,398
Total Resources	50,275,730	60,917,040	65,114,931	66,709,667
Total Requirements	42,458,564	50,227,065	65,114,931	66,709,667
<u>Road (Fund 325)</u>				
Resources:				
State Resources	16,821,382	17,349,102	17,485,000	19,483,147
Federal Resources	3,446,551	3,867,783	2,783,958	3,132,502
General County Resources	—	—	—	—
Other Resources	8,954,478	6,539,112	8,744,523	8,166,381
Total Resources	29,222,410	27,755,996	29,013,481	30,782,030
Total Requirements	25,005,339	19,189,475	29,013,481	30,782,030

Major Programs Funded by State Resources

Programs	FY 2020 Actual	FY 2021 Actual	FY 2022 Revised Budget	FY 2023 Adopted Budget
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Community Corrections (Fund 355)

Resources:

State Resources	6,181,598	5,697,284	5,520,557	6,014,867
Federal Grants	—	—	—	—
General County Resources	285,189	285,189	662,046	536,369
Other Resources	3,428,543	3,462,876	3,059,468	3,219,151
Total Resources	9,895,329	9,445,348	9,242,071	9,770,387
Total Requirements	6,490,151	6,463,294	9,242,071	9,770,387

FY 2023 Fund Balance Changes of Major & Nonmajor Funds

A fund is designated a major fund if revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.

Beginning working capital is also known as the beginning fund balance, which is the ending fund balance amount brought over from the prior fiscal year.

Major Funds

The following funds shown below have been identified as a major fund and as a fund with a change of 10 percent or more in fund balances:

Fund	Fund Name	Change in fund balance from prior fiscal year	Explanation
274	Health Services	11.9%	4.5 million in vacancy savings compared to budgeted in FY 2022, but also had a decrease of nearly 2.6 million in CCBHC grant revenue.
465	Road CIP	20.5%	Increase due to combination of delayed capital projects including pavement preservation and transportation system upgrades.
613	Solid Waste CIP	158.6%	Delayed construction of the Negus Transfer Station until FY 2023.
702	Countywide Law Enforcement District #2	(73.7)%	FY 2022 beginning working capital came in approximately \$800,000 under budget lowering the funds total resources, and FY 2023 operational expenses were greater than anticipated due to inflation.

Nonmajor Funds

The nonmajor funds are reported in the aggregate and do not include internal service funds. In FY 2023, the nonmajor funds in the aggregate have an increase in fund balance from the prior fiscal year of 34 percent. This can be attributed to:

- At the end of FY 2022, Deschutes County received approximately 19 million in ARPA funds.
- Deschutes County had 4.6 million in personnel savings due to vacancies.
- Contracted Services and Temporary Help was 5.7 million under budget in FY 2022.
- Capital expenditures were 22 million less than budgeted, primarily due delayed building remodels.

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