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

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.

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 CENTRAL OREGON (EDCO)  Jon Stark, CEO

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.
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.

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

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

+/-    | 5,926,572 | 5,070,391 | 5,053,789 | 2,093,932 | 1,238,468 | (20,308) | (1,111,871) |

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.

![GF Surplus Transfer Projection](image)

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.
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 %**

<table>
<thead>
<tr>
<th>GF Revenue</th>
<th>Average Growth % FY22-FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes/Other Tax</td>
<td>6.8%</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>-2.5%</td>
</tr>
<tr>
<td><strong>GF Revenue Average Annual Growth %</strong></td>
<td><strong>5.2%</strong></td>
</tr>
</tbody>
</table>

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

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

### Total TRT Revenue

<table>
<thead>
<tr>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
<th>FY30</th>
<th>FY31</th>
<th>FY32</th>
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<tr>
<td>Increase</td>
<td>$4,527,362</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
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<td>$2,000,000</td>
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### TRT Revenue

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
<th>FY30</th>
<th>FY31</th>
<th>FY32</th>
<th>FY33</th>
<th>FY34</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 6%</td>
<td>Tourism Promotion</td>
<td>$1,850,243</td>
<td>$3,600,000</td>
<td>$5,700,000</td>
<td>$7,800,000</td>
<td>$8,900,000</td>
<td>$10,000,000</td>
<td>$11,100,000</td>
<td>$12,200,000</td>
<td>$13,300,000</td>
<td>$14,400,000</td>
<td></td>
</tr>
<tr>
<td>First 6%</td>
<td>Discretionary</td>
<td>$7,400,972</td>
<td>$7,600,000</td>
<td>$7,800,000</td>
<td>$8,000,000</td>
<td>$8,200,000</td>
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<td>$8,800,000</td>
<td>$9,000,000</td>
<td>$9,200,000</td>
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</tr>
<tr>
<td>New 1%</td>
<td>VCO</td>
<td>$1,541,869</td>
<td>$1,542,000</td>
<td>$1,542,500</td>
<td>$1,543,000</td>
<td>$1,543,500</td>
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<td>$1,544,500</td>
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<td>$1,546,000</td>
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<tr>
<td>New 1%</td>
<td>Tourism Promotion</td>
<td>$1,079,308</td>
<td>$1,079,500</td>
<td>$1,079,700</td>
<td>$1,079,900</td>
<td>$1,080,100</td>
<td>$1,080,300</td>
<td>$1,080,500</td>
<td>$1,080,700</td>
<td>$1,080,900</td>
<td>$1,081,100</td>
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<tr>
<td>New 1%</td>
<td>Discretionary</td>
<td>$462,561</td>
<td>$453,750</td>
<td>$462,750</td>
<td>$472,125</td>
<td>$481,500</td>
<td>$491,250</td>
<td>$501,000</td>
<td>$511,125</td>
<td>$521,250</td>
<td>$531,750</td>
<td>$542,250</td>
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<tr>
<td>Total TRT Revenue</td>
<td>$12,344,953</td>
<td>$12,100,000</td>
<td>$12,840,000</td>
<td>$13,100,000</td>
<td>$13,360,000</td>
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<td>$13,900,000</td>
<td>$14,180,000</td>
<td>$14,460,000</td>
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### TRT Distributions Required for Tourism

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<tr>
<th>Type</th>
<th>Description</th>
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<th>FY29</th>
<th>FY30</th>
<th>FY31</th>
<th>FY32</th>
<th>FY33</th>
<th>FY34</th>
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<tbody>
<tr>
<td>Fair &amp; Expo 615 (net)</td>
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<td>$983,265</td>
<td>$963,000</td>
<td>$983,388</td>
<td>$1,004,534</td>
<td>$1,025,713</td>
<td>$1,047,750</td>
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<td>$1,139,214</td>
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<td>$75,000</td>
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<tr>
<td>RV Park 61B</td>
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<td>$20,000</td>
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<tr>
<td>Discretionary</td>
<td></td>
<td>$3,000,000</td>
<td>$2,000,000</td>
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<tr>
<td>New Grants and Contributions</td>
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<tr>
<td>Environmental Health</td>
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<td>$368,417</td>
<td>$276,572</td>
<td>$291,783</td>
<td>$307,832</td>
<td>$324,762</td>
<td>$342,624</td>
<td>$361,469</td>
<td>$381,349</td>
<td>$402,324</td>
<td>$424,451</td>
<td>$447,796</td>
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<td>Justice Court</td>
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<td>Admin Fee (net of interest) - 7%</td>
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<td>$37,848</td>
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<td>$39,764</td>
<td>$40,758</td>
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<td>$44,989</td>
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<td>Admin Fee (net of interest) - 1%</td>
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<td>$507,753</td>
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<td>$528,070</td>
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<td>Capital Reserve</td>
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<tr>
<td>Debt Service</td>
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<tr>
<td>Total TRT Distributions</td>
<td>$14,862,315</td>
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<td>$11,773,702</td>
<td>$12,017,588</td>
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<td>$12,516,387</td>
<td>$12,771,311</td>
<td>$13,037,852</td>
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### Discretionary TRT/Capital Reserve

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
<th>FY30</th>
<th>FY31</th>
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<th>FY34</th>
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<tr>
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</tbody>
</table>
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.
Health Services

Janice Garceau, HS Director
Holly Harris, BH Director
Heather Kaisner, PH Director
Cheryl Smallman, Business Officer

April 29, 2024
Agenda

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

Promote and protect the health and safety of our community
BOCC: Local Mental Health / Local Public Health Authority

Behavioral Health 275.82 FTE
- Crisis Services
- Access & Integration
- Psychiatry
- Intensive Adult Services
- Comprehensive Care for Youth & Families
- Outpatient Complex Care
- Intellectual & Developmental Disability Services

Public Health 95.68 FTE
- Communicable Disease Prevention & Management
- Environmental Health, Preparedness, & Engagement
- Prevention & Health Promotion
- Clinical & Family Services

Admin Services 49.5 FTE
- Business Intelligence
- Operations
- Compliance & Quality Assurance

Director’s Office 2 FTE
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.
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
  - Attends intake; scheduled for crisis psychiatric appointment
  - 17 y/o son showing MH symptoms & homeless; referred to EASA assessment and a youth shelter
  - Referred to Community Support Services team who connects her to primary care for diabetes treatment

- **Access & Integration**

- **Intensive Adult Services**

- **Comprehensive Care for Youth & Families**
  - 8 y/o daughter has trauma and Autism diagnosis; seen by child therapist & enrolled in Wraparound
  - Daughter receives I/DD case management & coordination with Wraparound team

- **Outpatient Complex Care**

- **Intellectual & Developmental Disability Services**
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...

**CCBHC Uncertainty**
- State did not continue CCBHC
- DCHS did not budget CCBHC revenue
- CCBHC PPS approved after budget submitted

**Unanticipated BH Investments**
- Unplanned CCO pandemic investments
- Unanticipated 2023 30% BH Rate increase
- IMPACTS Grant for DCSC continued

**Unexpected Savings**
- Reduced costs during pandemic
- Pandemic related vacancy savings
- Discomfort with growth of Health Services
### 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) 423.0 → (FY25) 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

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

All are included in the FY25 Requested Budget
Thank you
Interoffice memorandum

Date: April 24, 2024
To: Elected Officials Compensation Committee
From: Kathleen Hinman, HR Director
Re: Elected Officials Compensation Committee Meeting – April 29, 2024

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.
DESHUTES 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:

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<th>Population</th>
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<tr>
<td>Clackamas</td>
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<td>Lane</td>
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<tr>
<td>Marion</td>
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<tr>
<td>Jackson</td>
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<td>Deschutes</td>
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</table>

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
  Assessor
  Clerk
  Commissioners
  District Attorney
  Sheriff
  Justice of Peace
  Treasurer/Chief Financial Officer
# Elected Officials - FY25 Compensation Board

## Summary of COLA History

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<th>7/1/2016 COLA</th>
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<td>Treasurer (Stipend)</td>
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<td>Adj to $426/yr</td>
<td>*Adj to $5110/yr</td>
<td>1.5% on stipend</td>
<td>No Chg to stipend</td>
<td>Annual Salary Established vs. stipend</td>
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*Treasurer Stipend, Order #2020-005

## FY25 Director Pay for Reference

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

**Director Pay Grades**

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<tr>
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<th>Grade</th>
<th>Min</th>
<th>Mid</th>
<th>Max</th>
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<td>Director, Facilities</td>
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<td>Director, Fair &amp; Expo</td>
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<td>4 steps</td>
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Annual Salary Reflects 4% COLA for FY25
7 Steps, 5% spread between steps
**DESHUTES COUNTY**

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

<table>
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<tr>
<th>Elected Officials</th>
<th>FY25 Adjustment Recommendation</th>
<th>Notes/Consideration</th>
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<tr>
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<td></td>
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<tr>
<td>Treasurer</td>
<td>TBD</td>
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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

<table>
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<tr>
<th>COUNTY</th>
<th>Assessor</th>
<th>Clerk</th>
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<th>Sheriff</th>
<th>Justice of Peace (annualized, currently @ .60FTE)</th>
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<td>$136,415</td>
<td>$226,767</td>
<td>$239,629</td>
<td>$202,914</td>
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</table>

**Average (excludes DC):**
- $142,889 | $159,103 | $124,686 | $137,149 | $119,362 | $133,871 | $239,105 | $240,544 | $187,368 | $211,082 | $116,483 | $128,307 | $144,830 | 15.67% | 15.99% | 11.79% | 11.66% | 4.63% | 1.87% | -2.79% | -3.39% | 7.66% | 7.04% | 15.50% | 15.36% | 6.42% | 6.32% |

**Average +5% (excludes DC):**
- $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 | 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% |

**50th Percentile (excludes DC):**
- $144,623 | $163,809 | $125,176 | $141,052 | $123,081 | $138,928 | $223,376 | $229,887 | $181,001 | $209,919 | $118,275 | $134,765 | $150,300 | 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% |

**75th Percentile (excludes DC):**
- $150,425 | $169,328 | $131,789 | $144,348 | $138,833 | $152,940 | $268,236 | $280,443 | $211,657 | $238,205 | $126,366 | $142,235 | $158,512 | 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
### County PERS Contribution 401(K)/457 Contribution Other Add Pay Total Pay

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<thead>
<tr>
<th>County</th>
<th>Annual Salary</th>
<th>PERS Contribution</th>
<th>401(K)/457 Contribution</th>
<th>Other Add Pay (Auto, Longevity, Etc.)</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas (elected, Assessment &amp; Tax)</td>
<td>$152,228</td>
<td>6.0%</td>
<td>6.27%</td>
<td>$170,906</td>
<td></td>
</tr>
<tr>
<td>Jackson (elected, does not have Tax)</td>
<td>$130,083</td>
<td>6.0%</td>
<td></td>
<td>$137,888</td>
<td></td>
</tr>
<tr>
<td>Lane (elected, Assessment &amp; Tax)</td>
<td>$144,228</td>
<td>6.0%</td>
<td>2.0%</td>
<td>$6,720</td>
<td>$163,024</td>
</tr>
<tr>
<td>Marion (elected, Assessment &amp; Tax)</td>
<td>$145,018</td>
<td>6.0%</td>
<td>7.5%</td>
<td></td>
<td>$164,595</td>
</tr>
<tr>
<td>Deschutes (elected, does not have Tax)</td>
<td>$169,437</td>
<td>6.00%</td>
<td>3.00%</td>
<td>$4,440</td>
<td>$189,393</td>
</tr>
</tbody>
</table>

**Average (excludes DC):** $142,889  $159,103  16%

**Average +5% (excludes DC):** $150,034  $167,058  12%

**50th Percentile (excludes DC):** $144,623  $163,809  15%

**75th Percentile (excludes DC):** $150,425  $169,328  11%

---

### Deputy Director, Assessor

<table>
<thead>
<tr>
<th>Deputy Director, Assessor</th>
<th>Annual Salary</th>
<th>PERS</th>
<th>Longevity</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY24 - 4% COLA</td>
<td>$154,761</td>
<td>6%</td>
<td>$4,440.00</td>
<td>$168,753</td>
</tr>
<tr>
<td>% Diff Assessor to Deputy</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY25 - 4% COLA</td>
<td>$160,951</td>
<td>6%</td>
<td>$4,560.00</td>
<td>$175,442</td>
</tr>
<tr>
<td>% Diff Assessor to Deputy</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>County</th>
<th>Annual Salary</th>
<th>PERS Contribution</th>
<th>401(K)/457 Contribution</th>
<th>Other Add Pay (Auto, Longevity, Etc.)</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas</td>
<td>$123,056</td>
<td>6.00%</td>
<td>6.27%</td>
<td></td>
<td>$138,154</td>
</tr>
<tr>
<td>Jackson</td>
<td>$115,107</td>
<td>6.00%</td>
<td>0.0%</td>
<td></td>
<td>$122,014</td>
</tr>
<tr>
<td>Lane (non-elected)</td>
<td>$133,286</td>
<td>6.00%</td>
<td>2.0%</td>
<td></td>
<td>$143,949</td>
</tr>
<tr>
<td>Marion</td>
<td>$127,296</td>
<td>6.00%</td>
<td>7.5%</td>
<td></td>
<td>$144,481</td>
</tr>
<tr>
<td>Deschutes</td>
<td>$141,351</td>
<td>6.00%</td>
<td>3.00%</td>
<td>$1,110</td>
<td>$155,249</td>
</tr>
</tbody>
</table>

Average (excludes DC): $124,686 $ 137,149
Average +5% (excludes DC): $130,920 $ 144,007
50th Percentile (excludes DC): $125,176 $ 141,052
75th Percentile (excludes DC): $131,789 $ 144,348

<table>
<thead>
<tr>
<th>2nd in Command</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elections/Recording Supervisor</td>
<td>$74,442.82</td>
<td>$99,760.38</td>
</tr>
<tr>
<td>% Diff Clerk to Supervisor</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>FY25 COLA</td>
<td>$77,420.53</td>
<td>$103,750.63</td>
</tr>
<tr>
<td>% Diff Clerk to Supervisor</td>
<td>45%</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
Lane no longer receives a car allowance
### 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.*

<table>
<thead>
<tr>
<th>County</th>
<th>Annual Salary</th>
<th>PERS Contribution</th>
<th>401(K)/457 Contribution</th>
<th>Other Add Pay (Auto, Longevity, Etc.)</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas</td>
<td>$125,085</td>
<td>6.00%</td>
<td>6.27%</td>
<td></td>
<td>$140,433</td>
</tr>
<tr>
<td>Jackson</td>
<td>$143,416</td>
<td>6.00%</td>
<td>0.0%</td>
<td>$4,800</td>
<td>$157,109</td>
</tr>
<tr>
<td>Lane</td>
<td>$87,869</td>
<td>6.00%</td>
<td>0.0%</td>
<td>$6,960</td>
<td>$100,519</td>
</tr>
<tr>
<td>Marion</td>
<td>$121,077</td>
<td>6.00%</td>
<td>7.5%</td>
<td></td>
<td>$137,422</td>
</tr>
<tr>
<td>Deschutes</td>
<td>$125,152</td>
<td>6.00%</td>
<td>3.0%</td>
<td></td>
<td>$136,415</td>
</tr>
</tbody>
</table>

Average (excludes DC): $119,362

% DC Compared: 5%

Average +5% (excludes DC): $125,330

% DC Compared: 0%

50th Percentile (excludes DC): $123,081

% DC Compared: 2%

75th Percentile (excludes DC): $138,333

% DC Compared: -11%

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
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.

<table>
<thead>
<tr>
<th>County</th>
<th>State Salary</th>
<th>County Stipend</th>
<th>PERS Contribution</th>
<th>401(K)/4057 Contribution</th>
<th>Other Add Pay (Auto, Longevity, Etc.)</th>
<th>Total County Pay (State and County)</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas</td>
<td>$164,520</td>
<td>$117,003</td>
<td>6.00%</td>
<td>6.27%</td>
<td>$131,359</td>
<td>$281,523</td>
<td>$295,879</td>
</tr>
<tr>
<td>Jackson</td>
<td>$164,520</td>
<td>$39,624</td>
<td>6.00%</td>
<td>0.00%</td>
<td>$42,001</td>
<td>$204,144</td>
<td>$206,521</td>
</tr>
<tr>
<td>Lane</td>
<td>$164,520</td>
<td>$63,861</td>
<td>6.00%</td>
<td>2.00%</td>
<td>$8,040</td>
<td>$69,613</td>
<td>$228,381</td>
</tr>
<tr>
<td>Marion</td>
<td>$164,520</td>
<td>$33,851</td>
<td>6.00%</td>
<td>7.50%</td>
<td>$61,121</td>
<td>$218,371</td>
<td>$225,641</td>
</tr>
<tr>
<td>Deschutes</td>
<td>$164,520</td>
<td>$62,247</td>
<td>6.00%</td>
<td>3.00%</td>
<td>$6,660</td>
<td>$75,109</td>
<td>$226,767</td>
</tr>
</tbody>
</table>

Average (excludes DC): $164,520 $68,585 $76,024 $233,105 $240,544
% DC Compared: 0% -10% -3% 0%

Average +5% (excludes DC): $164,520 $72,014 $79,825 $244,760 $252,571
% DC Compared: 0% -16% -8% -5%

50th Percentile (excludes DC): $164,520 $58,856 $65,367 $223,376 $229,887
% DC Compared: 0% 5% 1% 4%

75th Percentile (excludes DC): $164,520 $103,718 $115,923 $268,238 $280,443
% 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

<table>
<thead>
<tr>
<th>Chief Deputy DA</th>
<th>FY25 COLA</th>
<th>Annual Salary</th>
<th>FY25 Longevity</th>
<th>6%</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>N428, Top Step 7:</td>
<td>4%</td>
<td>$ 195,837.83</td>
<td>$ 4,560.00</td>
<td>6%</td>
<td>$ 212,209.70</td>
</tr>
</tbody>
</table>
% 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
### 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.

<table>
<thead>
<tr>
<th>County</th>
<th>Annual Salary</th>
<th>PERS Contribution</th>
<th>401(K)/457 Contribution</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas</td>
<td>$219,636</td>
<td>6.00%</td>
<td>6.27%</td>
<td>$246,585</td>
</tr>
<tr>
<td>Jackson</td>
<td>$167,835</td>
<td>6.00%</td>
<td>0.00%</td>
<td>$177,905</td>
</tr>
<tr>
<td>Lane</td>
<td>$174,282</td>
<td>6.00%</td>
<td>2.00%</td>
<td>$206,776</td>
</tr>
<tr>
<td>Marion</td>
<td>$187,720</td>
<td>6.00%</td>
<td>7.50%</td>
<td>$213,062</td>
</tr>
<tr>
<td>Deschutes County</td>
<td>$ 202,914.00</td>
<td>6.00%</td>
<td>3.00%</td>
<td>$227,059</td>
</tr>
</tbody>
</table>

Average (excludes DC): $187,368  $ 211,082
% DC Compared: 8% 7%

Average +5% (excludes DC): $196,737  $ 221,636
% DC Compared: 3% 2%

50th Percentile (excludes DC): $181,001  $ 209,919
% DC Compared: 11% 8%

75th Percentile (excludes DC): $211,657  $ 238,205
% DC Compared: -4% -5%

<table>
<thead>
<tr>
<th>2nd in Command</th>
<th>Base Pay</th>
<th>Reflects FY25 COLA &amp; Longevity Rates</th>
<th>Longevity</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain, N4256</td>
<td>$178,133.28</td>
<td>6%</td>
<td>$ 5,700.00</td>
<td>$ 194,836.28</td>
</tr>
</tbody>
</table>

% Diff Sheriff to Captain 12%

<table>
<thead>
<tr>
<th></th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undersheriff, N427 (not assigned)</td>
<td>$139,568.00</td>
<td>$187,033.60</td>
</tr>
</tbody>
</table>

**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**
## 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.

### Deschutes County FY25 Elected Officials Salary Survey

Survey Data as of 4/24/2024

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

**Reflects FY25 4% COLA**

| 2nd Cmdn: Court Admin, N418 | $ 89,614.00 | $ 120,103.48 |
| % Diff JoP to Administrator: | 11%         |

**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.

<table>
<thead>
<tr>
<th>County</th>
<th>Annual Salary</th>
<th>PERS Contribution</th>
<th>401(K)/457 Contribution</th>
<th>Other Add Pay (Auto, Longevity, Etc.)</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas (elected)</td>
<td>$145,973.04</td>
<td>6.00%</td>
<td>6.27%</td>
<td></td>
<td>$163,883.93</td>
</tr>
<tr>
<td>Jackson - Finance Director serves as Treasurer (non-elected/Home Rule)</td>
<td>$159,806.40</td>
<td>6.00%</td>
<td>0.00%</td>
<td></td>
<td>$169,394.78</td>
</tr>
<tr>
<td>Lane (non-elected), Budget/Financial Planning Manager County Treasurer</td>
<td>$154,627.00</td>
<td>6.00%</td>
<td></td>
<td></td>
<td>$163,904.62</td>
</tr>
<tr>
<td>Marion (elected)</td>
<td>$118,913.60</td>
<td>6.00%</td>
<td>7.50%</td>
<td></td>
<td>$134,966.94</td>
</tr>
<tr>
<td><strong>Deschutes County (elected) @.5</strong></td>
<td><strong>$77,383</strong></td>
<td>6.00%</td>
<td>3.00%</td>
<td></td>
<td><strong>$84,437.99</strong></td>
</tr>
<tr>
<td><strong>Deschutes County (1.0 Equivalent)</strong></td>
<td><strong>$154,764</strong></td>
<td>6.00%</td>
<td>3.00%</td>
<td></td>
<td><strong>$168,692.76</strong></td>
</tr>
<tr>
<td><strong>Average (excludes DC):</strong></td>
<td><strong>$144,830</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$158,037.57</strong></td>
</tr>
<tr>
<td>% DC Compared: (1.0 Equivalent)</td>
<td>6%</td>
<td></td>
<td></td>
<td></td>
<td>6%</td>
</tr>
<tr>
<td><strong>Average +5% (excludes DC):</strong></td>
<td><strong>$152,072</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$165,939.45</strong></td>
</tr>
<tr>
<td>% DC Compared: (1.0 Equivalent)</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td><strong>50th Percentile (excludes DC):</strong></td>
<td><strong>$150,300</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$163,894.28</strong></td>
</tr>
<tr>
<td>% DC Compared: (1.0 Equivalent)</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td><strong>75th Percentile (excludes DC):</strong></td>
<td><strong>$158,512</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$168,022.24</strong></td>
</tr>
<tr>
<td>% DC Compared: (1.0 Equivalent)</td>
<td>-2%</td>
<td></td>
<td></td>
<td></td>
<td>0%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>CFO Pay Grade:</th>
<th>N427 MIN</th>
<th>MID</th>
<th>MAX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY25</strong></td>
<td>4% COLA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$67.10</td>
<td>$77.68</td>
<td>$89.92</td>
</tr>
<tr>
<td></td>
<td>$139,568.00</td>
<td>$161,574.40</td>
<td>$187,033.60</td>
</tr>
</tbody>
</table>
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 - 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]
**Jobs Included**

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

**Comparators**

- Clackamas
- Lane
- Marion
- Jackson
Are the comparators the best for our County?

- Consideration of cost of living
- Consideration of comparable jobs
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…”
April 2, 2024

Deschutes County Board of Commissioners
1300 NW Wall Street, 2nd 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.

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

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Membership</td>
<td>37%</td>
</tr>
<tr>
<td>Public Contracts</td>
<td>33%</td>
</tr>
<tr>
<td>Earned Revenue</td>
<td>19%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
</tbody>
</table>

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 6th 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.

![Graph showing pipeline composition](image)

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 demand 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’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

- 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

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The Team

Jon Stark
CEO

Erin Chaiet
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 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
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

Connecting the local business community through conversation, networking and new ideas.
Attracting and guiding outside employers through the relocation process as a resource for regional data, incentives, talent, site selection, and more.
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.
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

- Bend
- Summer/La Pine
- Prineville/Crook County
- Redmond
- Sisters
- Madras

$2,500,000,000
$2,000,000,000
$1,500,000,000
$1,000,000,000
$500,000,000

- Move
- Start
- Grow

$2.24B
$320M
$114M
$843M
$9.6M
$318M
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

Companies

Actual  Goal

Actual  Goal

Actual  Goal
Cumulative “Start” Done Deals
FY 23-24

New Ventures Started

Jobs Created by New Ventures

- Actual
- Goal
Cumulative “Grow”
Done Deals FY 23-24:

- Companies
- Jobs Created by Grow Companies
- Cumulative Capital Investment: Progress to Goal

- Actual
- Goal
“Table Setting” Efforts

- Air Service Development
- Infrastructure
- Legislative
- Workforce

GRID DEVELOPMENT

Regionally Significant Industrial Sites SB 1526

BUSINESS RESPONSE NETWORK

EDCO
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

#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
541-388-3236 X 1
Deschutes County Commissioners
Budget Presentation
FY 24-25

APRIL 29, 2024
## VCO Financial Reserves

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Reserves</td>
<td>867,010</td>
</tr>
<tr>
<td>Air Service Reserve</td>
<td>295,609</td>
</tr>
<tr>
<td><strong>Total Reserves</strong> <em>(as of 3/31/24)</em></td>
<td>*<em>1,162,619</em></td>
</tr>
</tbody>
</table>
## COUNTY BUDGET – Revenue (DRAFT)

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

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

### Advertising & Marketing

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

FY24-25

- Advertising & Marketing: 67%
- Operations: 21%
- Personnel: 6%
- Group Business Development: 4%
- Industry Relations: 2%
## RCTP BUDGET – Revenue

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

*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

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>FY21-23 Carryover</th>
<th>FY23-24 Expense</th>
<th>FY23-24 Total</th>
<th>FY24-25 Expense</th>
<th>YOY Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination Development</td>
<td>-</td>
<td>158,500</td>
<td>158,500</td>
<td>156,440</td>
<td>(2,060)</td>
</tr>
<tr>
<td>Global &amp; Domestic Sales</td>
<td>-</td>
<td>39,000</td>
<td>39,000</td>
<td>49,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Global Marketing</td>
<td>-</td>
<td>134,760</td>
<td>134,760</td>
<td>99,760</td>
<td>(35,000)</td>
</tr>
<tr>
<td>Collaborative Regional Investments</td>
<td>-</td>
<td>Reallocated</td>
<td>Reallocated</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>RCTP Wage Allocation</td>
<td>-</td>
<td>345,000</td>
<td>345,000</td>
<td>345,000</td>
<td>-</td>
</tr>
<tr>
<td>Regional Strategic Investments (Grants)</td>
<td>423,409</td>
<td>290,000</td>
<td>713,409</td>
<td>275,000</td>
<td>(438,409)</td>
</tr>
<tr>
<td>Travel &amp; Expenses / Community Relations</td>
<td>-</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>-</td>
</tr>
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<td><strong>Total RCTP Expenses</strong></td>
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<td><strong>(365,469)</strong></td>
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</table>
• 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

**VISIT CENTRAL OREGON**
- 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)

**SHARED**
- CEO
- VP, MARKETING
- SR. MARKETING MGR
- MARKETING COORD.
- WORKFORCE DEV. DIRECTOR

**TRAVEL OREGON**
- VP, REGIONAL PROGRAMS
- REGIONAL PROGRAMS COORD.
- WORKFORCE DEV. DIRECTOR

**PART-TIME STAFF**
- GLOBAL SALES MGR
- REGIONAL PROGRAMS SPECIALIST
  (RARE AMERICORPS MEMBER)
WE INSPIRE
• 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
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 up 58% YOY.
VISITCENTRALOREGON.COM

NEW DIGITAL ADVERTISING

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

DIGITAL OPPORTUNITIES
Visit Central Oregon has a 75K 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+), nearly double the average views, and to create compelling and creative content demonstrating the vitality of the region.
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.

Find your sweet spot.

With 365 days filled with unique outdoor activities and some of the finest golf in the West, there’s no better place to live and play than Central Oregon. So before you make your next vacation plans, go to CentralOregonGolf.com to find just what you’re looking for.
ADVERTISING PARTNERS
ADVERTISING PARTNERS

Sunset

FOOD & DRINK

Presented By

CENTRAL OREGON

Foodie Sweepstakes

ENTER TO WIN

More Picnic Recipes

The weather has been spectacular here in Southern California recently. With balmy days, beachy days (and a few wet ones online, showing it. Photo by Richard Haridy.

Golf Digest

A MESSAGE FROM OUR PARTNER

View in Sneaked

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 $1,800

ENTER NOW
ADVERTISING PARTNERS
Central Oregon
A Diverse Golf Destination
Unlike Any Other

The Central Oregon 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. Famous 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. 49), 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-walking, too. In 2003, Sunriver Resort completed a major bunker renovation at Crosswater and Black Butte Ranch added a $10 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 to find just what you’re looking for.
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
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

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
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)
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
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
Partnerships & Sponsorships

Upcoming

- High Desert Stampede
- NFR Playoff Series
- Crooked River Roundup Foundation
- Bend Farmers Market
- High Desert Food & Farm Alliance
- Central Oregon Taco Fest
- Pacific Crest Endurance Sports Festival
- Sunriver Music Festival
- RAPRD
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

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<thead>
<tr>
<th>DESCHUTES COUNTY GRANTS</th>
<th>RCTP GRANTS</th>
<th>TOTAL AWARDED</th>
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<tbody>
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<td>$547,000</td>
<td>$290,000</td>
<td>$837,000</td>
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Bend Parks and Recreation District: River Access Improvements Phase 3
$103,000
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
$50,000
This project will welcome locals and visitors to the many Central Oregon trails by improving signage and trail 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)
$50,000
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 Will & Scenic Deschutes River in Maupin, OR.

Tower Theatre, Sound Mitigation Project
$48,140
This project will fully complete comprehensive sound mitigation to improve, enhance, and clarify audio amplification in the venue for patrons, performers, 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, Whyhach Overlook Accessibility Enhancement Project
$37,152
Create a fully inclusive overlook at the prized and recognized Whyhach Overlook by modifying the existing masonry wall with two 10-viewing section openings and retrofitting with a cube-tile assembly.

Oregon Equestrian Trails, Sheep Springs Horse Camp Steel Corral Upgrade
$65,063
Oregon Equestrian Trails will install steel corrals at Sheep Springs Horse Camp, providing safe and durable corrals critical for ensure safety and visitor satisfaction.

Deschutes Sail and Water Conservation District, Get Stars Central Oregon
$195,000
International Dark-Sky Assoc. (Oregon Chapter), Deschutes Sail 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
$120,000
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.

Sunriver Owners Association, Sunriver Pathway Wayfinding Signs
$74,148
This project will provide 25 new signs throughout the community of Sunriver promoting enhanced wayfinding for residents and visitors.
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.

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<tr>
<td>$100,000</td>
<td>$350,000</td>
<td>$450,000</td>
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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)
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 tradeshows, and digital advertisement on buyer sites

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<tr>
<th>Revenues</th>
<th>Actualized Group</th>
<th>Future Group</th>
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<tbody>
<tr>
<td>Room Revenue &amp; Ancillary</td>
<td>$160,000</td>
<td>$364,000</td>
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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