



# BOARD OF COMMISSIONERS

## BUDGET COMMITTEE MEETING

9:00 AM, MONDAY, APRIL 29, 2024

Barnes & Sawyer Rooms - Deschutes Services Building - 1300 NW Wall St – Bend  
(541) 388-6570 | [www.deschutes.org](http://www.deschutes.org)

### AGENDA

**MEETING FORMAT:** In accordance with Oregon state law, this meeting is open to the public and can be accessed and attended in person or remotely.

Members of the public may view the meeting in real time via Zoom or the public meeting portal at [www.deschutes.org/meetings](http://www.deschutes.org/meetings).

Public comment will be allowed in person and via Zoom.

**Zoom Meeting Information:** This meeting may be accessed via Zoom using a phone or computer.

- To join the meeting via Zoom from a computer, use this link: <http://bit.ly/3h3oqdD>.
- To join by phone, call 253-215-8782 and enter webinar ID # 899 4635 9970 followed by the passcode 013510.

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**9:00AM                    CALL TO ORDER**

**PUBLIC COMMENT**

**9:00 – 9:05AM        INTRODUCTION**

**9:05 – 9:20AM        BUDGET COMMITTEE LAY MEMBER TRAINING**

**9:20 – 10:30AM      LONG TERM FORECAST                    Dan Emerson, Budget Manager**

- 10:30 – 11:30AM**      **SHERIFFS OFFICE**      Sheriff Shane Nelson
- 11:30 – 11:40AM**      *Recess*
- 11:40AM – 2:00PM**      **HEALTH SERVICES**      Janice Garceau, Health Services Director  
*Working Lunch*
- 2:00 – 3:20PM**      **ELECTED OFFICIALS COMPENSATION COMMITTEE**
- 3:20 – 3:50PM**      **ECONOMIC DEVELOPMENT OF**      Jon Stark, CEO  
**CENTRAL OREGON (EDCO)**
- 3:50 – 4:00PM**      *Recess*
- 4:00 – 5:00PM**      **VISIT CENTRAL OREGON**      Mackenzie Ballard, VP of Marketing

**ADJOURN**



Deschutes County encourages persons with disabilities to participate in all programs and activities. This event/location is accessible to people with disabilities. If you need accommodations to make participation possible, call (541) 388-6572 or email [brenda.fritsvold@deschutes.org](mailto:brenda.fritsvold@deschutes.org).

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Date: April 19, 2024  
 To: Board of County Commissioners  
 From: Dan Emerson, Budget and Financial Planning Manager  
 Re: General Fund Update

Commissioners,

In preparation for our discussions on April 29 with the Budget Committee, I wanted to provide updated information on the financial status of General Fund (GF) revenues, expenditures, and forecasts. The information presented is an update from our mid-year budget discussions.

The information in the table below forecasts a best-case scenario of operating General Fund revenues and expenditures through FY28.

GF Revenue	FY22 Actual	FY23 Actual	FY24 Projected	FY25 Estimate	FY26 Forecast	FY27 Forecast	FY28 Forecast
Property Taxes/Other Tax	33,156,781	34,961,150	38,516,987	39,958,000	42,026,408	44,202,175	46,490,878
Other Revenue	7,150,724	8,334,123	6,834,691	6,617,781	6,771,352	6,640,573	6,807,676
<b>GF Revenue Total</b>	<b>40,307,506</b>	<b>43,295,272</b>	<b>45,351,678</b>	<b>46,575,781</b>	<b>48,797,760</b>	<b>50,842,748</b>	<b>53,298,554</b>

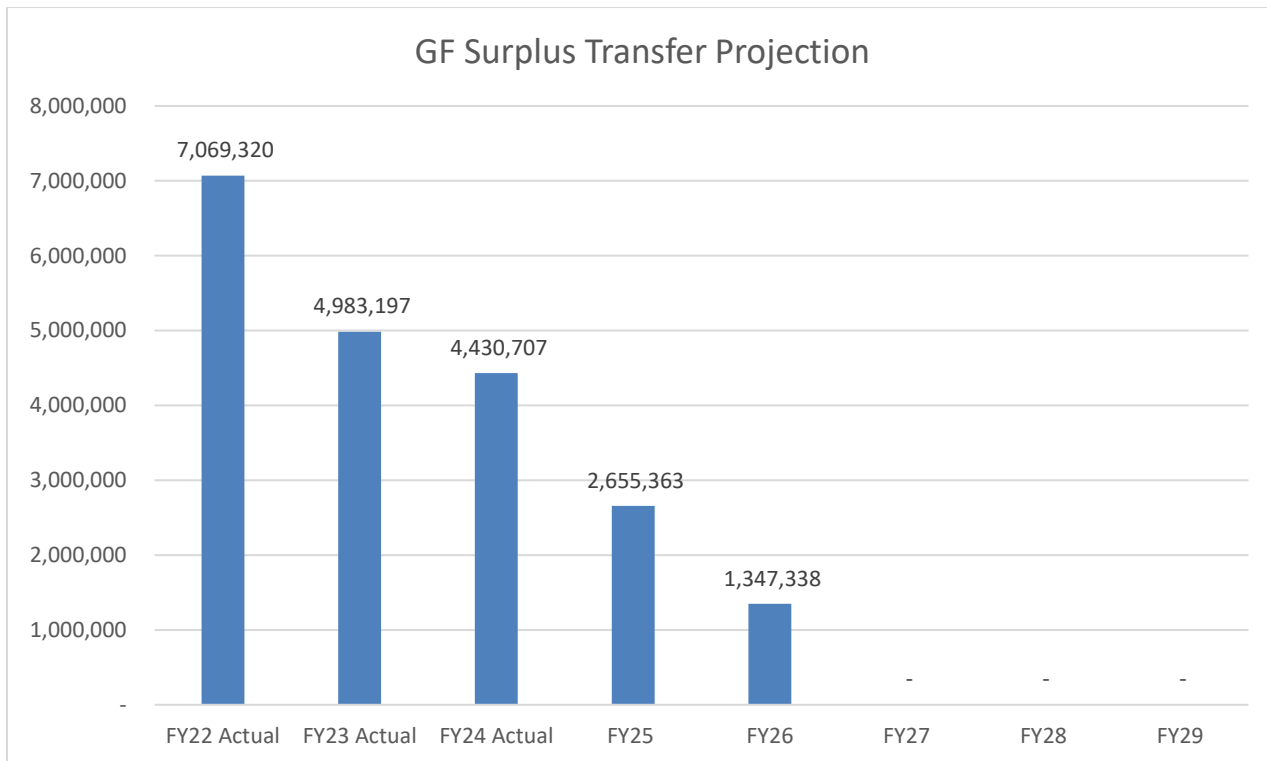
GF Expenditures	FY22 Actual	FY23 Actual	FY24 Projected	FY25 Estimate	FY26 Forecast	FY27 Forecast	FY28 Forecast
GF DA	8,677,696	10,906,691	11,400,123	12,792,303	13,728,961	14,735,797	15,818,233
Transfers Out - Juv Justice	6,304,397	6,529,064	6,798,630	8,143,712	8,713,772	9,323,736	9,976,397
Transfers Out - Health Service	5,909,168	5,648,912	5,980,140	7,218,715	7,724,025	8,264,707	8,843,236
GF Assessor	5,157,534	5,399,847	5,719,602	6,446,794	6,895,787	7,377,777	7,895,318
Other Transfers Out	2,784,121	2,989,304	3,057,627	2,257,589	2,366,041	2,481,739	2,605,187
Other GF Departments	2,173,050	3,085,847	3,244,619	2,994,637	3,170,334	3,361,300	3,569,032
GF Clerk	1,726,621	2,072,135	2,228,642	2,643,643	2,845,208	3,062,542	3,296,917
GF Tax	886,019	834,177	890,966	1,010,434	1,074,837	1,143,858	1,217,861
GF Veterans'	762,328	758,902	977,540	974,021	1,040,327	1,111,601	1,188,245
<b>GF Expenditure Total</b>	<b>34,380,933</b>	<b>38,224,881</b>	<b>40,297,889</b>	<b>44,481,849</b>	<b>47,559,292</b>	<b>50,863,056</b>	<b>54,410,425</b>

+/-	5,926,572	5,070,391	5,053,789	2,093,932	1,238,468	(20,308)	(1,111,871)
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The current General Fund (GF) forecast uses historical actuals as the basis for assumptions and future year growth estimates. The model is very detailed, the above forecast is a summary of the outputs. The major revenue source of the GF is property taxes. We project a 5.2% year over year increase in the assessed value of property taxes which is in line with the FY25 budget. Major expenditures to the GF include personnel and transfers out. Personnel and Transfers Out are projected to grow by 7% annually due to a combination of continuing high inflation (3.4%), employee personnel step increases, recently bargained labor contracts, new FY26 PERS rates, and incentive pay. The GF forecast estimates a 98%

budget to actuals, meaning historical vacancy savings and below budgeted Materials and Services (M&S) costs are captured within the model. With these historical assumptions the GF will have a structural deficit by FY27. The County will need to reduce growth to balance the budget and ensure cash flows cover core expenditures. While the forecast estimates savings from a 98% spending level, budgets are prepared using 100% expenditure levels and must be balanced.

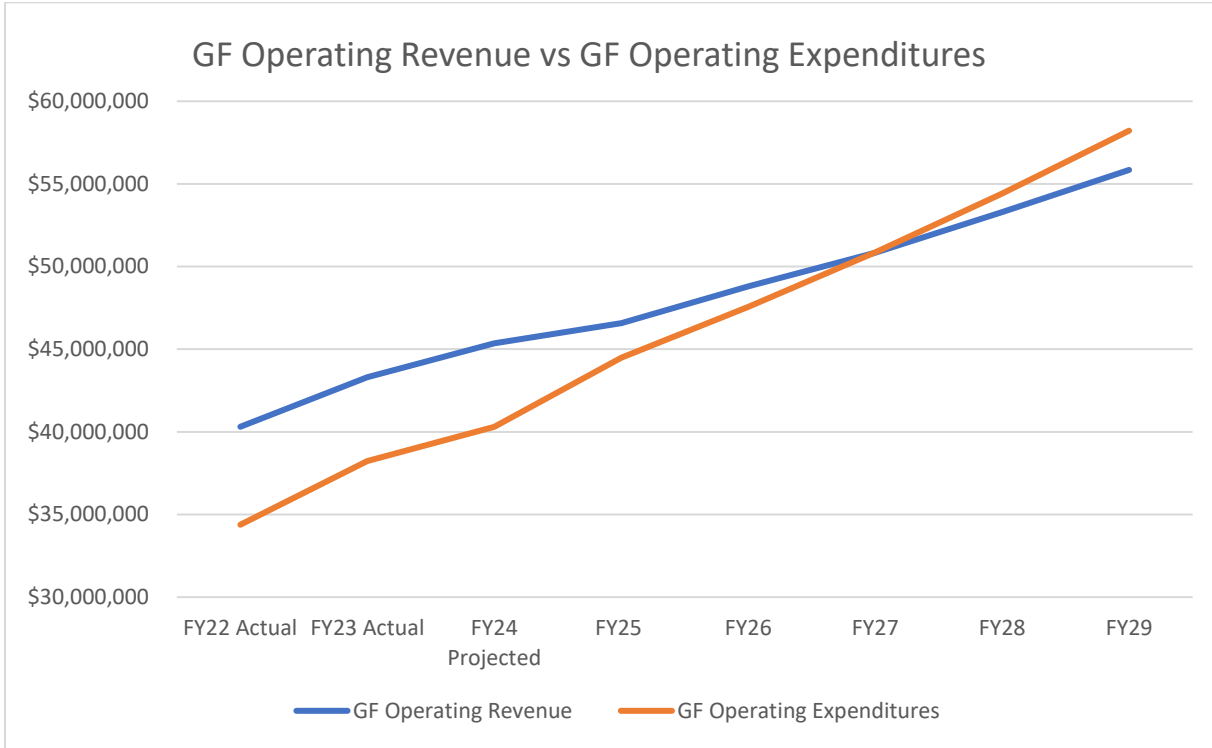
The graph below depicts the instability of the GF and shows the decline of the annual transfer of remaining funds after expenditures within the GF. These “surplus” funds are transferred to Fund 060, the County Capital Reserve, and needed every year for capital maintenance, future construction, and other Board priorities. In the past, fund 060 has used these funds to build new County spaces such as the North County building, Juvenile Justice remodel, and Adult Parole and Probation expansion. When the transfer reaches \$0, GF expenditures have outpaced revenues and GF current service levels are no longer sustainable. In addition, the County’s capital reserve would not receive a transfer of GF to continue capital endeavors.



Notice the decline in surplus transfer was over \$2M from FY22 to FY23. If not for raising the County tax levy to the maximum rate, the decline in surplus funds from FY23 to FY24 would have been ~\$1.6M. We are budgeting a projected ~\$1.7M decline in surplus funds from FY24 to FY25. This estimate does not include the following potential expenditures:

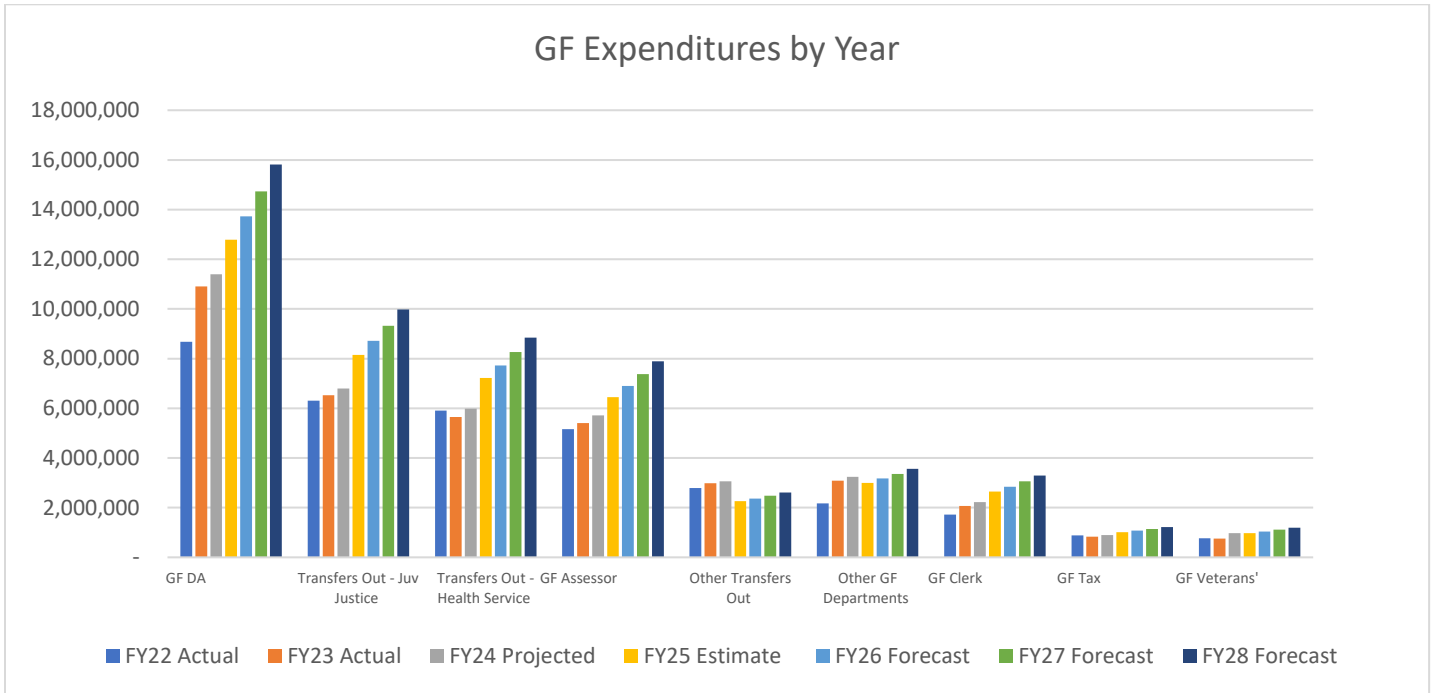
- Fiscal impacts of the salary study
- The Housing Trust Fund \$1M
- New Courthouse operating expenses
- Fiscal impacts of rank choice voting

Depending on the outcomes of these items, the GF could be depleted as early as FY26. How did this occur? The expenditure curve caught up to the revenue curve.



The GF resources only increase at a rate of 5.2% per year. Approximately 1.3% of that increase is needed annually to meet the County’s additional cash flow needs in the form of contingency. This leaves the true margin of growth within the GF to be less than 4.0%. When we think of the COLA, and 5% personnel step increases, plus PERS increases, incentive pay, and FTE growth, it is very difficult to stay within 4.0% growth without reductions. In the past, the GF had a large margin of revenue over expenditures that departments could afford to grow at any rate and the impact was virtually unseen. However, over the past few years, record inflation, supply chain issues, new maximum bargaining COLA’s, incentive pay, health insurance claims cost spikes and FTE growth, among other factors, have drastically increased the growth of expenditures in the GF. What once was an expenditure curve that was growing marginally faster than revenues, but had more than ~\$7M of cushion, has shot upward in slope and is nearly surpassing revenues. Today, we anticipate that with the current inflation level and personnel steps, the GF will be depleted as soon as FY26, or FY27 at the latest.

Below is a graph of the major expenditures to the GF by year.



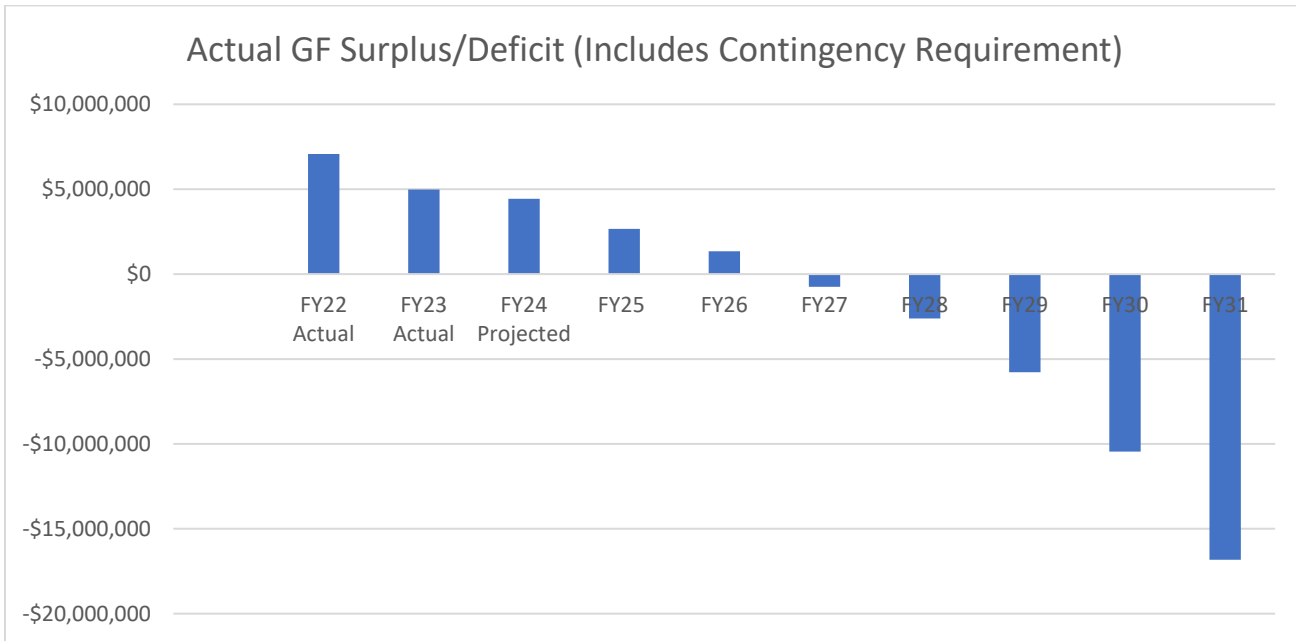
Departmental expenditure growth has far exceeded GF revenues. Since 2022 the actual GF operating expenditures are growing at a rate of 10% per year, while revenues are increasing at 5.2% per year. Prior forecasts predicted 5% growth in GF transfers out to departments, in FY25 GF transfers out increased by 11% despite the elimination of a \$625k transfer to the BOCC and County Administration. The current annual growth of GF expenditures is no longer sustainable and reductions in growth will need to occur next FY.

**FY22 to FY25 Average Annual Growth %**

<b>GF Revenue</b>	<b>Average Growth % FY22-FY25</b>
Property Taxes/Other Tax	6.8%
Other Revenue	-2.5%
<b>GF Revenue Average Annual Growth %</b>	<b>5.2%</b>

<b>GF Expenditures</b>	<b>Average Growth % FY22-FY25</b>
Personnel Services	11.7%
ISF	18.0%
Grant and Contributions	-0.8%
Other Materials and Services	17.2%
Capital Outlay	-33.3%
Transfers Out (less surplus transfer)	5.8%
<b>GF Expenditure Average Annual Growth %</b>	<b>9.8%</b>

Note that property tax rate increase is averaging 6.8% year over year growth due to levying the maximum tax rate in FY24.



At current expenditure levels the deficit would be over ~\$15M in FY31. The County will need to substantially reduce growth in FY26 and monitor operational growth in future years.

What's next? Prior to the FY26 budget development, the GF forecast will be updated to determine how much growth, if any, the FY26 GF budget can sustain. Then potential GF budgetary options will be evaluated, including flat or reduced growth budgeting, elimination or decreased transfers for capital needs, or any combinations of options. Departments will receive direction prior to budget development.

Related County Policies: Administrative Policy No. F-14

1. b) 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.

2. c) 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.

2. f) 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 Transient Room Tax (TRT) Projections**

Updated: 04.24.24

	Increase	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Beginning Working Capital		\$ 4,527,362	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TRT Revenue</b>												
First 6% - 20% Tourism Promotion		\$ 1,850,243	\$ 1,815,000	\$ 1,851,000	\$ 1,888,500	\$ 1,926,000	\$ 1,965,000	\$ 2,004,000	\$ 2,044,500	\$ 2,085,000	\$ 2,127,000	\$ 2,169,000
First 6% - 80% Discretionary		7,400,972	7,260,000	7,404,000	7,554,000	7,704,000	7,860,000	8,016,000	8,178,000	8,340,000	8,508,000	8,676,000
Next 1% - VCO		1,541,869	1,512,500	1,542,500	1,573,750	1,605,000	1,637,500	1,670,000	1,703,750	1,737,500	1,772,500	1,807,500
New 1% - 70% Tourism Promotion		1,079,308	1,058,750	1,079,750	1,101,625	1,123,500	1,146,250	1,169,000	1,192,625	1,216,250	1,240,750	1,265,250
New 1% - 30% Discretionary		462,561	453,750	462,750	472,125	481,500	491,250	501,000	511,125	521,250	531,750	542,250
<b>Total TRT Revenue</b>	2.00%	\$ 12,334,953	\$ 12,100,000	\$ 12,340,000	\$ 12,590,000	\$ 12,840,000	\$ 13,100,000	\$ 13,360,000	\$ 13,630,000	\$ 13,900,000	\$ 14,180,000	\$ 14,460,000
<b>TRT Distributions</b>												
<i>Required for Tourism</i>												
VCO (net)	0.00%	\$ 3,310,215	\$ 3,236,105	\$ 3,309,991	\$ 3,377,297	\$ 3,444,566	\$ 3,514,549	\$ 3,584,494	\$ 3,657,150	\$ 3,729,766	\$ 3,805,091	\$ 3,880,375
Fair & Expo 615 (net)	0.00%	983,265	963,000	983,338	1,004,534	1,025,713	1,047,750	1,069,769	1,092,645	1,115,501	1,139,214	1,162,907
Fair 616	0.00%	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
RV Park 618	0.00%	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<i>Discretionary</i>												
Current Grants and Contributions	0.00%	3,000,000	2,000,000	-	-	-	-	-	-	-	-	-
New Grants and Contributions	\$ -	-	-	-	-	-	-	-	-	-	-	-
Sheriff 255	2.50%	3,651,787	3,651,787	3,743,082	3,836,659	3,932,575	4,030,890	4,131,662	4,234,953	4,340,827	4,449,348	4,560,582
Environmental Health	5.50%	368,417	276,572	291,783	307,832	324,762	342,624	361,469	381,349	402,324	424,451	447,796
Justice Court	2.50%	364,688	380,521	390,034	399,785	409,779	420,024	430,525	441,288	452,320	463,628	475,219
Community Development	2.00%	-	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Admin Fee (net of interest) - 7%	2.50%	392,680	394,101	403,954	414,052	424,404	435,014	445,889	457,036	468,462	480,174	492,178
Admin Fee (net of interest) - 1%	2.50%	38,268	37,848	38,794	39,764	40,758	41,777	42,822	43,892	44,989	46,114	47,267
Fair & Expo Reserve 617	0.00%	451,080	442,396	451,112	460,196	469,273	478,717	488,154	497,957	507,753	517,916	528,070
Capital Reserve	0.00%	1,448,915	-	-	-	-	-	-	-	-	-	-
Debt Service	0.00%	758,000	1,501,000	1,501,750	1,502,000	1,500,750	1,503,000	1,498,500	1,502,500	1,499,500	1,499,750	1,503,000
<b>Total TRT Distributions</b>		\$ 14,862,315	\$ 13,078,330	\$ 11,310,837	\$ 11,541,158	\$ 11,773,702	\$ 12,017,588	\$ 12,258,690	\$ 12,516,387	\$ 12,771,311	\$ 13,037,852	\$ 13,311,902
<b>Discretionary TRT/Capital Reserve</b>		\$ -	\$ 1,021,670	\$ 1,029,163	\$ 1,048,842	\$ 1,066,298	\$ 1,082,412	\$ 1,101,310	\$ 1,113,613	\$ 1,128,689	\$ 1,142,148	\$ 1,148,098



# DESCHUTES COUNTY SHERIFF'S OFFICE

L. Shane Nelson, Sheriff

*Proudly Serving Our Community*

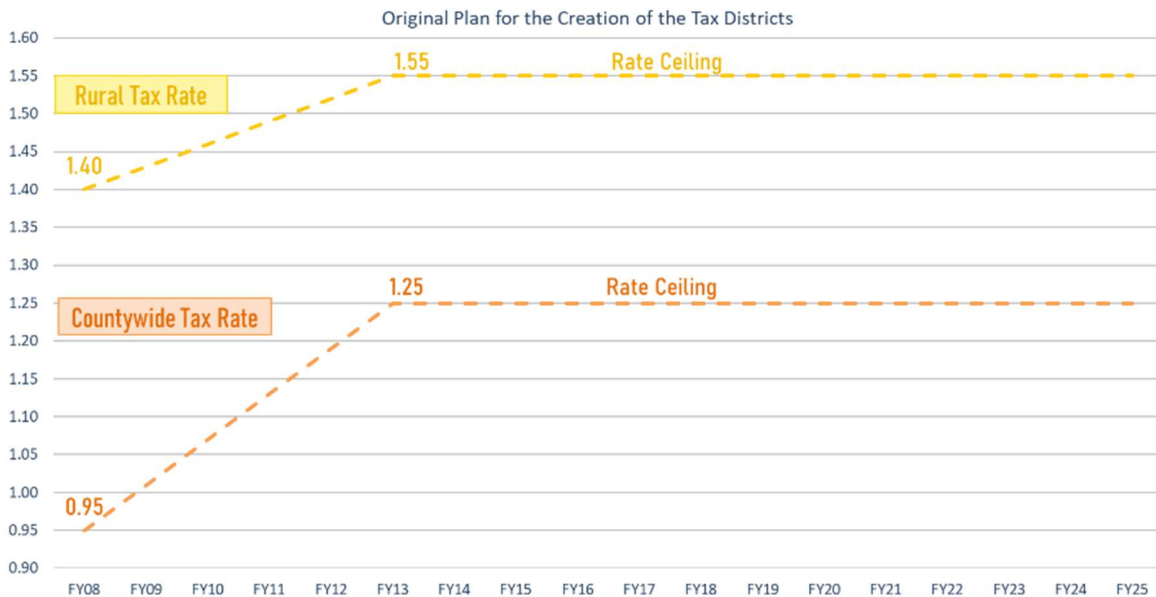
Date: April 19, 2024  
To: County Commissioners and Budget Committee Members  
From: Joe Brundage, Business Manager  
Re: April 29 Budget Committee Presentation

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In advance of the Sheriff's Office presentation on April 29, I want to provide some background information on the Sheriff's Office budget and identify the topics we plan on addressing in the meeting.

## Background

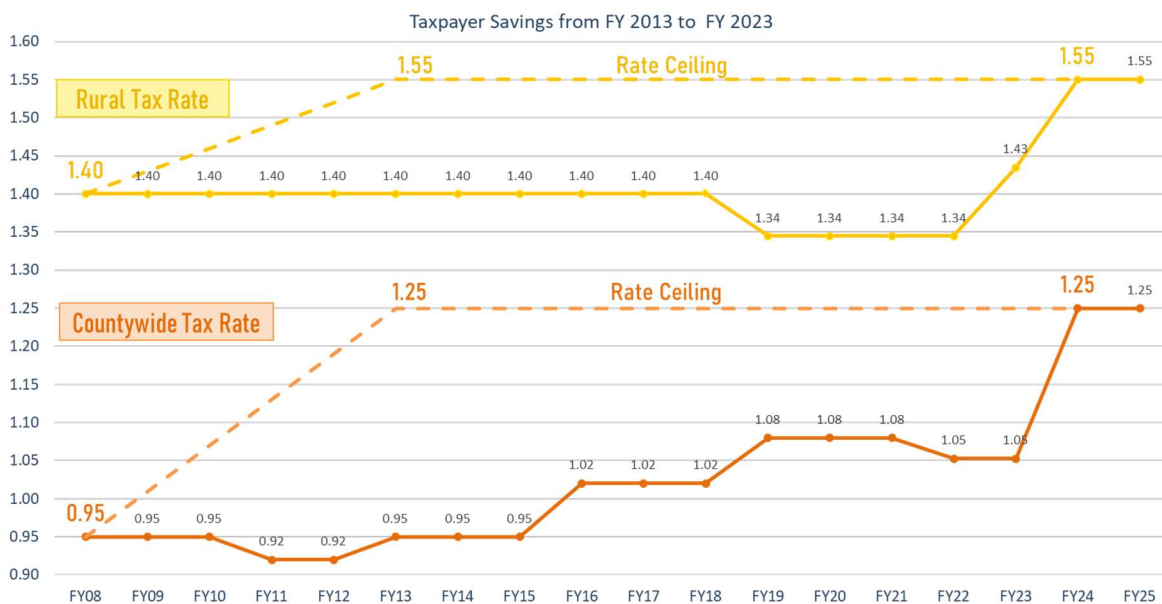
When the two Law Enforcement Tax Districts went into effect in FY 2008, those involved anticipated the rates to increase to the ceiling within 5 years - by 2013. They also knew that the ceiling in the rural district was not feasible: however, focus groups and polling told them it would be difficult to pass with a \$1.55 ceiling.



At that time, transient room tax covered 35% of the Patrol Budget. The plan, devised by the late Marty Wynn, retired Finance Director, was for that to increase at 3% annually to lessen the burden on the rural taxpayers. The understanding included that the Sheriff's Office wasn't *limited to a 3% increase*; special requests for one-time funding needs could also be made if anything came up.



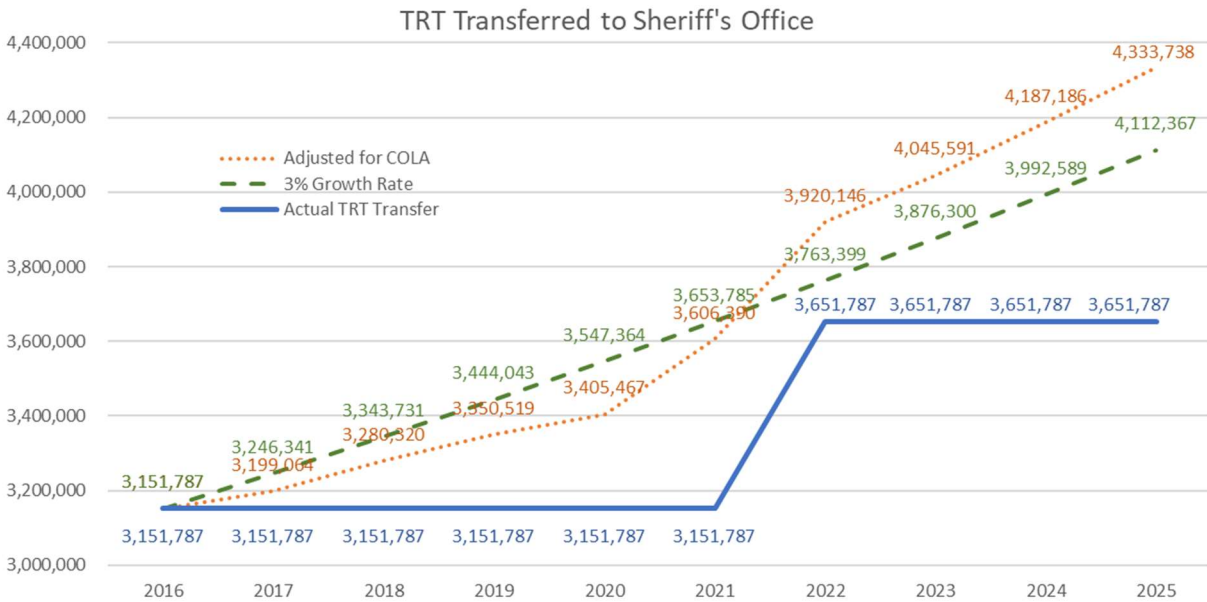
Concerned with the potential financial pressure in the future, the Sheriff kept staffing low. In the early years (2009-2012), this made sense: we were just coming out of a recession. As the economy recovered, new developments slowly came online that would occasionally boost the rural tax revenue. This growth, along with the restrictions on hiring, led to a fortunate surplus of contingency in the rural tax district. As a result, the TRT transferred to the Sheriff's Office was frozen. If the Sheriff didn't need it, it could be used elsewhere. The Sheriff also cut the rural rate in FY 2019 to deplete the surplus.



In 2017, the Sheriff's Office put its Public Safety Campus needs on hold in support of prioritizing the needs of Community Justice and Health Services. We've continued to support those projects: The Sheriff's Office has contributed over \$2.6 million to support and fund the Stabilization Center.

Shortly following the rate cuts, we encountered COVID-19. The resulting economic panic and supply-chain disruption, along with the requirements from House Bill 4301 and Measure 110, led to a significant shift in resources. We experienced a significant increase in the demand for our services with a simultaneous cut in our state revenue.

We began asking for an increase in TRT in 2020. In FY 2022, the Sheriff's portion of TRT was increased by \$500,000, equivalent to an annual increase of 1.6% from the time it was frozen through FY24.



TRT contributes less than 19% of our Rural budget. People who don't live here contribute between 27% and 50% of the workload in Patrol and Detectives. The increasing gap between revenues and responsibilities has put a strain on the Rural Tax District.

### Current Budget

The FY 2025 budget is different than prior Sheriff's Office budgets. We plan on addressing these changes and their impact in the upcoming meeting. These will include the following:

- Payroll clearing lines were added in Patrol, the Adult Jail, and Sheriff Services to account for some of the unfilled positions.
- The inclusion of the payroll clearing lines led to a change in the way we budget overtime.
- Current strategies to keep M&S increases low.
- The Capital savings that has resulted from the Sheriff's automobile strategy.
- The impact on BNWC and ENWC with and without changes to TRT.

We look forward to meeting with you on Monday.

# FY 2025 Pre-Budget Hearing Presentation

## Health Services

Janice Garceau, HS Director

Holly Harris, BH Director

Heather Kaisner, PH Director

Cheryl Smallman, Business Officer



April 29, 2024

# Agenda

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- **Health Services Review**
- **FY24 Fiscal Resilience Strategies**
- **FY25 Budget Big Picture**
- **Preparing for May Budget Hearing**



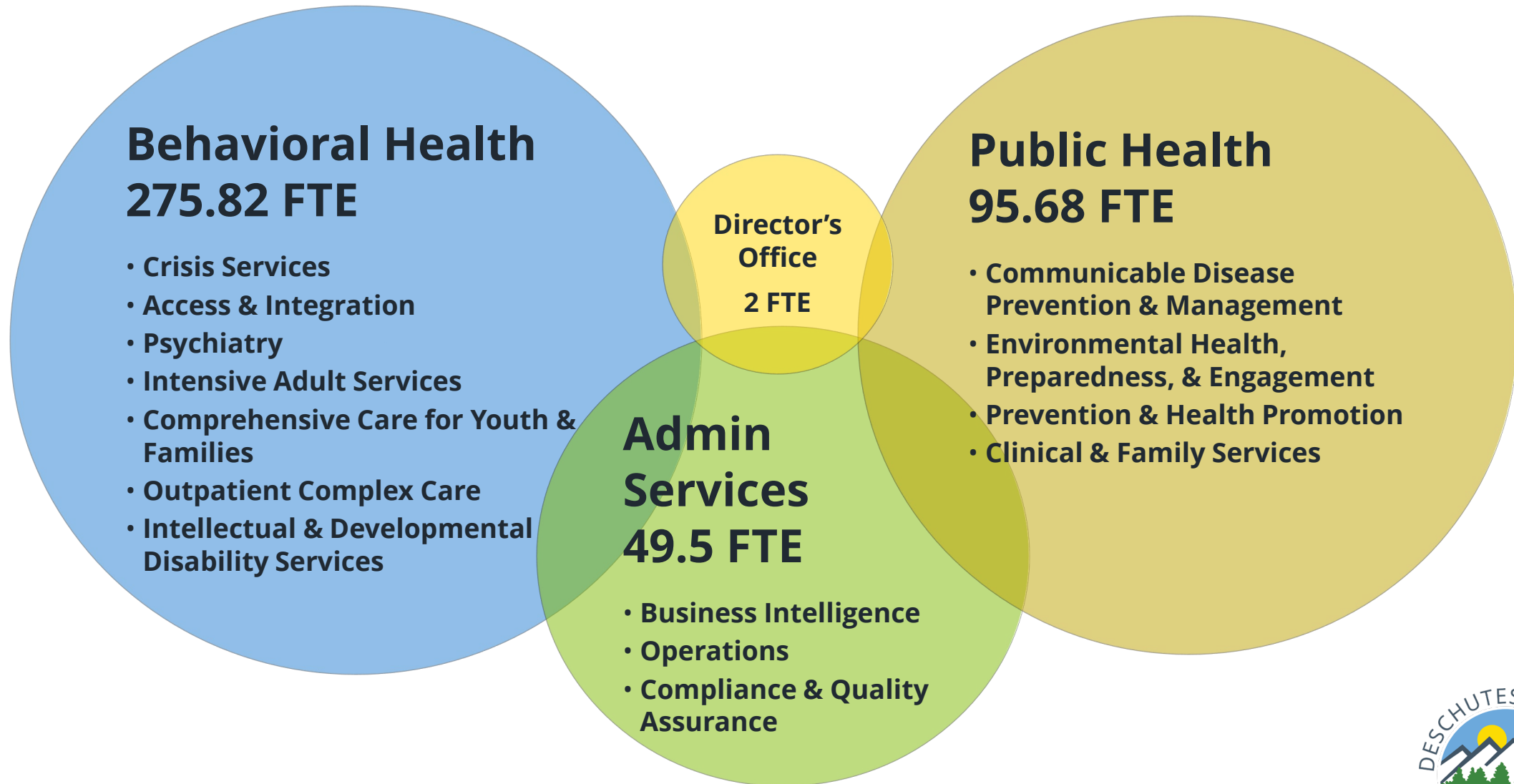
# Health Services: Brief Review

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Promote and  
protect the health  
and safety of our  
community

# BOCC: Local Mental Health / Local Public Health Authority



# Community Mental Health Program (CMHP)

Designated by LMHA to provide services mandated by ORS 430.610

## Mandated Services

CMHPs have direct responsibility for services that have legal implications or impact individual rights

Civil Commitment  
Aid & Assist  
Psychiatric Security Review Board (PSRB)

## Core Services

CMHPs are required to ensure core services by rule (OARs) or contract (County Financial Assistance Awards)

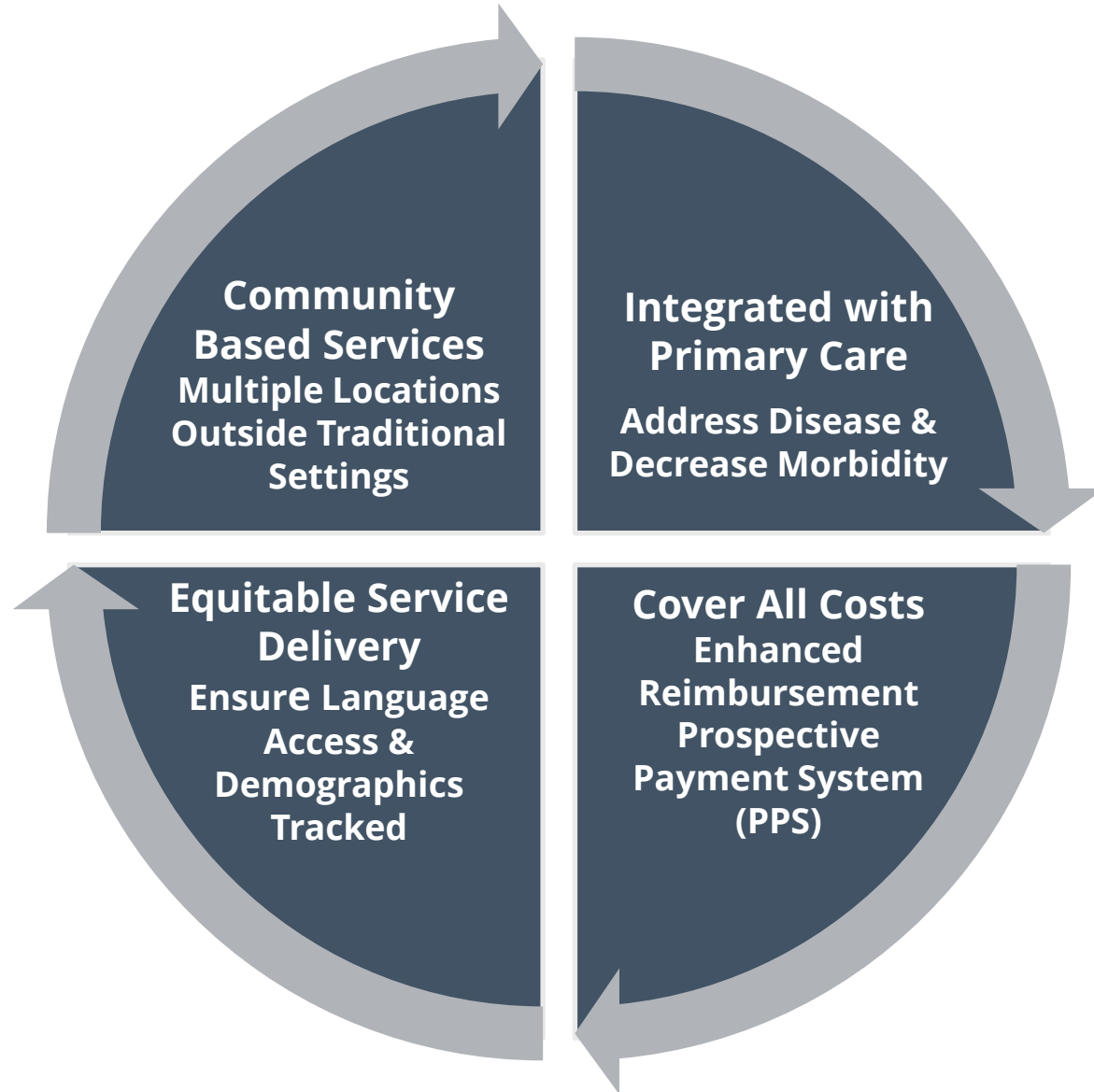
24/7 Crisis Services, Forensic Diversion, EASA, ACT, Youth Wraparound, Older Adult Services, and others

## Safety Net Services

CMHPs are required to ensure provision of community based services not provided elsewhere

School Based Health Centers, MH & Substance Use Outpatient, Employment & Housing Supports, CCBHC, etc.

# Certified Community Behavioral Health Clinic since 2017



- CCBHC status required profound system change and improvements
- CCBHC generated over \$20 Million in revenue since 2017
- Deschutes County outperforming Oregon CCBHCs on nearly every metric
- CCBHC included in State Medicaid Plan through HB 4002 which reformed M110 in 2024. *No longer a pilot program*





# Behavioral Health Service Area

## Crisis Services

- Woman (45) with symptoms of manic episode served at DCSC as crisis walk in

## Access & Integration

- Attends intake; scheduled for crisis psychiatric appointment

## Intensive Adult Services

- Referred to Community Support Services team who connects her to primary care for diabetes treatment

## Comprehensive Care for Youth & Families

- 17 y/o son showing MH symptoms & homeless; referred to EASA assessment and a youth shelter

## Outpatient Complex Care

- 8 y/o daughter has trauma and Autism diagnosis; seen by child therapist & enrolled in Wraparound

## Intellectual & Developmental Disability Services

- Daughter receives I/DD case management & coordination with Wraparound team

# FY 24 BH Highlights

- *Established Community Crisis Response Team (CCRT), an award-winning program that is now responding to over 80% of all crisis calls without Law Enforcement.*
- *Added integrated care and youth drop in services (the Drop) in Redmond.*
- *Received \$1.5 million award for Stabilization Center as a 'shovel ready' project to address Measure 110 reform efforts.*



# Unique & Mandated Role of Local Public Health Authority

ORS 431.413

**Communicable Disease Prevention & Management**

- Communicable Disease and STD Investigation, Outreach & Control
- Immunizations

**Environmental Health, Preparedness & Engagement**

- Environmental Health
- Emergency Preparedness
- PH Outreach to vulnerable Populations

**Clinical & Family Services**

- Maternal & Child Health Services
- Family Planning & STD Services
- Women Infants & Children (WIC) Services

**Prevention & Health Promotion**

- Suicide Pre/Post-vention & Reporting
- Substance Use and Overdose Prevention

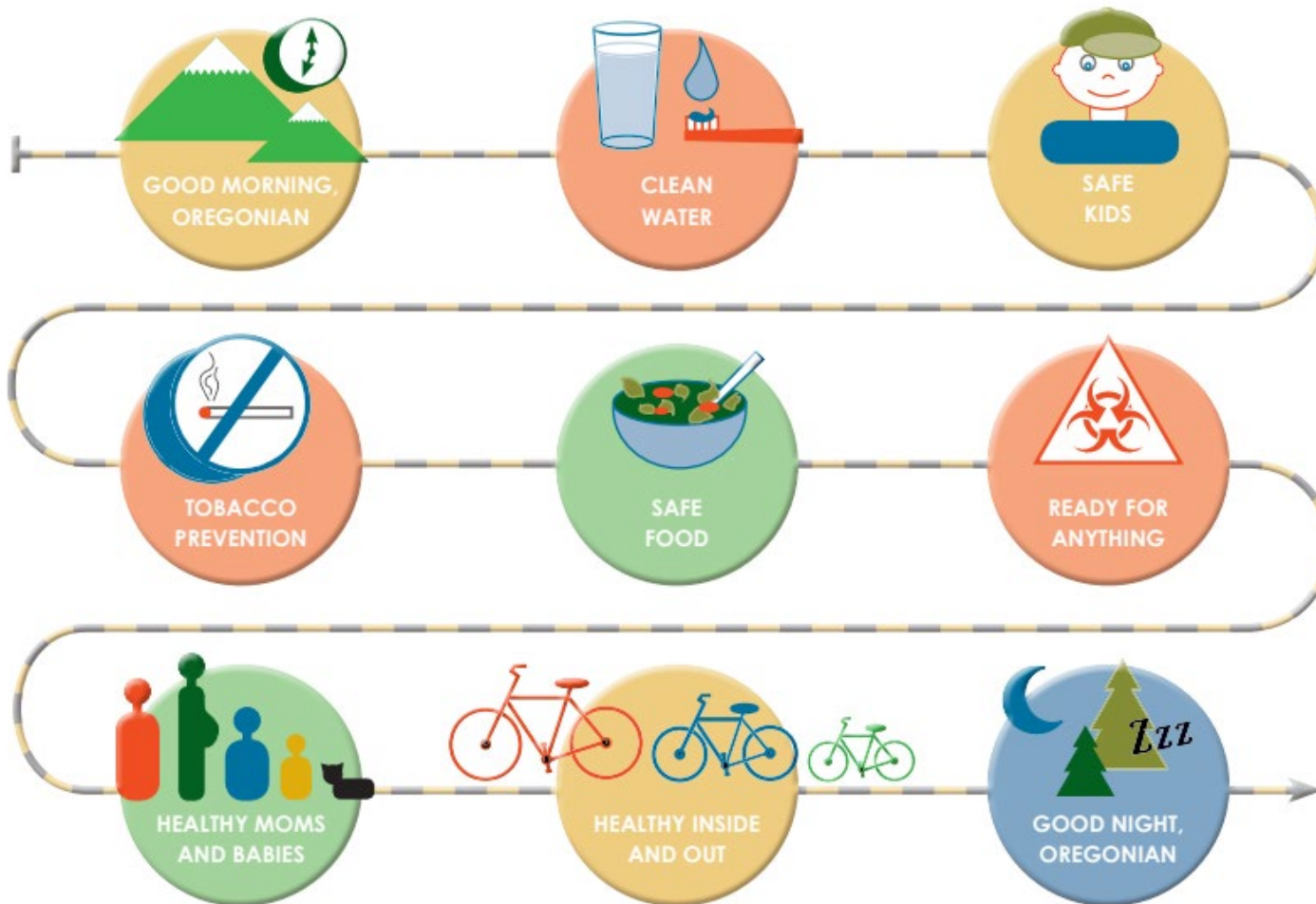
**Vital Records**

- Birth & Death Certificates



# You benefit from Local Public Health every day....

*and you may not even know it*





# FY 24 PH Highlights

- *Increased access to Public Health Reproductive Health and WIC services.*
- *Actively responded to a growing number of Public Health threats.*
- *Re-structured Public Health to better align and sustain core programs & services & prepare for the end of COVID-19 funding.*



# Health Services Budget



# Health Services Commitment

## Meaningful Results

75% of crises resolved at Stabilization Center; 30% diverted from higher cost care

Harriman Health Care clients have better hypertension & diabetes control than general Mosaic population

Rapid Response to OD Crisis is saving Deschutes County lives

Reduced employee turnover rate by 59%; from 15.92 % to 6.55%

## Fiscal Resilience

Generated \$10.6 million in new revenue

Repurposed vacancies - saved \$1.7M

Negotiated PMPM for Perinatal Care - \$360K

Rebalanced CCBHC: now generating revenue

Maximized Match: \$2.1M CGF creates \$4.2M



# Health Services Minimizes Impact to CGF

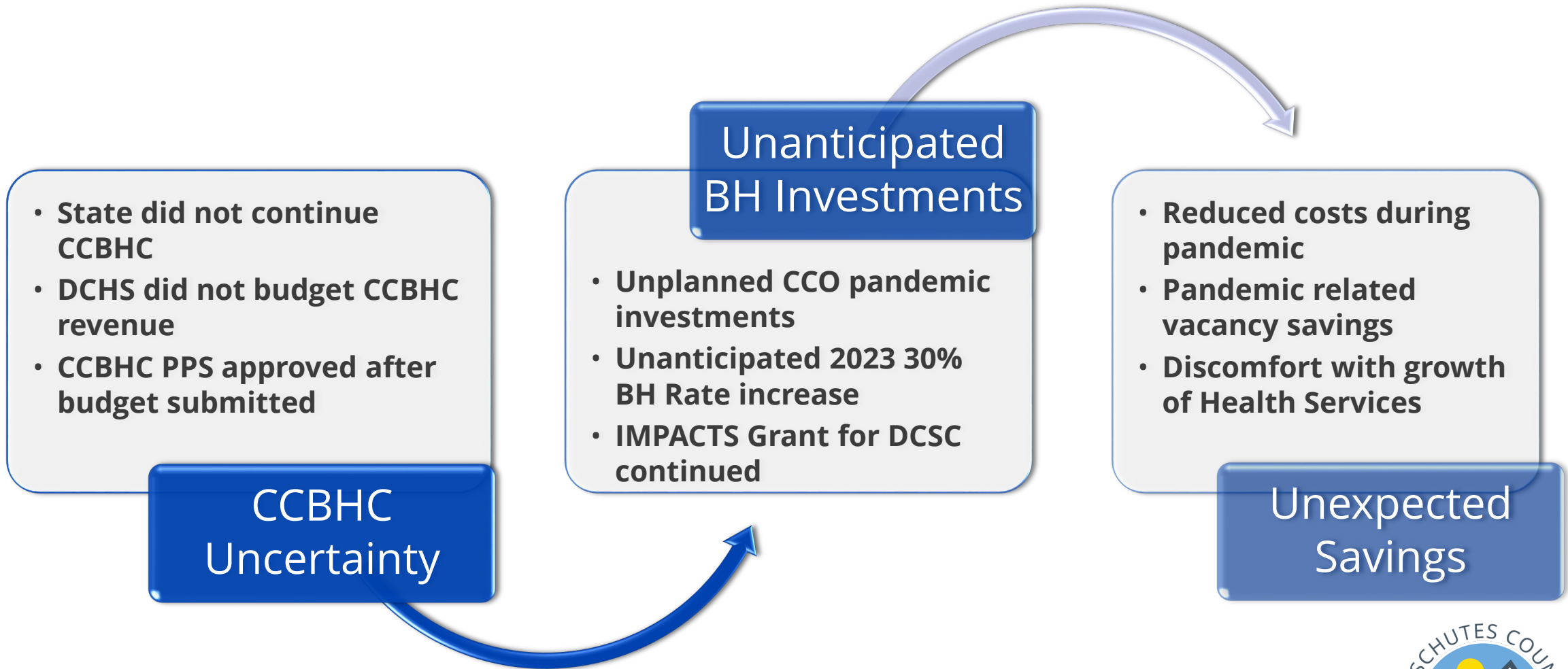


- Increase due to COLA and ISF alone is +\$2.8M
- CGF request to maintain current service levels is +\$438K





# Behavioral Health Reserve – How we got here...



# BH Reserve Uses

## Allowable Uses

- Comprised of Medicaid dollars, so must be spent directly on mental health service related costs
- May not be used to replace Local Match
- May not be used for Public Health, or other non-Behavioral Health service costs

## Optimal Uses

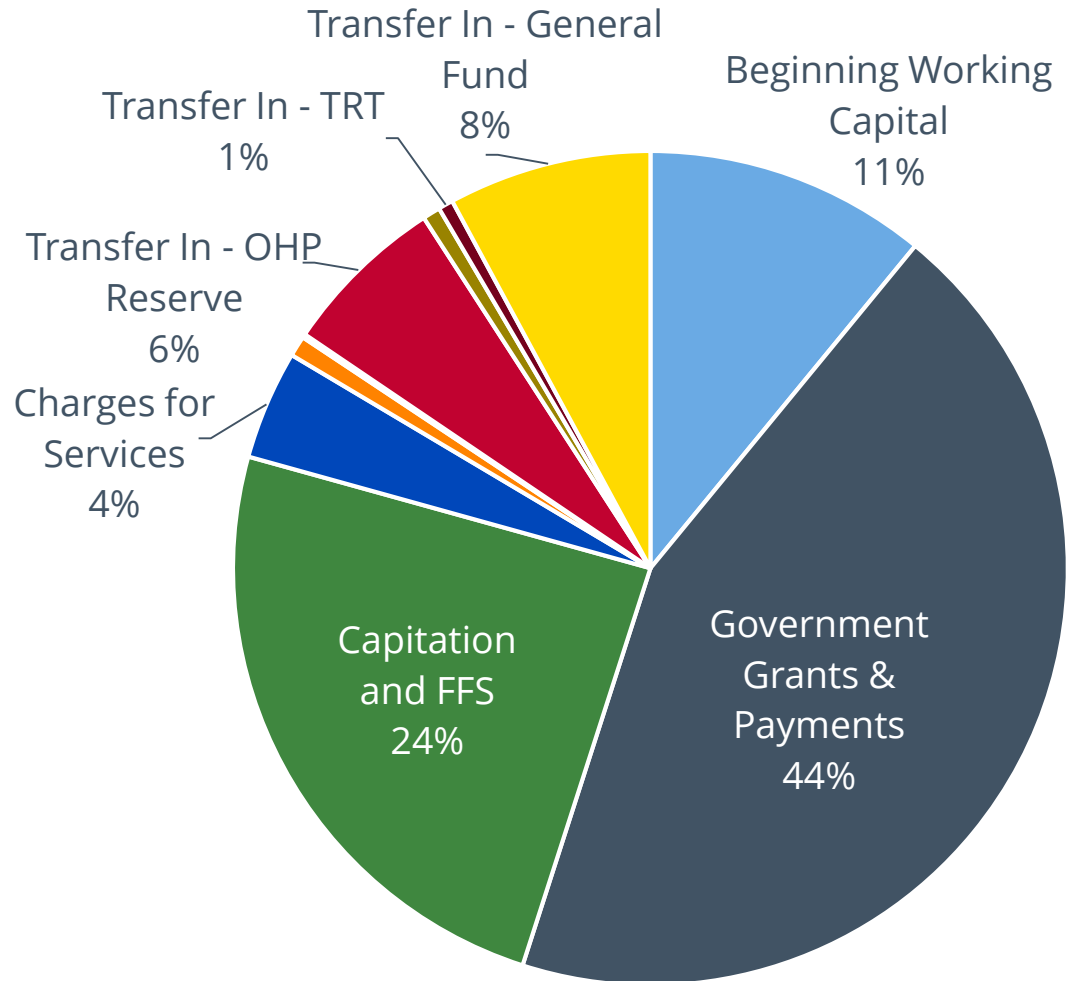
- Cover one-time investments in infrastructure
- Maintain safety net reserve
- Offset CGF not needed for Local Match
- Cover short term / one-time costs increases and resource gaps

## Planned Uses

- Behavioral Health CCBHC Integration Infrastructure and Space Needs: \$2.65M approved; \$3.45M additional anticipated
- Maintain 25% BH Operating Budget Reserve
- Address on-time gaps in funding



# Health Services Fund 274 Overview

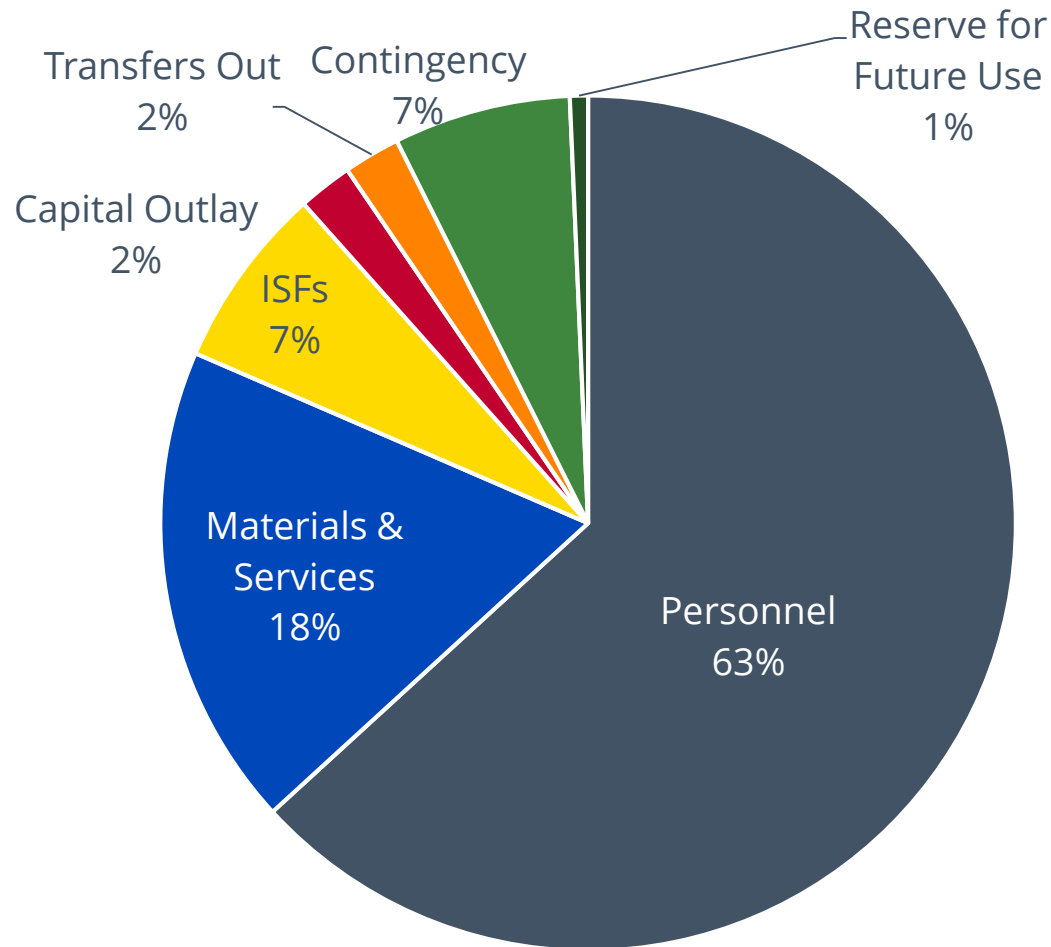


## 24-25 RESOURCES

- Government Grants & Payments (+18%)
- Capitation & FFS (+4%)
- Charges for Services (+17%)
- Transient Room Tax (+43%)
- County General Fund (+6%)



# Health Services Fund 274 Overview

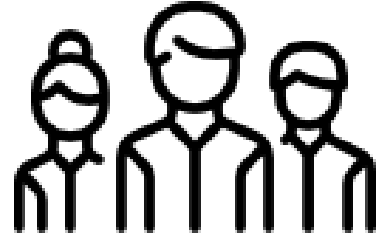


## 24-25 REQUIREMENTS

- Personnel (+14%)
- M&S (+3%)
- ISFs (+27%)
- Major one-time expenditures
  - La Pine Community Health Center
  - Courtney & WSSB Remodel
  - BH Housing
  - Redmond SRTF



# Staffing Changes from FY 2024



(FY24)                      (FY25)  
423.0                      →                      419.3

- +1.0 Admin Support Spec I/DD (Special Request)
- 4.0 COVID staff (Limited duration)
- 0.5 PH Management Analyst
- 0.2 Prevention CHS II (regular, insufficient funds)



# FY 24-25 Department Fiscal Issues

## Short-term Fiscal Issues

- Increasing personnel costs
- Increasing indirect expenses
- Expiring funds
  - COVID-19
  - Crisis Program - CJC IMPACTS, HB 5202, DCSO funding uncertain, COHC
  - ARPA
  - BH Workforce

## Long-term Fiscal Issues

- Public Health funding
- Crisis Program – After-hours Stabilization Center services
- Space in Downtown Area
- Client acuity and team-based service model impact on billable hours



# Special & Capital Requests

#	Title	Area	Purpose
1	IDD	BH	Add 1.0 FTE Admin Support Specialist
2	Vehicle for Community Navigator	BH	Grant funding; adds one vehicle for Program
3	Tenant Improvements and Renovation	BH	Leasehold improvements, including technology costs, at La Pine Community Health Clinic.

All are included in the FY25 Requested Budget



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# Thank you







**Interoffice memorandum**

*Delivered via email.*

Date: April 24, 2024

To: Elected Officials Compensation Committee

From: Kathleen Hinman, HR Director

Re: Elected Officials Compensation Committee Meeting – April 29, 2024

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Enclosed are the materials prepared for the first EOCC meeting scheduled for April 29, 2024, which include the County's standard comparable market survey for Elected Officials compensation as well as an agenda and presentation from Deschutes County consultant partners, HR Answers, Inc.

HR Answers is a Woman-owned Business Enterprise (WBE) located in Tigard, Oregon with over 35 years in business with an experienced team of human resources professionals. The team has extensive experience not only in compensation for private and public sector clients, but also in working with leadership, as well as represented and non-represented employees in its consulting assignments. The team is committed to providing organizations with exceptional consulting by utilizing varied backgrounds and decades of experience.

Deschutes County Commissioners provided approval for the County to hire a consultant to complete a Salary, Market, and Equity study for employees. HR staff issued an RFP, conducted first and second round interviews with a Steering Committee earlier this year with the contract being awarded to HR Answers, Inc. This project will encompass a thorough wage review and market analysis for Non-represented and AFSCME represented employees, as well as look at internal equity and pay equity organization-wide.

In addition to the project mentioned, the County has partnered with HR Answers to facilitate the work and meetings of the Elected Official Compensation Committee. Deschutes County HR staff, in partnership with HR Answers, will lead the meeting on April 29 and any necessary follow-up meetings scheduled during budget week.

Please reach out with any questions you may have; I'd be happy to discuss them with you.





## DESCHUTES COUNTY

### Summary Elected Officials - FY25 Compensation Board Survey Data as 4/24/2024

This survey includes the following elected positions:

Assessor  
Clerk  
Commissioner  
District Attorney  
Sheriff  
Justice of the Peace  
Treasurer

Salary data was collected from the following Oregon Counties:

	<u>Population</u>
Clackamas	424,043
Lane	384,374
Marion	353,649
Jackson	222,762
Deschutes	212,141

<https://worldpopulationreview.com/us-counties/states/or>

County Compensation Board: <https://www.oregonlaws.org/ors/204.112>

#### Table of Contents

COLA Summary and Director Pay Reference  
Compensation Board Blank Recommendation Page  
Elected Official Total Compensation Survey Summary

#### Elected Official Compensation Survey Detail Pages

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[Clerk](#)

[Commissioners](#)

[District Attorney](#)

[Sheriff](#)

[Justice of Peace](#)

[Treasurer/Chief Financial Officer](#)

**ELECTED OFFICIALS - FY25 COMPENSATION BOARD  
SUMMARY OF COLA HISTORY**

Elected Official COLA Summary								
Elected Officials	7/1/2016	7/1/2017	7/1/2018	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
	COLA	COLA	COLA	COLA	COLA	COLA	COLA	COLA
Assessor	2.0%	6.0%	3.0%	20.0%	0.0%	3.3%	10.0%	9.0%
Clerk	3.0%	2.5%	2.1%	17.0%	0.0%	1.5%	5.5%	10.0%
Commissioners	5%*	5.0%	3.0%	6.0%	0.0%	3.3%	5.5%	12.0%
District Attorney	1.5%	2.5%	7.0%	26.0%	0.0%	6.6%	8.0%	35.0%
Justice of Peace	0.0%	2.5%	2.1%	23.0%	0.0%	1.5%	5.5%	4.0%
Sheriff	1.5%	2.5%	2.1%	9.0%	0.0%	9.6%	5.5%	10.0%
Treasurer (Stipend)	1.5%	2.5%	Adj. to \$5112/yr	Adj to \$426/yr	*Adj to \$5110/yr	1.5% on stipend	No Chg to stipend	Annual Salary Established vs. stipend

\*Treasurer Stipend, Order #2020-005

Non-elected positions								
Bargaining Unit	7/1/2016	7/1/2017	7/1/2018	7/1/2019	7/1/2020	7/1/2021	7/1/2022	7/1/2023
	COLA	COLA	COLA	COLA	COLA	COLA	COLA	COLA
IUOE, FOPPO, DCSEA, DCDA	1.5%	2.5%	2.1%	1.6%	2.5%	1.5%	5.50%	4.0%
911	1.5%	2.5%	2.1%	1.6%	2.5%	1.4%	5.50%	4.0%
NON-REP	2.0%	2.5%	2.1%	1.6%	2.5%	1.5%	5.50%	4.0%
AFSCME	1.5%	2.5%	2.1%	1.6%	2.5%	1.5%	5.50%	4.0%

**FY25 DIRECTOR PAY FOR REFERENCE**

**COLA: 4%** (proposed FY25 Budget)

Director Pay Grades

Annual Salary Reflects 4% COLA for FY25  
7 Steps, 5% spread between steps

Job Description	Grade	Min	Mid	Max
Director, 911 Director, Facilities Director, Fair & Expo Director, Solid Waste	N426	\$63.91 \$132,421.52	\$73.98 \$153,286.56	\$85.64 \$177,446.08
Director, Community Development Chief Financial Officer Director, Community Justice Director, Health Services Director, Human Resources Director, Info Technology Director, Public Works	N427	\$67.10 \$139,031.20	\$77.68 \$160,952.96	\$89.92 \$186,314.24
Deputy County Administrator	N428	\$70.46 \$145,993.12	\$81.56 \$168,992.32	\$94.42 \$195,638.24
County Administrator 4 steps	N270	\$107.39 \$222,512.08		\$122.83 \$254,503.76



**DESCHUTES COUNTY**

**Compensation Board - Recommendation Summary**  
**Elected Officials - FY25**  
*Changes effective July 1, 2024*

<b>Elected Officials</b>	<b>FY25 Adjustment Recommendation</b>	<b>Notes/Consideration</b>
<b>Assessor</b>	TBD	
<b>Clerk</b>	TBD	
<b>Commissioners</b>	TBD	
<b>District Attorney</b>	TBD	
<b>Sheriff</b>	TBD	
<b>Justice of Peace</b>	TBD	
<b>Treasurer</b>	TBD	

*Recommendations made with the goal to maintain County's Compensation Philosophy.  
 Additional consideration for FY25 COLA application as survey data does not reflect FY25 COLAs applied to comparator counties.*

**County Compensation Philosophy: 5% above Market Average**  
**FY25 Proposed Cost of Living Adjustment: 4%**

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Annual Compensation Comparison Summary**  
**Survey Data as of 4/24/2024**

COUNTY	Assessor		Clerk		Commissioner		District Attorney (State & County Portion)		Sheriff		Justice of Peace (annualized, currently @ .60FTE)		Treasurer		PERS	Deferred Comp*
	Base Salary	Total Pay	Base Salary	Total Pay	Base Salary	Total Pay	Base Salary	Total Pay	Base Salary	Total Pay	Base Salary	Total Pay	Base Salary	Total Pay		
Clackamas	\$ 152,228	\$ 170,906	\$ 123,056	\$ 138,154	\$ 125,085	\$ 140,433	\$ 281,523	\$ 295,879	\$ 219,636	\$ 246,585	\$ 128,982	\$ 144,808	\$ 145,973	\$ 163,884	Yes - 6%	6.27%
Jackson	\$ 130,083	\$ 137,888	\$ 115,107	\$ 122,014	\$ 143,416	\$ 157,109	\$ 204,144	\$ 206,521	\$ 167,835	\$ 177,905	\$ 100,402	\$ 106,426	\$ 159,806	\$ 169,395	Yes - 6%	0.00%
Lane	\$ 144,228	\$ 163,024	\$ 133,286	\$ 143,949	\$ 87,869	\$ 100,519	\$ 228,381	\$ 234,133	\$ 174,282	\$ 206,776	\$ 118,032	\$ 127,475	\$ 154,627	\$ 163,905	Yes - 6%	2.00%
Marion	\$ 145,018	\$ 164,595	\$ 127,296	\$ 144,481	\$ 121,077	\$ 137,422	\$ 218,371	\$ 225,641	\$ 187,720	\$ 213,062	\$ 118,518	\$ 134,518	\$ 118,914	\$ 134,967	Yes - 6%	7.50%
Deschutes	\$ 169,437	\$ 189,393	\$ 141,351	\$ 155,249	\$ 125,152	\$ 136,415	\$ 226,767	\$ 239,629	\$ 202,914	\$ 227,059	\$ 134,751	\$ 151,585	\$ 154,764	\$ 168,693	Yes - 6%	3.00%
<b>Average (excludes DC):</b>	\$ 142,889	\$ 159,103	\$ 124,686	\$ 137,149	\$ 119,362	\$ 133,871	\$ 233,105	\$ 240,544	\$ 187,368	\$ 211,082	\$ 116,483	\$ 128,307	\$ 144,830	\$ 158,038		
% DC Compared:	15.67%	15.99%	11.79%	11.66%	4.63%	1.87%	-2.79%	-0.38%	7.66%	7.04%	13.56%	15.36%	6.42%	6.32%		
<b>Average +5% (excludes DC):</b>	\$ 150,034	\$ 167,058	\$ 130,920	\$ 144,007	\$ 125,330	\$ 140,564	\$ 244,760	\$ 252,571	\$ 196,737	\$ 221,636	\$ 122,308	\$ 134,722	\$ 152,072	\$ 165,939		
% DC Compared:	11.45%	11.79%	7.38%	7.24%	-0.14%	-3.04%	-7.93%	-5.40%	3.04%	2.39%	9.23%	11.12%	1.74%	1.63%		
<b>50th Percentile (excludes DC):</b>	\$ 144,623	\$ 163,809	\$ 125,176	\$ 141,052	\$ 123,081	\$ 138,928	\$ 223,376	\$ 229,887	\$ 181,001	\$ 209,919	\$ 118,275	\$ 130,996	\$ 150,300	\$ 163,894		
% DC Compared:	14.65%	13.51%	11.44%	9.14%	1.65%	-1.84%	1.50%	4.07%	10.80%	7.55%	12.23%	13.58%	2.88%	2.84%		
<b>75th Percentile (excludes DC):</b>	\$ 150,425	\$ 169,328	\$ 131,789	\$ 144,348	\$ 138,833	\$ 152,940	\$ 268,238	\$ 280,443	\$ 211,657	\$ 238,205	\$ 126,366	\$ 142,235	\$ 158,512	\$ 168,022		
% DC Compared:	11.22%	0.06%	6.76%	7.02%	-10.93%	-12.11%	-18.29%	-17.03%	-4.31%	-4.91%	6.22%	6.17%	-2.42%	0.40%		

**Notes:**

Notes: Elected Officials are on a standard 173.33/2080 Pay Schedule

Total Pay includes any Add Pays, such as Auto Allowance, but does not include standard cell phone, etc

457 Contribution for DC Elected Officials is a "match" - maximum 3%

Lane County provides 2% deferred comp into a 457 for all non-represented positions, including elected, with the exception of commissioners who have declined it

Longevity pay is included in Total Pay summary for DC officials, County Commissioners do not receive Longevity

Pay. Comparators do not pay longevity pay to any of their elected officials.

DA: Base and total salaries include State of Oregon monthly salary

For non-elected positions, where applicable, annual salary represents top of pay range

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Assessor**

*The Deschutes County Assessor is responsible for identifying all taxable properties within the County and assigning values and property taxes to those properties. The County Assessor also prepares the County's annual assessment roll.*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
<b>Clackamas</b> <i>(elected, Assessment &amp; Tax)</i>	\$152,228	6.0%	6.27%		\$170,906
<b>Jackson</b> <i>(elected, does not have Tax)</i>	\$130,083	6.0%			\$137,888
<b>Lane</b> <i>(elected, Assessment &amp; Tax)</i>	\$144,228	6.0%	2.0%	\$6,720	\$163,024
<b>Marion</b> <i>(elected, Assessment &amp; Tax)</i>	\$145,018	6.0%	7.5%		\$164,595
<b>Deschutes</b> <i>(elected, does not have Tax)</i>	<b>\$169,437</b>	<b>6.00%</b>	<b>3.00%</b>	<b>\$4,440</b>	<b>\$189,393</b>
<b>Average (excludes DC):</b>	\$ 142,889				\$ 159,103
% DC Compared:	16%				16%
<b>Average +5% (excludes DC):</b>	\$ 150,034				\$ 167,058
% DC Compared:	11%				12%
<b>50th Percentile (excludes DC):</b>	\$ 144,623				\$ 163,809
% DC Compared:	15%				14%
<b>75th Percentile (excludes DC):</b>	\$ 150,425				\$ 169,328
% DC Compared:	11%				11%
<b>2nd in Command</b> N424/Step 7					
Deputy Director, Assessor	Annual Salary	PERS		Longevity	Total Pay
FY24 - 4% COLA	\$ 154,761	6%		\$ 4,440.00	\$168,753
% Diff Assessor to Deputy	9%				
FY25 - 4% COLA	\$ 160,951	6%		\$ 4,560.00	\$175,442
% Diff Assessor to Deputy	5%				

Notes:

ORS 308.005 "Assessor" as defined, includes Deputy Assessor. [Amended by 1979 c.689 §25; 1981 c.804 §28; 1995 c.79 §123]□

Lane receives a car allowance of \$560/mo (6,720 per year)

Lane County is Home Rule

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Clerk**

*The County Clerk is chief election official, official keeper of all public records, processing all real property transactions, plats, Commissioners' Journal documents and Board of Property Tax Appeal petitions, and also issues marriage and antique dealers licenses and accepts passport applications.*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
Clackamas	\$123,056	6.00%	6.27%		\$138,154
Jackson	\$115,107	6.00%	0.0%		\$122,014
Lane <i>(non-elected)</i>	\$133,286	6.00%	2.0%		\$143,949
Marion	\$127,296	6.00%	7.5%		\$144,481
<b>Deschutes</b>	<b>\$141,351</b>	<b>6.00%</b>	<b>3.00%</b>	<b>\$1,110</b>	<b>\$155,249</b>
<b>Average (excludes DC):</b>	<b>\$ 124,686</b>				<b>\$ 137,149</b>
% DC Compared:	12%				13%
<b>Average +5% (excludes DC):</b>	<b>\$ 130,920</b>				<b>\$ 144,007</b>
% DC Compared:	8%				8%
<b>50th Percentile (excludes DC):</b>	<b>\$ 125,176</b>				<b>\$ 141,052</b>
% DC Compared:	13%				10%
<b>75th Percentile (excludes DC):</b>	<b>\$ 131,789</b>				<b>\$ 144,348</b>
% DC Compared:	7%				8%

2nd in Command		
N415	Min	Max
Elections/Recording Supervisor	\$ 74,442.82	\$ 99,760.38
<i>% Diff Clerk to Supervisor:</i>	<i>47%</i>	
FY25 COLA:	\$ 77,420.53	\$ 103,750.63
<i>% Diff Clerk to Supervisor:</i>	<i>45%</i>	

Notes:

Lane no longer receives a car allowance



**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Commissioner**

*The Board of County Commissioners is comprised of three elected officials who serve four-year terms. The Board is elected at large, serves as the public's elected advocate, and is the policy making body of Deschutes County government. The Board's duties include executive, judicial (quasi-judicial), and legislative authority over policy matters of countywide concern.*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
<b>Clackamas</b>	\$125,085	6.00%	6.27%		\$140,433
<b>Jackson</b>	\$143,416	6.00%	0.0%	\$4,800	\$157,109
<b>Lane</b>	\$87,869	6.00%	0.0%	\$6,960	\$100,519
<b>Marion</b>	\$121,077	6.00%	7.5%		\$137,422
<b>Deschutes</b>	<u>\$125,152</u>	6.00%	3.0%		<u>\$136,415</u>
<b>Average (excludes DC):</b>	\$ 119,362				\$ 133,871
% DC Compared:	5%				2%
<b>Average +5% (excludes DC):</b>	\$ 125,330				\$ 140,564
% DC Compared:	0%				-3%
<b>50th Percentile (excludes DC):</b>	\$ 123,081				\$ 138,928
% DC Compared:	2%				-2%
<b>75th Percentile (excludes DC):</b>	\$ 138,833				\$ 152,940
% DC Compared:	-11%				-12%

Notes:

Longevity Pay eliminated for DC Commissioners and added to base pay in FY17  
 1 DC Commissioner has elected Not to participate in 3% Deferred Comp match  
 Jackson receives mileage of \$4,800 per year, \$774 for cell phone  
 Lane receives a car allowance \$670/month, \$8040/year; Commissioners are currently waiving 2% DefComp  
 Clackamas offers Chair 2% more per month

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**District Attorney**

*The District Attorney's Office represents the State of Oregon in all criminal cases filed in Deschutes County, advocating for victim's rights and enforcing the laws of the State of Oregon.*

County	State Salary	County Stipend	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total County Pay	Base Salary (State and County)	Total Pay
Clackamas	\$164,520	\$117,003	6.00%	6.27%		\$131,359	\$281,523	\$295,879
Jackson	\$164,520	\$39,624	6.00%	0.00%		\$42,001	\$204,144	\$206,521
Lane	\$164,520	\$63,861	6.00%	2.00%	\$8,040	\$69,613.08	\$228,381	\$234,133
Marion	\$164,520	\$53,851	6.00%	7.50%		\$61,121	\$218,371	\$225,641
<b>Deschutes</b>	<b>\$164,520</b>	<b>\$62,247</b>	<b>6.00%</b>	<b>3.00%</b>	<b>\$6,660</b>	<b>\$75,109</b>	<b>\$226,767</b>	<b>\$239,629</b>
<b>Average (excludes DC):</b>	<b>\$ 164,520</b>	<b>\$ 68,585</b>				<b>\$ 76,024</b>	<b>\$ 233,105</b>	<b>\$ 240,544</b>
% DC Compared:	0%	-10%				-1%	-3%	0%
<b>Average +5% (excludes DC):</b>	<b>\$ 164,520</b>	<b>\$ 72,014</b>				<b>\$ 79,825</b>	<b>\$ 244,760</b>	<b>\$ 252,571</b>
% DC Compared:	0%	-16%				-6%	-8%	-5%
<b>50th Percentile (excludes DC):</b>	<b>\$ 164,520</b>	<b>\$ 58,856</b>				<b>\$ 65,367</b>	<b>\$ 223,376</b>	<b>\$ 229,887</b>
% DC Compared:	0%	5%				13%	1%	4%
<b>75th Percentile (excludes DC):</b>	<b>\$ 164,520</b>	<b>\$ 103,718</b>				<b>\$ 115,923</b>	<b>\$ 268,238</b>	<b>\$ 280,443</b>
% DC Compared:	0%	-67%				-54%	-18%	-17%

Notes: Clackamas comps are higher - DA received 11.65%, plus COLA - for reference, they also use Multnomah & Washington County as a comparator

Chief Deputy DA	FY25 COLA	Annual Salary	FY25 Longevity		6%	Total Pay
N428, Top Step 7:	4%	\$ 195,637.83	\$ 4,560.00		\$ 12,011.87	\$ 212,209.70
% Diff DA (DC & State) to Deputy:		14%				

Notes:  
 State Salary: \$13,710/mo (6.5% COLA 12/23)  
 Lane receives a car allowance of \$670/mo (8040 per year) - included as Other Add Pay

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Sheriff**

*The Deschutes County Sheriff's Office is a full service organization providing patrol, criminal investigations, corrections, civil and search and rescue. Special operations include a Marine Patrol, K-9 units, and Forest Patrol.*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
Clackamas	\$219,636	6.00%	6.27%		\$246,585
Jackson	\$167,835	6.00%	0.00%		\$177,905
Lane	\$174,282	6.00%	2.00%	\$17,176.92	\$206,776
Marion	\$187,720	6.00%	7.50%		\$213,062
<b>Deschutes County</b>	<b>\$ 202,914.00</b>	<b>6.00%</b>	<b>3.00%</b>	<b>\$5,550</b>	<b>\$227,059</b>
<b>Average (excludes DC):</b>	<b>\$ 187,368</b>				<b>\$ 211,082</b>
% DC Compared:	8%				7%
<b>Average +5% (excludes DC):</b>	<b>\$ 196,737</b>				<b>\$ 221,636</b>
% DC Compared:	3%				2%
<b>50th Percentile (excludes DC):</b>	<b>\$ 181,001</b>				<b>\$ 209,919</b>
% DC Compared:	11%				8%
<b>75th Percentile (excludes DC):</b>	<b>\$ 211,657</b>				<b>\$ 238,205</b>
% DC Compared:	-4%				-5%

2nd in Command	Base Pay	Reflects FY25 COLA & Longevity Rates	Longevity	Total Pay
Captain, N4256	\$ 178,133.28	6%	\$ 5,700.00	\$ 194,863.28
% Diff Sheriff to Captain	12%			
	Min	Max		
Undersheriff, N427 (not assigned):	\$ 139,568.00	\$ 187,033.60		

Notes:

OARs: Sheriff's salary shall be fixed in an amount which is not less than that for any member of the Sheriff's staff

Lane County - receives a car allowance of \$670/mo, \$8040 per year (increased 2023) and an additional 6% Advanced DPSST certification pay - - included as Other Add Pay

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Justice of the Peace**

*Justice Court is a state court administered by the County, under the direction of an elected Justice of the Peace.  
 Justice Court handles traffic and ordinance violations, small claims and certain civil matters.*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
<b>Clackamas (Atty)</b>	\$128,982	6.00%	6.27%		\$144,808
<b>Jackson</b> <i>(new EE - lower step)</i>	\$100,402	6.00%	0.00%		\$106,426
<b>Lane</b> <i>(reflects FT salary, currently at .5 FTE)</i>	\$118,032	6.00%	2.00%		\$127,475
<b>Marion</b>	\$118,518	6.00%	7.50%		\$134,518
<b>Deschutes (Atty)</b> <i>(reflects FT salary, currently at .6 FTE)</i>	\$134,751	6.00%	3.00%	\$4,440	\$151,585
<b>Average (excludes DC):</b>	\$ 116,483				\$ 128,307
% DC Compared:	14%				15%
<b>Average +5% (excludes DC):</b>	\$ 122,308				\$ 134,722
% DC Compared:	9%				11%
<b>50th Percentile (excludes DC):</b>	\$ 118,275				\$ 130,996
% DC Compared:	12%				14%
<b>75th Percentile (excludes DC):</b>	\$ 126,366				\$ 142,235
% DC Compared:	6%				6%

<i>Reflects FY25 4% COLA</i>	Min	Max
2nd Cmnd: Court Admin, N418	\$ 89,614.00	\$ 120,103.48
<i>% Diff JoP to Administrator:</i>	<i>11%</i>	

**Notes:**

JOP an attorney: DC, Clackamas, and Marion  
 30% of time spent on small claims, 50% on traffic trials and arraignments, 20% of time on admin and misc.  
 Jackson County justice doesn't do small claims, all in circuit court

**DESCHUTES COUNTY FY25 ELECTED OFFICIALS SALARY SURVEY**  
**Survey Data as of 4/24/2024**

**Treasurer**

*The Finance Department is responsible for collection of property taxes, accounting services, treasury management and financial advice to Administration and the Board of County Commissioners*

County	Annual Salary	PERS Contribution	401(K)/457 Contribution	Other Add Pay (Auto, Longevity, Etc.)	Total Pay
<a href="#">Clackamas (elected)</a>	\$ 145,973.04	6.00%	6.27%		\$ 163,883.93
<a href="#">Jackson - Finance Director serves as Treasurer (non-elected/Home Rule)</a>	\$ 159,806.40	6.00%	0.00%		\$ 169,394.78
<a href="#">Lane (non-elected)</a>					
<a href="#">Budget/Financial Planning Manager</a>					
<a href="#">County Treasurer</a>	\$ 154,627.00	6.00%			\$ 163,904.62
<a href="#">Marion (elected)</a>	\$ 118,913.60	6.00%	7.50%		\$ 134,966.94
<b>Deschutes County (elected) @.5</b>	\$77,383	6.00%	3.00%		\$ 84,347.99
<b>Deschutes County (1.0 Equivalent)</b>	\$154,764	6.00%	3.00%		\$ 168,692.76
<b>Average (excludes DC):</b>	\$ 144,830				\$ 158,037.57
% DC Compared: (1.0 Equivalent)	6%				6%
<b>Average +5% (excludes DC):</b>	\$ 152,072				\$ 165,939.45
% DC Compared: (1.0 Equivalent)	2%				2%
<b>50th Percentile (excludes DC):</b>	\$ 150,300				\$ 163,894.28
% DC Compared: (1.0 Equivalent)	3%				3%
<b>75th Percentile (excludes DC):</b>	\$ 158,512				\$ 168,022.24
% DC Compared: (1.0 Equivalent)	-2%				0%

Notes:

FY24 - DC Treasurer salary was set to .5 of CFO Mid-Range Pay Grade N427

**FY25 Rates**

CFO Pay Grade:	N427	MIN	MID	MAX
<b>FY25</b>	4% COLA	\$67.10	\$77.68	\$89.92
		\$139,568.00	\$161,574.40	\$187,033.60



# ELECTED OFFICIALS COMPENSATION

PRESENTED BY; LAURIE GRENYA, HR ANSWERS, INC.



# AGENDA



RESPONSIBILITY  
DEFINED IN OREGON  
REVISED STATUTE



REVIEW OF PREVIOUS  
WORK AND  
QUESTIONS



COMPARABLES  
DISCUSSION



NEXT STEPS

# ORS 204.112

## ORS 204.112 - County Compensation Board

(1) Each county governing body shall appoint a county compensation board. A county compensation board shall consist of from three to five members, who are knowledgeable in personnel and compensation management.

(2) The county compensation board shall annually recommend a compensation schedule for the county elective officers mentioned in ORS 204.005 (Election or appointment of county officers).

(3) The county compensation board shall annually review the compensation paid to persons comparably employed by the State of Oregon, local public bodies and private businesses within a labor market deemed appropriate by the board for each elective officer; the county compensation board shall **take into account** such factors as

- The number of employees supervised, and the size of the budget administered by each elective officer,
- The duties and responsibilities of each elective officer, and;
- The compensation paid to subordinates and other appointed employees who serve in positions of comparable management responsibility;
- prepare and approve by majority vote a recommended compensation schedule for the elective officers and shall submit the recommended compensation schedule to the county governing body.

(4) Notwithstanding subsections (1) to (3) of this section, the sheriff's salary shall be fixed in an amount, which is not less than that for any member of the sheriff's department. [1989 c.941 §1]



# PREVIOUS WORK

## Jobs Included

- Assessor
- Clerk
- Commissioners
- District Attorney
- Justice of the Peace
- Sheriff
- Treasurer

## Comparators

- Clackamas
- Lane
- Marion
- Jackson

# PREVIOUS QUESTION

Are the comparators the best for our County?

- Consideration of cost of living
- Consideration of comparable jobs

# COMPARABLE DISCUSSION

- What comparables will be used going forward?

Reminder ORS provides: “State of Oregon, local public bodies and private businesses within a labor market”

- What data points will be collected?

Reminder ORS provides: “...shall take into account such factors as the number of employees supervised and the size of the budget administered by each elective officer, the duties and responsibilities of each elective officer, and; the compensation paid to subordinates...”

## NEXT STEPS



**COLLECT DATA**



**REPORT DATA**

April 2, 2024

Deschutes County Board of Commissioners  
 1300 NW Wall Street, 2<sup>nd</sup> Floor  
 Bend, OR 97703

**RE: Economic Development for Central Oregon Budget Request**

Dear County Commissioners and Budget Committee,

On behalf of Economic Development for Central Oregon (EDCO), I am writing today to request funds in the amount of \$324,517 for the 2024-2025 fiscal year (an increase of \$18,432 from last fiscal year), which will provide ongoing support of EDCO’s strategic plan and mission to create a diversified local economy and a strong base of middle-class jobs in Central Oregon.

Last fiscal year Deschutes County increased funding by 9.5%, as requested due to escalating labor and materials costs. This year, we are asking for a modest increase to help offset increasing expenses related to insurance benefits, equipment and supplies, contract services, and a conservative cost of living adjustment (COLA) related to the Consumer Price Index (CPI) and Inflationary rates of 3.2% (for February 2024). We are forecasting a small deficit in 2023/24, due to an unsuccessful grant application, but we feel 5% is a reasonable and prudent request for 2024/25 as we plan to bolster private sector funding, noted in the “Leveraged Funding” section.

New to this budget request is the inclusion of funding related to table sponsorships for regional Annual Luncheons, as applicable, per the request of County staff. The table below is a breakdown of the current and proposed 2024-25 request.

Program	Deschutes County FY 2023-2024 Investment (current)	FY 2024-2025 Annual Luncheon Table Sponsorships	Deschutes County FY 2024-2025 (proposed 5% increase)	Total FY 2024-2025 Request
Sunriver-La Pine	\$38,545	\$600 (5 seats)	\$40,472	\$41,072
Sisters Country	\$38,545	NA	\$40,472	\$40,472
Redmond (REDI)	\$16,520	\$900 (8 seats)	\$17,346	\$18,246
Bend	\$16,520	NA	\$17,346	\$17,346
Venture Catalyst	\$44,050	NA	\$46,253	\$46,253
Regional Office	\$151,905	\$1,628 (10 seats)	\$159,500	\$161,128
<b>Total:</b>	<b>\$306,085</b>	<b>\$3,128</b>	<b>\$321,389</b>	<b>\$324,517</b>

Note: Sunriver-La Pine program funds are passed through EDCO to the City of La Pine apart from a nominal administrative charge to provide software and staff support for the position.

EDCO’s primary focus is on helping companies create jobs by doing the following, which brings in new wealth and helps the overall economy grow:

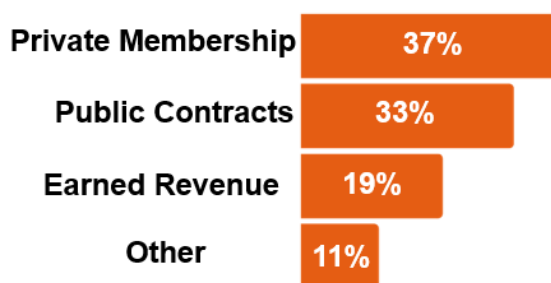
- MOVE.** Guide employers outside the region through the relocation process as a resource for regional data, incentives, talent, site selection, and more.
- START.** Mentor and advise scalable young companies from concept to exit on issues such as access to capital, critical expertise, and strategy.
- GROW.** Partner with local traded-sector companies (those that export products and services out of the region and import wealth back into the community) to help them grow and expand.

## Leveraged Funding

For decades, Deschutes County has been a key partner in the work of economic development both through its own operations and through contracting with EDCO for business development services to enhance and support the local business climate. By partnering with EDCO to allocate state lottery funding dedicated to economic development efforts, the County benefits from:

- Lower personnel and benefit overhead costs,
- EDCO’s 501(c)6 business organization status, which leverages private sector funding, augmenting public sector further (see funding mix below); and
- EDCO’s proven track record of success, efficiency and effectiveness in fostering job growth, industry diversification and strategic initiatives that pave the way for sensible growth.

### EDCO's FY 23-24 Funding Mix



Investment from Deschutes County leverages more than \$6 dollars of outside funding for every \$1 spent in the form of private memberships, local and state contributions and earned revenue. In this way, public dollars are augmented to achieve better results and measurably improve the local and regional economy. We believe this partnership has been a key component to the region’s consistently high rankings in the U.S. for economic performance and job creation from The Milken Institute, including #1 rankings for small metros four out of the past seven years (ranked 6<sup>th</sup> in 2024), and consistently high ranking with Forbes, Entrepreneur, WalletHub, and Heartland Forward as standout places where jobs are being created and sustained.



## Scope of Work

EDCO will continue to deliver comprehensive local economic development programs in coordination with Deschutes County and local communities. Services will include, but are not limited to, marketing, recruitment, retention/expansion, strategic initiatives (i.e., air service, the Central Oregon Innovation Hub, etc.), management of incentive programs, and further formation of public/private partnerships. EDCO will monitor programs and systems that directly impact local companies’ ability to be successful and will encourage and support local entrepreneurship by providing a mentoring network and facilitating access to equity/growth capital among other things.

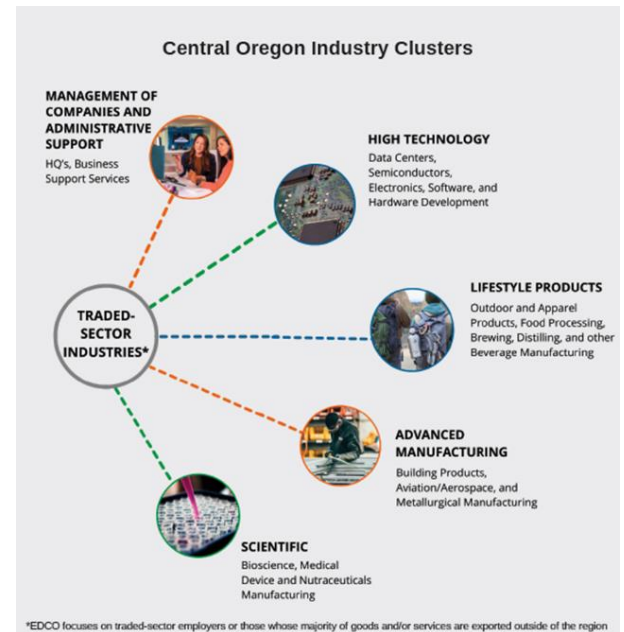
EDCO will administer enhanced economic development efforts by hiring and retaining the staff necessary to support individual communities. For its investment, Deschutes County receives seven FTE and a relative apportionment of five additional staff delivering EDCO’s mission.

## Strategic Plan

Development of EDCO’s most recent strategic plan included outreach to many stakeholders, including local traded-sector businesses, local communities and Deschutes County staff and Commissioners. The FY 2022/23-2024/25 plan includes information on target industry sectors, business development strategies, workforce development initiatives, advocacy, and table setting efforts, and is available for review [here](#).

## Return on Investment (ROI)

The organization leverages many tools and resources to accomplish the work to promote investment and job creation on the high desert. One of those tools under EDCO’s supervision is the Enterprise Zone program. On behalf of the Deschutes County Board of Commissioners, a sponsor of the three enterprise zones within the County, EDCO markets, provides technical assistance for, and administratively manages these zones to help companies during times of expansion and relocation. EDCO also provides these services to Jefferson and Crook Counties.



Presently EDCO is managing 63 active authorizations in Deschutes County that utilize the enterprise zone, which accounts for 20-30% of our Area Director’s efforts and time. At the time of authorization, those companies plan to invest over \$545 million and create 1,050 local jobs. The impending ROI for these investments, based on the 29x formula from the [2022 Property Tax Impact Study](#) commissioned by Business Oregon, is over \$15.8 billion in Deschutes County alone. The 63 active authorizations in Deschutes County represent over 80% of the enterprise zone activity in the entire region.

In addition to the Enterprise Zone program, EDCO plays an active role, with support from Deschutes County staff, in the administration of the Deschutes County Economic Development Forgivable Loan Fund (DCEDLF) program. This important program provides a monetary incentive for job creation to growing traded-sector companies, encouraging additional capital investment in the County. To date this program has helped more than 30 companies create over 1500 traded-sector jobs since its inception.

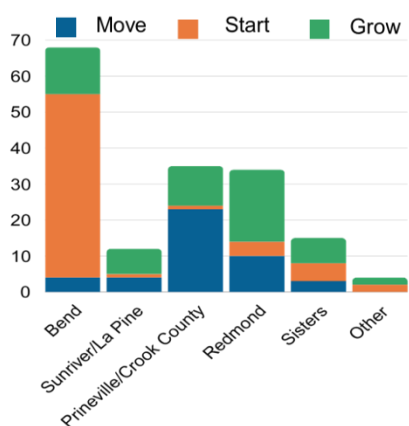
EDCO provides the following services to help the County execute this successful incentive:

- Marketing to applicable businesses
- Application assistance
- Compensation verification
- Coordination and management of the due diligence committee
- Formation of staff reports and recommendations
- Draft loan agreements
- Quarterly reporting documentation
- Oversight of conversion process

EDCO believes programs like the Enterprise Zone and Forgivable Loan Fund are critical and help set the region apart when competing for private sector investment. We are pleased to include management of them as part of our service delivery.

### Creating a Diversified Local Economy

EDCO works tirelessly to champion a sustainable economy in Deschutes County and the region. Our efforts are focused on building a robust pipeline of company projects that promise long-term stability and growth. Presently we are working with 127 company “projects” who are planning on investing over \$1.4 billion in Deschutes County, which could create as many as 4,000 new traded sector jobs. The graph below illustrates the diverse composition of our pipeline, showcasing our comprehensive “move-start-grow” strategy throughout Central Oregon.



It is no secret that labor shortages exacerbated by both housing and childcare affordability are negatively impacting economic growth. Labor shortages are also impacting the availability and rising costs of raw materials related to “bricks and mortar” for companies trying to grow in or move to Central Oregon. Add escalated interest rates as the Federal Reserve has worked to curb inflation and it’s clear there are numerous headwinds facing EDCO’s work. That said, our commitment to fostering business development by building relationships on the CEO at a time has and will continue to yield results. Given the challenges and economic uncertainty mentioned above, it’s more important than ever to invest in economic development.

EDCO’s board and staff applaud the Commission and the Deschutes County management team for the vision to sustain and enhance support for economic development services. We believe this proposal represents a cost-effective strategy that is broadly supported by the communities within Deschutes County and leverages both private and public investment in economic development.

I welcome the opportunity to address any questions you may have and appreciate your consideration of EDCO’s request.

Sincerely,

Jon Stark  
EDCO Chief Executive Officer



# EDCO

# Presentation

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4.29.24



Budget Committee





**EDCO's mission is to create a diversified local economy and a strong base of middle-class jobs in Central Oregon. To do this, we focus on helping companies do the following:**



**MOVE.** We guide employers outside the region through the relocation process as a resource for regional data, incentives, talent, site selection, and more.



**START.** We mentor and advise scalable young companies from concept to exit on issues such as access to capital, critical expertise and strategy.



**GROW.** We work with local traded-sector companies (those that export goods/services out of the region and import wealth back into the community) to help them grow and expand.

## Outline For Today:

- 1) EDCO's Role; Org. Chart
- 2) Budget Request
- 3) Team and Organization
- 4) Industry Focus
- 5) Fundraising and Events
- 6) Move, Start, Grow Work
- 7) Pending Projects and Done Deals
- 8) Table Setting
- 9) Accolades
- 10) Questions

# Budget Request

Program	Deschutes County FY 2023-2024 Investment (current)	FY 2024-2025 Annual Luncheon Table Sponsorships	Deschutes County FY 2024-2025 (proposed 5% increase)	Total FY 2024-2025 Request
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<b>Total:</b>	<b>\$306,085</b>	<b>\$3,128</b>	<b>\$321,389</b>	<b>\$324,517</b>

- 5% increase over FY 23/24
  - ✓ Increases to contract services cost
  - ✓ Escalating benefits cost
  - ✓ Increased materials cost
  - ✓ Modest COLA
- Includes Annual Luncheon Table Sponsorship (as requested)
- **TOTAL INCREASE OF \$18,432**





# The Team



**Jon Stark**  
CEO



**Erin Chalet**  
COO



**Larry Holeman**  
Senior Director of Revenue



**Brian Vierra**  
Venture Catalyst



**Megan Kantrim**  
Director of Events &  
Community Relations



**Nicole Mcnew**  
Director of Marketing &  
Communications



**Emily Miller**  
Marketing Coordinator &  
Admin Assistant



**TBD**  
Intern



# The Team



**Steve Curley**  
REDI Director



**Eric Strobel**  
Sisters Director



**Kelsey Lucas**  
Prineville/Crook County  
Director



**Mary Knight**  
REDI Assistant

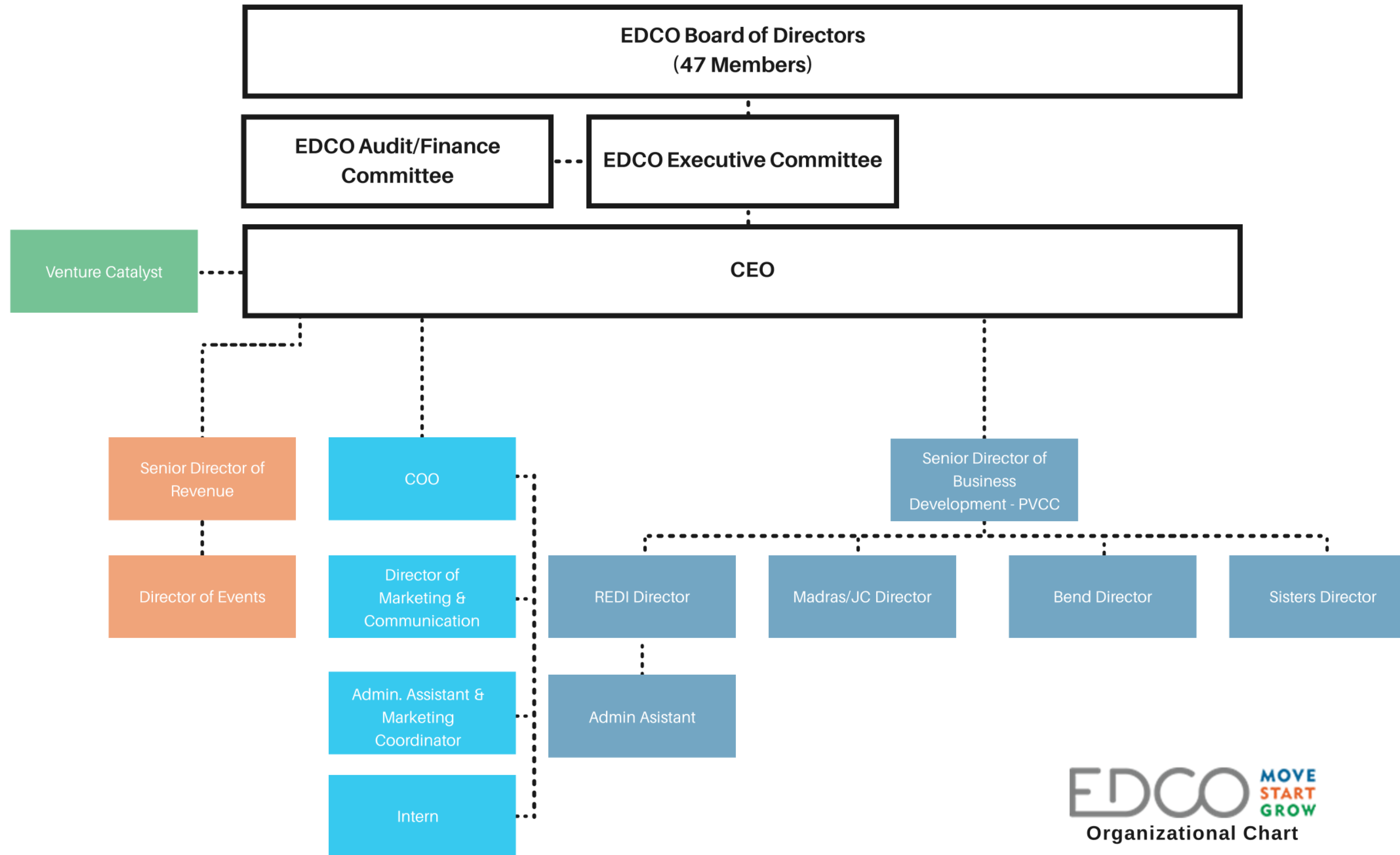


**Patricia Lucas**  
Sunriver / La Pine Director



**Don Myll**  
Bend Area Director

# EDCO Organizational Chart



**EDCO** MOVE  
START  
GROW  
Organizational Chart



## Central Oregon Industry Clusters

### MANAGEMENT OF COMPANIES AND ADMINISTRATIVE SUPPORT

HQ's, Business Support Services



### HIGH TECHNOLOGY

Data Centers, Semiconductors, Electronics, Software, and Hardware Development



### LIFESTYLE PRODUCTS

Outdoor and Apparel Products, Food Processing, Brewing, Distilling, and other Beverage Manufacturing



### ADVANCED MANUFACTURING

Building Products, Aviation/Aerospace, and Metallurgical Manufacturing



### SCIENTIFIC

Bioscience, Medical Device and Nutraceuticals Manufacturing



**TRADED-SECTOR INDUSTRIES\***

\*EDCO focuses on traded-sector employers or those whose majority of goods and/or services are exported outside of the region

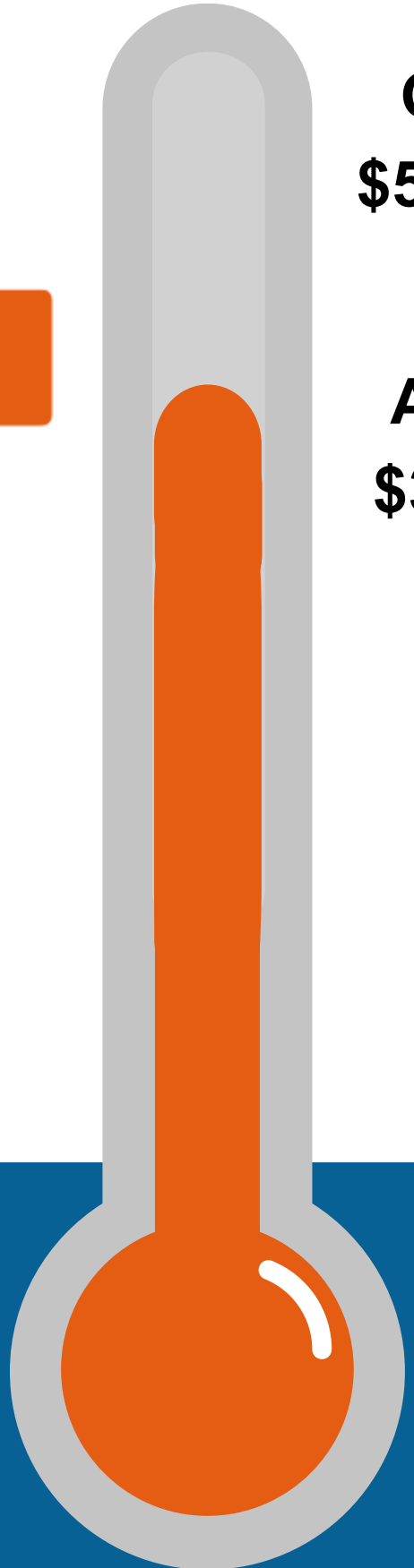
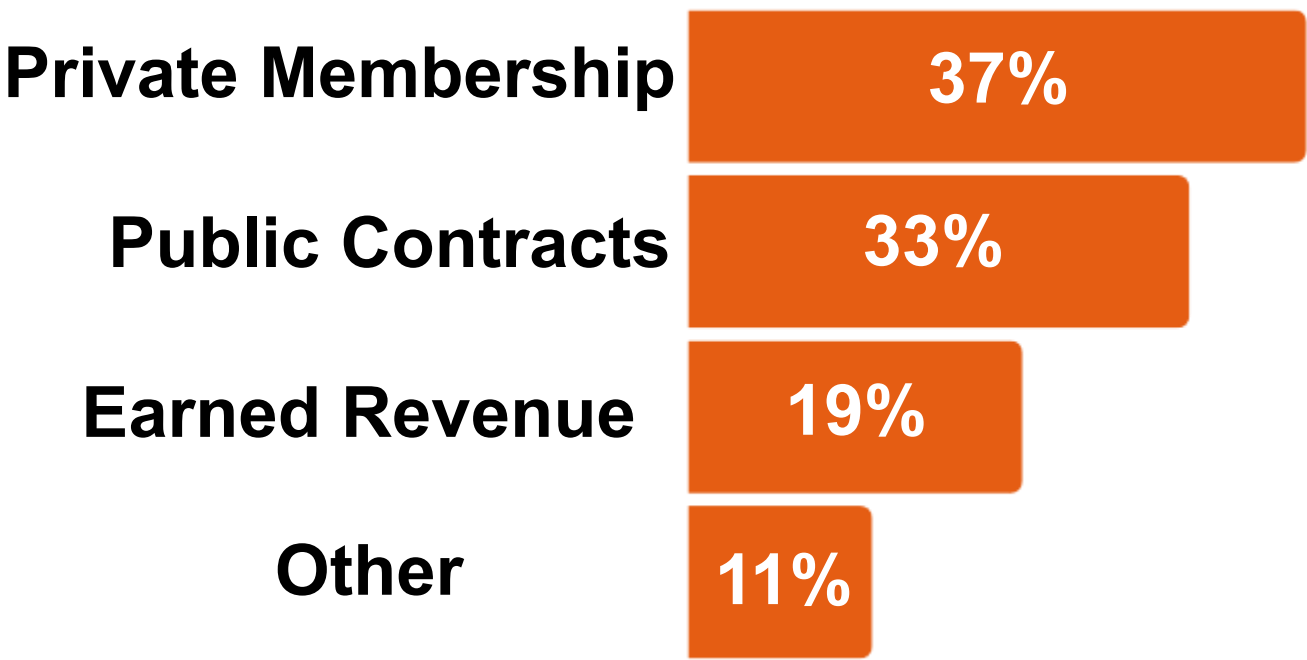
# Targeted Industry Development

EDCO helps strengthen and diversify the local economy by focusing on recruiting and serving traded-sector businesses in five key industries:

- HQ's and Administrative Centers
- High Technology
- Lifestyle Products
- Advanced Manufacturing
- Scientific

# Q3 FYTD 23-24 New Private Membership

## EDCO's FY 23-24 Funding Mix



**Goal**  
\$51,395

**Actual**  
\$35,405

## Sample of 24 New Members



THE  
ESSENTIAL  
GROUP



MOSSADAMS



EDCO continues to identify new funding sources and increase engagement to further diversify revenue streams while being prudent and accountable with stakeholder dollars.





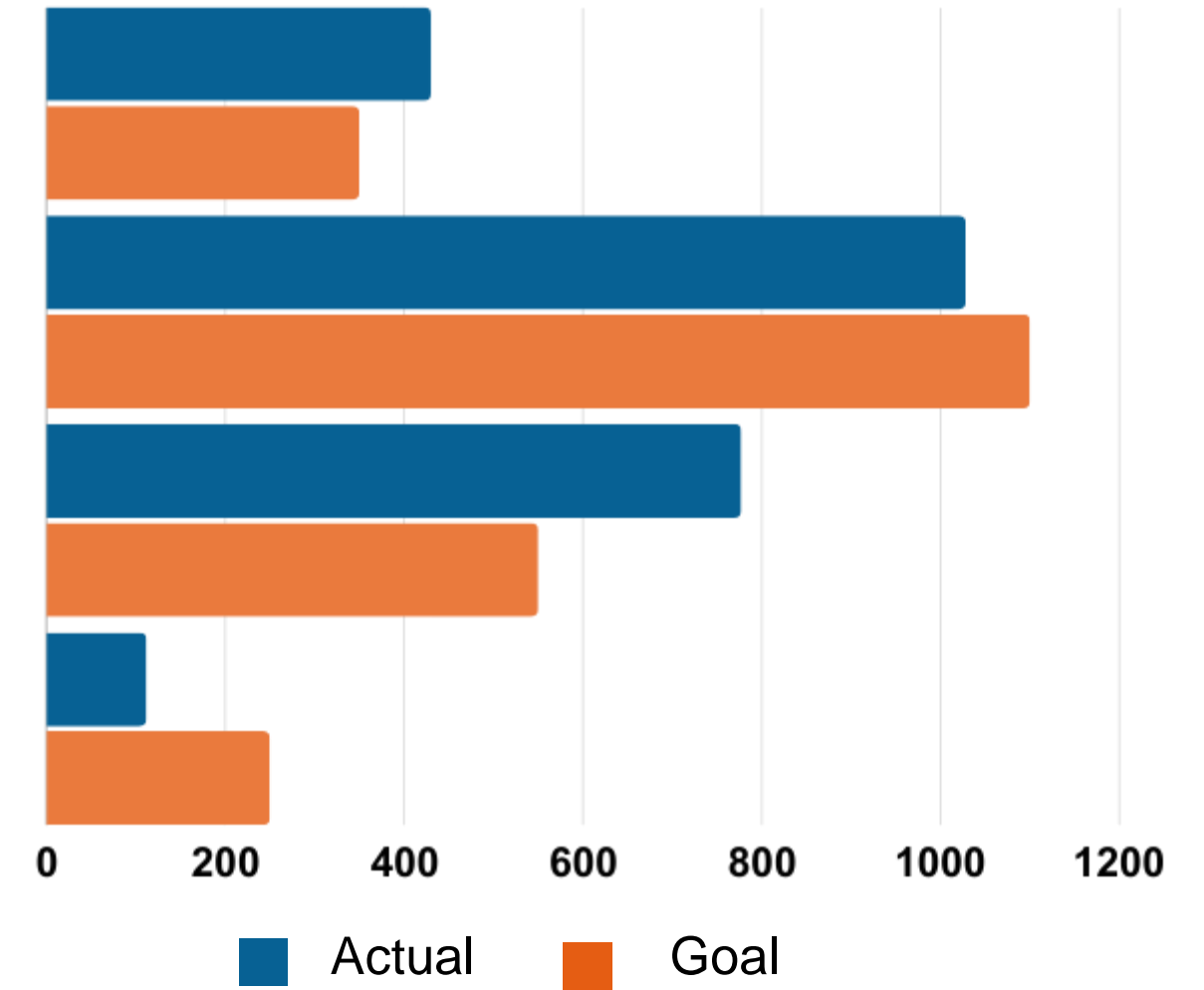
# FYTD 23-24 Actual vs. Expected Event Attendance



CENTRAL OREGON  
PUBTALK

ANNUAL  
LUNCHEON

Other



Connecting the local business community through conversation, networking and new ideas.

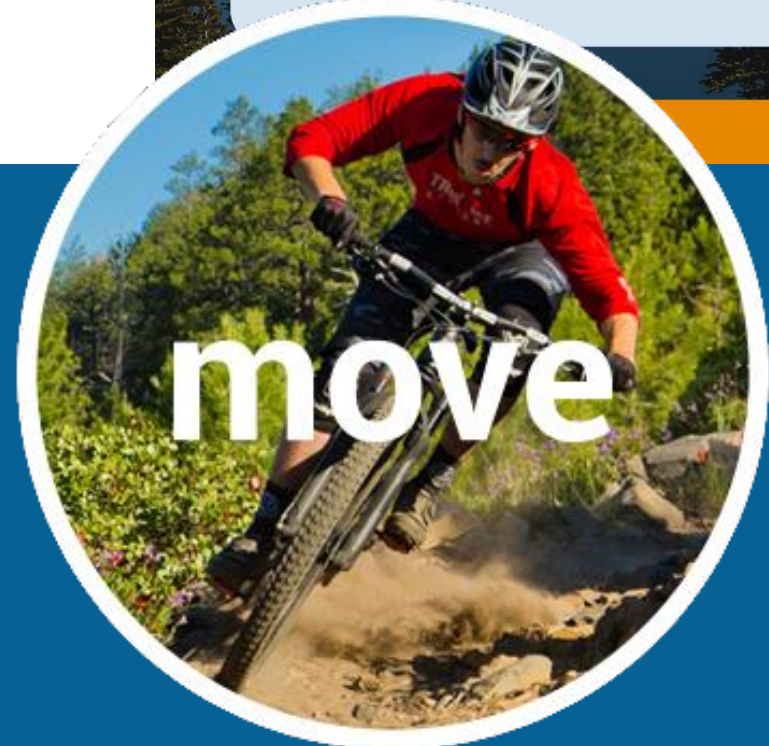


## WHY MOVE YOUR BUSINESS TO CENTRAL OREGON?

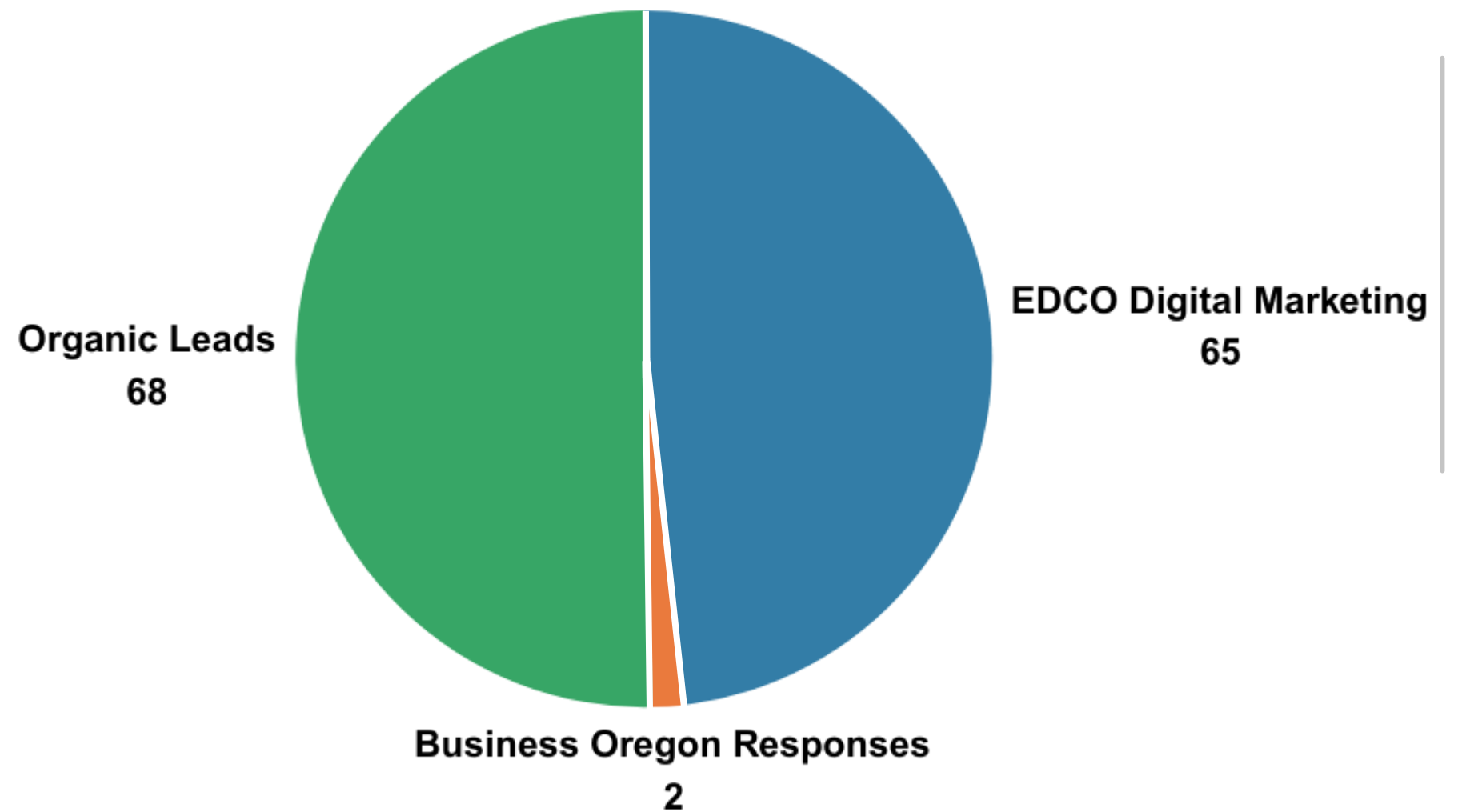


The support available for entrepreneurs and business owners here in Central Oregon is unparalleled. The access to the continually growing stable of experts who call our region home is invaluable. **I can't think of a better place to live and build a business.**

- Tyrone Hazen, Founder, Puffin Drinkwear

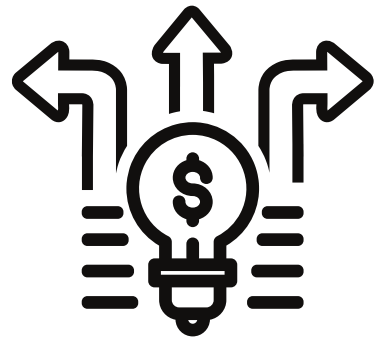


## FYTD "Move" Leads Generated by Lead Source: FY 23-24

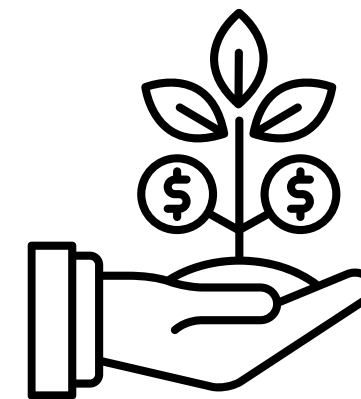
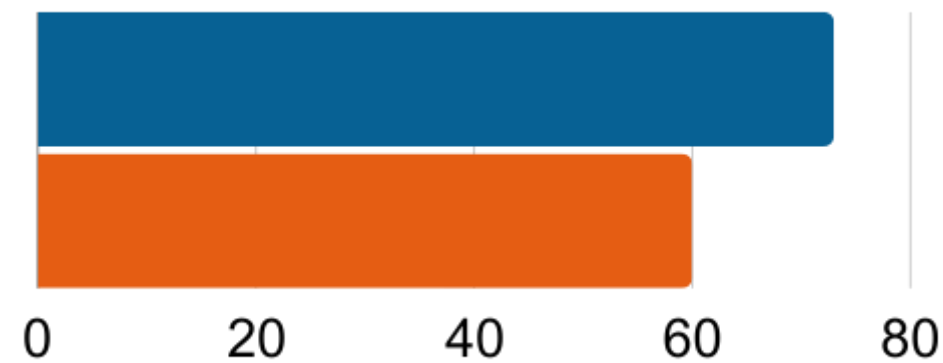


Attracting and guiding outside employers through the relocation process as a resource for regional data, incentives, talent, site selection, and more.

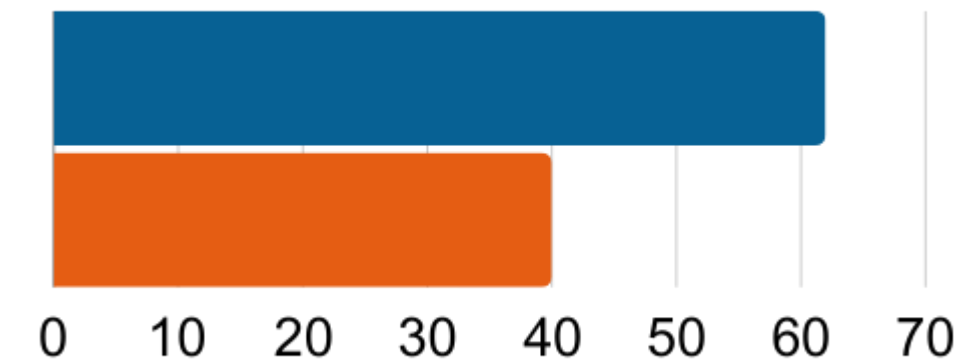
# FYTD “Start” Tracking Results



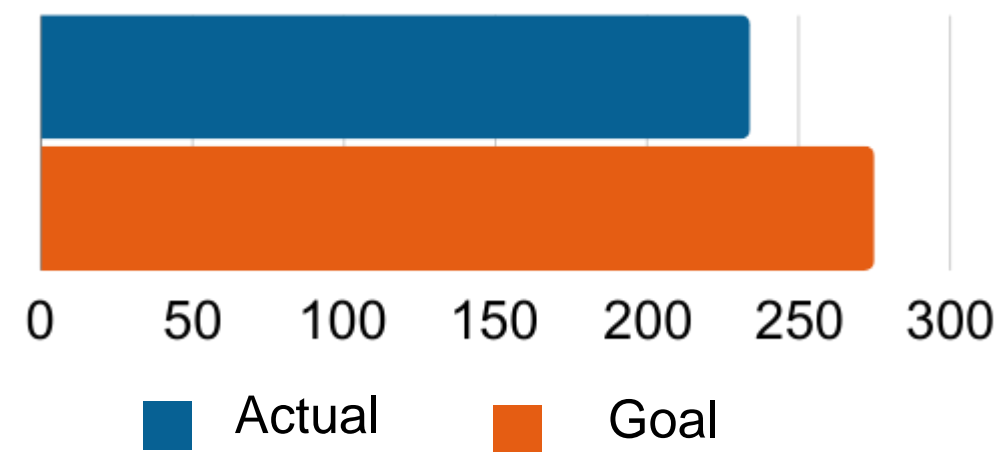
## Active Portfolio Companies



## Investors Engaged:



## Coaching Sessions



**\$3,152,000**

Total funding committed to portfolio companies through the BVC LLC Funds and other investors in the entrepreneur ecosystem

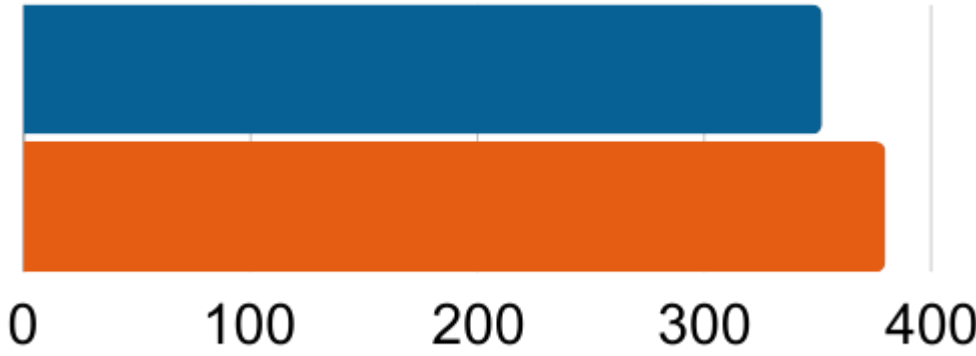


At the center of the region’s growing entrepreneurial network, EDCO mentors and advises promising, scalable young companies with support from concept to exit on issues such as access to capital, critical expertise and strategy.

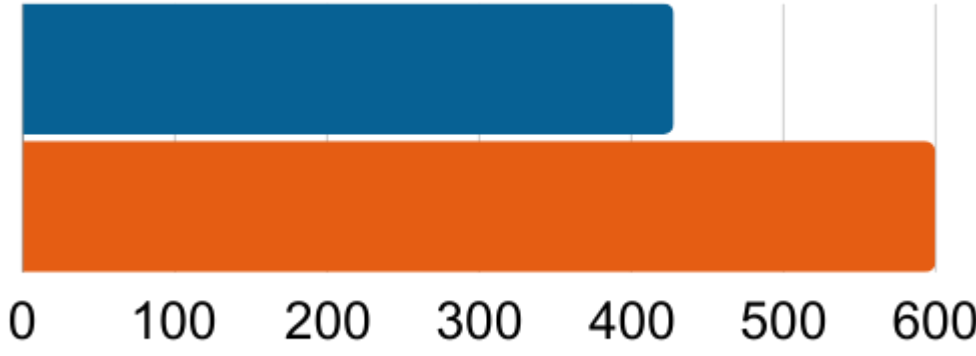


# FYTD “Grow” Tracking Results

## Outreach Visits



## Assists & Referrals



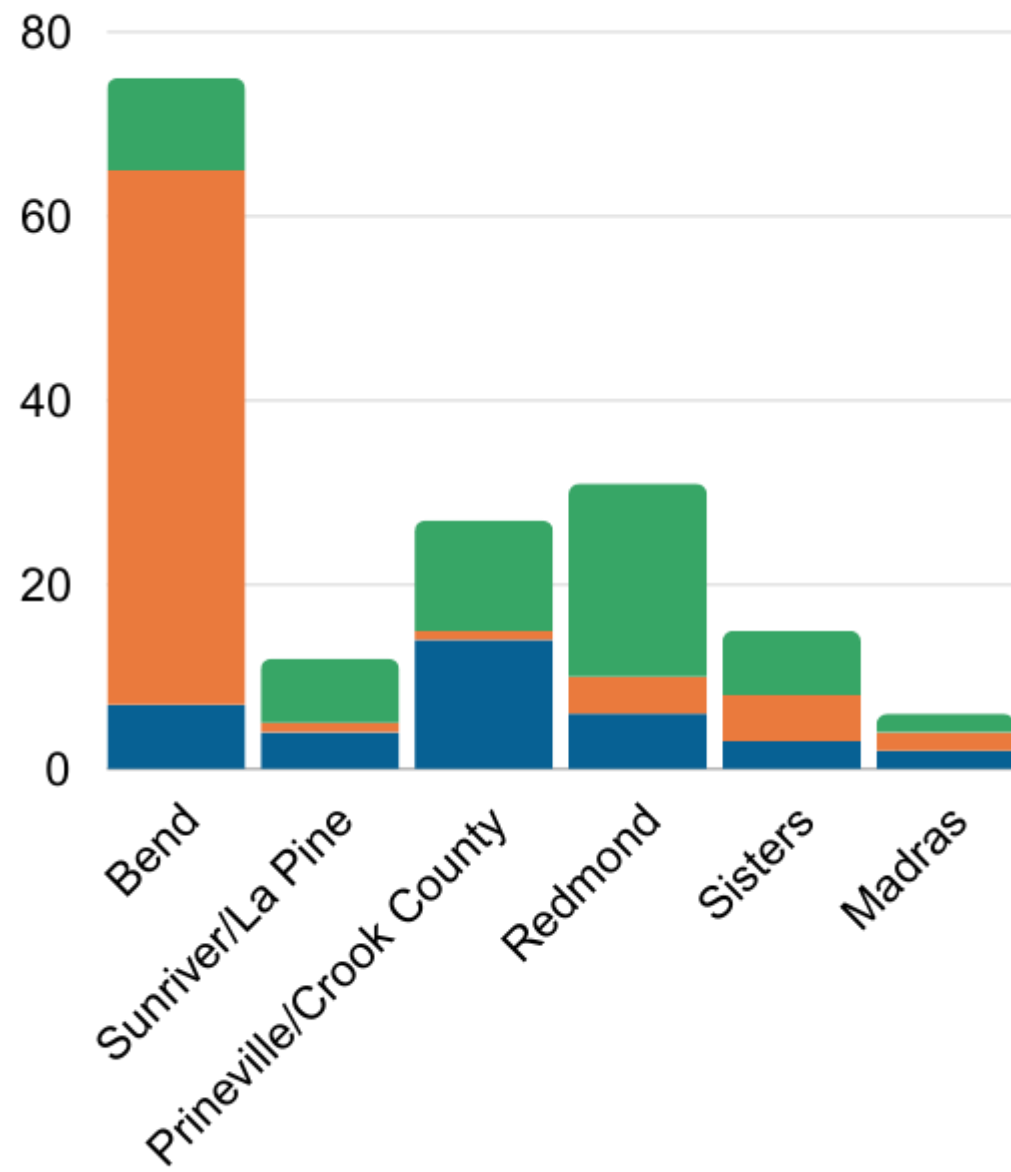
■ Actual    ■ Goal



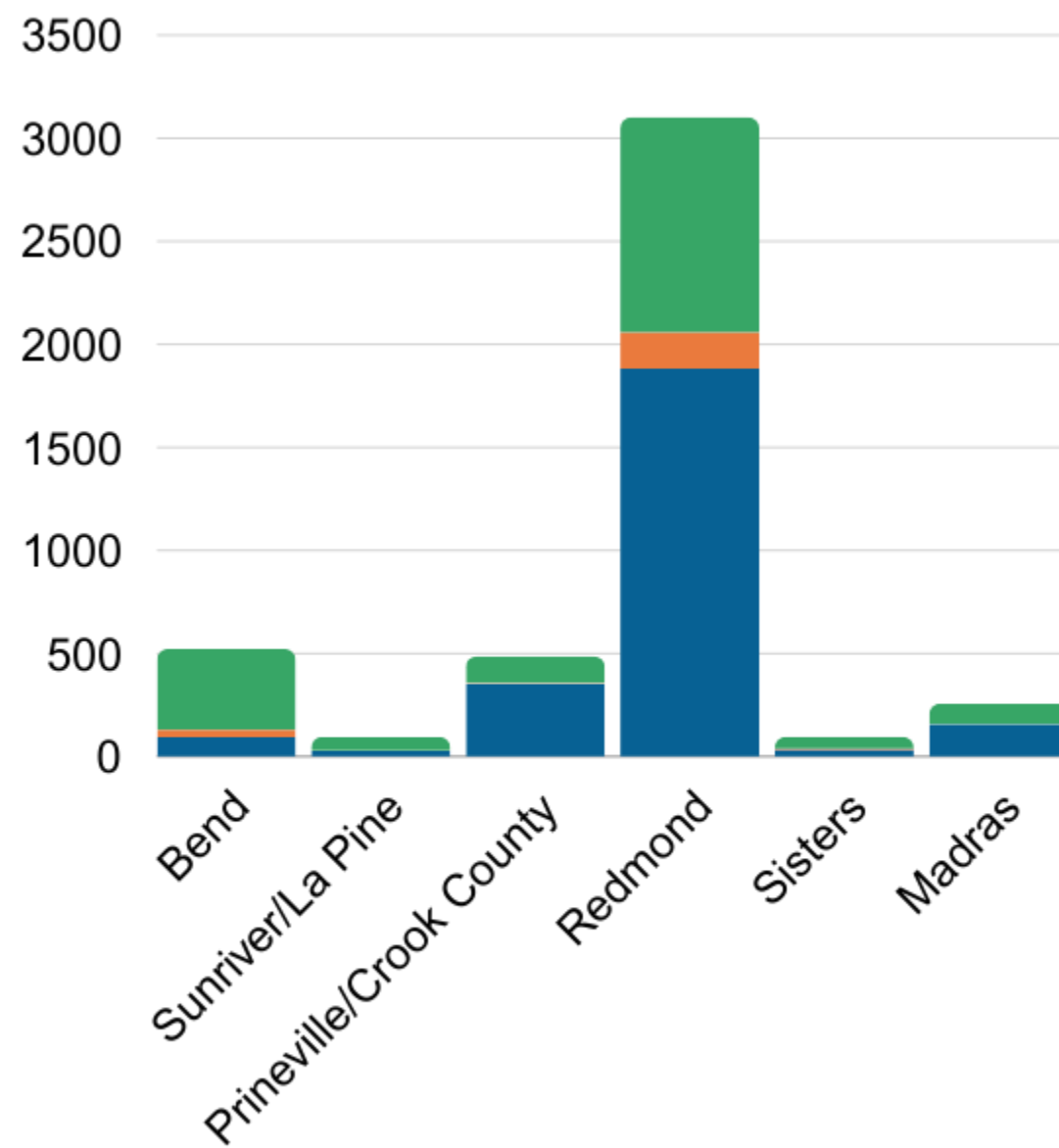
Our existing businesses are the job engine of the region’s economy. EDCO’s Area Directors are positioned across Central Oregon communities to partner with and advocate for local companies as they grow and expand.

# Pending Projects

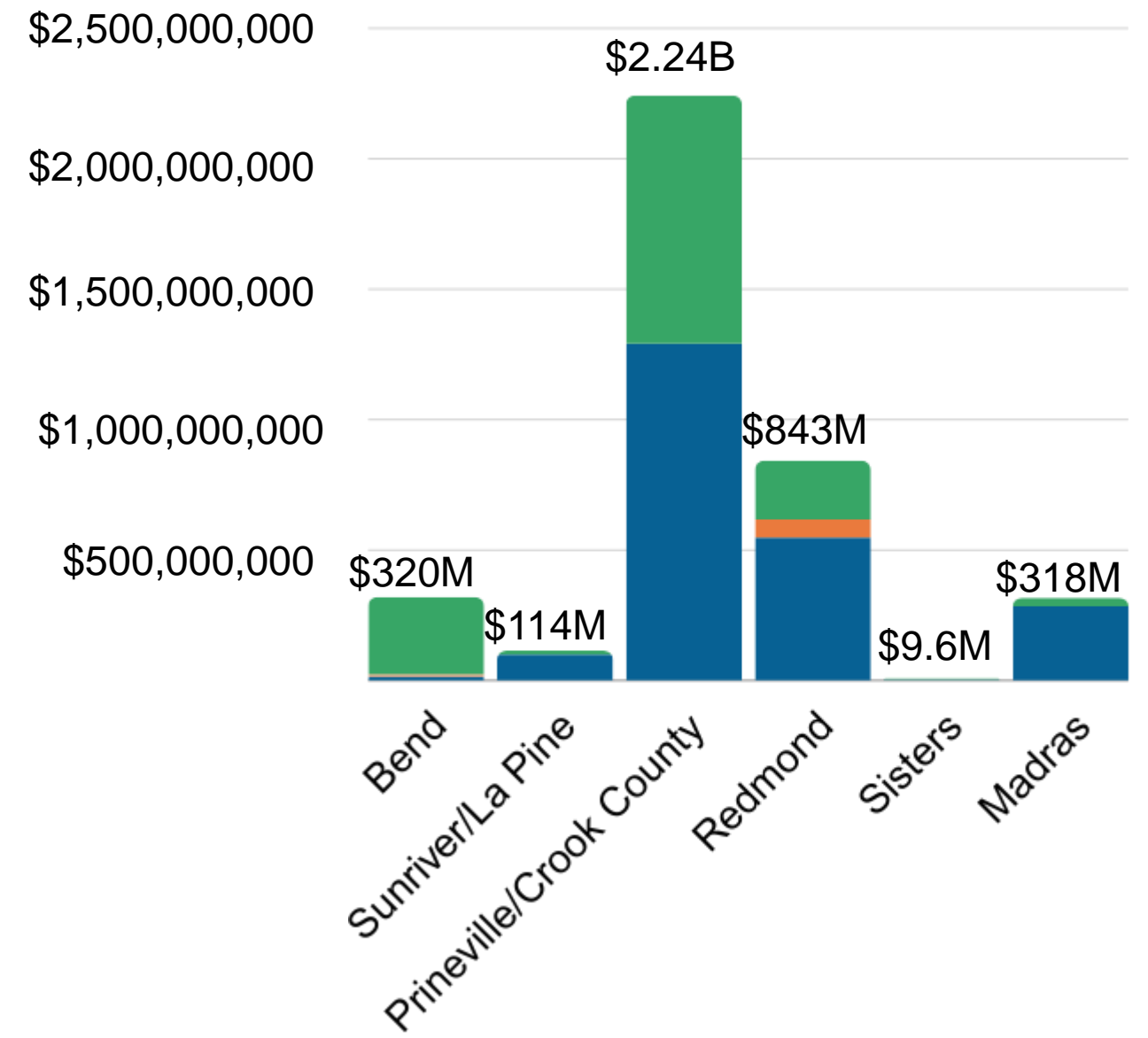
### Total Projects by Community



### Anticipated Jobs by Community



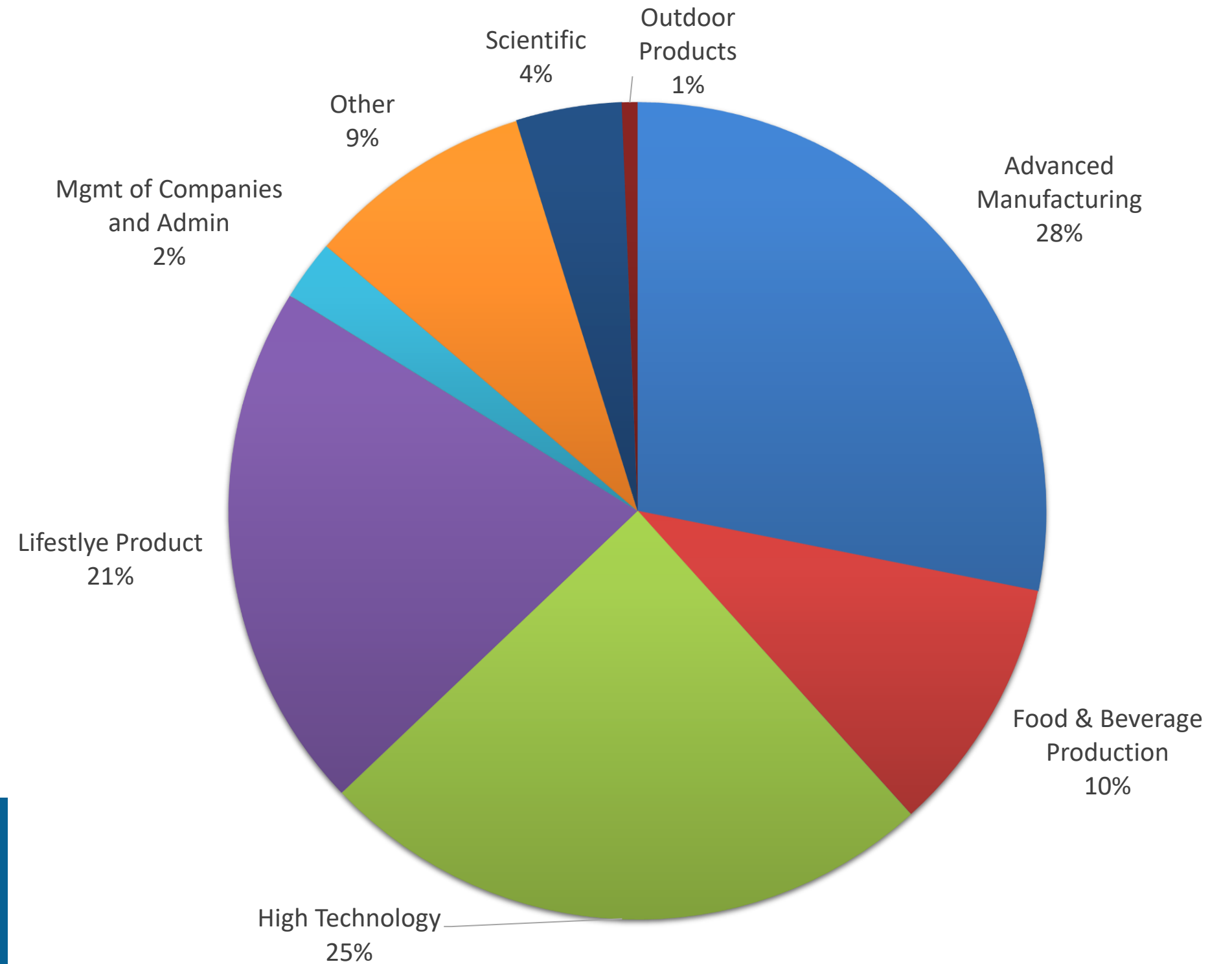
### Anticipated Capital Investment by Community



■ Move   
 ■ Start   
 ■ Grow

# Projects by Industry

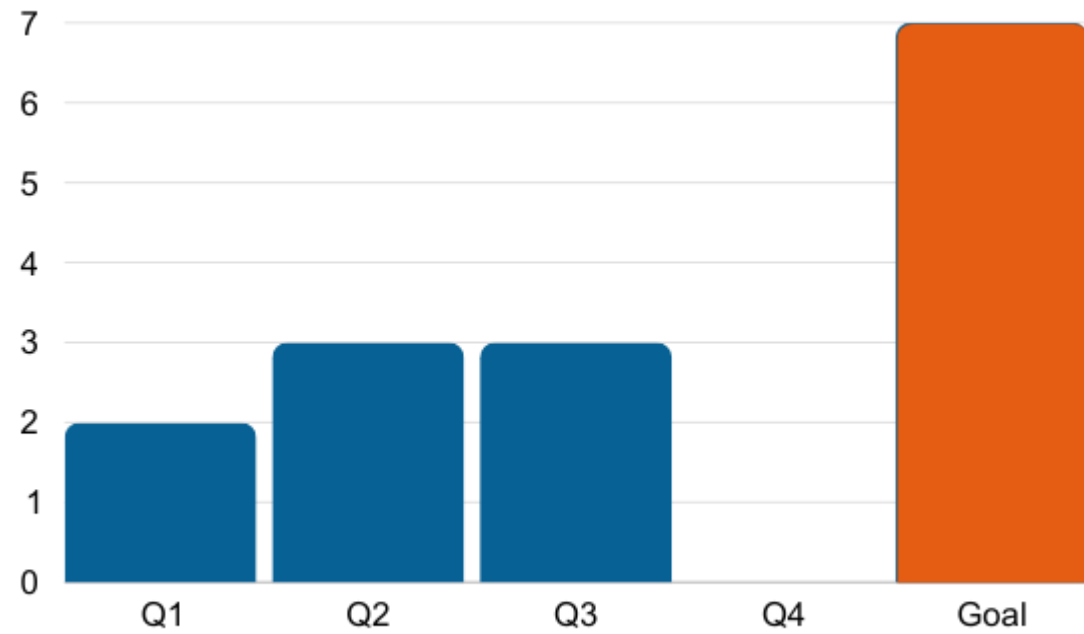
- **Advanced Manufacturing dominates the regional pipeline**
- **High Technology activity resides primarily in Bend and Prineville**
- **Lifestyle Products and Food and Beverage industries are represented across all Central Oregon communities**
- **Scientific activity is occurring mainly in Bend**



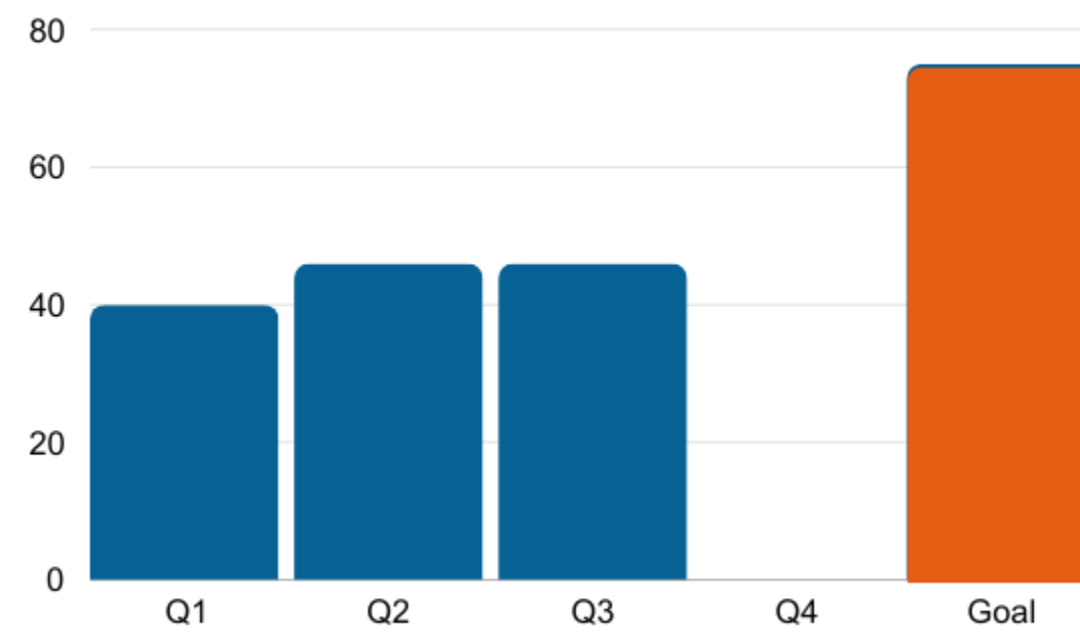


# Cumulative “Move” Done Deals FY 23-24

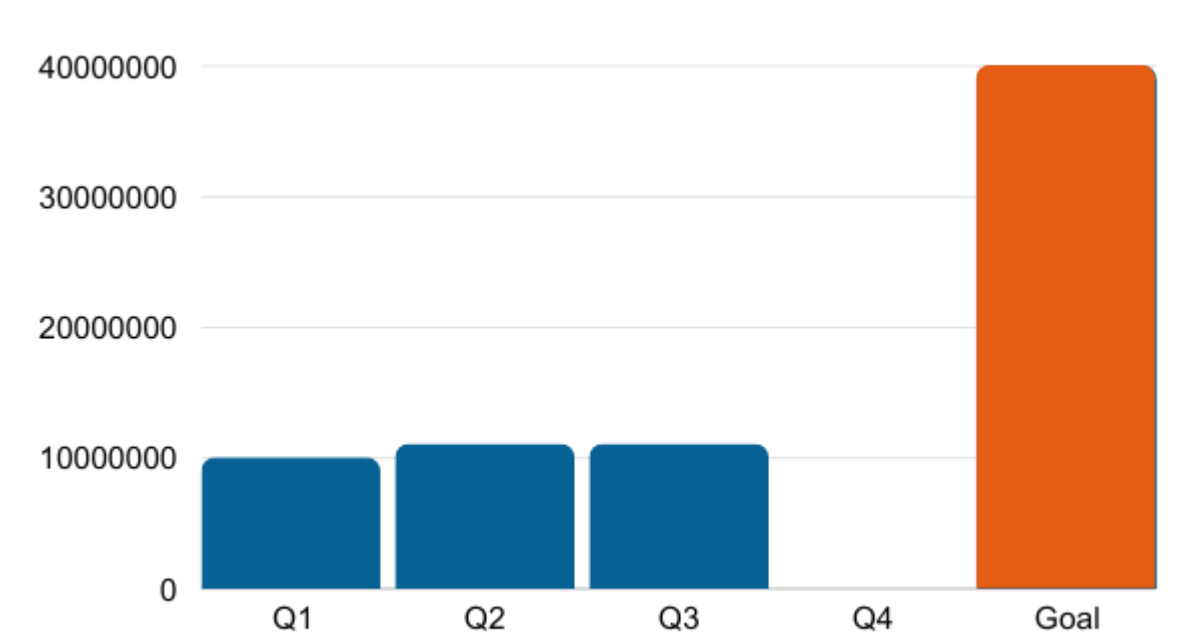
Companies



New Jobs



Capital Investment

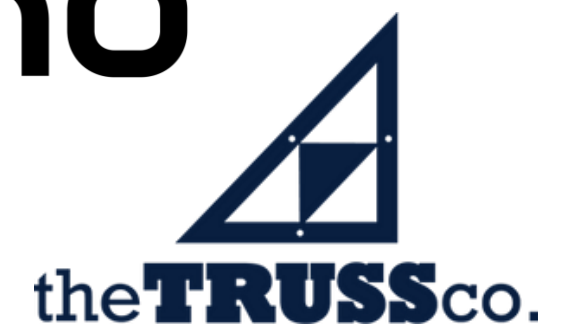


Actual Goal



Companies

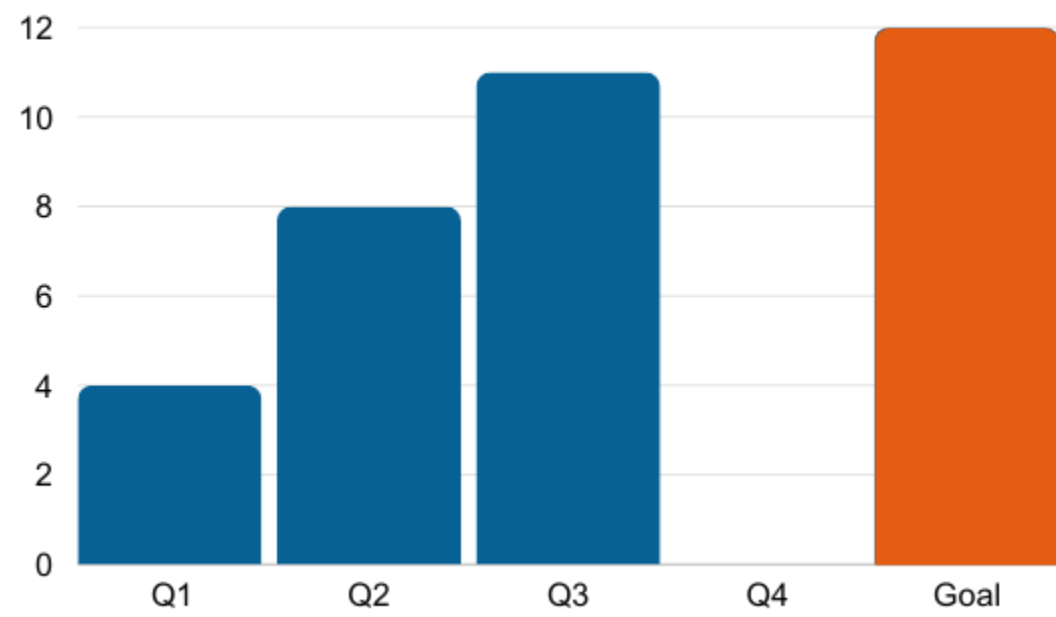
**LUNO**



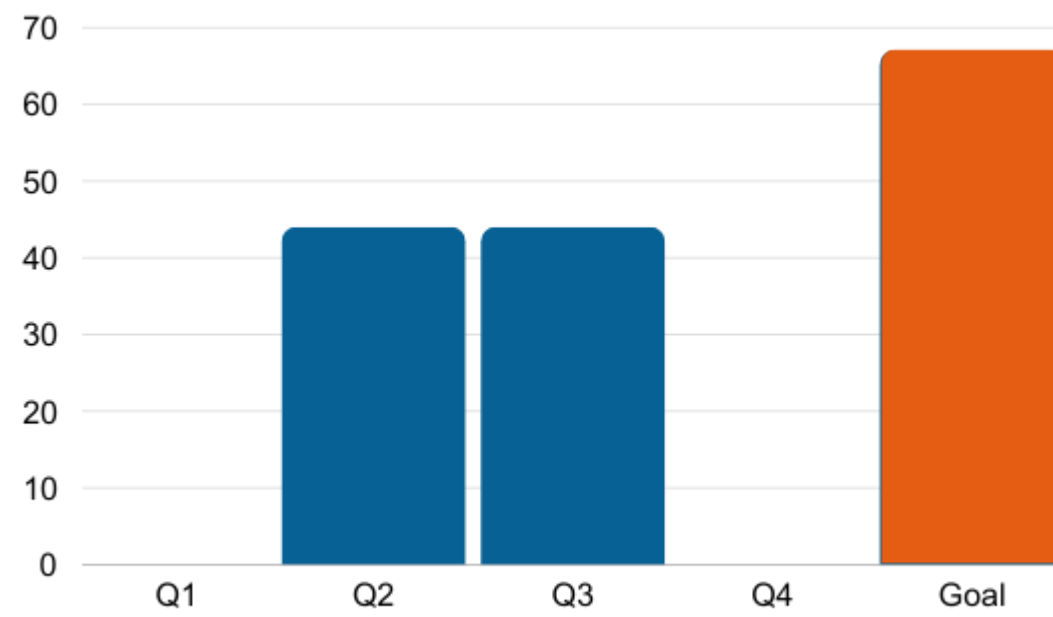
# Cumulative “Start” Done Deals

## FY 23-24

### New Ventures Started



### Jobs Created by New Ventures

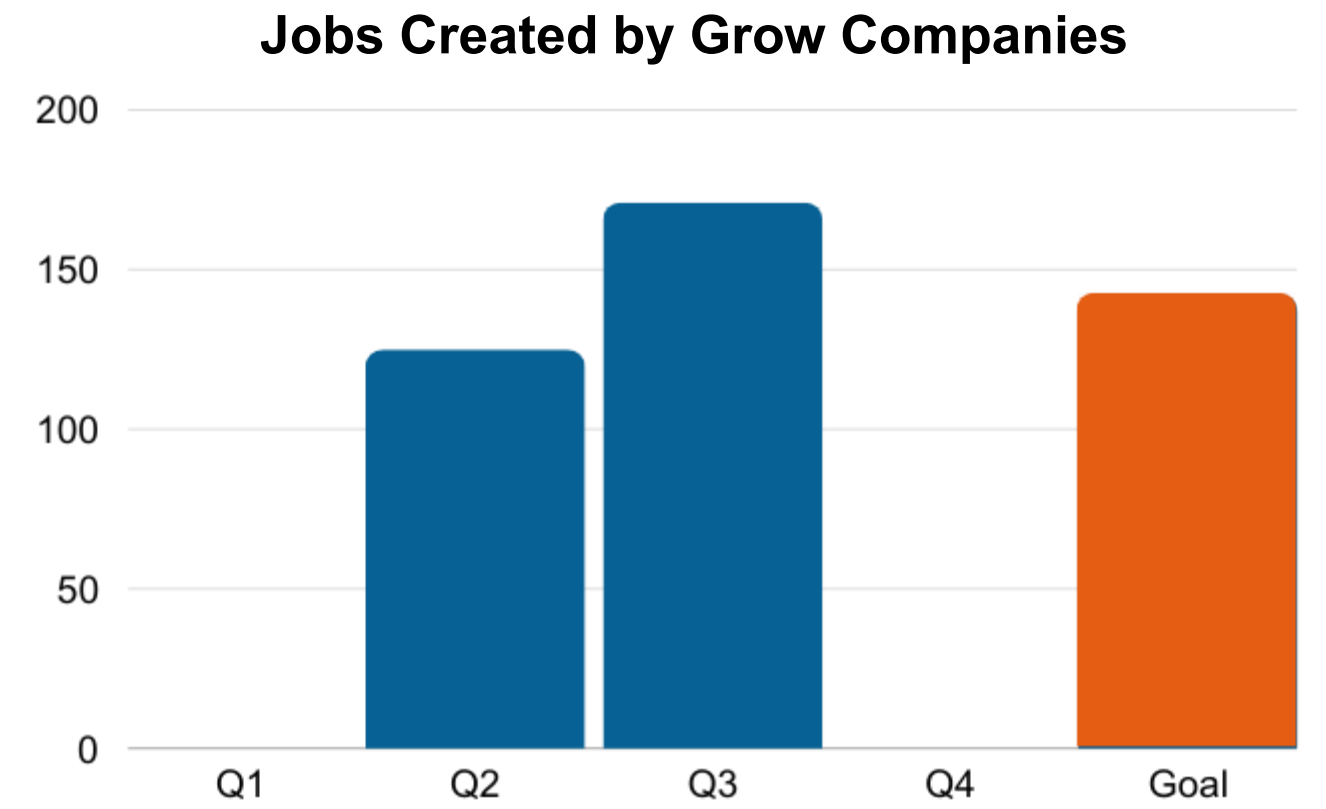
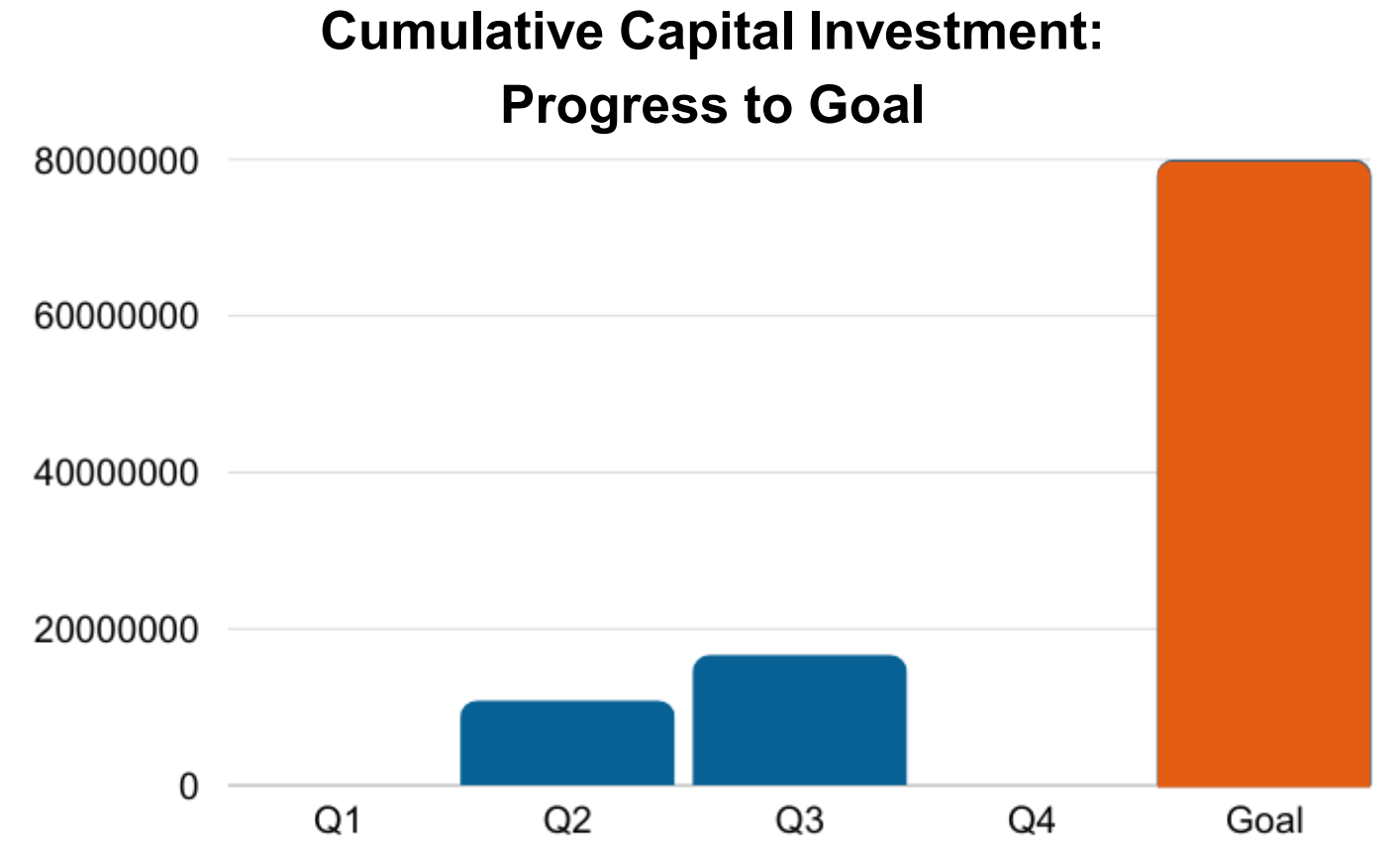
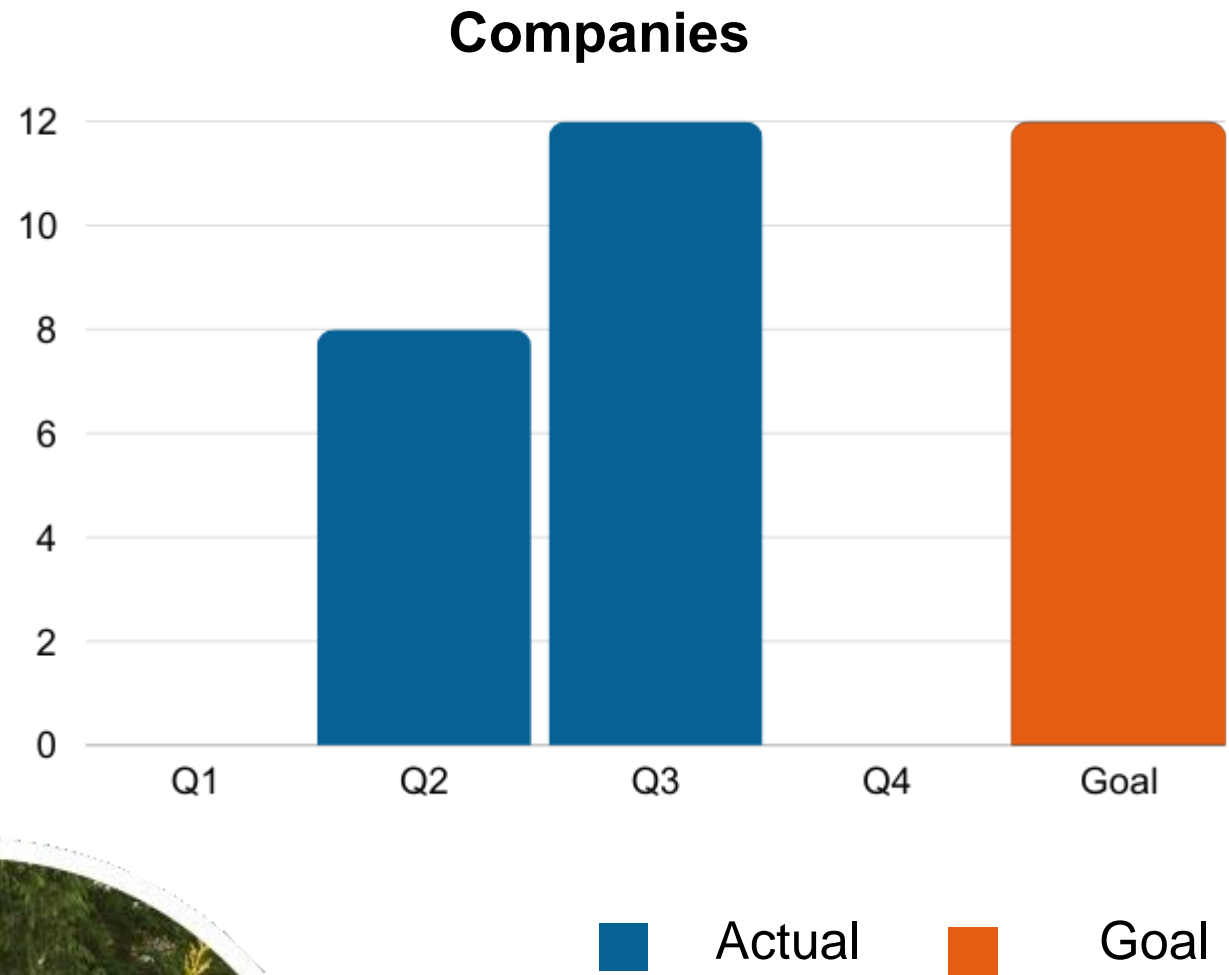


■ Actual ■ Goal





# Cumulative “Grow” Done Deals FY 23-24:



# “Table Setting” Efforts



DALLAS  
FORT WORTH  
INTERNATIONAL  
AIRPORT



**GRID DEVELOPMENT**



Regionally Significant Industrial Sites **SB 1526**

- Air Service Development
- Infrastructure
- Legislative
- Workforce

**BUSINESS  
RESPONSE  
NETWORK**





# Awards & Accolades

**#8**  
Most **DYNAMIC**  
**Metros**  
Heartland  
Forward Report  
2021

**#5**  
for 5-YEAR  
**JOB GROWTH**  
in the U.S  
Milken Institute,  
2022

**#5**  
**BEST PERFORMING**  
**SMALL CITIES**  
Milken Institute  
2023

**#5**  
**BEST MOUNTAIN**  
**TOWN** IN THE  
UNITED STATES  
OUTSIDE, 2023

La Pine  
**#1**  
**FASTEST**  
**GROWING**  
**POPULATION**  
IN OREGON  
2023

**#1**  
Most **STARTUPS**  
Per Capita  
**Bend, Oregon**  
TheStreet  
2023

**#1**  
**TOP 10 COOLEST**  
to go **PLACES**  
IN THE NEXT 10 YEARS  
Forbes, 2021

DESCHUTES  
COUNTY  
**#1**  
FOR **OREGON**  
**SMALL BUSINESS**  
**OWNERS**  
Smartasset, 2023

**#3**  
FOR 5-YEAR  
HIGH TECH  
**GDP GROWTH**  
Milken Institute,  
2022



# Stay Informed

[Josh Lehner, Oregon Office of Economic Analysis](#)

[Beacon Appraisal Group, Beacon Report and Market Overview](#)

[Compass Points Commercial and Industrial Market Report](#)

[Central Oregon Economic Indicators \(OED\)](#)

[Statewide Economic Data](#)

[Redmond Airport Flight Statistics](#)

[Central Oregon's Childcare Supply Dashboard](#)

# Questions?

Contact: Jon Stark, CEO  
[jon@edcoinfo.com](mailto:jon@edcoinfo.com)  
541-388-3236 X 1



**APRIL 29, 2024**

**Deschutes County Commissioners  
Budget Presentation**

**FY 24-25**



# VCO Financial Reserves

Account	Amount
General Reserves	867,010
Air Service Reserve	295,609
<b>Total Reserves (as of 3/31/24)</b>	<b>1,162,619*</b>

\*equivalent to 10 months of annual operating and personnel expenses

# COUNTY BUDGET – Revenue (DRAFT)

REVENUE	FY23-24	FY24-25	YOY Variance
Deschutes County Room Taxes	3,378,000	3,236,105	(141,895)
Budget Carryover from LFY	400,000	-	(400,000)
Marketing Co-op Investments	45,000	45,000	-
Visitor Center - Park Passes	7,500	5,500	(2,000)
Interest Income	5,000	5,000	-
<b>Total Revenue / Resources</b>	<b>3,835,500</b>	<b>3,291,605</b>	<b>(543,895)</b>



# COUNTY BUDGET – Expenses

EXPENSE	FY23-24	FY24-25	YOY Variance
Future Fund	100,000	-	(100,000)
Destination Stewardship	-	-	-
Group Business Development	214,000	126,025	(87,975)
Industry Relations	100,000	50,000	(50,000)
Advertising & Marketing	2,344,000	2,215,960	(128,040)
Operating	208,000	193,500	(14,500)
Personnel	869,500	706,120	(163,380)
<b>Total</b>	<b>3,835,500</b>	<b>3,291,605</b>	<b>(543,895)</b>

# COUNTY BUDGET (DRAFT)

## Advertising & Marketing

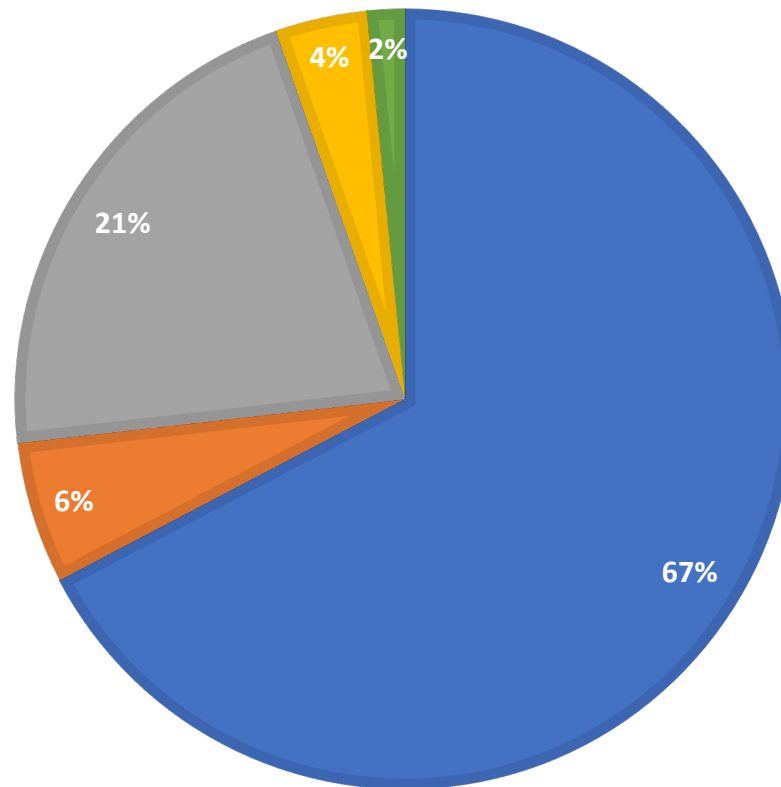
EXPENSE	FY23-24	FY24-25	YOY Variance
Advertising	960,000	1,042,306	82,306
Air Service Marketing	50,000	50,000	-
Content Creation	324,000	278,600	(45,400)
Partnerships	100,000	50,000	(50,000)
PR / Social	249,000	210,000	(39,000)
Program Innovation	80,000	-	(80,000)
Promotional Items	15,000	15,000	-
Visitor Guides	205,000	214,054	9,054
Website / Digital Development	361,000	356,000	(5,000)
<b>Total</b>	<b>2,344,000</b>	<b>2,215,960</b>	<b>(128,040)</b>

# COUNTY BUDGET

## Operations vs Programming

FY24-25

■ Advertising & Marketing ■ Operations ■ Personnel ■ Group Business Development ■ Industry Relations



# RCTP BUDGET – Revenue

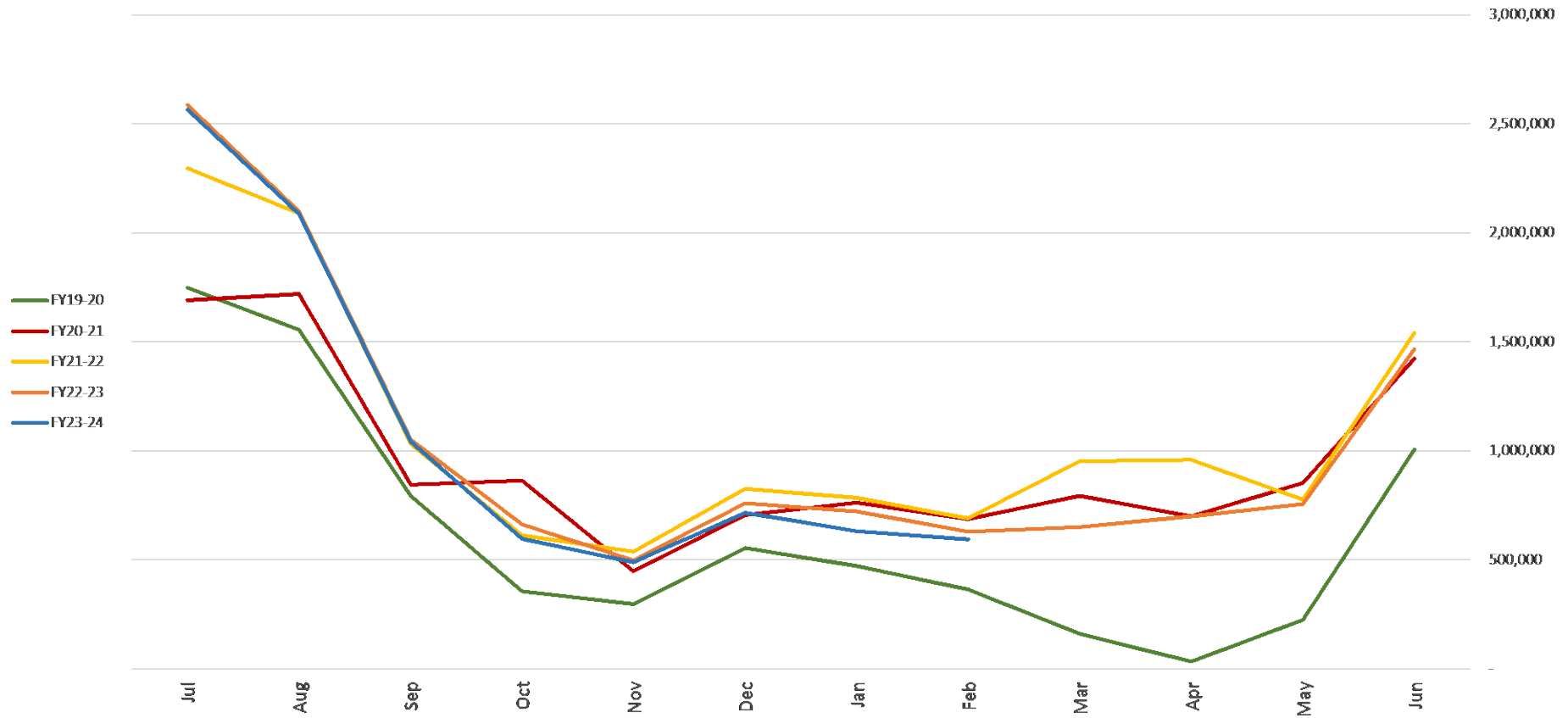
REVENUE	FY23-24	FY24-25	YOY Variance
Travel Oregon RCTP Grant	997,260	1,055,200	57,940
Budget Carryover from LFY*	423,409	---	(423,409)
<b>Total RCTP Revenue</b>	<b>1,420,669</b>	<b>1,055,200</b>	<b>(365,469)</b>

\*Per Regional Cooperative Tourism Program mandate carryover funds from FY21-23 Biennium must be allocated to Grants and/or Regional Strategic Investments.

# RCTP BUDGET – Expenses

EXPENSE	FY23-24			FY24-25	YOY Variance
	FY21-23 Carryover	FY23-24 Expense	FY23-24 Total	FY24-25 Expense	
Destination Development	-	158,500	158,500	156,440	(2,060)
Global & Domestic Sales	-	39,000	39,000	49,000	10,000
Global Marketing	-	134,760	134,760	99,760	(35,000)
Collaborative Regional Investments	-	Reallocated	Reallocated	100,000	100,000
RCTP Wage Allocation	-	345,000	345,000	345,000	-
Regional Strategic Investments (Grants)	423,409	290,000	713,409	275,000	(438,409)
Travel & Expenses / Community Relations	-	30,000	30,000	30,000	-
<b>Total RCTP Expenses</b>	<b>423,409</b>	<b>997,260</b>	<b>1,420,669</b>	<b>1,055,200</b>	<b>(365,469)</b>

DESCHUTES COUNTY UNINCORPORATED AREA  
TRANSIENT ROOM TAX COLLECTION



# **SALARY EXPENSE SHARE**

- **Travel Oregon pays for a portion of several County budget employees.**
- **In total: Travel Oregon covers \$345K in salaries for the VCO team.**
- **Travel Oregon covers the salaries of all but one new position on the VCO team.**

# 1 NEW COUNTY POSITION

- **Business Development Director – drives overnight visitation to the region by attracting groups, events and conferences.**





# SALARY FUNDED BY



## SHARED

CEO (OPEN)  
OPERATIONS MGR  
VP, MARKETING  
SR. MARKETING MGR  
CONTENT MGR (OPEN)  
MARKETING COORD.  
BUSINESS DEV. MGR  
VIC SUNRIVER MGR

**PART-TIME STAFF**  
RDM WELCOME DESK (2)  
VIC SUNRIVER (1)

CEO  
VP, MARKETING  
SR. MARKETING MGR  
MARKETING COORD.  
WORKFORCE DEV. DIRECTOR

VP, REGIONAL PROGRAMS  
REGIONAL PROGRAMS COORD.  
WORKFORCE DEV. DIRECTOR

**PART-TIME STAFF**  
GLOBAL SALES MGR  
REGIONAL PROGRAMS SPECIALIST  
(RARE AMERICORPS MEMBER)



A large, bold, white sans-serif text "WE INSPIRE" is centered in the upper half of the image. The background is a vibrant sunset sky transitioning from orange at the top to deep blue at the bottom. A thin crescent moon is visible in the upper left quadrant. Below the sky, a range of blue-toned mountains stretches across the horizon. In the foreground, the dark silhouettes of evergreen trees are visible against the blue sky.

**WE INSPIRE**









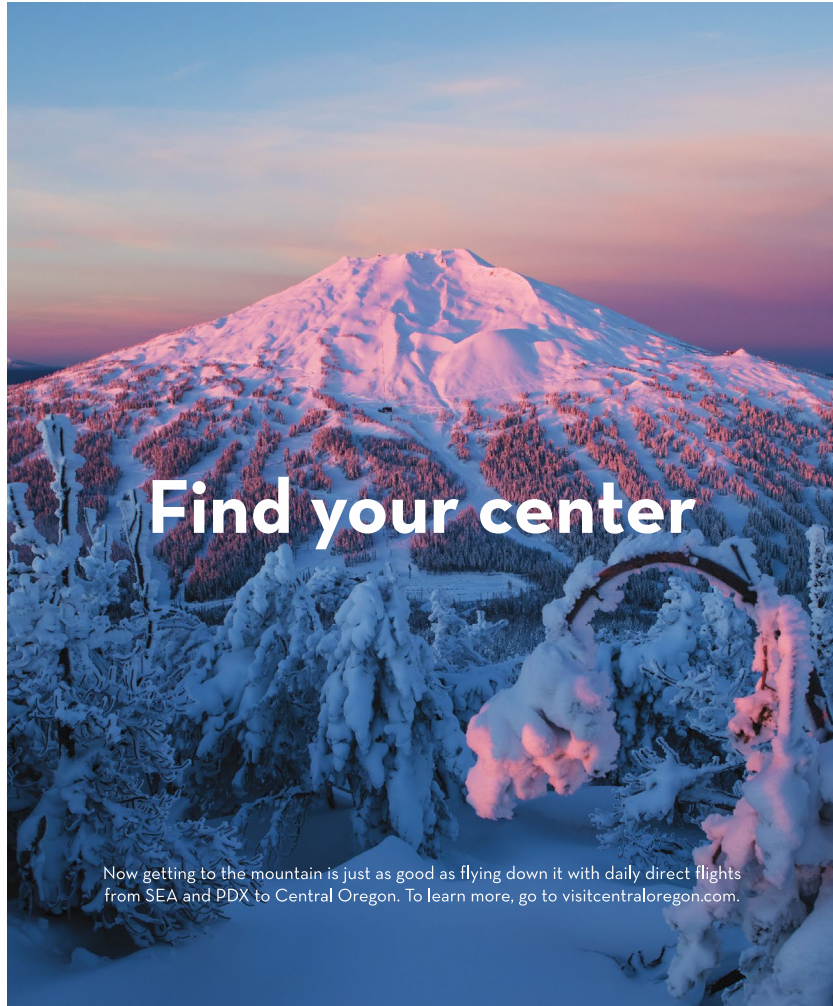








# PROMOTING DIRECT FLIGHTS



- **Building awareness for direct flights.**
- **Top Target audiences: Seattle, SF, LA, Phoenix, Portland (new flight).**
- **High-value visitors**



# VCO SUPPORTS NEW FLIGHTS



- **Serves as the marketing arm for COAST**
- **Financially supports new flights**
- **Key player in getting: PHX, PDX and DFW**

# VISITCENTRALOREGON.COM

OUR #1 TOOL FOR CONNECTING WITH VISITORS

JULY 1, 2023 - APRIL 1, 2024 (FYTD)

1.1M  
PAGEVIEWS  
+35%  
YOY

821K  
SESSIONS  
+38%  
YOY

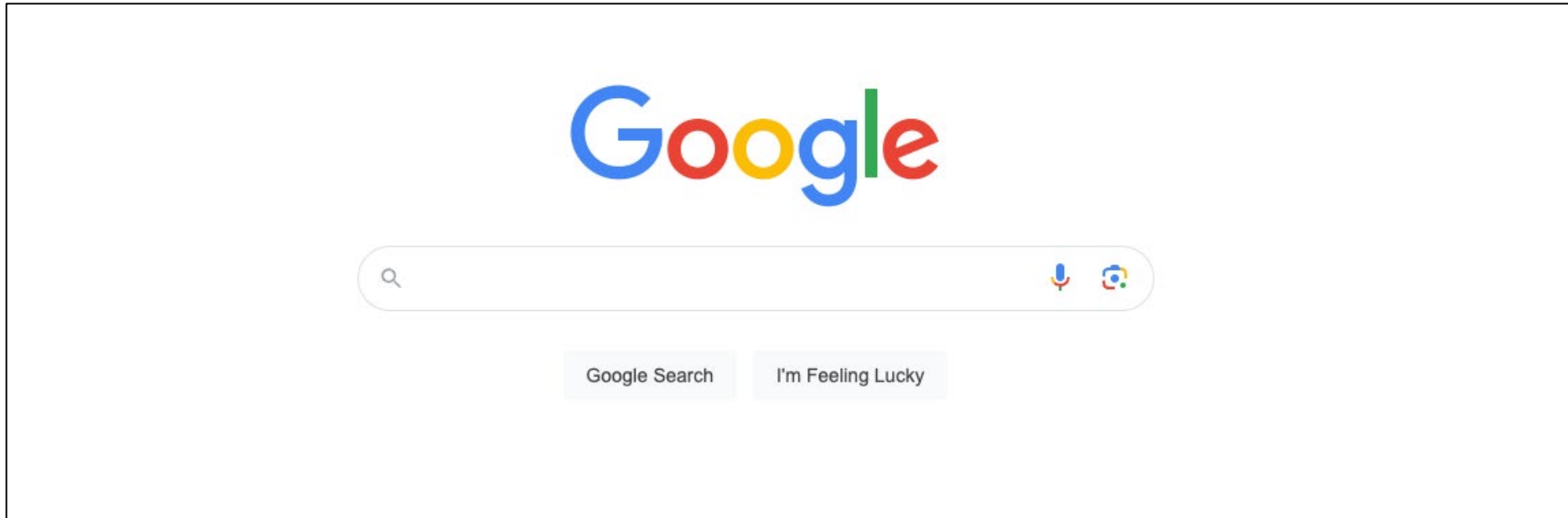


83K  
OUTBOUND  
LINKS  
+22%  
YOY

Presenting our  
industry partners as  
go-to places to eat,  
stay and experience.

# DATA-DRIVEN STRATEGY

- **VCO's initiatives are guided by data-driven insights gathered from Searcher Intent Modeling Research.**





# DATA-DRIVEN STRATEGY

Optimized sections of VCO's site led to 276K organic clicks (FYTD) from search engines to [VisitCentralOregon.com](https://www.visitcentraloregon.com) up 58% YOY.

54K+  
CLICKS TO  
PARTNER  
SITES



# VISITCENTRALOREGON.COM

## NEW DIGITAL ADVERTISING



**visitcentraloregon.com**

**55%** Female  
**45%** Male

**Ages**

Age Group	Percentage
18-24	~10%
25-34	~15%
35-44	~25%
45-54	~20%
55-64	~15%
65+	~15%

**Top 5 Locations**

- Seattle
- Portland
- Bend
- San Francisco
- Los Angeles

**1.1 Million** Annual Pageviews  
**651K** Annual Users

**DIGITAL OPPORTUNITIES**

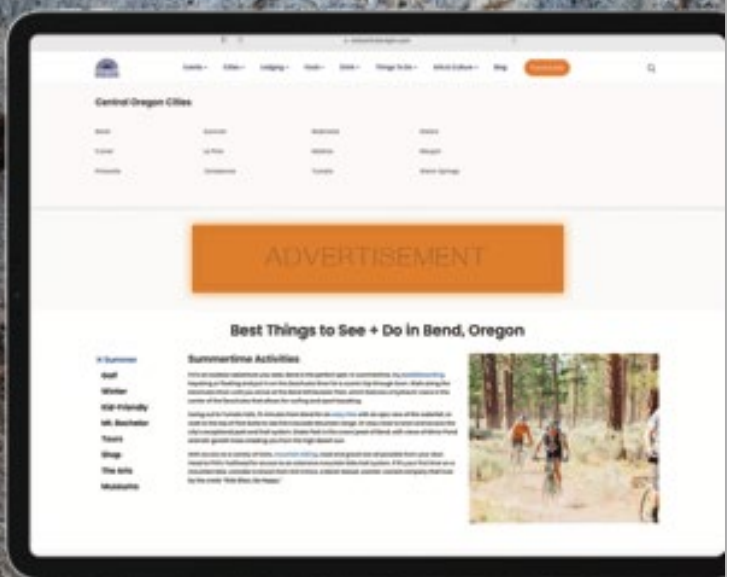
Visit Central Oregon has a 750K budget to market VisitCentralOregon.com to potential visitors this year, creating valuable opportunities to reach your audience in more places than ever. In the last year, Visit Central Oregon has worked with experts to improve its SEO searches 100-fold, nearly double the annual views, and to create compelling and creative content demonstrating the vitality of the region.

**OREGON MEDIA**

**CENTRAL OREGON | 10**

**CITY PACKAGE:**  
Where is your target audience visiting? Get in front of visitors from a particular city as they decide to visit Central Oregon and help them make decisions about lodging, dining and recreation.

**BEND \$2,100/year**  
**REDMOND \$1,800/year**  
**SISTERS \$1,800/year**  
**SUNRIVER \$2,400/year**  
**PRINEVILLE \$900/year**





# VISITCENTRALOREGON.COM

## NEW DIGITAL ADVERTISING

### DIGITAL ADVERTISING PACKAGE OPPORTUNITIES

Three exclusive rotating ads are available for each package listed below.



#### RESORTS PACKAGE:

Premier locations with a home page logo, banner on the resort overview page, your resort page, and the golf trail page. This package is exclusively reserved for Visit Central Oregon's partners.

**\$5,000/year**



#### ADVENTURE PACKAGE:

Catch the adventurous visitor on the "Things to Do" pages. Your business will have a presence by promoting its activity—from golf to water and snow sports or family activities.

**\$2,500/year**



### VISITCENTRALOREGON.COM SPONSORED CONTENT

Share your business's story through custom-produced content on a featured part of visitcentraloregon.com. This customized content can be shared via your channels, plus is shared by Visit Central Oregon, reaching high-potential visitors and having the benefit of third-party credibility.

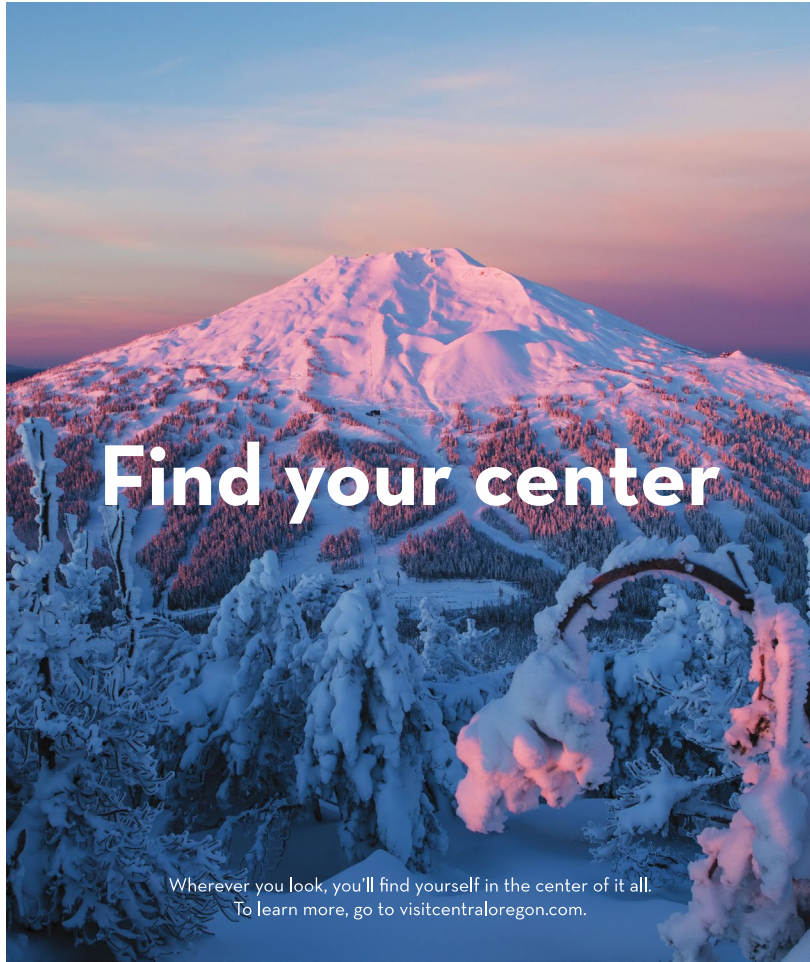


# NEW CREATIVE DIRECTION









# Find your center

Wherever you look, you'll find yourself in the center of it all.  
To learn more, go to [visitcentraloregon.com](http://visitcentraloregon.com).



# Find your sweet spot.



With sunny skies that stretch across all four seasons and some of the country's top-rated golf resorts, there's no better place to stay and play than Central Oregon. So before you make your next vacation plans, go to [CentralOregonGolfTrail.com](http://CentralOregonGolfTrail.com) to find just what you're looking for.



Find your center



# ADVERTISING PARTNERS





# ADVERTISING PARTNERS

**Sunset**  
**FOOD & DRINK**

Presented By




On your next picnic, pack [the most delicious egg salad sandwiches ever](#). Photo by Thor Story.


The weather has been spectacular here in Southern California recently with balmy days, beachy days (and a few welcome spring showers). Picnic

**Foodie SWEEPSTAKES**

ENTER TO WIN

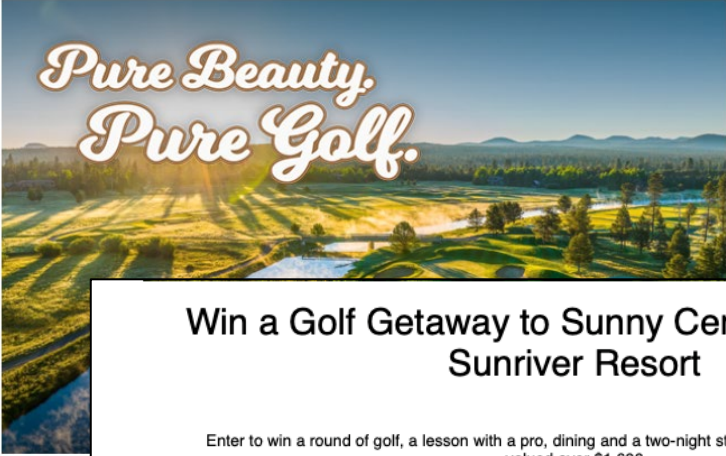



More Picnic Recipes



**Golf Digest**

A MESSAGE FROM OUR PARTNER  
[View in Browser](#)



*Pure Beauty.  
Pure Golf.*

**Win a Golf Getaway to Sunny Central Oregon at Sunriver Resort**

Enter to win a round of golf, a lesson with a pro, dining and a two-night stay at Sunriver Resort for two - valued over \$1,600

**ENTER NOW**

# Sunset



# ADVERTISING PARTNERS

LAS VEGAS GOLF & LEISURE

www.lasvegasmag.com SPRING 2024

*Coyote Springs Golf Club*

A Nicklaus Designed Jewel Northwest of Las Vegas

BOULDER CREEK  
Ready for NCAA Golf Championships

SPORTS CAPITAL OF THE WORLD  
Las Vegas Continues it's Climb to the Top

GOLF | LODGING | DINING | EVENTS | TRAVEL

GOLFING SOUTHERN CALIFORNIA

www.GolfingSouthernCalifornia.com

2024

AVIARA GOLF CLUB

**PARK HYATT AVIARA**  
A Forbes Five Star Southern California Resort

LODGING | DINING | EVENTS | REAL ESTATE

GOLFING PALM SPRINGS

WWW.GOLFINGPALMSPRINGSMAGAZINE.COM

2024

escena GOLF CLUB  
PALM SPRINGS

**YOUR PICTURE-PERFECT PALM SPRINGS LANDING SPOT**  
for golf, dining or both

BERMUDA DUNES • CATHEDRAL CITY • COACHELLA • DESERT HOT SPRINGS • INDIAN WELLS • INDIO  
LA QUINTA • PALM DESERT • PALM SPRINGS • RANCHO MIRAGE • THOUSAND PALMS







## Central Oregon A Diverse Golf Destination Unlike Any Other

The Central Oregon Golf Trail is much more than golf with a view. But with the snow-capped peaks of Mt. Bachelor, Broken Top, and the Three Sisters seemingly watching over every shot under bright Central Oregon skies, those views certainly leave an impression.

The majesty of Central Oregon's geography is part of what has long made it a cradle of imaginative course designs as diverse as anywhere in the country. Here, the mountainous backdrop and evergreen forests give way to a rugged High Desert landscape with red-cinder volcanic outcroppings and juniper forest. Famed names in golf architecture like Bob Cupp Jr., Tom Fazio, John Fought, Robert Trent Jones, David McLay Kidd, and Jack Nicklaus have all painted Central Oregon's canvas.



Central Oregon has nearly 30 courses. And its three Golf Digest 100 Greatest Public courses – Pronghorn Club's Jack Nicklaus Course at Juniper Preserve (No. 42) east of Bend, Sunriver Resort's Crosswater Club (No. 54), and Tetherow Resort in Bend (No. 57) – are emblematic of its diversity. The three gems are each carved from vastly different landscapes to create a golf adventure that is uniquely Central Oregon. Hidden gems like Juniper Golf Course only round out the experience.

"The first thing that struck me when I relocated from Texas to Central Oregon is just how different our great courses are from one another," said Hunter Hidalgo, who moved from the Dallas area two years ago to take over as Tetherow's Director of Golf. "Tetherow is a true Scottish Heathland-inspired design. But just a few minutes away, you'll find a course framed by ponderosa pines or a striking desert links course carved from lava outcroppings. That kind of diversity is a lot of fun."

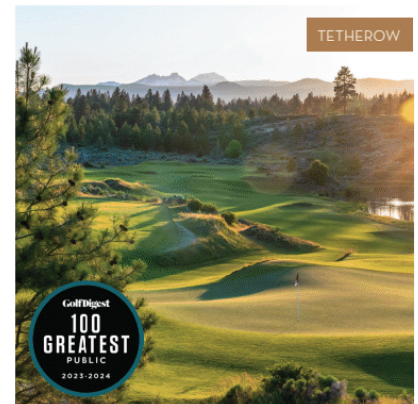
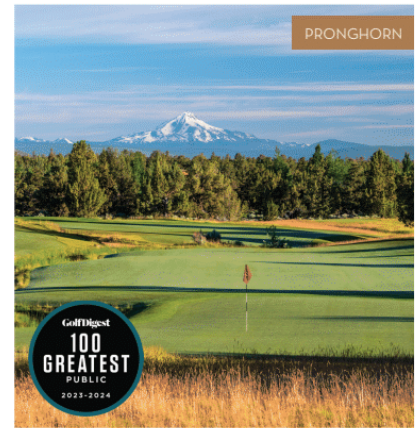
Off the course, Central Oregon is a paradise for outdoor recreation. It's home to nearly three dozen breweries, distilleries, and cideries, and a culinary scene that encompasses everything from fine dining to an eclectic food truck culture. The region's cultural and entertainment offerings continually grow, too, including live music with top headliners.

Stunning golf resorts, including Sunriver Resort, Black Butte Ranch, Pronghorn Club at Juniper Preserve, and Brasada Ranch in Powell Butte, make for perfect basecamps.

The Golf Trail is ever-evolving, too. In 2023, Sunriver Resort completed a major bunker renovation at Crosswater and Black Butte Ranch added a \$20 million main Lodge that includes one of the region's top dining experiences.

It makes for a golf trip without compromise. And that's what ultimately makes Central Oregon so special.

Before you make your next vacation plans, go to [CentralOregonGolfTrail.com](http://CentralOregonGolfTrail.com) to find just what you're looking for.



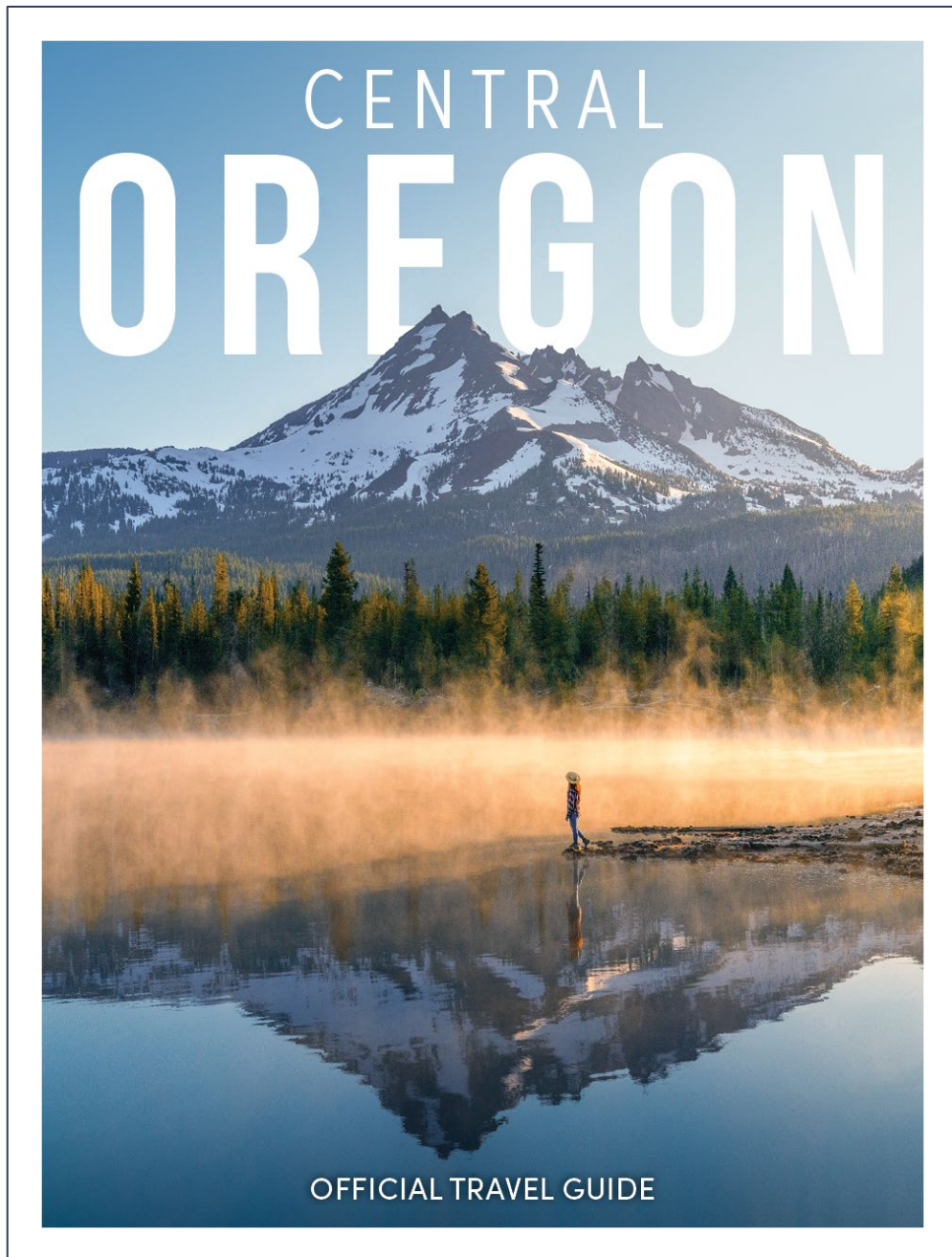


An aerial photograph of a vast, snow-dusted forest landscape at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. A winding road curves through the forest, and a mountain peak is visible in the distance. The text "WE SHARE" is overlaid in large, white, bold letters across the upper portion of the image.

**WE SHARE**







# TRAVEL GUIDE

- Annual publication that promotes Central Oregon's lodging, outdoor recreation, culinary experiences, businesses and more
- Promotes industry partners to a large audience
- 100K copies distributed



# WEDDING GUIDE

- **Guide for planning a wedding in Central Oregon**
- **Showcases regional wedding venues, event locations & vendors**
- **15K copies distributed**



# MEETINGS GUIDE

- Digital publication that serves as a resource for planning a meeting or convention in Central Oregon
- Highlights venues, catering, lodging, and more from around the region



# DINING GUIDE

- Promotes Central Oregon's culinary experiences
- Supports regional restaurants with features and menus
- 20K copies distributed





**WE PROMOTE**





# OWNED MEDIA

## MONTHLY EMAIL MARKETING



**CONSUMER**

**115K OPT-IN  
SUBSCRIBERS**



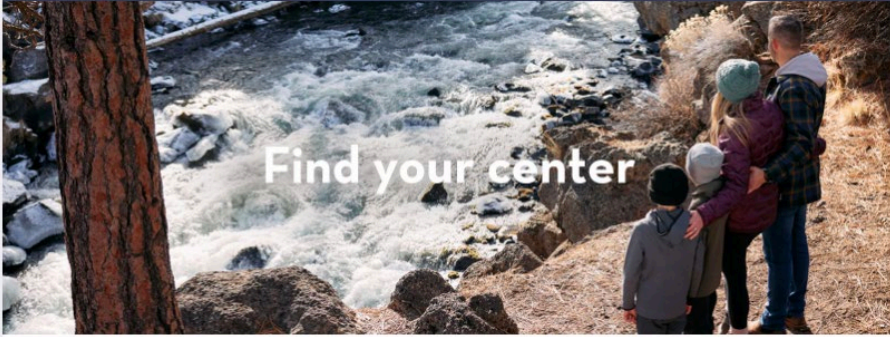
**FOODIE**

**17K OPT-IN  
SUBSCRIBERS**



**EVENTS**

**115K OPT-IN  
SUBSCRIBERS**



# Find your center



## FUN EVENTS

Check out live music, see what's new on the slopes, join a paint party, and so much more with the help of our calendar of events.

[FIND SOME FUN](#)



## SPRING SWEEPSTAKES

Enter our Foodie Sweepstakes for your chance to win \$500 to stay at FivePine Lodge in Sisters - along with \$500 in gift cards to some of Central Oregon's best eateries.

[ENTER TO WIN](#)



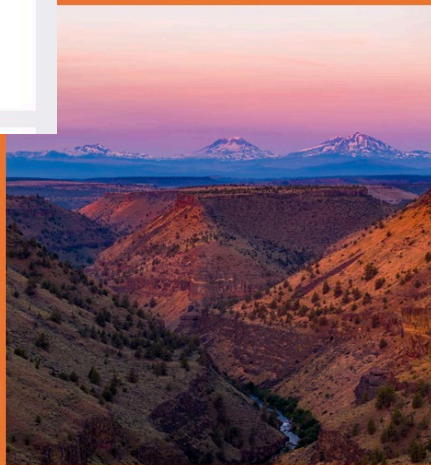
## MEMORABLE STAYS

Cozy up on your next visit with the perfect overnight stay. Learn more about the region's variety of lodging options throughout Central Oregon.

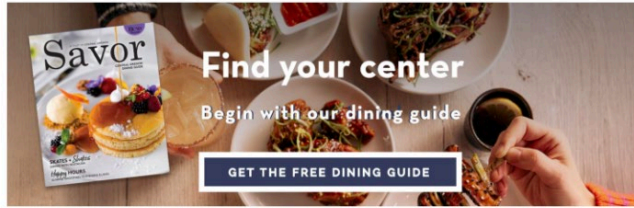
[BOOK YOUR STAY](#)

altitude at work. Learn about our elevation and the dramatic landscapes you'll encounter on your next visit.

[EXPLORE OUR ELEVATION](#)



LET'S GET SOCIAL!



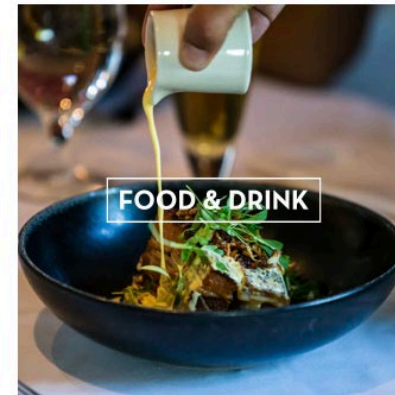
## Find your center Begin with our dining guide

[GET THE FREE DINING GUIDE](#)

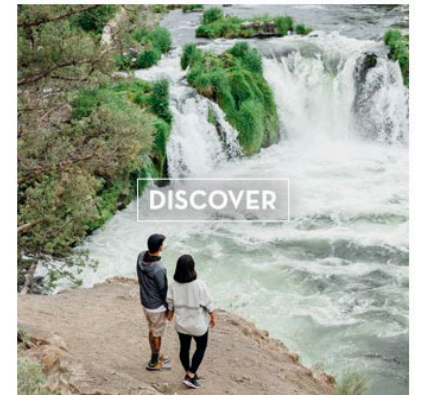


## Sample Redmond's Food Cart Scene

Food carts have exploded in popularity across Redmond in recent years - thanks to creative chefs, sun-kissed patios, and on-site taprooms. Learn about the city's bustling food cart pods and where to find your next favorite meal.



## FOOD & DRINK



## DISCOVER



## ARTS & CULTURE



## TRAVEL GUIDE



## Distillery Tours in Central Oregon

Craft beer might get most of the love in Central Oregon, but distilleries across the region are breaking new ground with creative spirits and signature cocktails.

SEE WHAT'S NEW



Savor craft beer, family-friendly restaurants, and more!



### FOODIE EVENTS

Get the latest updates on upcoming tastings, classes, fundraisers, and other events with our regional calendar.



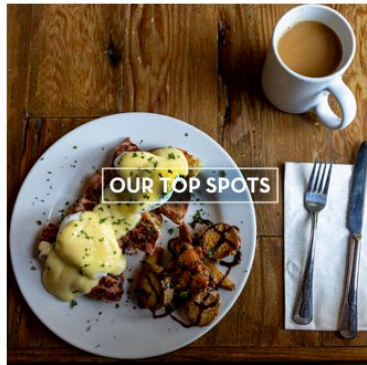
### SPRING SWEEPSTAKES

Enter our Foodie Sweepstakes for a chance to win \$500 in gift cards to some of Central Oregon's best restaurants along with \$500 to put



### REDMOND BREWERIES

Sip award-winning beers and refreshing ciders on patios and in tasting rooms at Redmond's craft breweries and pubs.



OUR TOP SPOTS

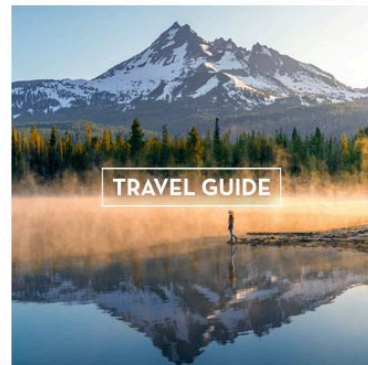


REGIONAL CULINARY EXPERIENCES

INDIAN HEAD CASINO



DINING GUIDE



TRAVEL GUIDE



## The Best Bites in the Old Mill District

Once a historic sawmill along the Deschutes River, the Old Mill District today hosts more than a dozen family-friendly restaurants, sun-kissed patios, and hip wineries.

BRING YOUR APPETITE



# PUBLIC RELATIONS

## Earned Media & FAMs

Our final stop was Sunriver Resort, with 63 holes to choose from. We had such a blast on the Meadows Course, which chases the Sun River through the property and previously hosted the NCAA Championship, that we pleaded afterward to play nine more. We vowed to return for a crack at Crosswater, a past major venue for the PGA Tour Champions.



The Meadows Course at Sunriver Resort. (Courtesy of Sunriver Resort)

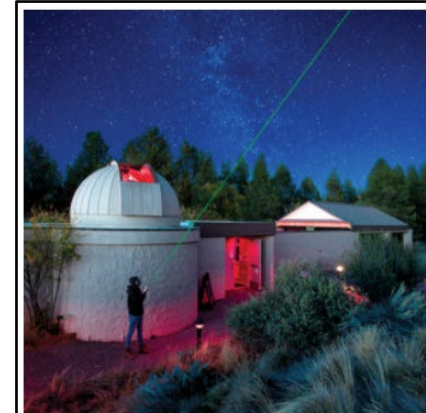
CALGARY HERALD

Travel USA / Travel / Golf

**GOLF TRAVEL: Central Oregon serves up terrific courses, tasty beer**

Wes Gilbertson

Published Dec 12, 2023 • Last updated Dec 12, 2023 • 5 minute read



Sunriver Nature Center & Observatory

### Feed Your Mind With Exhibits, Dark Skies and Public Art

Wellness doesn't stop with stretching and nourishing food. For deeper peace of mind, consider improving your understanding and connection to nature's gifts. Bend's [High Desert Museum](#) is an excellent place to start, with exhibits on the natural and cultural history of Central Oregon, wildlife demonstrations, and interpretive walks through the grounds. Marvel at the stars at [Sunriver Nature Center & Observatory](#), which offers dark-sky programs and public telescopes. During the day, you can check out raptors, lizards and more in various habitats.

While moseying around Bend, keep an eye out for the [Roundabout Art Route](#), which includes more than 20 public art pieces – look for trout and deer, among others – available to all in the traffic circles in town. You can spot these sculptural works by car, by bike or on foot; the program has been called one of the [most innovative approaches](#) to public art in the country.



Things To Do » Trip Ideas » Favorite Trips » Plan the Perfect Central Oregon Wellness Getaway

📷 : FivePine Lodge

## PLAN THE PERFECT CENTRAL OREGON WELLNESS GETAWAY

Refresh your mind and body with warm saunas, botanical treatments and wilderness outings.

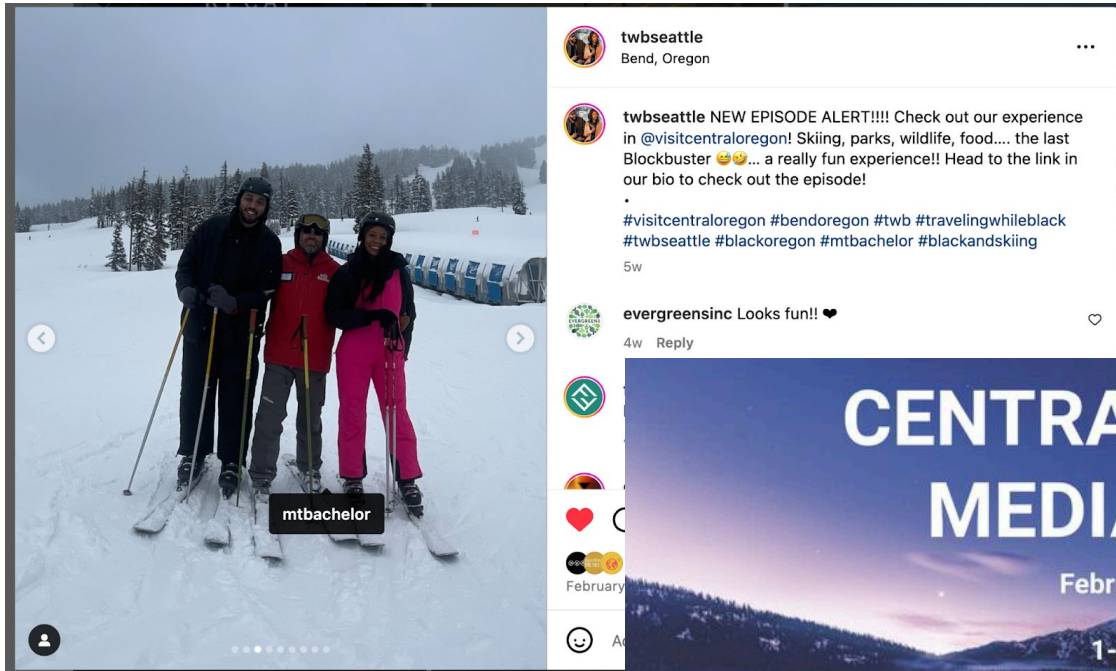
Jennifer Burns Bright, Author

March 13, 2024



# IN THE MEDIA

## Earned Media & FAMs

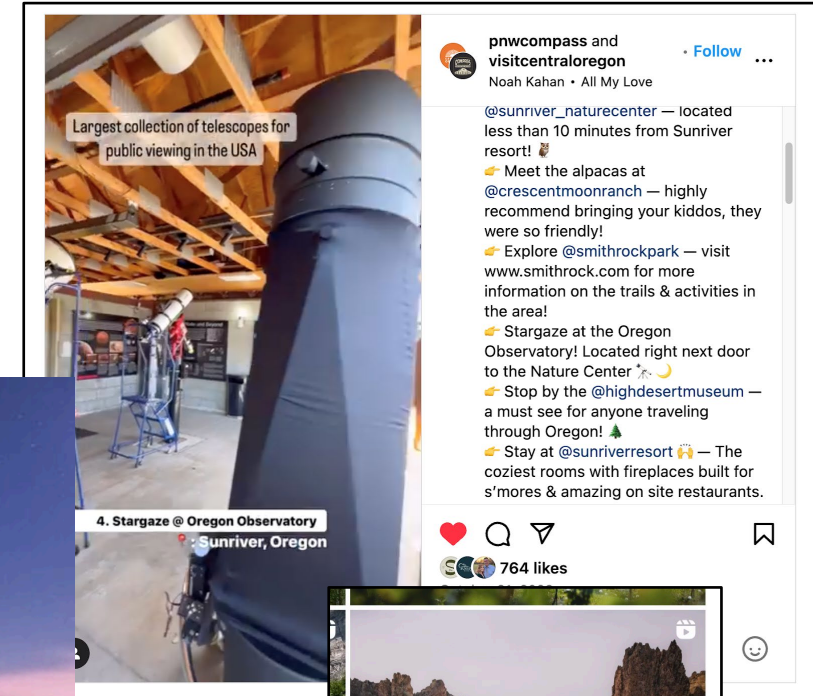


### CENTRAL OREGON MEDIA EVENT

February 21, 2024

1-3 p.m. PST  
2-4 p.m. MST  
3-5 p.m. CST

CENTRAL OREGON



# DARK SKY TOURISM

FEATURED IN ALL OWNED MEDIA



- Leveraging Travel Oregon's marketing efforts
- Regional Opportunities
- Dark Sky Travel Guide
- Multi-gen Experiences





# Partnerships & Sponsorships

## Completed & Ongoing



**BENDFILM!**



CENTRAL OREGON  
AVALANCHE CENTER



# Partnerships & Sponsorships

## Upcoming





**CENTRAL  
OREGON**

**FUTURE FUND**

**STEWARDSHIP • CULTURE/HERITAGE • INCLUSION**



# GRANT CYCLE 22-23 APPLICATION OVERVIEW

The Future Fund FY 22-23 Program received 43 completed applications totaling \$4,037,314.

- 13 Access Adventure Projects
- 22 Cultural Tourism Projects
- 8 Stewardship Projects

<b>DESCHUTES COUNTY GRANTS</b>	<b>RCTP GRANTS</b>	<b>TOTAL AWARDED</b>
<b>\$547,000</b>	<b>\$290,000</b>	<b>\$837,000</b>



### **Bend Parks and Recreation District: River Access Improvements Phase 3**

**\$100,000**

This project will improve river access along a busy stretch of the Deschutes River, making river access more accessible to all, while also restoring habitat and ensuring sustainable water enjoyment for decades to come.



### **Central Oregon Trail Alliance: Welcome to Central Oregon's Trails**

**\$60,000**

This project will welcome locals and visitors to the many Central Oregon trails beyond the popular trails near Bend by improving signage and trip planning information.



### **Oregon Adaptive Sports, Moving Mountains**

**\$67,475**

Moving Mountains will create enhanced opportunities for residents and visitors with disabilities and their families to access and enjoy the exceptional outdoor recreation opportunities that abound in Central Oregon.



### **Maupin Area Chamber Endowment, Deschutes River Athletic Complex (DRAC)**

**\$60,000**

The Deschutes River Athletic Complex is becoming a world class track & football field, stage & related spectator facility located on South Wasco Co. School District property, overlooking the Wild & Scenic Deschutes River in Maupin, OR.



### **Tower Theatre, Sound Mitigation Project**

**\$49,140**

This project will fully complete comprehensive sound mitigation to improve, enhance, and clarify audio amplification in the venue for patrons, performers, and visitors.



### **Sunriver Owners Association, Sunriver Pathway Wayfinding Signs**

**\$74,148**

This project will provide 25 new signs throughout the community of Sunriver providing enhanced wayfinding for residents and visitors.



### **High Desert Museum, Changing Exhibits Initiative**

**\$50,000**

The Changing Exhibit Initiative continually brings new and exciting experiences to the Museum that drive attendance throughout the year, bolster our region's tourism and support a thriving art and culture community.



### **Discover Your Forest, Skull Hollow Trail Head**

**\$77,375**

This project will provide facility improvements to enhance a diverse-mixed use trail area and prevent further resource damage to the most visited trailhead in the Crooked River National Grassland (CRNG), the only National Grassland in the Pacific Northwest.



### **Sisters Trails Alliance, Whychus Overlook Accessibility Enhancement Project**

**\$37,152**

Create a fully inclusive overlook at the prized and recognized Whychus Creek Overlook by modifying the existing masonry wall with two 10' viewing section openings and refitting with a cable-rail assembly.



### **Oregon Equestrian Trails, Sheep Springs Horse Camp Steel Corral Upgrade**

**\$66,083**

Oregon Equestrian Trails will install steel corrals at Sheep Springs Horse Camp, providing safe and durable corrals critical for equine safety and visitor satisfaction.



### **Deschutes Soil and Water Conservation District, Got Stars Central Oregon**

**\$95,000**

International Dark-sky Assoc. (Oregon Chapter), Deschutes Soil and Water Conservation District and their eight Central Oregon partners are collaborating on a community-wide initiative to showcase the importance and solutions related to dark skies and astrotourism through outreach, education, and signage and lighting improvements.



### **Warm Springs Community Action Team, Warm Springs Commissary**

**\$100,000**

This collaborative project will create a sustainable visitor destination and business incubator supporting 40 aspiring or current small business owners in the Confederated Tribes of Warm Springs.

# GRANT CYCLE 23-24

## APPLICATION OVERVIEW

The Future Fund FY 23-24 Program is funded with \$450,000 in total funds for all projects awarded for the FY 23-24 cycle.

<b>DESCHUTES COUNTY GRANTS</b>	<b>RCTP GRANTS</b>	<b>TOTAL</b>
<b>\$100,000</b>	<b>\$350,000</b>	<b>\$450,000</b>



# 23-24 FUTURE FUND GRANT RECIPIENTS

**Antelope 3, LLC - Antelope Pavilion (\$50,000)**

**Asterisk Astronomy - Astronomy Educations (\$16,155)**

**Bend Endurance Academy - Enhancement and Accessibility Project (\$13,200)**

**Central Oregon Trail Alliance - Cline Butte Mountain Bike Trail Enhancement (\$45,900)**

**DarkSky Oregon - Beautiful Oregon Night Skies Educational Outreach (\$24,500)**

**Ensoterra - Improving Adaptive Water Sports and Accessibility in Central Oregon (\$21,865)**

**Explore Prineville - High Desert Moonfest (\$28,725)**

**The Father's Group - Juneteenth Jubilee (\$14,000)**

**Gramma Roses - Accessibility Project (\$20,000)**

**High Desert Museum - Diverse Stories Exhibition Series (\$50,000)**

**Ka-Nee-Ta Resort - Artwork Design Project (\$22,431)**

**OnWard Project - AdvenChair AdvenTours (\$44,460)**

**Oregon Equestrian Trails - Cline Buttes Trail Signs (\$28,510)**

**ScaleHouse - Accessible Bend Design Conference Project (\$28,000)**

**So. Wasco Alliance - Simnasho Tribal Market Project (\$42,064)**

# BUSINESS DEVELOPMENT

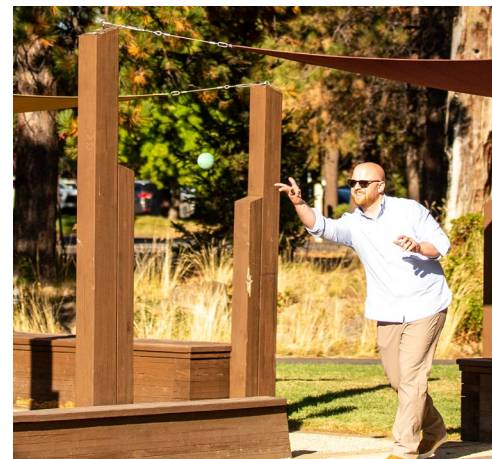
- **Strategic efforts to grow Deschutes County's tourism economy during need periods through group business**













# Business Development

**Key efforts: Booking Incentives for Groups, representation at tradeshow, and digital advertisement on buyer sites**

<b>Revenues</b>	<b>Actualized Group</b>	<b>Future Group</b>
<b>Room Revenue &amp; Ancillary</b>	<b>\$160,000</b>	<b>\$364,000</b>

# VISIT CENTRAL OREGON

- **We strive for the highest return on investment**
- **We're collaborative community partners open to new ways of driving the highest impact**
- **Our initiatives are data-driven ensuring fiscal responsibility**





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