



CROOK COUNTY WORK SESSION AGENDA

Wednesday, April 24, 2024 at 9:00 am

**Crook County Administration Conference Room I 203 NE Court St. I
Prineville OR**

Members of the public and media are welcome to attend in person or via Zoom: Phone: 1-253-215-8782; Meeting ID: 962 4214 4333; Passcode: 970900

PUBLIC COMMENT

DISCUSSION

1. Compensation schedule report and update from Vance Jacobson, consultant

Requester: Andy Parks

Contract County Administrator

2. Update on CAFFA grant status

Requester: Jon Soliz

County Assessor

3. Discussion about County response to Ochoco National Forest draft decision notice for Mill Creek Vegetation Management Plan

Requester: Tim Deboodt

Natural Resources Policy Coordinator

4. Annual review of suggested updates to Crook County Fiscal Policies

Requester: Christina Haron

Finance Director

5. Purchase of snowplow/dump truck for airport operations

Requester: Kelly Coffelt

Airport Manager

6. Zoom Contract Approval

Requester: Stephen Chellis

Chief Information Officer

7. Okta SSO + Adaptive MFA contract approval

Requester: Stephen Chellis

Chief Information Officer

8. Grant Agreement - Crook County Safe Streets for All Grant (USDOT)

Requester: Will Van Vactor

Community Development Director

9. Community Development Monthly Update

Requester: Will Van Vactor

Community Development Director

10. Sheriff's Office Update

Requester: Bill Elliott

Undersheriff

11. Review proposed Ordinance 343, regarding updates to County purchasing and procurement rules

Requester: Eric Blaine

County Counsel

ADMINISTRATOR REPORT

COMMISSIONER UPDATES

EXECUTIVE SESSION

The Crook County Board of Commissioners will now meet in executive session under ORS 192.660(2)(h) for the purpose of consulting with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed; ORS 192.660(2)(d) To conduct deliberations with persons designated by the governing body to carry on labor negotiations; and ORS 192.660(2)(f) To consider information or records that are exempt by law from public inspection.

Representative of the news media and designated staff shall be allowed to attend the executive session.* All other members of the audience are asked to leave the room. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the session as previously announced. No decision may be made in executive session. At the end of the executive session, we will return to open session and welcome the audience back into the room.

- 12. ORS 192.660(2)(h) Consulting with Counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.**
- 13. ORS 192.660(2)(d) To conduct deliberations with persons designated by the governing body to carry on labor negotiations.**
- 14. ORS 192.660(2)(f) To consider information or records that are exempt by law from public inspection.**

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Additional Items

Additional items may be discussed that arise too late to be included as a part of this notice. For information about adding agenda items, please contact the County Administration office at 447-6555. Assistance to handicapped individuals is provided with advance notice.

Contact: Seth Crawford (seth.crawford@co.crook.or.us (541) 447-6555) | Agenda published on 04/22/2024 at 2:13 PM



Agenda Item Request

Date:

April 2, 2024

Meeting dates desired:

April 24, 2024, work session

Subject:

Compensation schedule report and update from Vance Jacobson, consultant.

Background and policy implications:

The County Court executed an agreement to update the County's compensation schedule for unrepresented employees with Vance Jacobson. Mr. Jacobson has completed his review and update of the County's compensation schedule. His work included several discussions with the Sheriff's Office team, and department directors throughout the organization. The update includes career ladders for many positions as well as an implementation plan. If approved, the desired implementation date is with the pay period beginning May 1, 2024.

Budget/fiscal impacts:

Implementation of the plan is anticipated to cost the county approximately 2.0-3.0% of present salaries to move from the current salary schedule to the new schedule. Additionally, a CPI adjustment is anticipated July 1, 2024. These anticipated costs are built into the proposed fiscal year 2025 budget to be presented in May. The proposed updated schedule moves the County's present schedule, which is at approximately the 35th to 38th percentile of the market, to the 50th-55th percentile.

Legal Review:

NA

Requested by:

Andy Parks, Contract County Administrator

Presenters:

Vance Jacobson

Attachments

Report

Crook County



Compensation Study Final

April 2024

JB REWARD SYSTEMS
Bainbridge Island, WA

JB

CROOK COUNTY, OREGON

Compensation Study

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I.

Introduction and Summary

A. Background

Crook County, Oregon provides an array of municipal and related services to small urban residential, business, and rural populations of economic diversity. The County is listed as having a population of about 24,000, although its location at arms-length from the Bend/Redmond area and the Route 97 corridor and substantial commercial, health care, and business activity, the County has a substantial potential for population, economic, and service area growth.

Crook County serves its region with an array of public services and infrastructure that is more commonly found in larger counties. These services include and are not limited to its courts, public safety, environmental health, visionary community development, recreation, and community services and resources impacting the quality of life, and the safety and security of its citizens and visitors.

In that regard and in order to attract, retain, and inspire employees to provide the high levels of service expected by the community, the County understands the value of having forward thinking administrative systems such as those for job design and classification, compensation, recognition, and career growth.

The County wants assurance of the adequacy of compensation structures because of the challenges in recruiting certain skilled and leadership positions, the volume of emerging job design needs pointing to skill needs for the future, evolving organization structures, and new initiatives. The County also would like assurance that the salary administration systems and processes adequately support a consistent competitive philosophy, a commitment to internal fairness and pay equity (reference Oregon HB 2005). The County also wants salary administration to contribute to meeting the challenges in developing and retaining of key skills, all the while conforming to its fiscal limitations.

To assure a logical approach to developing a job classification and compensation program, the County sought this project to review and update the existing program. This project would be conducted by an outside consultancy with experience in designing compensation systems for municipal government and other service organizations and would accomplish these broad objectives:

- Determine the County's **competitive standing** in a local/regional labor market comprised of local cross-industry employers, comparable municipalities, and other service industries such as education and healthcare.
- Update the **job classification structure** to properly align managerial, supervisory, professional/technical, public safety, and customer service jobs, modernize job titles and design as needed, and support career ladders.
- Install modern tools for aligning jobs into pay levels based on job content, skills, difficulty, work environment, and responsibility.
- Assess the **internal equity** of the County's existing compensation practices. This should always be a fundamental goal of a salary administration program as evidenced that successful organizations in every industry demonstrate compliance with equal pay and comparable worth among jobs.

- Develop action **plans to implement changes and competitive improvement** over time and within cost structure limitations.
- Develop **techniques** that enable periodic updating of compensation structure(s), re-evaluation of job content, and evaluation of pay range assignments.

The purpose of this report is to present findings pertaining to the above mentioned objectives, recommend changes and enhancements to existing practices, and ultimately recommend a systematic long-term approach to establishing and administering compensation for employees.

B. Project Process

The County requested this project to be an update of one completed in 2017/8 in order to expedite a competitive assessment and develop of a responsive compensation structure to address competitive trends as well as internal alignment of positions. The following steps were developed to modernize the current compensation structures and alignment of job classifications where needed. It has involved the following steps:

- **Organization Review.** A review of the County's political and management structure, scope of services, classification and compensation history, and job documentation, to enable enhanced understanding of how the County operates.
- **Job Analysis.** A review of the job content, or work performed, by employees in their respective job classifications was accomplished by a series of departmental reviews involving department heads, selected mid-level managers and other key contributors, followed up with a reading and analysis based on the most current position descriptions and job content worksheets.
- **Salary Research.** The collection of salary information from other organizations of comparable size, complexity, nature and scope of services, economic character and cost-of-living, and geography in order to help the County understand the pay practices used elsewhere. The survey would be conducted by acquiring salary range data from local and regional competitors in municipal government and related public service industries. The reporting of competitive salary information would be in accordance with professional and legal requirements, displaying only median, average, and quartile information for a pre-selected sample of job classifications.
- **Job Measurement.** The study of job content was accomplished by applying the JOBMEAS™ system of evaluation already in use, ultimately producing a hierarchical list of job classifications from high to low according to job skill requirements, effort or difficulty, working conditions, and responsibility.
- **Re-analysis.** The study included several levels of feedback and quality reviews involving all department heads to test and accept recommendations for job classifications and their internal relationship/alignment with others.

- **Salary Structure.** The development of a ‘master’ schedule of salary ranges to consider external salary data and the County's realistic competitive positioning and cost control goals.
- **Salary Advancement.** Provide a mechanism for employees to achieve salary growth to be compatible with competitive trends and, again, sensitive to the County’s financial limitations.

The **JOBMEAS™** system for job measurement and pay determination is described in a technical manual (provided for internal use only to trained staff and requiring a licensing agreement). **JOBMEAS™** serves the primary standard used to study job content, evaluate internal relationships among jobs, produce a classification and compensation structure, and provide stability to on-going pay related decisions. When implemented, the System would help the County make objective decisions on the following:

- **Internal Pay Equity**, where jobs are placed in proper salary ranges in-line with their skill, difficulty and responsibility, and using a common measuring format. This is most important as it gives reasonable assurance of compliance with Oregon HB 2005 referring to equal pay and comparable worth among jobs.
- **External Competitiveness**, where the numeric job measurement scores provide the basis for designing salary structure and ranges are consistently competitive at all levels (e.g., the same competitive philosophy for management-entry level services). The salary structure will be set and updated in a systematic manner, thus minimizing the need for ‘one-off’ decisions.
- **Administrative Efficiency**, where the process is meant for the Human Resources department to be responsive to departmental management (both elected and appointed) and employees when significant job content and organizational changes occur requiring job design changes.
- **Communications**, where the basis for decisions can be communicated and understood in general terms.

II. Highlights of Our Findings

The classification and compensation study has produced several key assessments for job classifications. These findings together with the opinions of the County management, Human Resources, and job content information we received from leadership, have formed the basis for the competitive assessment, job designs and study, and specific recommendations for a compensation structure.

OVERVIEW

Crook County pays its employees noticeably below competitive trends. Salary ranges for management and most general government positions are at about the 37th to 40th percentile of a ‘peer’ level competitive market. This is contrasted with actual salaries paid which are believed to be at the 37th to 43rd percentile County-wide. This difference between ranges and actual pay is largely a result of having to start new staff members at higher levels within their assigned ranges and allowing the current staff to advance within the ranges. The labor market used for making these assessments consisted of municipalities that were nearby, comparable in size albeit larger due to Crook County’s scope of services, competitive risk, and in cost-of-living, giving particular weight to those in the in the Central Oregon region.

The County’s master salary schedule has been developed with a long term (13 steps/12 years) philosophy that we recommended in 2017 and continue to support. However, the competitiveness of the grids is the major concern. With regard to the alignment of positions, we found numerous examples where realignments were needed. These internal alignment needs appear to be attributed to these factors: organization changes, growth in service levels, new skill requirements, and expanded job content from turnover and work consolidations. When the ‘corrections’ are implemented, we believe they will make the County more attractive to both job applicants and existing employees.

Administratively speaking, the County will benefit from the continued use of the permanent job measurement/evaluation system. It enhances and stabilizes the decision-making process on salary range alignments and provides advanced decision support capability to handle emerging job designs. This System would be used within an approval process whereby departments would submit all requests to the Human Resources department, who would in turn, present to the findings and recommendations to the County Manager and County Commissioners for adoption.

A. Job Classification

From our perspective, the most important objective of this study and of the salary administration program, once implemented, is the design and proper alignment of exempt and non-exempt job classifications.

KEYS TO AN EFFECTIVE SALARY PROGRAM



FAIRNESS



RECRUIT



RETAIN

Crook County has some challenges when it comes to recruitment and retention of key skills. Making changes in the salary grid to improve competitiveness is important but not the only answer – we are proposing a longer term plan – instead, building from within by properly aligning all positions, enhancing the spacing within managerial and support staff career paths and in the case of senior leadership positions, creating new ranges to compliment revised peer groups.

A.1 Job Designs and Careers

Organizations everywhere find that from time to time, they must review job designs and titling schemes to gain assurance they are attracting the right skills and that jobs are set up to deliver effective customer service. This also means discontinuing obsolete job designs and titles, and rebuilding careers around those which are emerging.

We found opportunities where updates to job titles, career paths, and eventually descriptions (outside the scope of this review) that would enhance the County’s ability to recruit and retain highly qualified people, and give recognition to existing staff. The results of the updated classifications appear in Appendix C, Classification Structure.

We are suggesting some job title changes that we believe have more relevance in today’s job market. Refer to Section B.5 of this Chapter and Appendix C.

A.2 Job Alignment

Job alignment was one of the principle objectives of this study brought about by concerns at all levels that market-driven placements on a non-competitive salary grid were and are creating internal inequities. The Oregon House bill 2005 on equal pay and comparable worth among jobs must reinforce the internal alignment of jobs and always remain the primary standard for assigning salary grades to jobs.

Regardless of the amount of market-driven range assignments, we believe the County has done a good job of maintaining the integrity of its internally aligned structures. Most of the internal realignment needs we found were those instances where jobs may have grown or changed over time based on updated qualifications, consolidations, etc.

New and emerging positions/occupations are a part of Human Resources’ responsibility for maintaining consistent internal alignment. Making adjustments to positions using the job measurement system will provide assurance maintain them in the proper grade level.

The recommended job classification structure and the JOBMEAS™ system will stabilize these issues. Chapter III presents the system in more depth.

B. External Competitiveness

Crook County competes in a regional labor market that is very aggressive and local labor market that is influenced by limited numbers of specific skills considering the significant



**OVERALL
COMPETITIVENESS:**

**37TH TO 40TH
PERCENTILE**

presence of higher education, healthcare, and other significant employers.

The competitive environment for jobs is also influenced by some challenges recruiting key skills to Crook and other Counties that are removed from major urban markets.

We have collected salary range data for the fiscal and calendar years 2020 and 2021 with adjustments that are projected for all of calendar 2021. The data collection primarily included other municipalities and service industries who share the same economic, cost-of-living, and recruiting pressures. We found we had to use a radius of about 150 miles to get adequate data as many organizations did not have good job matches and/or had inconsistent pay practices with regards to salary ranges and internal alignment of jobs.

According to the salary survey data compiled from 8-15 organizations Crook County pays its exempt, non-represented and represented employees in salary ranges that are at these competitive levels in general:

- Overall – 37th to 40th percentile.

The County’s current range minimums (first step) are estimated to be at or near the 30th percentile, and the range maximums are at or near the 55th percentile. This is not for every job classification, but an overall assessment. The important item to point out here is that as county employees move through the salary ranges, they paid more competitively however the length of time it takes appears excessive (see Chapter III).

Appendix A contains the survey summary information leading to these findings as well as the list of data sources. Survey data in the form of salary ranges has been summarized into “quartiles” and according to professional and legal standards. The sample size was sufficient enough to report the 25th, 40th, 50th or median, average, 60th, and 75th percentiles of the salary range minimum and maximum. Presentation of averages and quartiles complies with professional and legal data reporting standards.

B.1 Salary Adjustment Trends

The novel pandemic that impacted the regional economy however had little influence on salary range and salary adjustments from March 2020 to February 2021 largely because the increases were already in process per contractual agreements. Observations from the survey effort and our economic projections offer the following salary increases based on the middle 50% of the cross industry market (25th to 75th percentiles). This does not include off-schedule awards:

- 2021/22: 2.7% to 3.5%
- 2022/23: 5.0% to 6.6%
- 2023/24: 3.0% to 4.5%
- 2024/25: 2.8% to 4.0%

In chapter III, we will discuss how salary structure concept will enable the County to enjoy both cost-effectiveness and offer staff the ability to maintain pace with trends.

B.2 Actual Base Salaries

Assessing competitiveness of actual pay for staff is more difficult because of differences in years’ service employees may have among organizations. Considering that the “average” County employee appears to have noticeably below average length of service

(7.6 years compared to 10.9 years elsewhere) than competing organizations, we estimate that actual salaries should be at about the 45th competitive percentile of the market. What exists is this:

- 40th percentile for all employee groups
- 37th percentile for non-represented staff
- 40th to 43rd percentile for Sheriff represented staff
- 45th to 50th (median) percentile for Roads represented staff

This means the immediate deficiency toward being aligned with the market (adjusted for the average length of service) is about 3.6% or roughly \$660,000. In Chapter III we have recommended an implementation plan of rounding to new steps plus equity adjustments that spends that deficiency.

This estimate is influenced by the proportion of staff being paid at or near the top of the existing salary ranges and converting over to the recommended ranges.

B.3 Salary Structure Trends

A noticeable recent trend, and one that is continuing elsewhere, is the expansion of salary range width from Step 1 to the maximum. Municipal government as an industry lags behind other industries in adopting this concept, which has been shown to offer advantages for recruitment, retention, and cost effectiveness.

During the last decade, many municipalities have amended salary ranges from the “old-school” of 5 to 6 steps with 3% to 5% steps differentials to ‘modern’ plans containing 9-13 smaller steps averaging in the 2% to 3% range and ending with smaller percentages.

Looking back at our original work in 2017/2018, the wider salary ranges were and are effective at keeping the County somewhat competitive, even when overall structure changes were inadequate. This range architecture should continue.

We, along with other salary administrators cite several reasons for expanding the width (from minimum to maximum) of salary ranges.

- First, we believe that salary growth should be connected to learning and skill development as well as retention in the years where the risk of loss to turnover is greatest. Years 1-2 take care of learning and 3-6 take care of competency. Years 6-8 are for proficiency, up to and through the maximum for mastery.

Employers see this period of service as critical to operations and an expensive form of turnover, and as a result, want coverage in the main salary structure. That said, we believe a well-designed salary structure would contain ranges with at least 9 steps, preferably 13.

- Second, most other industries use wider salary ranges. Having wider ranges (and a more flexible initial placement policy) may improve the County’s ability to attract a broader range of job candidates.
- Third, more steps, even if they are smaller in percentage, individualizes salary adjustments. Many administrators believe it places less pressure on COLA’s.

Crook County should be commended for using a master salary schedule covering a full life cycle for most positions.

As mentioned earlier, another significant trend among municipalities is the use of skill-based career ladders. Skill-based career ladders tend to work best in environments dominated by growth, turnover, and a limited labor market. The County is doing a good job in this area and on implementation will expand the concept to other careers.

B.4 Salary Administration Processes

The process used within the County for studying, defining, and assigning jobs to salary ranges appears to be centered around departmental proposals advancing on a reactive basis directly with or without the support of Human Resources. Instead, job reclassification and job design changes should be done on a proactive basis in line with bi-annual business plans. Jobs should not be reviewed more often than bi-annually.

The Human Resources department should be the control point for all pay and alignment decisions for non-elected staff. The Director and/or designee should be the principle resources for presenting organization design, job alignment, and exceptional pay items to the County Manager. Refer to suggested departmental changes in this next section.

B.5 Departmental Notes

During the course of the compensation study we had the opportunity to meet and work collaboratively with the County's elected and appointed department heads and selected first level management.

While our principle objective was to learn about the organizations and renew our understanding of job content using a job description worksheet, we had the opportunity to hear proposals for change. We also had the opportunity to learn about departmental operations that could be enhanced with some modified job designs. We did not include all departments simply because nearly all positions county-wide will see higher salary ranges. The discussion below highlights some of the changes and observations.

- **Assessor.** The study realigned a number of positions to enhance recruiting and retention, most visibly the Appraiser career path. We also see an opportunity to recommend a position titled 'Associate Chief Deputy Assessor (range 124, non-represented)'. This position would be a subject matter specialist and serve as a developmental step to potentially succeeding the Chief Deputy Assessor and be used for training and cross training support staff and working on best practices for information and material flow in the department.
- **Finance.** This office is responsible for financial services, budget, payroll, and decision support. Again, an office with a lean level of staff. Our observation is that the accounting section is missing several key clerical and technical support. We believe a Senior Accounting Technician (range 117) will provide career growth for the Accounting Technician (range 114). In Payroll, a career ladder starting with Payroll Technician (range 114) would provide back to the Payroll & Benefits Manager. An entry-level Accounting Assistant (range 111) would offer additional ability to develop staff in-house.
- **Clerk.** This office has a very senior staff and for future reference, the career path should include:
 - Range 110, Administrative Clerk
 - 112, Recording Specialist, and
 - 115, Senior Recording Specialist.

- **Community Development.** Several interventions have been applied to the master salary schedule. First, is the Planner career path where the job content of the descriptions required salary range upgrades to be more internally equitable and coincidentally, competitive. Second, the Building Inspection career included a realignment of the Plans Examiner and creation of a Building Services Manager also serving in the capacity of a Senior Building Official.
- **Human Resources.** This department has the potential of a transition to two types of services, each requiring different managerial skill sets. The Director of Talent and Employee Services would handle recruitment, HRIS and employee transactions, salary administration, and serve as the custodian of all position descriptions. The Director of Training and Organization Development would assume responsibility for employee and organization development, quality of work life initiatives, and employee relations.
- **Juvenile Court Administration.** Juvenile Probation Officers will enjoy a career path to Senior Probation Officer. The senior-level should not necessarily be construed as a 'lead', rather, it would be a skill-based (knowledge and human relations) and difficulty (problem solving challenges) enhancement.
- **Public Health.** This department has in our opinion been caught up in titling schemes that would make it more difficult to recruit in a cross-industry labor market. The titles and career paths have been named and aligned to competitive salary ranges to provide the department with enhanced capability. This is a large and complex department which could clearly use an Assistant Director role. We have aligned that position to salary range 127.
- **District Attorney.** There have been several discussions about the titling scheme used for Prosecuting Attorneys – a position that State-wide is most difficult to fill. We have accepted the District Attorney's final recommended structure but believe it may not contribute to successful recruiting as much as another format. This option is for future consideration:

<u>Published Titles</u>	<u>Suggested Titles</u>
<ul style="list-style-type: none"> ○ ○ Deputy District Attorney I ○ Deputy District Attorney II ○ Deputy District Attorney III ○ Chief Deputy DA 	<ul style="list-style-type: none"> Graduate Attorney Deputy District Attorney Senior Deputy District Attorney Principal Deputy DA, or Assistant Chief Deputy DA Chief Deputy DA

In each of the examples above, the job measurement system is used as the primary standard for aligning all County jobs. It also serves as a definitive tool for recommending elected officials' salary and ranges.

III. Program Recommendations

The classification and compensation review has enabled us to learn more about the County while producing findings and assessments, and ultimately formulating recommendations appearing below. As a result, we believe that the following general recommendations are in the best interest for the County and its employees. In order to preserve the integrity of the structure and decision support processes, it is important the program be implemented in its entirety – not piecemeal.

Recommendation A. Adopt the JOBMEAS™ System

Crook County is sufficiently large and complex to justify a formal job classification and pay determination methodology which is proven effective for aligning all forms of jobs and occupations in government and all other industries. Prior to this review, the System has enabled the County to align jobs based on content. This practice needs to continue.

The JOBMEAS™ system of evaluation enhances the consistency and objectivity when making decisions resulting in pay range assignments for County jobs. It provides a practical, yet bias-free approach to determining the relative value of jobs to each other, ultimately contributing to the process of developing equitable salary ranges.

The JOBMEAS™ system creates a permanent record describing the "judgments" made in connection with determining relative value and assigning the job to a salary grade. Years later, the logic behind the judgments can be recalled, even if no other job documentation can be found. Continued acceptance and use of the JOBMEAS™ system means the County honors its controls, copyrights, and license agreement.

A summary of the system appears in Appendix B of this report.

A.1 Job Analysis Process

The Human Resources (recommending a split to Directors of Talent & Employee Resources, and Training & Organization Development) department is the custodian of and should be preparing descriptions for all positions, thus giving assurance of consistent formats. Departments will contribute to the process by providing job content data. The Talent & Employee Resources function would be the sole custodian of the JOBMEAS™ system and updated position descriptions.

We recommend upon continued approval of the system, the job classifications, range assignments, and pay determination process follow these typical rules and outline:

- A request for review is initiated by an employee (per agreed upon schedule, usually an annual ‘opener’, realignment of accountabilities, or newly established qualifications) or department head. Changes from current practice include:
 - Job incumbents and department heads will use a worksheet to provide Human Resources containing job content information. The ‘job description worksheet’



POLICY / PROCEDURE

is shown in Appendix E and will be offered on-line from Human Resources.

- Human Resources will work with all parties to clarify information then prepare the position description for review, acceptance and approval. This assures a consistent format and original content.
- When an existing position is believed to have changed considerably in qualifications, difficulty, and responsibility, then Human Resources, a department head and/or the job incumbent can initiate the review process. In general, the incumbent initiated reviews can only be allowed bi-annually.
- Changes in volume would not normally be considered for evaluation unless they require additional and unique knowledge and skills. In-service skill enhancement training paid by the County would also not normally be grounds for reclassification.
- Requests for review or reclassification can be made no more often than every two years. Human Resources will issue a job description worksheet to be completed by the job incumbent and reviewed and commented on by the job incumbent's supervisor. The supervisor may add, expand upon, or challenge data. If the job is vacant, the supervisor (or a prior incumbent) will complete the worksheet.
- The Worksheet and accompanying documents are routed to Human Resources where the Director or designee will proceed with the job evaluation process. The County may refer to the Consultant that owns the job measurement system.
- The position is analyzed by interviewing at least one incumbent in the classification, then conduct job evaluation using the JOBMEAS™ system. This will return a recommended salary grade.
- The HR Director or designee will submit the preliminary evaluation to the department head for review, confirmation, and approval. If, through its discussion, agreement cannot be made on the recommended salary grade placement based on the analysis, the job shall be returned for reanalysis. Alternatively, the County could arrange with the Consultant to provide periodic classification review services. Final recommendations are routed to the County Manager for review and comment, with final approval (or negotiated in the case of represented jobs) made by the BOCC.
- Job analysis and evaluation should never be conducted in public proceedings.
- The job incumbent (or supervisor) will be notified of the change.
- We recommend that, if a job advances by one salary grade, range placement is to the closest step from the incumbent's current rate, thus emphasizing long term salary advancement potential.

If a job advances by two or more grades, we suggest first assigning the job to the closest step, then, a minimum of an additional step (up to three steps) to denote the equivalent of an advancement or promotion.

Recommendation B. Adopt the Job Classifications and Listing

We recommend that the County adopt the job classifications and their salary grade assignments as they appear in Appendix D of this report.

The job classification structure is the product of job analysis using JOBMEAS™, quality reviews, and preliminary acceptance.

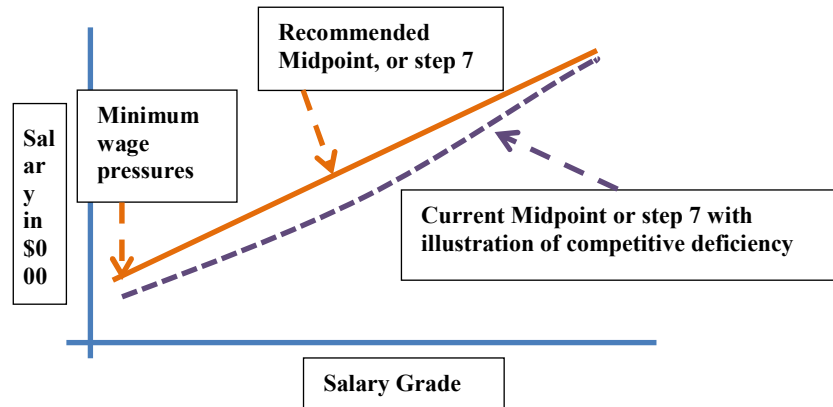
It is important to leave the final listing virtually "intact" upon implementation, of course, subject to quality assurance and final review. During the implementation process, there will undoubtedly be offers to modify or accept a portion of the recommended classifications. In order to preserve its integrity, the job evaluation process must be followed when making modifications to job/grade assignments.

Recommendation C. Adopt the Recommended Salary Structure

For the management, confidential, and non-represented professional positions, we recommend a salary grid using the same numbering scheme and extending out to 13 steps (12 years).

- Steps 1-5 each increase by 3.0%
- Steps 6-10 each increase by 2.5%
- Steps 11-13 each increase by 1.5%
- Step 7 is determined by an equation which is based on the salary survey data and recommended competitive target.
 - $Y=a+bX$

The salary ranges we recommend are based on this linear equation which we believe will continue to make the County unilaterally competitive. By using a base number and advance all ranges by a %, thus having consistent numbers appearing diagonally on the grid, the County would become less competitive in the middle of the grid and this is where pay compression comes into play. This form of equation minimizes compression.





We believe the salary grids, with expanded step increments is the most reasonable structure the County can implement to facilitate change within a reasonable upfront implementation cost and be both competitive and cost effective in the future. The structure which appears in Appendix C is designed to be reflective of, and responsive to, the competitive labor market trends.

In conclusion, we recommend the County accept and adopt the salary range concept containing the above-mentioned plans and steps.

Recommendation D. Adopt this Implementation Plan



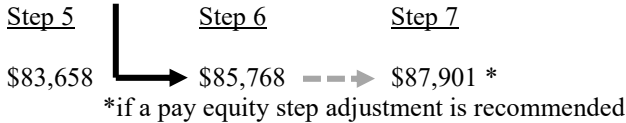
Implementation combines job classification, salary structure, conversion, and costs into a multi-year action plan. The action plan employs a philosophy of first adopting the expanded salary structure to reduce the competitive inconsistency and enhance cost-effectiveness.

The implementation phase has a goal to ‘get the County in the game’ by getting everyone on the plan, then ‘affordable’ ways to keep pace with the market trends.

- **Step 1.** Approve the recommended salary schedule, classification structure,
- **Step 2.** Assign employees to the closest step upward in the new range where they have been assigned. By this action, each employee

Here is an example of how an employee will convert to the new schedule.

Consider an employee at \$84,000 per year:



- For those non-represented employees on the master salary structure adoption of the implementation has an annualized cost of about \$475,000 and a cash flow impact for the current (2024) fiscal year of about \$79,000. These estimates do not include Sheriff and Roads represented staff as well as add-on amounts for employer taxes and all benefits.

- **Step 3.** Grant employees the COLA of approximately 3% on July 1, 2024. This or a similar has already approved in principle by the BOCC then continue to allow step-in-grade pay adjustments as usual.
- **Step 4.** In January 2025 or when the budget processes commence, review the placement of all employees and offer a second and final equity adjustment to those who remain below proper alignment.

CASH FLOW COST FOR IMPLEMENTATION:

- Implementation consisting of range assignments and pay equity adjustments = \$79,000 (3.5%) effective May 1, 2024
- Effective July 1, an approximately 3% COLA and step-in-grade movement would take effect.

Recommendation E: Elected Officials

We recommend that a review of elected officials' salaries be conducted by considering the higher of external data or the decision support techniques used for all County positions. As part of the review, we recommend the citizen-based committee be primary consulting resource as a form of check-and-balance or audit of the process and results. This review should occur on a bi-annual basis and can be completed by the Human Resources department or the Consultant.

Closing Thoughts

Crook County needs to adopt the recommended structure and implementation steps for its non-represented staff. Considering the competitive environment, it would be in the best interest for the Commissioners to move ahead with the realigned job classifications and expanded structure before the end of the current fiscal year. This includes equity adjustments

Crook County has an opportunity to make the kind of changes to its job classification and compensation program, not just to realign jobs, but also to implement modern decision-making processes, but for salary schedule that proposes a cost-effective way of achieving competitive and recruitment and retention goals.

The calendar time and work effort of the consultant, Human Resources department (see recommended departmental division), and County employees to get to this point, has been labor intensive. We are very pleased to say that the management team conducted themselves in a very professional and engaging manner throughout the process. We have been honored to serve the County.

Our remaining steps will include JOBMEASTM training of HR staff and setup of the decision support model for July, 1 2024 and beyond. Phone and email technical support through September 2024 will be available at no additional cost. Additional services such as those for reanalysis, organization structure changes, and elected official salaries would be billed at the project rate.

Appendix A

Salary Survey Summary



Data Quartiles
Sources

Crook County, Oregon

JB

**Market Analysis for Crook County
January 2024 for July 2024**

Data Aged to be effective for July 24
Competitive Assessment - Crook

Position	Range Checkpoint	25th	40th	Competitive Level			60th	75th	Comp. Level
				Median	Average				
County Manager	Max								
	Contract	\$169,140	\$179,657	\$176,358	\$173,231	\$187,089	\$190,108		
Undersheriff	Min.								
	Max	\$131,505	\$139,281	\$140,301	\$140,272	\$146,371	\$149,310	42	
	Mid.	\$114,630	\$124,092	\$124,463	\$125,355	\$132,371	\$137,938	40	
Director, Finance	Min.	\$101,556	\$109,486	\$107,936	\$110,428	\$114,040	\$122,329	36	
	Max	\$153,840	\$163,292	\$169,569	\$165,471	\$176,217	\$184,965	36	
	Mid.	\$127,221	\$140,343	\$143,000	\$141,969	\$153,767	\$159,431	38	
Director, Library Services	Min.	\$112,547	\$114,744	\$119,166	\$120,389	\$125,819	\$127,905	38	
	Max	\$114,900	\$116,856	\$117,873	\$119,385	\$121,858	\$123,526	37	
	Mid.	\$98,904	\$102,366	\$102,453	\$105,647	\$106,796	\$109,588	35	
Director, Human Resources	Min.	\$84,528	\$86,978	\$88,610	\$91,081	\$93,319	\$94,891	34	
	Max	\$131,127	\$142,552	\$146,371	\$145,022	\$153,727	\$163,224	39	
	Mid.	\$117,852	\$126,451	\$130,105	\$128,240	\$136,168	\$144,160	37	
Prosecuting Attorney II - Assistant Legal Counsel	Min.	\$103,095	\$110,098	\$111,588	\$110,068	\$112,835	\$118,024	36	
	Max	\$125,232	\$133,808	\$135,343	\$137,394	\$137,847	\$141,599	45	
	Mid.	\$111,254	\$115,283	\$118,178	\$118,431	\$122,279	\$132,488	46	
Director, Juvenile Services	Min.	\$98,800	\$101,390	\$104,950	\$103,378	\$106,227	\$110,926	43	
	Max	\$116,917	\$119,947	\$125,952	\$125,947	\$126,767	\$131,563	37	
	Mid.	\$100,997	\$105,070	\$106,403	\$108,356	\$110,802	\$115,777	38	
Sheriff Sergeant	Min.	\$86,914	\$90,450	\$91,630	\$93,695	\$96,018	\$97,118	37	
	Max	\$98,278	\$102,350	\$103,956	\$105,796	\$106,169	\$108,559	39	
	Mid.	\$86,730	\$89,775	\$91,848	\$91,380	\$93,802	\$96,081	41	
Building Services Mgr.	Min.	\$72,534	\$75,231	\$79,320	\$79,120	\$82,961	\$83,781	41	
	Max	\$108,887	\$114,733	\$120,653	\$121,423	\$124,684	\$128,919	35	
	Mid.	\$98,613	\$102,459	\$105,071	\$107,384	\$108,387	\$114,291	34	
Prosecuting Attorney I	Min.	\$88,333	\$94,090	\$92,566	\$92,263	\$93,518	\$100,706	33	
	Max	\$106,485	\$112,853	\$113,602	\$118,162	\$118,505	\$133,033	38	
	Mid.	\$92,262	\$94,988	\$98,637	\$101,748	\$103,675	\$112,127	39	
Payroll Benefits Manager	Min.	\$78,244	\$81,691	\$85,600	\$85,059	\$87,050	\$89,526	41	
	Max	\$94,197	\$99,258	\$103,956	\$104,385	\$107,000	\$110,072	40	
	Mid.	\$82,069	\$89,880	\$92,340	\$91,363	\$96,353	\$98,911	39	
Environmental Quality Specialist	Min.	\$69,940	\$74,905	\$80,457	\$78,251	\$81,258	\$83,393	38	
	Max	\$86,466	\$90,271	\$93,294	\$95,504	\$96,905	\$99,266	39	
	Mid.	\$78,439	\$82,740	\$83,818	\$82,953	\$87,494	\$91,260	39	
Office Operations Manager	Min.	\$65,676	\$71,522	\$72,108	\$71,139	\$73,391	\$76,199	37	
	Max	\$80,229	\$86,556	\$87,154	\$87,807	\$90,843	\$97,295	54	
	Mid.	\$71,684	\$74,566	\$76,403	\$76,814	\$80,594	\$84,317	53	
Public Health Nurse BSN	Min.	\$61,734	\$63,076	\$65,270	\$67,159	\$69,519	\$72,822	50	
	Max	\$89,058	\$94,856	\$96,812	\$97,425	\$101,868	\$107,710	36	
	Mid.	\$79,527	\$82,824	\$83,773	\$84,537	\$87,598	\$92,643	37	
Appraiser II	Min.	\$68,669	\$73,294	\$72,628	\$72,540	\$73,070	\$76,138	35	
	Max	\$77,967	\$87,074	\$87,904	\$86,709	\$91,530	\$97,285	30	
	Mid.	\$69,407	\$74,708	\$76,066	\$74,423	\$79,863	\$82,409	32	
	Min.	\$58,050	\$61,848	\$63,004	\$62,153	\$65,033	\$67,793	33	

**Market Analysis for Crook County
January 2024 for July 2024**

Data Aged to be effective for July 24
Competitive Assessment - Crook

Position	Range Checkpoint	Competitive Level						Comp. Level
		25th	40th	Median	Average	60th	75th	
Legal Assistant	Max	\$65,264	\$66,800	\$67,930	\$69,655	\$70,455	\$72,408	34
	Mid.	\$57,086	\$58,989	\$59,060	\$60,489	\$61,877	\$63,312	34
	Min.	\$45,468	\$46,807	\$47,779	\$48,680	\$49,547	\$50,909	39
Permit Technician	Max	\$55,961	\$60,150	\$62,800	\$61,974	\$65,797	\$68,351	37
	Mid.	\$47,844	\$50,709	\$53,900	\$53,628	\$55,710	\$62,984	38
	Min.	\$41,460	\$42,806	\$45,419	\$44,999	\$46,021	\$48,217	40
Accounting Technician - Senior	Max	\$65,856	\$67,041	\$69,153	\$70,571	\$71,484	\$74,981	41
	Mid.	\$56,916	\$57,940	\$60,558	\$62,468	\$63,870	\$66,736	40
	Min.	\$48,408	\$51,557	\$53,280	\$54,284	\$57,989	\$61,701	37
Associate Planner	Max	\$68,631	\$76,672	\$79,209	\$77,602	\$82,827	\$86,295	41
	Mid.	\$60,807	\$68,204	\$70,406	\$67,500	\$72,716	\$75,228	41
	Min.	\$52,344	\$59,816	\$59,817	\$57,391	\$60,652	\$64,018	40
Building Inspector II	Max	\$78,050	\$82,105	\$83,797	\$85,061	\$87,027	\$91,692	40
	Mid.	\$70,991	\$75,159	\$76,310	\$74,695	\$79,902	\$80,120	39
	Min.	\$59,449	\$61,848	\$63,450	\$63,623	\$64,786	\$66,272	39

Estimated Competitiveness:

Salary Data collected from at least these sources:
- in part and to job design

- Counties:
 Wasco Hood River
 Deschutes Jefferson
 Klamath Cities & Regionals
 Jackson Bend Libraries
 Josephine Prineville
 Douglas Klamath Falls
 Umatilla Hospital/Nursing Home
 Morrow School Districts

Competitive Percentile
Overall

All points	39
Range Max	40
Range Mid	38
Range Min	37
Data notes: Median =	50
Average =	53

Appendix B

JOBMEAS™ Overview



Crook County, Oregon

JB

The Pay Determination Process

Using JOBMEAS™

JOBMEAS™ is a job evaluation methodology which supports the pay determination process and salary administration decision-making. The primary purpose is to enhance and stabilize judgments about the status and salary treatment of jobs within an organization.

JOBMEAS™ uses a point-factor technique to measure job content, thus enabling direct comparisons to be made among all jobs in quantitative terms. Five guide charts define the broad areas of measure which are applied to job content. Each chart contains two dimensions describing the broad area of measure. Each dimension contains a series of semantic definitions which are arranged in hierarchical order. Job content facts are then compared to the semantic definitions, producing a numerical value which considers the relative worth of the job to the organization and assures objectivity in the judgment process.

A. INTRODUCTION

Over the past half-century numerous job evaluation techniques have been developed by human resources practitioners and behavioral scientists for the purpose of establishing the worth of jobs relative to each other. While these techniques measure compensable job content factors differently, they are all similar in that they assume certain jobs to be more important to an organization's functioning than others, and, in that regard, have greater relative or comparable value. Job evaluation (measurement) provides the basis for extending pay-related judgments and explanations on why a laborer is of less relative value to the organization than the Manager of Purchasing and why that position is less critical than the Plant Manager. Job measurement techniques seek to provide an objective basis for understanding the pay relationships between these kind of jobs.

When employees are paid according to the relative importance of their jobs, they perceive their salary treatment as fair and equitable. Successful salary programs are built on this principle of internal equity: that salary levels should be proportional to relative internal job worth, thus maximizing satisfaction and stability within the work force.

While it may be obvious that the relative value of the Plant Manager is greater than the purchaser of raw materials and supplies for the plant, many other comparisons of jobs are not so easy. For the computer software manufacturer, does the Software Designer or the Sales Representative in the field have greater value to the organization? In a hospital, how do we value a Registered Nurse relative to a Physical Therapist or an Accountant? In a city government, how would a Planner and a Civil Engineer compare? In a manufacturing setting, how about the Assembler and the Production Scheduler? These are all questions of judgment and regardless of the technique used, job measurement remains the application of human judgment to information about job content.

B. FORMAL EVALUATION PROCESSES

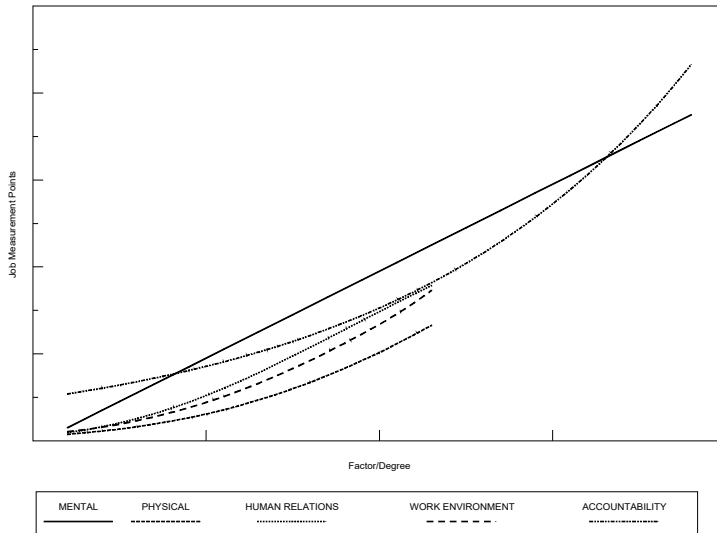
When large numbers of diverse jobs are evaluated, the human judgment process can be quite complex. A well-conceived job evaluation (measurement) plan will structure the judgment process to make sound comparisons and evaluations even in a large organization environment involving numerous departments, occupational fields, and managerial levels.

The **JOBMEAS™** System and others like it, are all designed to manage the evaluation and salary treatment of large numbers of jobs. The primary differences among competing systems lie in the completeness and appropriateness of the broad areas of measurement, the accuracy and validity of the job measurement results, and the ease of administration.

C. THE **JOBMEAS™** SYSTEM

The **JOBMEAS™** system of evaluation achieves the elements which are critical to a sound measurement technique:

- **Enhancement of the Judgment Process.** **JOBMEAS™** provides a language and framework for defining jobs, discussing job content in a meaningful way, and making valid comparisons by translating certain job content components to the measuring technique.
- **Stabilization of the Judgment Process.** **JOBMEAS™** helps to ensure, given the same job content information, the inter-rater reliability is high. It simplifies the judgment process by providing discipline, clear measures, and controls to provide consistent judgments over time.
- **Optimal Weighing of Measurement Factors.** The guide charts are weighted to ensure that the relative worth of jobs, as measured by points, accurately reflects the relative importance of the individual factors comprising the whole job. The optimal weighing of factors also maximizes the ability of the total points assigned to a job, to project or predict salary levels.



- **Fairness.** **JOBMEAS™**, by way of the design and quantification of the guide charts, provides assurance that the derived internal job worth treats all jobs equitably in-line with the values of the organization and recognized concepts of job design and classification.

JOBMEAS™ consists of five distinct job measurement guide charts. These charts have been designed to organize an evaluator's judgments in specific job content areas, through the use of semantic series which represent increasing levels of "value." The levels correspond to a numerical value, therefore, providing the descriptive job content considerations with a quantitative measure. The guide charts measure job content in the following broad areas:

Mental Requirements	The knowledge or learning development and the problem solving required by the job.
Physical Requirements	The learned physical skills and physical effort demands required when performing job-related tasks.
Social Requirements	The human relations skills and scope of contacts necessary to complete work.
Work Environment	The performance environment and physical working conditions under which tasks are performed.
Accountability	The level of professional development and category of work, leadership accountability, and the scope and magnitude of impact on the organization's delivery of service/products.

JOBMEAS™ is a straightforward system which enables evaluators to easily become skilled and others to readily gain appreciation of its design, function, and capabilities. It is not, however, self evident. It requires formal training, expert guidance, and experience to be properly applied.

JOBMEAS™ does not require the evaluator to directly compare or match jobs. Comparisons are made indirectly by using established rating scales that are a part of each factor. The rating scales contain a series of definitions, referred to as semantic series, to which job content information is compared. Each definition inside a rating scale carries a certain weight.

The weight is determined through an elaborate process of profiling jobs and establishing the relative importance of each rating scale to the total of all compensable factors. The weight is expressed as a number and is referred to as "points." Therefore each definition within each rating scale (five guide charts, ten rating scales) is associated with a point value. Jobs are rated by translating or fitting job content elements to the definitions along the rating scales and then assigning the corresponding points. The points derived from the rating scales are added to obtain a total point score. This number represents the relative or comparable worth of the job. The point value facilitates comparison of the elements found common in all jobs, ranking of jobs according to their "measured" relative value to the organization. The point value also provides linkage to other elements of salary administration such as salary structure development, job design, and organization/job sizing.

As mentioned above, each of the five guide charts or factors has two rating scales. Each scale represents a dimension of the factor. For example, the Mental Requirements factor has both the dimension of Learning Development or Know How and Problem Solving Challenges. Here is how it works:

- Step 1: Separate ratings are made for each dimension by aligning job content to the most appropriate definition on the rating scale.
- Step 2: The rating on each dimension enables a point value to be read off the guide chart. For example, a learning development rating of "D2" and a problem solving rating of "5 (data entry code)," on guide chart I-Mental Requirements, corresponds to a point value of 872.
- Step 3: When ratings are completed and applied to the five guide charts, the job receives a total point value representing its relative worth to the organization.
- Step 4: The guide charts offer flexibility to allow for gradations of judgment between those formally defined. In reviewing all jobs rated as "D" in learning development, some will undoubtedly appear to be of higher level, but not enough to be assigned to the next higher definition. **JOBMEAS™** accommodates job content which is slightly or just noticeably stronger (or weaker) than the guide chart text portrays. A "1, 2, or 3" accompanying the "alpha" (e.g., C2) rating denotes this feature as does the corresponding higher (or lower) assigned point value.

The ability of **JOBMEAS™** to recognize subtle differences and similarities among jobs not only enhances the credibility of the pay determination process but also facilitates other decisions such as the design of career ladders and complex organization structures.

The following chapters discuss the application of **JOBMEAS™** in detail, including elaborations and examples pertaining to each semantic definition in each guide chart.

The following general principles must be followed when applying the **JOBMEAS™** system of evaluation:

- The job is rated, not the incumbent.
- Ratings are based on the minimum requirements for the job at competent performance. Individual performance should not be a consideration.
- Ratings measure only job content. They should not be influenced by supply and demand problems, current or desired pay levels, staffing levels, or performance.

Appendix C

Master Salary Structure



Crook County, Oregon

JB

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	→ 1	2	3	4	5	6	7	8	9	10	11	12	13
105	\$ 15.80	\$ 16.27	\$ 16.76	\$ 17.26	\$ 17.78	\$ 18.22	\$ 18.68	\$ 19.15	\$ 19.63	\$ 20.12	\$ 20.42	\$ 20.73	\$ 21.04
	\$ 2,739	\$ 2,820	\$ 2,905	\$ 2,992	\$ 3,082	\$ 3,158	\$ 3,238	\$ 3,319	\$ 3,403	\$ 3,487	\$ 3,539	\$ 3,593	\$ 3,647
	\$ 32,864	\$ 33,842	\$ 34,861	\$ 35,901	\$ 36,982	\$ 37,898	\$ 38,854	\$ 39,832	\$ 40,830	\$ 41,850	\$ 42,474	\$ 43,118	\$ 43,763
106	\$ 16.39	\$ 16.88	\$ 17.39	\$ 17.91	\$ 18.45	\$ 18.91	\$ 19.38	\$ 19.86	\$ 20.36	\$ 20.87	\$ 21.18	\$ 21.50	\$ 21.82
	\$ 2,841	\$ 2,926	\$ 3,014	\$ 3,104	\$ 3,198	\$ 3,278	\$ 3,359	\$ 3,442	\$ 3,529	\$ 3,617	\$ 3,671	\$ 3,727	\$ 3,782
	\$ 34,091	\$ 35,110	\$ 36,171	\$ 37,253	\$ 38,376	\$ 39,333	\$ 40,310	\$ 41,309	\$ 42,349	\$ 43,410	\$ 44,054	\$ 44,720	\$ 45,386
107	\$ 17.00	\$ 17.51	\$ 18.04	\$ 18.58	\$ 19.14	\$ 19.62	\$ 20.11	\$ 20.61	\$ 21.13	\$ 21.66	\$ 21.98	\$ 22.31	\$ 22.64
	\$ 2,947	\$ 3,035	\$ 3,127	\$ 3,221	\$ 3,318	\$ 3,401	\$ 3,486	\$ 3,572	\$ 3,663	\$ 3,754	\$ 3,810	\$ 3,867	\$ 3,924
	\$ 35,360	\$ 36,421	\$ 37,523	\$ 38,646	\$ 39,811	\$ 40,810	\$ 41,829	\$ 42,869	\$ 43,950	\$ 45,053	\$ 45,718	\$ 46,405	\$ 47,091
108	\$ 17.66	\$ 18.19	\$ 18.74	\$ 19.30	\$ 19.88	\$ 20.38	\$ 20.89	\$ 21.41	\$ 21.95	\$ 22.50	\$ 22.84	\$ 23.18	\$ 23.53
	\$ 3,061	\$ 3,153	\$ 3,248	\$ 3,345	\$ 3,446	\$ 3,533	\$ 3,621	\$ 3,711	\$ 3,805	\$ 3,900	\$ 3,959	\$ 4,018	\$ 4,079
	\$ 36,733	\$ 37,835	\$ 38,979	\$ 40,144	\$ 41,350	\$ 42,390	\$ 43,451	\$ 44,533	\$ 45,656	\$ 46,800	\$ 47,507	\$ 48,214	\$ 48,942
109	\$ 18.35	\$ 18.90	\$ 19.47	\$ 20.05	\$ 20.65	\$ 21.17	\$ 21.70	\$ 22.24	\$ 22.80	\$ 23.37	\$ 23.72	\$ 24.08	\$ 24.44
	\$ 3,181	\$ 3,276	\$ 3,375	\$ 3,475	\$ 3,579	\$ 3,669	\$ 3,761	\$ 3,855	\$ 3,952	\$ 4,051	\$ 4,111	\$ 4,174	\$ 4,236
	\$ 38,168	\$ 39,312	\$ 40,498	\$ 41,704	\$ 42,952	\$ 44,034	\$ 45,136	\$ 46,259	\$ 47,424	\$ 48,610	\$ 49,338	\$ 50,086	\$ 50,835
110	\$ 19.08	\$ 19.65	\$ 20.24	\$ 20.85	\$ 21.48	\$ 22.02	\$ 22.57	\$ 23.13	\$ 23.71	\$ 24.30	\$ 24.66	\$ 25.03	\$ 25.41
	\$ 3,307	\$ 3,406	\$ 3,508	\$ 3,614	\$ 3,723	\$ 3,817	\$ 3,912	\$ 4,009	\$ 4,110	\$ 4,212	\$ 4,274	\$ 4,339	\$ 4,404
	\$ 39,686	\$ 40,872	\$ 42,099	\$ 43,368	\$ 44,678	\$ 45,802	\$ 46,946	\$ 48,110	\$ 49,317	\$ 50,544	\$ 51,293	\$ 52,062	\$ 52,853
111	\$ 19.85	\$ 20.45	\$ 21.06	\$ 21.69	\$ 22.34	\$ 22.90	\$ 23.47	\$ 24.06	\$ 24.66	\$ 25.28	\$ 25.66	\$ 26.04	\$ 26.43
	\$ 3,441	\$ 3,545	\$ 3,650	\$ 3,760	\$ 3,872	\$ 3,969	\$ 4,068	\$ 4,170	\$ 4,274	\$ 4,382	\$ 4,448	\$ 4,514	\$ 4,581
	\$ 41,288	\$ 42,536	\$ 43,805	\$ 45,115	\$ 46,467	\$ 47,632	\$ 48,818	\$ 50,045	\$ 51,293	\$ 52,582	\$ 53,373	\$ 54,163	\$ 54,974
112	\$ 20.65	\$ 21.27	\$ 21.91	\$ 22.57	\$ 23.25	\$ 23.83	\$ 24.43	\$ 25.04	\$ 25.67	\$ 26.31	\$ 26.70	\$ 27.10	\$ 27.51
	\$ 3,579	\$ 3,687	\$ 3,798	\$ 3,912	\$ 4,030	\$ 4,131	\$ 4,235	\$ 4,340	\$ 4,449	\$ 4,560	\$ 4,628	\$ 4,697	\$ 4,768
	\$ 42,952	\$ 44,242	\$ 45,573	\$ 46,946	\$ 48,360	\$ 49,566	\$ 50,814	\$ 52,083	\$ 53,394	\$ 54,725	\$ 55,536	\$ 56,368	\$ 57,221

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
113	\$ 21.51	\$ 22.16	\$ 22.82	\$ 23.50	\$ 24.21	\$ 24.82	\$ 25.44	\$ 26.08	\$ 26.73	\$ 27.40	\$ 27.81	\$ 28.23	\$ 28.65
	\$ 3,728	\$ 3,841	\$ 3,955	\$ 4,073	\$ 4,196	\$ 4,302	\$ 4,410	\$ 4,521	\$ 4,633	\$ 4,749	\$ 4,820	\$ 4,893	\$ 4,966
	\$ 44,741	\$ 46,093	\$ 47,466	\$ 48,880	\$ 50,357	\$ 51,626	\$ 52,915	\$ 54,246	\$ 55,598	\$ 56,992	\$ 57,845	\$ 58,718	\$ 59,592
114	\$ 22.43	\$ 23.10	\$ 23.79	\$ 24.50	\$ 25.23	\$ 25.86	\$ 26.51	\$ 27.17	\$ 27.85	\$ 28.55	\$ 28.98	\$ 29.41	\$ 29.85
	\$ 3,888	\$ 4,004	\$ 4,124	\$ 4,247	\$ 4,373	\$ 4,482	\$ 4,595	\$ 4,709	\$ 4,827	\$ 4,949	\$ 5,023	\$ 5,098	\$ 5,174
	\$ 46,654	\$ 48,048	\$ 49,483	\$ 50,960	\$ 52,478	\$ 53,789	\$ 55,141	\$ 56,514	\$ 57,928	\$ 59,384	\$ 60,278	\$ 61,173	\$ 62,088
115	\$ 23.37	\$ 24.07	\$ 24.79	\$ 25.53	\$ 26.30	\$ 26.96	\$ 27.63	\$ 28.32	\$ 29.03	\$ 29.76	\$ 30.21	\$ 30.66	\$ 31.12
	\$ 4,051	\$ 4,172	\$ 4,297	\$ 4,425	\$ 4,559	\$ 4,673	\$ 4,789	\$ 4,909	\$ 5,032	\$ 5,158	\$ 5,236	\$ 5,314	\$ 5,394
	\$ 48,610	\$ 50,066	\$ 51,563	\$ 53,102	\$ 54,704	\$ 56,077	\$ 57,470	\$ 58,906	\$ 60,382	\$ 61,901	\$ 62,837	\$ 63,773	\$ 64,730
116	\$ 24.38	\$ 25.11	\$ 25.86	\$ 26.64	\$ 27.44	\$ 28.13	\$ 28.83	\$ 29.55	\$ 30.29	\$ 31.05	\$ 31.52	\$ 31.99	\$ 32.47
	\$ 4,226	\$ 4,352	\$ 4,482	\$ 4,618	\$ 4,756	\$ 4,876	\$ 4,997	\$ 5,122	\$ 5,250	\$ 5,382	\$ 5,463	\$ 5,545	\$ 5,628
	\$ 50,710	\$ 52,229	\$ 53,789	\$ 55,411	\$ 57,075	\$ 58,510	\$ 59,966	\$ 61,464	\$ 63,003	\$ 64,584	\$ 65,562	\$ 66,539	\$ 67,538
117	\$ 25.44	\$ 26.20	\$ 26.99	\$ 27.80	\$ 28.63	\$ 29.35	\$ 30.08	\$ 30.83	\$ 31.60	\$ 32.39	\$ 32.88	\$ 33.37	\$ 33.87
	\$ 4,410	\$ 4,541	\$ 4,678	\$ 4,819	\$ 4,963	\$ 5,087	\$ 5,214	\$ 5,344	\$ 5,477	\$ 5,614	\$ 5,699	\$ 5,784	\$ 5,871
	\$ 52,915	\$ 54,496	\$ 56,139	\$ 57,824	\$ 59,550	\$ 61,048	\$ 62,566	\$ 64,126	\$ 65,728	\$ 67,371	\$ 68,390	\$ 69,410	\$ 70,450
118	\$ 26.55	\$ 27.35	\$ 28.17	\$ 29.02	\$ 29.89	\$ 30.64	\$ 31.41	\$ 32.20	\$ 33.01	\$ 33.84	\$ 34.35	\$ 34.87	\$ 35.39
	\$ 4,602	\$ 4,741	\$ 4,883	\$ 5,030	\$ 5,181	\$ 5,311	\$ 5,444	\$ 5,581	\$ 5,722	\$ 5,866	\$ 5,954	\$ 6,044	\$ 6,134
	\$ 55,224	\$ 56,888	\$ 58,594	\$ 60,362	\$ 62,171	\$ 63,731	\$ 65,333	\$ 66,976	\$ 68,661	\$ 70,387	\$ 71,448	\$ 72,530	\$ 73,611
119	\$ 27.75	\$ 28.58	\$ 29.44	\$ 30.32	\$ 31.23	\$ 32.01	\$ 32.81	\$ 33.63	\$ 34.47	\$ 35.33	\$ 35.86	\$ 36.40	\$ 36.95
	\$ 4,810	\$ 4,954	\$ 5,103	\$ 5,255	\$ 5,413	\$ 5,548	\$ 5,687	\$ 5,829	\$ 5,975	\$ 6,124	\$ 6,216	\$ 6,309	\$ 6,405
	\$ 57,720	\$ 59,446	\$ 61,235	\$ 63,066	\$ 64,958	\$ 66,581	\$ 68,245	\$ 69,950	\$ 71,698	\$ 73,486	\$ 74,589	\$ 75,712	\$ 76,856
120	\$ 28.99	\$ 29.86	\$ 30.76	\$ 31.68	\$ 32.63	\$ 33.45	\$ 34.29	\$ 35.15	\$ 36.03	\$ 36.93	\$ 37.48	\$ 38.04	\$ 38.61
	\$ 5,025	\$ 5,176	\$ 5,332	\$ 5,491	\$ 5,656	\$ 5,798	\$ 5,944	\$ 6,093	\$ 6,245	\$ 6,401	\$ 6,497	\$ 6,594	\$ 6,692
	\$ 60,299	\$ 62,109	\$ 63,981	\$ 65,894	\$ 67,870	\$ 69,576	\$ 71,323	\$ 73,112	\$ 74,942	\$ 76,814	\$ 77,958	\$ 79,123	\$ 80,309

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
121	\$ 30.32	\$ 31.23	\$ 32.17	\$ 33.14	\$ 34.13	\$ 34.98	\$ 35.85	\$ 36.75	\$ 37.67	\$ 38.61	\$ 39.19	\$ 39.78	\$ 40.38
	\$ 5,255	\$ 5,413	\$ 5,576	\$ 5,744	\$ 5,916	\$ 6,063	\$ 6,214	\$ 6,370	\$ 6,529	\$ 6,692	\$ 6,793	\$ 6,895	\$ 6,999
	\$ 63,066	\$ 64,958	\$ 66,914	\$ 68,931	\$ 70,990	\$ 72,758	\$ 74,568	\$ 76,440	\$ 78,354	\$ 80,309	\$ 81,515	\$ 82,742	\$ 83,990
122	\$ 31.71	\$ 32.66	\$ 33.64	\$ 34.65	\$ 35.69	\$ 36.58	\$ 37.49	\$ 38.43	\$ 39.39	\$ 40.37	\$ 40.98	\$ 41.59	\$ 42.21
	\$ 5,496	\$ 5,661	\$ 5,831	\$ 6,006	\$ 6,186	\$ 6,341	\$ 6,498	\$ 6,661	\$ 6,828	\$ 6,997	\$ 7,103	\$ 7,209	\$ 7,316
	\$ 65,957	\$ 67,933	\$ 69,971	\$ 72,072	\$ 74,235	\$ 76,086	\$ 77,979	\$ 79,934	\$ 81,931	\$ 83,970	\$ 85,238	\$ 86,507	\$ 87,797
123	\$ 33.94	\$ 34.96	\$ 36.01	\$ 37.09	\$ 38.20	\$ 39.15	\$ 40.13	\$ 41.13	\$ 42.16	\$ 43.21	\$ 43.86	\$ 44.52	\$ 45.19
	\$ 5,883	\$ 6,060	\$ 6,242	\$ 6,429	\$ 6,621	\$ 6,786	\$ 6,956	\$ 7,129	\$ 7,308	\$ 7,490	\$ 7,602	\$ 7,717	\$ 7,833
	\$ 70,595	\$ 72,717	\$ 74,901	\$ 77,147	\$ 79,456	\$ 81,432	\$ 83,470	\$ 85,550	\$ 87,693	\$ 89,877	\$ 91,229	\$ 92,602	\$ 93,995
124	\$ 35.74	\$ 36.81	\$ 37.91	\$ 39.05	\$ 40.22	\$ 41.23	\$ 42.26	\$ 43.32	\$ 44.40	\$ 45.51	\$ 46.19	\$ 46.88	\$ 47.58
	\$ 6,195	\$ 6,380	\$ 6,571	\$ 6,769	\$ 6,971	\$ 7,147	\$ 7,325	\$ 7,509	\$ 7,696	\$ 7,888	\$ 8,006	\$ 8,126	\$ 8,247
	\$ 74,339	\$ 76,565	\$ 78,853	\$ 81,224	\$ 83,658	\$ 85,758	\$ 87,901	\$ 90,106	\$ 92,352	\$ 94,661	\$ 96,075	\$ 97,510	\$ 98,966
125	\$ 37.65	\$ 38.78	\$ 39.94	\$ 41.14	\$ 42.37	\$ 43.43	\$ 44.52	\$ 45.63	\$ 46.77	\$ 47.94	\$ 48.66	\$ 49.39	\$ 50.13
	\$ 6,526	\$ 6,722	\$ 6,923	\$ 7,131	\$ 7,344	\$ 7,528	\$ 7,717	\$ 7,909	\$ 8,107	\$ 8,310	\$ 8,434	\$ 8,561	\$ 8,689
	\$ 78,312	\$ 80,662	\$ 83,075	\$ 85,571	\$ 88,130	\$ 90,334	\$ 92,602	\$ 94,910	\$ 97,282	\$ 99,715	\$ 101,213	\$ 102,731	\$ 104,270
126	\$ 39.65	\$ 40.84	\$ 42.07	\$ 43.33	\$ 44.63	\$ 45.75	\$ 46.89	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.25	\$ 52.02	\$ 52.80
	\$ 6,873	\$ 7,079	\$ 7,292	\$ 7,511	\$ 7,736	\$ 7,930	\$ 8,128	\$ 8,330	\$ 8,538	\$ 8,752	\$ 8,883	\$ 9,017	\$ 9,152
	\$ 82,472	\$ 84,947	\$ 87,506	\$ 90,126	\$ 92,830	\$ 95,160	\$ 97,531	\$ 99,965	\$ 102,461	\$ 105,019	\$ 106,600	\$ 108,202	\$ 109,824
127	\$ 41.78	\$ 43.03	\$ 44.32	\$ 45.65	\$ 47.02	\$ 48.20	\$ 49.40	\$ 50.64	\$ 51.91	\$ 53.21	\$ 54.01	\$ 54.82	\$ 55.64
	\$ 7,242	\$ 7,459	\$ 7,682	\$ 7,913	\$ 8,150	\$ 8,355	\$ 8,563	\$ 8,778	\$ 8,998	\$ 9,223	\$ 9,362	\$ 9,502	\$ 9,644
	\$ 86,902	\$ 89,502	\$ 92,186	\$ 94,952	\$ 97,802	\$ 100,256	\$ 102,752	\$ 105,331	\$ 107,973	\$ 110,677	\$ 112,341	\$ 114,026	\$ 115,731
128	\$ 44.01	\$ 45.33	\$ 46.69	\$ 48.09	\$ 49.53	\$ 50.77	\$ 52.04	\$ 53.34	\$ 54.67	\$ 56.04	\$ 56.88	\$ 57.73	\$ 58.60
	\$ 7,628	\$ 7,857	\$ 8,093	\$ 8,336	\$ 8,585	\$ 8,800	\$ 9,020	\$ 9,246	\$ 9,476	\$ 9,714	\$ 9,859	\$ 10,007	\$ 10,157
	\$ 91,541	\$ 94,286	\$ 97,115	\$ 100,027	\$ 103,022	\$ 105,602	\$ 108,243	\$ 110,947	\$ 113,714	\$ 116,563	\$ 118,310	\$ 120,078	\$ 121,888

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
129	\$ 46.38	\$ 47.77	\$ 49.20	\$ 50.68	\$ 52.20	\$ 53.50	\$ 54.84	\$ 56.21	\$ 57.62	\$ 59.06	\$ 59.95	\$ 60.85	\$ 61.76
	\$ 8,039	\$ 8,280	\$ 8,528	\$ 8,785	\$ 9,048	\$ 9,273	\$ 9,506	\$ 9,743	\$ 9,987	\$ 10,237	\$ 10,391	\$ 10,547	\$ 10,705
	\$ 96,470	\$ 99,362	\$ 102,336	\$ 105,414	\$ 108,576	\$ 111,280	\$ 114,067	\$ 116,917	\$ 119,850	\$ 122,845	\$ 124,696	\$ 126,568	\$ 128,461
130	\$ 48.86	\$ 50.33	\$ 51.84	\$ 53.40	\$ 55.00	\$ 56.38	\$ 57.79	\$ 59.23	\$ 60.71	\$ 62.23	\$ 63.16	\$ 64.11	\$ 65.07
	\$ 8,469	\$ 8,724	\$ 8,986	\$ 9,256	\$ 9,533	\$ 9,773	\$ 10,017	\$ 10,267	\$ 10,523	\$ 10,787	\$ 10,948	\$ 11,112	\$ 11,279
	\$ 101,629	\$ 104,686	\$ 107,827	\$ 111,072	\$ 114,400	\$ 117,270	\$ 120,203	\$ 123,198	\$ 126,277	\$ 129,438	\$ 131,373	\$ 133,349	\$ 135,346
131	\$ 51.50	\$ 53.04	\$ 54.63	\$ 56.27	\$ 57.96	\$ 59.41	\$ 60.90	\$ 62.42	\$ 63.98	\$ 65.58	\$ 66.56	\$ 67.56	\$ 68.57
	\$ 8,927	\$ 9,194	\$ 9,469	\$ 9,753	\$ 10,046	\$ 10,298	\$ 10,556	\$ 10,819	\$ 11,090	\$ 11,367	\$ 11,537	\$ 11,710	\$ 11,885
	\$ 107,120	\$ 110,323	\$ 113,630	\$ 117,042	\$ 120,557	\$ 123,573	\$ 126,672	\$ 129,834	\$ 133,078	\$ 136,406	\$ 138,445	\$ 140,525	\$ 142,626
132	\$ 54.26	\$ 55.89	\$ 57.57	\$ 59.30	\$ 61.08	\$ 62.61	\$ 64.18	\$ 65.78	\$ 67.42	\$ 69.11	\$ 70.15	\$ 71.20	\$ 72.27
	\$ 9,405	\$ 9,688	\$ 9,979	\$ 10,279	\$ 10,587	\$ 10,852	\$ 11,125	\$ 11,402	\$ 11,686	\$ 11,979	\$ 12,159	\$ 12,341	\$ 12,527
	\$ 112,861	\$ 116,251	\$ 119,746	\$ 123,344	\$ 127,046	\$ 130,229	\$ 133,494	\$ 136,822	\$ 140,234	\$ 143,749	\$ 145,912	\$ 148,096	\$ 150,322
133	\$ 57.19	\$ 58.91	\$ 60.68	\$ 62.50	\$ 64.38	\$ 65.99	\$ 67.64	\$ 69.33	\$ 71.06	\$ 72.84	\$ 73.93	\$ 75.04	\$ 76.17
	\$ 9,913	\$ 10,211	\$ 10,518	\$ 10,833	\$ 11,159	\$ 11,438	\$ 11,724	\$ 12,017	\$ 12,317	\$ 12,626	\$ 12,815	\$ 13,007	\$ 13,203
	\$ 118,955	\$ 122,533	\$ 126,214	\$ 130,000	\$ 133,910	\$ 137,259	\$ 140,691	\$ 144,206	\$ 147,805	\$ 151,507	\$ 153,774	\$ 156,083	\$ 158,434
134	\$ 60.29	\$ 62.10	\$ 63.96	\$ 65.88	\$ 67.86	\$ 69.56	\$ 71.30	\$ 73.08	\$ 74.91	\$ 76.78	\$ 77.93	\$ 79.10	\$ 80.29
	\$ 10,450	\$ 10,764	\$ 11,086	\$ 11,419	\$ 11,762	\$ 12,057	\$ 12,359	\$ 12,667	\$ 12,984	\$ 13,309	\$ 13,508	\$ 13,711	\$ 13,917
	\$ 125,403	\$ 129,168	\$ 133,037	\$ 137,030	\$ 141,149	\$ 144,685	\$ 148,304	\$ 152,006	\$ 155,813	\$ 159,702	\$ 162,094	\$ 164,528	\$ 167,003
135	\$ 63.56	\$ 65.47	\$ 67.43	\$ 69.45	\$ 71.53	\$ 73.32	\$ 75.15	\$ 77.03	\$ 78.96	\$ 80.93	\$ 82.14	\$ 83.37	\$ 84.62
	\$ 11,017	\$ 11,348	\$ 11,688	\$ 12,038	\$ 12,399	\$ 12,709	\$ 13,026	\$ 13,352	\$ 13,686	\$ 14,028	\$ 14,238	\$ 14,451	\$ 14,667
	\$ 132,205	\$ 136,178	\$ 140,254	\$ 144,456	\$ 148,782	\$ 152,506	\$ 156,312	\$ 160,222	\$ 164,237	\$ 168,334	\$ 170,851	\$ 173,410	\$ 176,010
136	\$ 66.99	\$ 69.00	\$ 71.07	\$ 73.20	\$ 75.40	\$ 77.29	\$ 79.22	\$ 81.20	\$ 83.23	\$ 85.31	\$ 86.59	\$ 87.89	\$ 89.21
	\$ 11,612	\$ 11,960	\$ 12,319	\$ 12,688	\$ 13,069	\$ 13,397	\$ 13,731	\$ 14,075	\$ 14,427	\$ 14,787	\$ 15,009	\$ 15,234	\$ 15,463
	\$ 139,339	\$ 143,520	\$ 147,826	\$ 152,256	\$ 156,832	\$ 160,763	\$ 164,778	\$ 168,896	\$ 173,118	\$ 177,445	\$ 180,107	\$ 182,811	\$ 185,557
137	\$ 70.61	\$ 72.73	\$ 74.91	\$ 77.16	\$ 79.47	\$ 81.46	\$ 83.50	\$ 85.59	\$ 87.73	\$ 89.92	\$ 91.27	\$ 92.64	\$ 94.03
	\$ 12,239	\$ 12,607	\$ 12,984	\$ 13,374	\$ 13,775	\$ 14,120	\$ 14,473	\$ 14,836	\$ 15,207	\$ 15,586	\$ 15,820	\$ 16,058	\$ 16,299
	\$ 146,869	\$ 151,278	\$ 155,813	\$ 160,493	\$ 165,298	\$ 169,437	\$ 173,680	\$ 178,027	\$ 182,478	\$ 187,034	\$ 189,842	\$ 192,691	\$ 195,582

* Subject to additional COL or competitive adjustment.
4/18/2024

Appendix D

Job Classification Structure



Crook County, Oregon

JB

CROOK COUNTY

Admin/Business/Legal/Cross-dept.	Transportation & Trades	CROOK COUNTY Planning/Library/Museum/Fair	Public Safety and Health	Grade	HRLY			ANNUAL		
					Min	Mid=7	Max	Min	Mid=7	Max
COUNTY MANAGER				137	\$72.73	\$83.50	\$94.03	\$151,278	\$173,680	\$195,582
				135	\$65.47	\$75.15	\$84.62	\$136,178	\$156,312	\$176,010
COUNTY COUNSEL CHIEF FINANCIAL OFFICER DISTRICT ATTORNEY *			SHERIFF	134	\$62.10	\$71.30	\$80.29	\$129,168	\$148,304	\$167,003
DIRECTOR, FINANCE CHIEF DEPUTY DISTRICT ATTY CHIEF INFORMATION OFFICER		DIRECTOR, COMMUNITY DEVEL.		133	\$58.91	\$67.64	\$76.17	\$122,533	\$140,691	\$158,434
			DIRECTOR, HEALTH HUMAN SERVICES	132	\$54.26	\$64.18	\$72.27	\$112,861	\$133,494	\$150,322
PRINCIPAL ATTORNEY DEPUTY DISTRICT ATTORNEY III DIRECTOR, HUMAN RESOURCES	DIRECTOR, PUBLIC WORKS		UNDERSHERIFF	131	\$51.50	\$60.90	\$68.57	\$107,120	\$126,672	\$142,626
SR ATTORNEY & ASSISTANT LEGAL COUNSEL DEPUTY DISTRICT ATTORNEY II ATTORNEY - SENIOR			NURSE PRACTITIONER (ARNP)	130	\$48.86	\$57.79	\$65.07	\$101,629	\$120,203	\$135,346
ASSESSOR *	FACILITIES & CAPITAL PROJECTS DIRECTOR ROAD SUPERINTENDENT		DIRECTOR, JUVENILE SERVICES SHERIFF LIEUTENANT - CC, ADMIN SHERIFF LIEUTENANT - PATROL, JAIL	129	\$46.38	\$54.84	\$61.76	\$96,470	\$114,067	\$128,461
DEPUTY DISTRICT ATTORNEY I ASSOCIATE COUNTY COUNSEL		DIR., LIBRARIES & LEARNING RESOURCES BUILDING SERVICES MANAGER DIRECTOR, FAIRGROUNDS & EVENTS		128	\$44.01	\$52.04	\$58.60	\$91,541	\$108,243	\$121,888
ACCOUNTING MANAGER COUNTY CLERK * EE RESOURCES BUS. PARTNER - SR		PRINCIPAL PLANNER DIRECTOR, MUSEUMS & EXHIBITS	ASSIST. DIRECTOR, HEALTH HUMAN SVCS	127	\$41.78	\$49.40	\$55.64	\$86,902	\$102,752	\$115,731
CHIEF DEPUTY ASSESSOR IT APPLICATIONS/GIS MANAGER ATTORNEY - GRADUATE PRINCIPAL ACCOUNTANT			SHERIFF SERGEANT SENIOR	126	\$39.65	\$46.89	\$52.80	\$82,472	\$97,531	\$109,824
PAYROLL/BENEFITS MANAGER	LANDFILL OPERATIONS MANAGER	PLANS EXAMINER SENIOR PLANNER BUILDING OFFICIAL	SHERIFF SERGEANT	125	\$37.65	\$44.52	\$50.13	\$78,312	\$92,602	\$104,270
EE RESOURCES BUSINESS PARTNER SR BUDGET ANALYST REVENUE ANALYST/TAX COLLECTOR ASSOCIATE CHIEF DEPUTY ASSESSOR EXEC SVCS & COMMUNICATIONS OFFICER	ROADS OPNS SUPERVISOR ROADS SHOP SUPERVISOR WEED CONTROL OFFICER	NATURAL RESOURCES PROGRAM MGR	PUBLIC HEALTH NURSE SR (BSN) EMERGENCY SERVICES MANAGER HEALTH PGMS & INITIATIVES MANAGER ENVIRONMENTAL HEALTH SPEC - SR	124	\$35.74	\$42.26	\$47.58	\$74,339	\$87,901	\$98,966
IT APPLICATIONS ANALYST IT BUSINESS PROCESS ANALYST OFFICE OPERATIONS MANAGER - DA ACCOUNTING ANALYST GIS SENIOR ANALYST SENIOR ACCOUNTANT		BUILDING INSPECTOR SR WATERSHED COUNCIL COORDINATOR SERVICE CENTER SUPERVISOR PLANS EXAMINER ENVIRONMENTAL QUALITY SPEC-SANITARIAN OFFICE OPERATIONS MANAGER	SERVICE CENTER SUPERVISOR HEALTH CLINIC SUPERVISOR MENTAL HEALTH CLINICIAN HEALTH ACCOUNTING ANALYST JUVENILE COUNSELOR - SENIOR	123	\$33.94	\$40.13	\$45.19	\$70,595	\$83,470	\$93,995
APPRAISER - SENIOR IT SYSTEMS ADMINISTRATOR EE RESOURCES BUSINESS PARTNER		PLANNER EXTENSION SERVICES SUPERVISOR ASSISTANT DIR., LIBRARY & LEARNING RES.	PUBLIC HEALTH NURSE (RN) ENVIRONMENTAL SPECIALIST HEALTH ACCOUNTING ANALYST	122	\$31.71	\$37.49	\$42.21	\$65,957	\$77,979	\$87,797
PARALEGAL SPECIALIST STAFF ACCOUNTANT OFFICE SERVICES SUPERVISOR	HEAVY EQUIP LEAD OPER/MECHANIC - LF VEHICLE TECHNICAL MECH - SR/LEAD	CODE COMPLIANCE OFFICER BUILDING INSPECTOR II	SHERIFF DEPUTY - PATROL, JAIL ** SHERIFF DETECTIVE **	121	\$30.32	\$35.85	\$40.38	\$63,066	\$74,568	\$83,990

CROOK COUNTY

Admin/Business/Legal/Cross-dept.	Transportation & Trades	CROOK COUNTY Planning/Library/Museum/Fair	Public Safety and Health	Grade	HRLY			ANNUAL		
					Min	Mid=7	Max	Min	Mid=7	Max
HR EMPLOYEE RESOURCES SPEC ACCOUNTING TECHNICAL LEADER VETERANS SERVICES OFFICER SENIOR APPRAISER II		LIBRARY OPERATIONS SUPERVISOR ASSOCIATE PLANNER	JUVENILE COUNSELOR HEALTH PROGRAMS FACILITATOR - SR EPIDEMIOLOGY SPECIALIST MENTAL HEALTH COUNSELOR	120	\$28.99	\$34.29	\$38.61	\$60,299	\$71,323	\$80,309
GIS ANALYST OFFICE SERVICES TEAM LEADER	VEHICLE TECHNICAL MECHANIC *** OFFICE SERVICES TEAM LEADER - ROADS	BUILDING INSPECTOR I CODE COMPLIANCE OFFICER	HEALTH BUSINESS OFFICE SUPERV HEALTH PROGRAMS FACILITATOR - SR OFFICE SERVICES TEAM LEADER - SO	119	\$27.75	\$32.81	\$36.95	\$57,720	\$68,245	\$76,856
LEGAL ASSISTANT - SENIOR IT USER SUPPORT TECH - SENIOR APPRAISER I CHIEF DEPUTY CLERK ADMINISTRATIVE ASSISTANT SENIOR SUPPORT ENFORCEMENT OFCR	HEAVY EQUIP OPERATOR SR/SKILLED *** HEAVY EQUIPMENT OPERATOR - LF	PERMIT DATA SERVICES COORD PLANNING TECHNICIAN - SENIOR	MENTAL HEALTH TECHNICIAN PREVENTION SPECIALIST BAILIFF/COURT SECURITY **	118	\$26.55	\$31.41	\$35.39	\$55,224	\$65,333	\$73,611
VETERANS SERVICES OFFICER ACCOUNTING TECHNICIAN - SR	VEHICLE MECHANIC ***	PERMIT DATA SERVICES COORD COLLECTIONS SPECIALIST - MUSEUM LIBRARY PROGRAMS SPECIALIST	PUBLIC HEALTH NURSE I (LPN) HEALTH PROGRAMS FACILITATOR EMERGENCY PREP COORD	117	\$25.44	\$30.08	\$33.87	\$52,915	\$62,566	\$70,450
LEGAL ASSISTANT IT USER SUPPORT TECHNICIAN	SKILLED FACILITY MAINT TECHNICIAN	PERMIT TECHNICIAN - SR PLANNING TECHNICIAN	HEALTH PATIENT ACCOUNTS TECH W&C CARE COORDINATOR MEDICAL ASSISTANT - CERTIFIED **	116	\$24.38	\$28.83	\$32.47	\$50,710	\$59,966	\$67,538
ASSESSMENT TECHNICIAN - SR	EQUIPMENT OPERATOR ***		LEGAL ASSISTANT - CC	115	\$23.37	\$27.63	\$31.12	\$48,610	\$57,470	\$64,730
ADMINISTRATIVE ASSISTANT RECORDING SPECIALIST - SENIOR CUSTOMER ACCOUNTING TECH PAYROLL TECHNICIAN	VEHICLE SERVICING MECHANIC *** FACILITIES MAINTENANCE TECHNICIAN	ADMINISTRATIVE ASSISTANT FACILITIES & EVENTS COORDINATOR EXTENSION PROFRAMS COORD	COMMUNITY SERVICE OFFICER MEDICAL ASSISTANT - JAIL ** ADMIN SPECIALIST - CIVIL ** ADMIN SPECIALIST - JAIL ** ADMIN SPECIALIST - WARRANTS ** ADMIN SPECIALIST - RECORDS SO **	114	\$22.43	\$26.51	\$29.85	\$46,654	\$55,141	\$62,088
VICTIIMS ADVOCATE ASSESSMENT TECHNICIAN II ADMINISTRATIVE CLERK - SENIOR	LANDFILL ATTENDANT	PERMIT TECHNICIAN SENIOR MAINTENANCE CUSTODIAN LIBRARY MEDIA TECHNICIAN - SENIOR ADMINISTRATIVE CLERK - SENIOR	WIC CERTIFYING SPECIALIST ADMINISTRATIVE CLERK - SR	113	\$21.51	\$25.44	\$28.65	\$44,741	\$52,915	\$59,592
RECORDING SPECIALIST				112	\$20.65	\$24.43	\$27.51	\$42,952	\$50,814	\$57,221
ASSESSMENT TECHNICIAN I ACCOUNTING ASSISTANT		PERMIT ASSISTANT LIBRARY MEDIA TECHNICIAN COLLECTIONS ASSISTANT	ADMINISTRATIVE CLERK - SO	111	\$19.85	\$23.47	\$26.43	\$41,288	\$48,818	\$54,974
ADMINISTRATIVE CLERK	TRANSPORT DRIVER ADMINISTRATIVE CLERK MAINTENANCE CUSTODIAN			110	\$19.08	\$22.57	\$25.41	\$39,686	\$46,946	\$52,853
				109	\$18.35	\$21.70	\$24.44	\$38,168	\$45,136	\$50,835
		GROUND & FACILITIES CUSTODIAN		108	\$17.66	\$20.89	\$23.53	\$36,733	\$43,451	\$48,942
OFFICE ASSISTANT	OFFICE ASSISTANT	OFFICE ASSISTANT		107	\$17.00	\$20.11	\$22.64	\$35,360	\$41,829	\$47,091
			* Elected ** Sheriff *** Roads	106	\$16.39	\$19.38	\$21.82	\$34,091	\$40,310	\$45,386
				105	\$15.80	\$18.68	\$21.04	\$32,864	\$38,854	\$43,763
	LIBRARY MEDIA ASSISTANT	MUSEUM HOST		104	\$15.24	\$18.02	\$20.29	\$31,699	\$37,482	\$42,203

Admin/Business/Legal/Cross-dept.	Transportation & Trades	CROOK COUNTY Planning/Library/Museum/Fair	Public Safety and Health	Grade	Min	HRLY Mid=7	Max	Min	ANNUAL Mid=7	Max
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Appendix E

Job Description Worksheet



Crook County, Oregon

JB

Your name:	Your Job Title:	Years on this job:	Today's date:

The name of your department:	Your supervisor's name and job title:	Your telephone or email contact:

I. POSITION SUMMARY

Please summarize the overall purpose of your position in one or two sentences. As a guide, you may want to highlight the single most important objective(s) for the job, or think of how you would explain your job to someone outside the work team.

II. QUALIFICATIONS

In this section, please summarize the important education, experience (length and type), special training, and special abilities you believe should be required for a new person to be able to perform this job in a satisfactory manner. In other words, if you were hiring someone for this job, what background would you look for?

1. Formal education required for the job:	2. Length of experience, all types:
3. Types of job experience and/or specialized training:	4. Special knowledge of specific work processes, subjects, equipment:

III. ESSENTIAL RESPONSIBILITIES

What are the major responsibilities of your position, how are they performed, what results are expected, who is your customer, what technical, logistic, or interpersonal challenges are involved with completing the duty/responsibility, and what other teams must you work with? In order of importance, please list brief statements describing the major duties you perform and are held accountable, then indicate examples of the tasks and steps use to accomplish them, finally describe the end result and primary customer who receives or is impacted by your work. As a general rule, a duty should only be listed if takes more than 5% of your time. **BE SURE TO LIST THE 3 MOST CRITICAL RESPONSIBILITIES FIRST.**

1a. Major responsibility or duty.	1b. Steps, tasks, activities or processes used.	1c. Results and customer.

1d. Technical or logistic challenges to complete this duty.	1e. other work teams involved.

2a. Major responsibility or duty.	2b. Steps, tasks, activities or processes used.	2c. Results and customer.

2d. Technical or logistic challenges to complete this duty.	2e. other work teams involved.

3a. Major responsibility or duty.	3b. Steps, tasks, activities or processes used.	3c. Results and customer.

3d. Technical or logistic challenges to complete this duty.	3e. other work teams involved.

4a. Major responsibility or duty.	4b. Steps, tasks, activities or processes used.	4c. Results and customer.

4d. Technical or logistic challenges to complete this duty.	4e. other work teams involved.

5a. Major responsibility or duty.	5b. Steps, tasks, activities or processes used.	5c. Results and customer.

5d. Technical or logistic challenges to complete this duty.	5e. other work teams involved.

6a. Major responsibility or duty.	6b. Steps, tasks, activities or processes used.	6c. Results and customer.

6d. Technical or logistic challenges to complete this duty.	6e. other work teams involved.

IV. ENVIRONMENTAL FACTORS

This section identifies physical requirements and environmental considerations. Please check the items listed below with % or a ✓.

1. Regularity of work hours:	Bending-stooping-kneeling-crawling	Guiding power tools
Regular, per work schedule	Pushing, pulling, guiding materials	Operate equipment controls, levers
Over 45 hours	Lifting, > 25 pounds, list % of time	5. General health considerations:
2. Work on a computer screen:	4. Hand-eye-arm coordination:	Ventilation, airborne fumes
More than 50% of the time	Keyboarding, speed required	Noise/temperature extremes
3. Physical movements and effort:	Assemble, connect small objects	Sharp objects
Mostly sitting, some walking & standing	Reaching, retrieving work materials	Infection or communicable disease

Supervisors, feel free to add information that will enhance understanding of this position. Completed forms should be forwarded on to the Personnel Services department.

AGENDA ITEM REQUEST



Date:

Meeting date desired:

Subject:

Background and policy implications:

Budget/fiscal impacts:

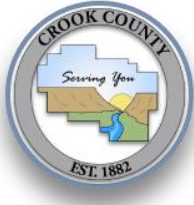
Requested by:

Presenters:

Legal review (only if requested):

Elected official sponsor (if applicable):

AGENDA ITEM REQUEST



Date:

Meeting date desired:

Subject:

Background and policy implications:

Budget/fiscal impacts:

Requested by:

Presenters:

Legal review (only if requested):

Elected official sponsor (if applicable):



Crook County

Mailing: 300 NE 3rd Street • Prineville, Oregon 97754
Physical: 203 NE Court Street • Prineville, Oregon 97754
Phone (541) 447-6555

September 7, 2023

Jennifer Abernathy, NEPA Planner, Lookout Mountain Ranger District
Ochoco National Forest
3160 NE Third Street
Prineville, OR 97754

Response to Mill Creek Dry Forest Restoration Project # 58081, Draft Environmental Assessment

Crook County thanks you for the opportunity to respond to the Draft Environmental Assessment (EA) for the Mill Creek Dry Forest Restoration project # 58081. Enclosed you will find comments, concerns and general support for Alternative 3 of the draft EA. The Crook County Court is the Board of Commissioners for Crook County, Oregon. In 2017, Crook County adopted its Crook County Natural Resources Policy. The policy, developed with the citizens of Crook County, serves as a guide for the County's interaction with local, state and federal land management agencies in regards to natural resource issues.

In the matter of the Mill Creek Dry Forest Restoration Project, the comments that follow are in support of the adopted Natural Resources Policy. After reviewing the draft EA, Crook County generally supports the selection of Alternative 3 with minor modifications. County recommendations are listed below.

Purpose and need:

Increased resilience to insect, disease, fire and drought

* **Support the 6 points on purpose and need.** Need to manage for healthy forests, reduced catastrophic wildfire risks and impacts of drought (disease and insect impacts on stressed trees), and the need to reverse the conversion of pine to fir dominated stands.

Generally, and particularly during a period of drying and warmer climate, basal area of ponderosa pine stands should be reduced to 40-60 sq. feet of BA/acre to be healthy and resilient. Targeting a 40-60 BA is also representative of historic natural fire regime conditions on dry ponderosa sites. **Ecology and Management of Eastern Oregon Forests. Manual 12, (2018) Pg. 59, table 3.4. Haggmann, R.K., et al. Historical structure and composition of ponderosa pine and mixed-conifer forests in south-central Oregon. Forest Ecol. Manage. (2013). Perpetuating old ponderosa pine. T.E.Kolb et al. Forest Ecology and Management 249(2007) 141-157.** A few large older trees per acre with grass understories likely predominated. This would require removal of most of the

other competing species, Douglas and white fir. Selected wildlife habitat areas with thicker escape and resting cover conditions should be specifically provided.

Enhance and restore stream channels and riparian areas

*** No mention of impacts of increased conifer within riparian zones and impacts (competition) with hardwoods, stream shading and bank stability (addressed to some degree in discussion of public scoping).** Increased density of conifer within riparian zones adds to the drying of these habitat types and the instability of the riparian channel, and inhibits growth and recruitment of riparian vegetation, contributing to channel down cutting and widening and therefore riparian degradation.

In relation to grazing (grazing recommendations are not a part of this project) in some stream reaches, particularly meadows, livestock grazing should be analyzed for riparian impacts and appropriate grazing tools/approaches determined in collaboration with the permittees and management strategies implemented either through the annual operating plans or when the Allotment Management Plans are updated.

Supply Timber and Wood Products

*** Agree with this purpose**

Align road maintenance levels with travel management plan

* Generally the County opposes road closures but is willing on a case by case basis to accept minor changes when specific data exists to justify road closures.

General statements about impacts on wildlife and erosion are not considered to be justifiable. Road closures must also be justified in the areas of wildfire fighting, maintenance requirements of grazing permits, recreational access/hunting, and handicap access.

While the County understands this is not a grazing EA, the discussion of grazing impacts (pg 25) within the project area on current conditions express the fact that past grazing played a role in existing condition but fails to state how today's grazing practices (USFS 2010) are required to contribute to improvements in future conditions. The way this paragraph is written, the Forest is saying that grazing was a problem and there is nothing we can do about it which is not true.

Working closely with permittees and others, there are numerous approaches to improve range conditions that can work both for livestock production and land health. Where no satisfactory systems are available to protect land health, suitability for livestock grazing should be considered. Opportunities to make minor changes in grazing can be made through the annual operating plans or when the Allotment Management Plans are updated. Changes should be made only when monitoring data supports them.

Role of prescribed fire and impacts to the community:

The County recognizes the value of prescribed fire as a tool for managing forest vegetation. However, the County is concerned that the Forest relies too heavily on

prescribed fire for meeting forest management objectives when other tools could accomplish the same outcomes and provide a positive impact to the Community (harvest more board-feet for sale) and reduce the negative impacts (smoke/air quality).

The Forest must coordinate prescribed fire activities with Mill Creek residents and appropriate County and City governments and citizens in order to minimize negative impacts.

The inclusion of thinning and fuels reduction in ALT 3 and 4 for the RHCA's is supported by the County. This must be done in order to meet forest and riparian management objections and desired outcomes.

With the addition of biomass treatment facilities in Prineville, this will enable more economically positive conversion and also improved carbon reduction/utilization. Additionally, there could be markets for smaller Douglas fir depending on timing of contracts, the plan must be able to take advantage of this.

The County supports the Forest in adopting a forest amendment which would allow appropriate and currently accepted ground-based harvest techniques on slopes > 35%. The County believes the Forest is wasting time and energy evaluating helicopter and high-lead logging systems.

These systems are not economically feasible in stands of such low timber volume. Analyzing such systems on the premise that they are available to help achieve forest management goals potentially requires tools that just are not available. Well established, cost effective winch-assist logging and winch-assist cut-to-length systems could be more appropriate for steep slopes and the County encourages the forest to evaluate them. The Forest should do a Forest plan amendment to address this.

The County is surprised to see the mention of Lemon Gulch Trails EA in the document (pg. 25, 33, 226) since this review and no decision notice were issued in April, 2023.

The County acknowledges that there is a significant amount of fir that is dying within the Ochoco National Forest, including the Mill Creek Area. This rapid die-off requires that the Forest act quickly and that its actions cover the greatest amount of area within the scope of approved EA and Decision Notices.

The County supports the scope of Alternative 3 with the allowance of the removal of >21" trees (emphasis on Fir types but not exclude pine if needed to meet stand requirements) and emphasizes the need to adopt current technologies/practices of timber harvest on steep slopes and eliminate analysis of harvest systems that are not viable or economically available at this time. Only 25 trees 21" diameter/acre equates to 60 sq. feet of BA, a reasonable maximum stocking level for most dry pine stands.

The County supports the control of non-native invasive plants and is supportive of actions proposed within the Mill Creek Vegetation Management Plan. The EA emphasizes the role of grazing livestock (pg. 96) as vectors for non-native invasive plants.

The EA fails to mention that wildlife also serve the same role as vectors with seeds or plant parts in hair, hoofs or manure. Monitoring wildlife migration routes and habitats for non-native plant movement followed by implementation of control measures should be emphasized by the Forest. Major emphasis should be place on invasive annual grasses such as Ventenata, Medusahead rye and cheatgrass as these species can contribute greatly to the initiation and spread of wildfire.

Hydrology and Aquatic Species:

The County supports the assumptions of water yield but notices the Equivalent Harvest Area (EHA) assessment (pg. 163) appears to fail to measure or at least state the benefits of additional soil water infiltration associated with decreasing tree (and tree canopy) density. Improved soil/water infiltration increases soil water volume and movement. The result is increased ground water and soil water contribution to stream flow, resulting in longer periods of stream flow with increased volumes of water.

Mill Creek is a major stream, contributing to storage in Ochoco Reservoir. Flows into and storage of water in this reservoir have been impacted by long term drought and landscape changes above the reservoir. Water storage in Ochoco Reservoir is critical to the economic stability of the County providing water for irrigated agriculture and recreational opportunities (fishing and boating). The increased water storage captured in healthy watersheds can also increase the time period for stream flow during late summer fall?

As noted on pg. 169, Alt 3 does generate the highest EHA index values. The County strongly encourages the Forest to increase long term water yield monitoring as a method to help determine if project outcomes are/have been met.

Range

The County supports the assumptions of forest management proposed in Alt's 2,3 and 4 in regards to the positive responses to understory vegetation including grasses (livestock forage).

The EA fails to mention that increases in forage production will not lead to increases in permitted AUMs. The County assumes that the Forest and the permittees will take advantage of this benefit through the use of existing AUM's and the grazing schedule developed annually to implement the AMP's for each allotment within the planning area. Benefits to the healthy plant communities include reduced risk of invasive plant introduction and productivity and improved benefits to RHCA recovery rates due to improved distribution and timing issues.

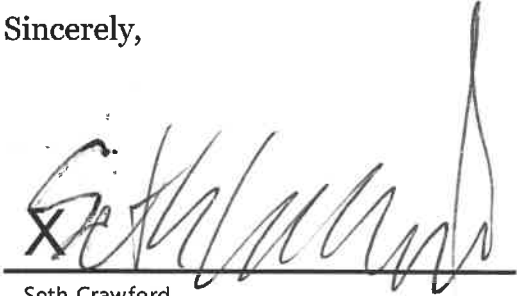
Economics

The County appreciates the recognition of this plan on jobs and economic activity in the region. Not only does a sustained yield offering by the Forest support existing jobs, but it also generates interest in forestry careers by the younger generation. This is the pool of individuals that is necessary for future of the industry and the management of our forests, public and private.

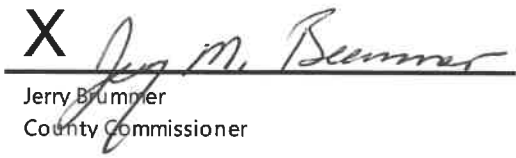
It would be good to include the economics of biomass offerings. This is an emerging industry, utilizing a different product than what has been offered in the past from public lands. The City of Prineville is currently studying the opportunities to construct and operate a biomass utilization facility that could be a new addition to Crook County's economic activity. This facility, if constructed will add jobs not only at its location but additional jobs in the woods.

In closing, Crook County thanks you again for the opportunity to comment on the draft EA, Mill Creek Dry Forest Restoration Project. In general, the County supports the selection of Alternative 3 with minor modifications. Our input here includes those suggested modifications for the Final EA and Decision Notice. If you have any questions about our input, please do not hesitate to contact Tim Deboodt, Coordinator, Crook County Natural Resources.

Sincerely,



Seth Crawford
County Judge



Jerry Brummer
County Commissioner



Agenda Item Request

Date:

April 17, 2024

Meeting date desired:

April 24, 2024

Subject:

Annual review of suggested updates to Crook County Fiscal Policies – see attached redline

Background and policy implications:

The financial policies are included in the budget document and are designed to establish guidelines for the fiscal stability of the County. The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, expenditure control, asset management, cash and investment management, and planning concepts, debt financing and pension funding.

Budget/fiscal impacts:

*Guides budgetary and financial decisions across the County.
Edits were made to strike out County Court and insert Board of Commissioners, update County Judge to Board of Commissioners Chair or County Manager, update minimum net working capital for the Landfill and Crook County Road Agency, refer grant funding requirements to the Crook County Code and add additional language to better describe when assets and improvements are capitalized.*

Requested by:

Christina Haron, CPA, Crook County Finance Director

christina.haron@crookcountyor.gov

Presenters:

Christina Haron, CPA, Crook County Finance Director

Legal review (only if requested):

NA

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A. EXECUTIVE SUMMARY

Crook County has an important responsibility to its citizens to protect and manage public funds to ensure the sustainable provision of services desired by the County's citizens. The following financial policies are designed to establish guidelines for the fiscal stability of the County. The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, expenditure control, asset management, cash and investment management, and planning concepts, debt financing and pension funding in order to:

- Demonstrate to the citizens of Crook County, the investment community, and the bond rating agencies that the County is committed to strong fiscal operations and to the preservation of its ability to provide the financial stability to navigate through economic downturns and respond to the changing needs of the community;
- Provide an adequate financial foundation to sustain a sufficient level of County services to the community delivered in a cost effective and efficient manner;
- Present fairly and with full disclosure the financial position and results of operations of the County and its special districts in conformity to Generally Accepted Accounting Principles (GAAP); and
- Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Oregon Revised Statutes and Administrative Rules, federal legislation, agreements and other contractual documents.

These policies apply to all financial operations of Crook County and all other entities governed by the Crook County ~~Court~~Board of Commissioners.

B. FINANCIAL PLANNING AND BUDGETING POLICIES

B1. Oregon Budget Law

In accordance with Oregon Budget Law, Crook County adopts a balanced budget by individual fund and in total.

For each fund, total resources, consisting of beginning net working capital, current year revenues and other resources, equal total requirements, which includes personnel, materials and services, capital outlay, debt service, transfers, contingencies, unappropriated ending fund balances, and reserves for future expenditures.

Additionally budget appropriations are made in accordance with Oregon Budget Law at the department, category or program level.

B2. Budget Process

The County's annual budgeting process engages management, advisory boards, the Budget Committee, the County [CourtBoard of Commissioners](#) as well as public comment received throughout the year so that major policy issues, department goals and objectives are identified, reconciled, and aligned with County [CourtBoard of Commissioners](#) goals and objectives. The reconciled and aligned goals and objectives are incorporated into the annual budget with resources directed to achieve the goals.

The proposed budget is presented to the Budget Committee in public meetings held in the spring of each year. The Budget Committee approves the budget, property tax rate for operations and levy amount for any general obligation debt, with amendments to address issues identified during the budget review process including those raised by the public.

The County [CourtBoard of Commissioners](#), at a

public meeting in prior to July 1, and after a public hearing, adopts the budget, property tax rate for operations and levy amount for any general obligation debt, with amendments, limited to ten percent in each fund, to address items raised by the public, themselves, or subsequent emerging items.

The adopted budget is a living document for the fiscal year, meaning it may be amended throughout the year to address emerging opportunities, risks and/or changes in conditions.

B3. Budget Adjustments

All budget adjustment requests will be submitted to the Finance Department for analysis. The County's Financial Officer will determine the need for the adjustment and, if necessary, prepare the resolution and any required public notices for the proposed adjustment for County [CourtBoard of Commissioners](#) consideration to ensure compliance with budget laws.

B4. Net Working Capital (Contingency)

In order to maintain a prudent level of financial resources to avoid reducing service levels, borrowing between funds during the fiscal year, increasing fees, and/or raising taxes (i.e. voter-approved local option levy) due to revenue shortfalls and unforeseeable one-time expenditures, the minimum net working capital balances, as of the beginning and end of each fiscal year, will be determined and established by the Finance Director. Net working capital indicates funds readily available to meet current expenditures.

The determined minimum balances and actual and/or estimated amounts will be reported in the budget document and quarterly financial reports. In the event net working capital falls below the established thresholds, the Finance Director shall provide the County [CourtBoard of](#)

Crook County Fiscal Policies

Commissioners for Court Board of Commissioners approval a plan to restore compliance.

The following table summarizes the minimum net working capital for each fund.

FUND	PERIOD TO FUND*	FUNDING SOURCES, COMMENTS
Operating Funds		
General	5 months	Property tax funded
Road	12 months	Major capital improvement risk
Sheriff's Office	5 months	Property tax funded
Community Development	18 months	Volatile activity, 100% fee supported
Health Services	4 months	Federal, state, and local funding <u>excluding pass-through funding</u>
Library	5 months	Property tax funded
Veterans Services	3 months	State and local funding
Special Transportation	3 months	State and federal funding
Video Lottery	3 months	Quarterly state funding
Surveyor	6 months	100% fee-funded services
Tourism	3 months	Quarterly local funding
Fairgrounds	3 months	Diversified local funding
Landfill	3 months + \$2,254.28 million	100% fee-funded services; 3 mos operating, \$4.282M+ for <u>DEQ post closure liability</u> and \$250k for capital repair
Weed Control	6 months	Federal and local funding, 100% fees
Airport	6 months	Federal, state, and local funding
Facilities	3 months	Internal service funding
Other Funds		
Clerk Special Revenue	None	Local funding
Taylor Grazing	None	Non-operational federal funding
Title III	None	Non-operational federal funding
Risk Management	6 months	Internal service funding
Community College Edu Center	None	Funded per agreement
Crooked River Watershed	None	Pass-through activity
Capital Asset Reserve	None	Emergency and opportunities fund
Capital Projects	None	Capital projects fund
Debt Service	None	Debt service fund
County Special Districts		
OSU Extension	5 months	Property tax funded
Historical Society (Museum)	5 months	Property tax funded
<u>Crook County Road Agency</u>	<u>None</u>	<u>Pass-through activity</u>

* Period to fund is calculated based upon Personnel, Materials & Services, Debt Service, and 20% of Capital

Outlay expenditures

B5. Long-Range Planning

Each year the County will update resource and requirement forecasts for major operating funds for the next five years, including an updated five-year Capital Improvement Plan (CIP) for all capital equipment, vehicles, transportation improvements, landfill improvements, fairground facilities, and building improvements (see also B7 below). The forecasts will be included in the annual budget to facilitate budget decisions and strategic planning, based on a multi-year perspective.

B6. Budget Awards Program

The County will submit its annual budget to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program in order to hold a best practices standard of preparing budget documents of the very highest quality.

B7. Capital Assets and Improvements

The County's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year and repairs or maintenance greater than \$10,000 that extend the useful life of the asset beyond one additional year. Capital assets or repairs costing less than \$10,000 or having a useful life or increasing useful life of one year or less will be treated as operating expenditures.

Annually, the County will approve a five-year Capital Improvement Plan (CIP), congruent with the adoption of its budget, starting with the Fiscal Year 2024 budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying the needs, conditions, and circumstances that have caused the project's creation, as well as the expected results if the project is approved and implemented or if no action is taken.

C. FINANCIAL REPORTING POLICIES

C1. Accounting

The County's accounting systems and financial reports will be in conformance with all state and federal laws, generally accepted accounting principles (GAAP), as well as standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

C2. Internal Controls

Financial systems, procedures and processes will maintain internal controls to monitor revenues, expenditures, program performance, and grant requirements on an ongoing basis.

C3. Annual Audit

An annual audit will be performed by an independent public accounting firm, licensed as a municipal auditor, with an audit opinion to be included with the County's published annual financial report.

C4. Annual Financial Report

The annual financial report shall demonstrate compliance with finance-related legal and contractual provisions, including disclosures in sufficient detail to minimize ambiguities and potential for misleading inference.

The County's annual financial report will be provided as required to stakeholders to enable them to make informed decisions and it will also be posted on the County's website.

As a continuing disclosure requirement, the annual financial report will be provided via electronic submission to the Electronic Municipal Securities Rulemaking Board (EMMA).

C5. Quarterly Financial Reports

The Finance Department will collaborate with all County departments, to prepare quarterly

financial reports that will include unaudited comparisons of actual to budget, with updated full-year estimates of revenue and expenditures. The report will also include narrative highlighting progress made on goals and other initiatives, including explanation to any material changes to delivery of budgeted activity and revenue or expenditures. These reports will be posted to the County's website.

C6. Financial Accounting Activity

The Finance Department will oversee the County's enterprise resource planning (ERP) financial systems and perform financial transactional activity, including review and adjustments, reconciliations, and allocations. ERP information will be accounted for timely and accurately, with daily posting and review of transactions. Inquiry and transactional access to ERP information and systems will be available, consistent with internal control protocols, to all ~~Court~~Board of Commissioners members, elected officials, management, and authorized staff to facilitate oversight, accountability, and timely decision making.

D. REVENUE POLICIES

D1. Revenue Diversification

The County will diversify its revenue streams to reduce reliance on property taxes and potential negative implications to service delivery resulting from fluctuations in revenue sources.

D2. Property Taxes

The County's general operating levy will be used primarily to fund the Sheriff's Office, Library, Clerk's office, Assessor's office, District Attorney's office, Juvenile Services, Health Services, Veterans Services, the Fairgrounds, and the Historical Society. Additionally, property taxes may be utilized to support voter-approved debt for capital items.

D3. Fees and Charges

User fees and charges will be established for services that benefit specific individuals or organizations. The amount of individual fees will be established at amounts that do not exceed the full cost of delivering a service. The County will annually review and adjust all fees, licenses, permits, fines, and other miscellaneous charges in conjunction with the budget process. Factors for fee or charge adjustments will include the impact of inflation, the cost of federal and state mandates, gained efficiencies, and updates/revisions to rate setting methodologies.

D4. Billing Rates

The County shall establish billing rates for its employees and capital equipment, including vehicles. The rates will be determined on a full-cost recovery basis. These rates will be charged to internal and external customers as incurred.

D5. Collection Policy

The County shall timely pursue collection of delinquent accounts. Interest may be charged on past due accounts, and when so charged the rate shall be at statutory rates unless another rate is imposed by agreement or statute. When necessary, the County may discontinue service, present a case at small claims ~~court~~Board of Commissioners, send accounts to collection agencies, foreclose on property, assign liens, and use other methods of collection, such as imposing penalties, collection fees, and late charges.

D6. Use of One-Time Revenue

Generally, one-time revenue shall be directed to non-recurring capital requirements, debt retirement, contribution to capital reserves, contribution to PERS unfunded liability or other liability, and other non-recurring expenses. One-time revenue shall not be used to fund ongoing operations, unless the County, in the context of a multi-year financial plan, chooses

to address funding gaps and other operating requirements with future funding to sustain those operations identified and documented.

D7. Use of Unpredictable Revenue

Revenue of a limited or undefined term will generally be used for capital projects or one-time operating expenditures to ensure that no ongoing service programs are lost when such revenue is reduced or discontinued.

D8. Pursuit of Grant Funding

Grants are generally contributions from one government to another, usually for a specific purpose. Grants may come with matching fund and/or other requirements. ~~Therefore, the County Judge shall approve all grant applications before their submission. Grants will be approved consistent with the County's Purchasing Rules and Procedures as described in Crook County Code 3.12.~~

Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The evaluation shall be overseen and/or performed by the Finance Director in collaboration with the receiving department.

~~The County Court will be provided with the evaluation report with the request for the County Court to accept the grant.~~

D9. Revenue Estimates

Revenue will be estimated annually in the budget process in a conservative manner using objective and analytical approaches, with five-year forecasts as noted above. Forecasts of current year revenue will be updated quarterly as noted in B5 above.

E. EXPENDITURE POLICIES

E1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the adopted budget. Department directors, managers, or division managers will be responsible for the administration of their department/division budget(s). This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

E2. The County ~~Judge-Board of Commissioners~~ Chair will administer expenditure control at the category or divisional level. Additionally, the County ~~Judge-Board of Commissioners~~ Chair may give authorization to mandate expenditure control down to any line-item level. Expenditures anticipated to be in excess of these levels will require County ~~Court~~Board of Commissioners approval.

E3. All purchases of goods and services must comply with the County's purchasing policies, guidelines, and procedures, as well as with state and federal laws and regulations.

E4. All compensation planning and collective bargaining will include analyses of the total cost of compensation, which includes but is not limited to analysis of salary increases, health benefits, pension contributions, and other fringe benefits.

E5. The County uses internal service charges to account for services provided by one department to other departments on a cost-recovery basis.

The departments providing internal services include Administration/County ~~Court~~Board of Commissioners, Facilities, Finance, GIS, Human Resources, Information Technology, and Legal Counsel.

Goals of an internal service charge include but are not limited to the following:

- a. To improve operational efficiency and effectiveness.
- b. To enhance accountability and transparency of administrative and related overhead costs.
- c. To measure the full cost of providing services for the purpose of fully recovering that cost through fees or charges to user departments.

E6. County staff are to make every effort to control expenditures to ensure County services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

F. CASH MANAGEMENT POLICIES

F1. Investments

County funds will be invested in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order. The County will conform to all state and local statutes governing the investment of public funds and to the County's investment policy. The County's investment policy shall be approved by the State of Oregon Short-Term Fund Board as required and reviewed by the County CourtBoard of Commissioners annually, or as otherwise needed.

F2. Banking Services

The County will periodically review its banking services (no less than every five years). If fees and/or services of the existing banking

relationships are not meeting expectations and/or pricing of competitors is materially less than present relationships, the County will seek requests for proposals for banking services.

F3. Annual Validation of County Bank Accounts

Each year a letter is to be mailed to all banking institutions operating within Crook County to validate that the only Crook County accounts, listing Crook County or a Crook County department as the owner of the account and utilizing the County's federal identification number, are those accounts that have been approved by the County CourtBoard of Commissioners and request that each bank notify the County of any accounts in operation within their financial institutions that are not on the approved list.

F4. Authorization and Management

The County CourtBoard of Commissioners shall by action of the CourtBoard of Commissioners authorize all bank accounts and authorized signatories to those bank accounts. The Finance Director shall manage all banking and investment related services for the County.

F5. Credit/Purchase Cards

The Finance Director, in consultation with the County JudgeBoard of Commissioners Chair, is authorized to set up credit/ purchase cards for County staff as requested, consistent with purchasing limitations.

F6. Internal Controls and Performance Auditing Policies

Employees in the public sector are responsible to the taxpayers for how public resources are used and must perform their duties in compliance with law, policy, and established procedures. In order to provide citizens with an objective and independent appraisal of County government, the County will maintain an independent audit program to evaluate and

report on the financial condition, the accuracy of financial record keeping, compliance with applicable laws, policies, guidelines and procedures, and efficiency and effectiveness of operations.

G. DEBT POLICIES

G1. The Finance Director is responsible to structure all debt issuances and oversees the on-going management of all County debt including general obligations, lease purchase agreements, revenue bonds, full faith and credit bonds, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the County to make future principal and interest payments.

G2. No debt will be issued for which a sufficient specifically identified revenue source(s) is(are) available for repayment. The Finance Director shall prepare an analysis of the source(s) of repayment prior to issuance of any debt.

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- For capital improvements too large to be financed from current resources,
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- Operating costs related to capital improvements are adequately considered, forecasted, and matched with corresponding revenue before debt is issued.

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G5. The County will not use long-term debt to fund current operations, to balance the budget, or to fund projects that can be funded from current resources. The County may use short-term debt or interfund loans as permitted by law to cover temporary cash flow needs resulting from a delay in grant proceeds or other revenues and delay in the issuance of long-term debt.

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A. EXECUTIVE SUMMARY

Crook County has an important responsibility to its citizens to protect and manage public funds to ensure the sustainable provision of services desired by the County's citizens. The following financial policies are designed to establish guidelines for the fiscal stability of the County. The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, expenditure control, asset management, cash and investment management, and planning concepts, debt financing and pension funding in order to:

- Demonstrate to the citizens of Crook County, the investment community, and the bond rating agencies that the County is committed to strong fiscal operations and to the preservation of its ability to provide the financial stability to navigate through economic downturns and respond to the changing needs of the community;
- Provide an adequate financial foundation to sustain a sufficient level of County services to the community delivered in a cost effective and efficient manner;
- Present fairly and with full disclosure the financial position and results of operations of the County and its special districts in conformity to Generally Accepted Accounting Principles (GAAP); and
- Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Oregon Revised Statutes and Administrative Rules, federal legislation, agreements and other contractual documents.

These policies apply to all financial operations of Crook County and all other entities governed by the Crook County Board of Commissioners.

B. FINANCIAL PLANNING AND BUDGETING POLICIES

B1. Oregon Budget Law

In accordance with Oregon Budget Law, Crook County adopts a balanced budget by individual fund and in total.

For each fund, total resources, consisting of beginning net working capital, current year revenues and other resources, equal total requirements, which includes personnel, materials and services, capital outlay, debt service, transfers, contingencies, unappropriated ending fund balances, and reserves for future expenditures.

Additionally budget appropriations are made in accordance with Oregon Budget Law at the department, category or program level.

B2. Budget Process

The County's annual budgeting process engages management, advisory boards, the Budget Committee, the County Board of Commissioners as well as public comment received throughout the year so that major policy issues, department goals and objectives are identified, reconciled, and aligned with County Board of Commissioners goals and objectives. The reconciled and aligned goals and objectives are incorporated into the annual budget with resources directed to achieve the goals.

The proposed budget is presented to the Budget Committee in public meetings held in the spring of each year. The Budget Committee approves the budget, property tax rate for operations and levy amount for any general obligation debt, with amendments to address issues identified during the budget review process including those raised by the public.

The County Board of Commissioners, at a public meeting in prior to July 1, and after a public

hearing, adopts the budget, property tax rate for operations and levy amount for any general obligation debt, with amendments, limited to ten percent in each fund, to address items raised by the public, themselves, or subsequent emerging items.

The adopted budget is a living document for the fiscal year, meaning it may be amended throughout the year to address emerging opportunities, risks and/or changes in conditions.

B3. Budget Adjustments

All budget adjustment requests will be submitted to the Finance Department for analysis. The County's Financial Officer will determine the need for the adjustment and, if necessary, prepare the resolution and any required public notices for the proposed adjustment for County Board of Commissioners consideration to ensure compliance with budget laws.

B4. Net Working Capital (Contingency)

In order to maintain a prudent level of financial resources to avoid reducing service levels, borrowing between funds during the fiscal year, increasing fees, and/or raising taxes (i.e. voter-approved local option levy) due to revenue shortfalls and unforeseeable one-time expenditures, the minimum net working capital balances, as of the beginning and end of each fiscal year, will be determined and established by the Finance Director. Net working capital indicates funds readily available to meet current expenditures.

The determined minimum balances and actual and/or estimated amounts will be reported in the budget document and quarterly financial reports. In the event net working capital falls below the established thresholds, the Finance Director shall provide the County Board of Commissioners for Board of Commissioners

Crook County Fiscal Policies

approval a plan to restore compliance.

The following table summarizes the minimum net working capital for each fund.

FUND	PERIOD TO FUND*	FUNDING SOURCES, COMMENTS
Operating Funds		
General	5 months	Property tax funded
Road	12 months	Major capital improvement risk
Sheriff's Office	5 months	Property tax funded
Community Development	18 months	Volatile activity, 100% fee supported
Health Services	4 months	Federal, state, and local funding excluding pass-through funding
Library	5 months	Property tax funded
Veterans Services	3 months	State and local funding
Special Transportation	3 months	State and federal funding
Video Lottery	3 months	Quarterly state funding
Surveyor	6 months	100% fee-funded services
Tourism	3 months	Quarterly local funding
Fairgrounds	3 months	Diversified local funding
Landfill	3 months + \$4.28 million	100% fee-funded services; 3 mos operating, \$4.28M+ for post closure liability and \$250k for capital repair
Weed Control	6 months	Federal and local funding, 100% fees
Airport	6 months	Federal, state, and local funding
Facilities	3 months	Internal service funding
Other Funds		
Clerk Special Revenue	None	Local funding
Taylor Grazing	None	Non-operational federal funding
Title III	None	Non-operational federal funding
Risk Management	6 months	Internal service funding
Community College Edu Center	None	Funded per agreement
Crooked River Watershed	None	Pass-through activity
Capital Asset Reserve	None	Emergency and opportunities fund
Capital Projects	None	Capital projects fund
Debt Service	None	Debt service fund
County Special Districts		
OSU Extension	5 months	Property tax funded
Historical Society (Museum)	5 months	Property tax funded
Crook County Road Agency	None	Pass-through activity

* Period to fund is calculated based upon Personnel, Materials & Services, Debt Service, and 20% of Capital Outlay expenditures

B5. Long-Range Planning

Each year the County will update resource and requirement forecasts for major operating funds for the next five years, including an updated five-year Capital Improvement Plan (CIP) for all capital equipment, vehicles, transportation improvements, landfill improvements, fairground facilities, and building improvements (see also B7 below). The forecasts will be included in the annual budget to facilitate budget decisions and strategic planning, based on a multi-year perspective.

B6. Budget Awards Program

The County will submit its annual budget to the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program in order to hold a best practices standard of preparing budget documents of the very highest quality.

B7. Capital Assets and Improvements

The County's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year and repairs or maintenance greater than \$10,000 that extend the useful life of the asset beyond one additional year. Capital assets or repairs costing less than \$10,000 or having a useful life or increasing useful life of one year or less will be treated as operating expenditures.

Annually, the County will approve a five-year Capital Improvement Plan (CIP), congruent with the adoption of its budget, starting with the Fiscal Year 2024 budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying the needs, conditions, and circumstances that have caused the project's creation, as well as the expected results if the project is approved and implemented or if no action is taken.

C. FINANCIAL REPORTING POLICIES

C1. Accounting

The County's accounting systems and financial reports will be in conformance with all state and federal laws, generally accepted accounting principles (GAAP), as well as standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

C2. Internal Controls

Financial systems, procedures and processes will maintain internal controls to monitor revenues, expenditures, program performance, and grant requirements on an ongoing basis.

C3. Annual Audit

An annual audit will be performed by an independent public accounting firm, licensed as a municipal auditor, with an audit opinion to be included with the County's published annual financial report.

C4. Annual Financial Report

The annual financial report shall demonstrate compliance with finance-related legal and contractual provisions, including disclosures in sufficient detail to minimize ambiguities and potential for misleading inference.

The County's annual financial report will be provided as required to stakeholders to enable them to make informed decisions and it will also be posted on the County's website.

As a continuing disclosure requirement, the annual financial report will be provided via electronic submission to the Electronic Municipal Securities Rulemaking Board (EMMA).

C5. Quarterly Financial Reports

The Finance Department will collaborate with all County departments, to prepare quarterly financial reports that will include unaudited

comparisons of actual to budget, with updated full-year estimates of revenue and expenditures. The report will also include narrative highlighting progress made on goals and other initiatives, including explanation to any material changes to delivery of budgeted activity and revenue or expenditures. These reports will be posted to the County's website.

C6. Financial Accounting Activity

The Finance Department will oversee the County's enterprise resource planning (ERP) financial systems and perform financial transactional activity, including review and adjustments, reconciliations, and allocations. ERP information will be accounted for timely and accurately, with daily posting and review of transactions. Inquiry and transactional access to ERP information and systems will be available, consistent with internal control protocols, to all Board of Commissioners, elected officials, management, and authorized staff to facilitate oversight, accountability, and timely decision making.

D. REVENUE POLICIES

D1. Revenue Diversification

The County will diversify its revenue streams to reduce reliance on property taxes and potential negative implications to service delivery resulting from fluctuations in revenue sources.

D2. Property Taxes

The County's general operating levy will be used primarily to fund the Sheriff's Office, Library, Clerk's office, Assessor's office, District Attorney's office, Juvenile Services, Health Services, Veterans Services, the Fairgrounds, and the Historical Society. Additionally, property taxes may be utilized to support voter-approved debt for capital items.

D3. Fees and Charges

User fees and charges will be established for services that benefit specific individuals or organizations. The amount of individual fees will be established at amounts that do not exceed the full cost of delivering a service. The County will annually review and adjust all fees, licenses, permits, fines, and other miscellaneous charges in conjunction with the budget process. Factors for fee or charge adjustments will include the impact of inflation, the cost of federal and state mandates, gained efficiencies, and updates/revisions to rate setting methodologies.

D4. Billing Rates

The County shall establish billing rates for its employees and capital equipment, including vehicles. The rates will be determined on a full-cost recovery basis. These rates will be charged to internal and external customers as incurred.

D5. Collection Policy

The County shall timely pursue collection of delinquent accounts. Interest may be charged on past due accounts, and when so charged the rate shall be at statutory rates unless another rate is imposed by agreement or statute. When necessary, the County may discontinue service, present a case at small claims Board of Commissioners, send accounts to collection agencies, foreclose on property, assign liens, and use other methods of collection, such as imposing penalties, collection fees, and late charges.

D6. Use of One-Time Revenue

Generally, one-time revenue shall be directed to non-recurring capital requirements, debt retirement, contribution to capital reserves, contribution to PERS unfunded liability or other liability, and other non-recurring expenses. One-time revenue shall not be used to fund ongoing operations, unless the County, in the context of a multi-year financial plan, chooses to address funding gaps and other operating

requirements with future funding to sustain those operations identified and documented.

D7. Use of Unpredictable Revenue

Revenue of a limited or undefined term will generally be used for capital projects or one-time operating expenditures to ensure that no ongoing service programs are lost when such revenue is reduced or discontinued.

D8. Pursuit of Grant Funding

Grants are generally contributions from one government to another, usually for a specific purpose. Grants may come with matching fund and/or other requirements. Grants will be approved consistent with the County's Purchasing Rules and Procedures as described in Crook County Code 3.12.

Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The evaluation shall be overseen and/or performed by the Finance Director in collaboration with the receiving department.

D9. Revenue Estimates

Revenue will be estimated annually in the budget process in a conservative manner using objective and analytical approaches, with five-year forecasts as noted above. Forecasts of current year revenue will be updated quarterly as noted in B5 above.

E. EXPENDITURE POLICIES

E1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the adopted budget. Department directors, managers, or division managers will be responsible for the administration of their

department/division budget(s). This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

E2. The County Board of Commissioners Chair will administer expenditure control at the category or divisional level. Additionally, the County Board of Commissioners Chair may give authorization to mandate expenditure control down to any line-item level. Expenditures anticipated to be in excess of these levels will require County Board of Commissioners approval.

E3. All purchases of goods and services must comply with the County's purchasing policies, guidelines, and procedures, as well as with state and federal laws and regulations.

E4. All compensation planning and collective bargaining will include analyses of the total cost of compensation, which includes but is not limited to analysis of salary increases, health benefits, pension contributions, and other fringe benefits.

E5. The County uses internal service charges to account for services provided by one department to other departments on a cost-recovery basis.

The departments providing internal services include Administration/County Board of Commissioners, Facilities, Finance, GIS, Human Resources, Information Technology, and Legal Counsel.

Goals of an internal service charge include but are not limited to the following:

- a. To improve operational efficiency and effectiveness.

- b. To enhance accountability and transparency of administrative and related overhead costs.
 - c. To measure the full cost of providing services for the purpose of fully recovering that cost through fees or charges to user departments.
- E6. County staff are to make every effort to control expenditures to ensure County services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

F. CASH MANAGEMENT POLICIES

F1. Investments

County funds will be invested in a prudent and diligent manner with emphasis on safety, liquidity, and yield, in that order. The County will conform to all state and local statutes governing the investment of public funds and to the County's investment policy. The County's investment policy shall be approved by the State of Oregon Short-Term Fund Board as required and reviewed by the County Board of Commissioners annually, or as otherwise needed.

F2. Banking Services

The County will periodically review its banking services (no less than every five years). If fees and/or services of the existing banking relationships are not meeting expectations and/or pricing of competitors is materially less than present relationships, the County will seek requests for proposals for banking services.

F3. Annual Validation of County Bank Accounts

Each year a letter is to be mailed to all banking institutions operating within Crook County to validate that the only Crook County accounts, listing Crook County or a Crook County department as the owner of the account and utilizing the County's federal identification number, are those accounts that have been approved by the County Board of Commissioners and request that each bank notify the County of any accounts in operation within their financial institutions that are not on the approved list.

F4. Authorization and Management

The County Board of Commissioners shall by action of the Board of Commissioners authorize all bank accounts and authorized signatories to those bank accounts. The Finance Director shall manage all banking and investment related services for the County.

F5. Credit/Purchase Cards

The Finance Director, in consultation with the Board of Commissioners Chair, is authorized to set up credit/ purchase cards for County staff as requested, consistent with purchasing limitations.

F6. Internal Controls and Performance Auditing Policies

Employees in the public sector are responsible to the taxpayers for how public resources are used and must perform their duties in compliance with law, policy, and established procedures. In order to provide citizens with an objective and independent appraisal of County government, the County will maintain an independent audit program to evaluate and report on the financial condition, the accuracy of financial record keeping, compliance with applicable laws, policies, guidelines and procedures, and efficiency and effectiveness of operations.

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DRAFT

AGENDA ITEM REQUEST



Date:

Meeting date desired:

Subject:

Background and policy implications:

Budget/fiscal impacts:

Requested by:

Presenters:

Legal review (only if requested):

Elected official sponsor (if applicable):

2012 International 7400 Dump Truck with Plow and Spreader Air Brakes Diesel

Stock #:	BC0036437
Serial #:	1HTWDAAR5CJ537174
Mileage:	83,029 km / 51,592 mi
Exterior:	Yellow
Interior:	Grey leather
Transmission:	Automatic
Drivetrain:	4X2
Fuel Type:	Diesel
Engine:	7.6L

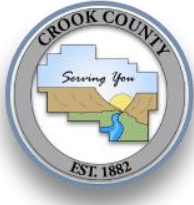
- [Summary](#)
- [Equipment/Accessories](#)
- [Specifications](#)

2012 International 7400 Dump Truck with Plow and Spreader Air Brakes Diesel, 7.6L L6 DIESEL engine, 6 cylinders, 2 door, automatic, 4X2, air conditioning, AM/FM radio, power door locks, power windows, yellow exterior, grey interior. Certification and Decal valid until November 2023.

Terms/Conditions: \$50,250.00 plus \$375 processing fee, \$50,625.00 total payment obligation before taxes. Listing report, warranty, contract commitment cancellation fee, financing available on approved credit (some limitations and exceptions may apply). All above specifications and information is considered to be accurate but is not guaranteed and no opinion or advice is given as to whether this item should be purchased. We do not allow test drives due to theft, fraud and acts of vandalism. Instead we provide the following benefits: Complimentary Warranty (with options to extend), Limited Money Back Satisfaction Guarantee on Fully Completed Contracts, Contract Commitment Cancellation, and an Open-Ended Sell-Back Option. Ask seller for details or call 604-522-REPO(7376) to confirm listing availability.



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Order Form Number: Q2593223
Valid Until: 04/26/2024

Zoom Video Communications Inc. ('Zoom')
55 Almaden Blvd, 6th Floor
San Jose, CA

Billed To Customer: CROOK COUNTY IT Account Legal Name: CROOK COUNTY IT Contact Name: Help Desk 308 Ne 2nd St Prineville, Oregon 97754, United States Email Address: helpdesk@crookcountyor.gov Phone: (541) 460-6465	Sold To Customer: CROOK COUNTY IT Account Legal Name: CROOK COUNTY IT Contact Name: Help Desk 308 Ne 2nd St Prineville, Oregon 97754, United States Email Address: helpdesk@crookcountyor.gov Phone: (541) 460-6465
Auto Renew: Yes Initial Paid Subscription Term: 36 Month Renewal Subscription Term: 36 Month Paid Period Start Date: 07/26/2024 Free Period Start Date: 04/02/2024	Billing Method: Email Currency: USD Payment Term: Net 30

This Zoom Order Form and any other Order Forms that reference this Order Form are governed by the Zoom Terms of Service found at <https://explore.zoom.us/en/terms/> (unless Customer and Zoom have entered a written governing Master Subscription Agreement, in which case such written agreement will govern).

SERVICE	BILLING PERIOD	QUANTITY	PRICE	TOTAL
Zoom Workplace Enterprise Essentials Annual	Annual	190	USD 187.00	USD 35,530.00

(Before Taxes)	
Annual Payment:	USD 35,530.00

Payment Schedule Summary (Before Taxes)
First Payment: USD 35,530.00
Annual Recurring Payment: USD 35,530.00 (At the beginning of the Second Year)

Other Terms & Notes
Zoom One is rebranding to Zoom Workplace! This new name does not impact your services.
An invoice will be issued at the time the Services are activated and payment will be due no later than the first day of the Paid Period unless Customer's payment terms extend beyond that date*, in which case payment will be due in accordance with Customer's payment terms. All subsequent invoices will be due according to Customer's payment terms. *Payment terms are calculated from service activation date. Should the customer add services and/or subscription quantities during the Free Period, the customer will be invoiced for any services ordered during the free period which shall be billed as a one-time charge for the duration of the free period starting at the time the amended services are activated. The due date for this invoice will be according to Customer's existing payment terms. Please Note: The invoice may be due prior to the end of the free period. Named Host - means any subscribed host who may host an unlimited number of meetings during the Term using the Service. Any meeting will have at least one Named Host. Unless Customer has purchased an extended capacity, the number of participants (participants do not require a subscription) will not exceed 300 per meeting. Named Host subscription may not be shared or used by anyone other than the individual to whom the Named Host subscription is assigned.

Fees - The fees for the Services, if any, are described in the Order Form. The actual fees may also include overage amounts or per use charges for audio and/or cloud recording in addition to the fees in the Order, if such use is higher than the amounts described in the Order, and you agree to pay these amounts or charges if you incur them. Invoicing for Services begins on the first day that the service is available for use by the Customer and monthly thereafter for the duration Term, except for annual pre-pay option which is invoiced once in the first month of the annual term. Amendment orders will co-term with the existing subscription term end date. Invoices are pro-rated from paid period start date to base subscription end date. Purchase order, if any, issued in connection with this order should reference the above order form number. Commitments not utilized by the Customer during the month for which they are committed may not be carried forward into any subsequent month or term.

All prices shown for Zoom and Zoom Phone services are exclusive of taxes. The term 'taxes' referred herein should encompass: US state and local taxes, VAT, GST, HST (or any other consumption taxes), Digital Service Taxes and Withholding Taxes that may apply upon making payments to Zoom. If you are exempt from any of these taxes, please submit your exemption documentation in the Billing Information tab under "Verify Tax Exemption Status". The document will be reviewed and if approved, will exempt you from all applicable taxes. Zoom Workplace Enterprise Essentials (Named Host): Zoom Workplace Enterprise Essentials Named Host Plan includes 500 Meeting capacity, 500 Webinar attendee capacity, unlimited Cloud Recording Storage, Zoom Room, and Conference Room Connector (at a 1:25 ratio), Workspace Reservation for Zoom enabled spaces, unlimited Whiteboard, Translated Captions, Zoom Notes and Zoom AI Companion.

Professional Services, if purchased, will be presented in a separate Order Form.

Accepted and agreed as of the date specified below by the authorized representative of Customer

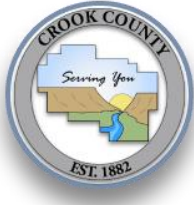
Signature:
Print Name:
Date:
Zoom Service Effective Date: 04/02/2024
PO # (If Applicable):

The Services will be activated within 48 hours of order signature or Zoom Service Effective Date, whichever is later.

Zoom reserves the right at its sole discretion to accept Order Forms received after the Valid Until date.

If a PO# is required for processing the invoice related to this order, please provide a PO with this order. If issuance of PO is delayed, please provide a PO within 5 days of the service effective date via email to purchase-orders@zoomus.zendesk.com. Notwithstanding the foregoing, the period for payment shall commence as of the applicable invoice date. Such payment period shall not restart based on any delays in issuing a Purchase Order or any procurement process.

AGENDA ITEM REQUEST



Date:

Meeting date desired:

Subject:

Background and policy implications:

Budget/fiscal impacts:

Requested by:

Presenters:

Legal review (only if requested):

Elected official sponsor (if applicable):



Thank you for choosing CDW. We have received your quote.

QUOTE CONFIRMATION

CHELSEA WATSON,

Thank you for considering CDW•G for your technology needs. The details of your quote are below. **If you are an eProcurement or single sign on customer, please log into your system to access the CDW site.** You can search for your quote to retrieve and transfer back into your system for processing.

For all other customers, click below to convert your quote to an order.

This quote is subject to CDW's Third Party Cloud Services Order Form Terms and Conditions set forth at <https://www.cdwg.com/content/cdwg/en/terms-conditions/third-party-cloud-services-order-form-terms-and-conditions-.html>

Convert Quote to Order

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
NVZH370	4/18/2024	OKTA REVISED	1212610	\$22,673.50

QUOTE DETAILS

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
OKTA ENT IT SINGLE SIGNON Mfg. Part#: P000052 Electronic distribution - NO MEDIA Contract: Sourcewell 081419-CDW Tech Catalog - Software (081419-CDW)	190	4773666	\$18.00	\$3,420.00
OKTA ENT IT UNIV DIR Mfg. Part#: P000055 Electronic distribution - NO MEDIA Contract: Sourcewell 081419-CDW Tech Catalog - Software (081419-CDW)	190	4773667	\$18.00	\$3,420.00
OKTA ENT IT ADAP MFA Mfg. Part#: P000020 Electronic distribution - NO MEDIA Contract: Sourcewell 081419-CDW Tech Catalog - Software (081419-CDW)	190	4778343	\$55.00	\$10,450.00
OKTA SILVER PACKAGE SUP Mfg. Part#: P001048 Electronic distribution - NO MEDIA Contract: Sourcewell 081419-CDW Tech Catalog - Software (081419-CDW)	1	7349127	\$3,645.00	\$3,645.00
OKTA IT PROD LIFECYCLE MGMT Mfg. Part#: P000024 Electronic distribution - NO MEDIA Contract: Sourcewell 121923-Software (121923)	190	4784588	\$9.15	\$1,738.50

These services are considered Third Party Services, and this purchase is subject to CDW's [Third Party Cloud Services Terms and Conditions](#), unless you have a written agreement with CDW covering your purchase of products and services, in which case this purchase is subject to such other written agreement.

The third-party Service Provider will provide these services directly to you pursuant to the Service Provider's standard terms and conditions or such other terms as agreed upon directly between you and the Service Provider. The Service Provider, not CDW, will be responsible to you for delivery and performance of these services. Except as otherwise set forth in the Service Provider's agreement, these services are non-cancellable, and all fees are non-refundable.

SUBTOTAL	\$22,673.50
SHIPPING	\$0.00
SALES TAX	\$0.00
GRAND TOTAL	\$22,673.50

PURCHASER BILLING INFO

Billing Address:
 CROOK COUNTY
 FINANCE DEPT
 422 NW BEAVER ST
 PRINEVILLE, OR 97754-1838
Phone: (541) 447-4160
Payment Terms: NET 30-VERBAL

DELIVER TO

Shipping Address:
 CROOK COUNTY
 FINANCE DEPT
 422 NW BEAVER ST
 PRINEVILLE, OR 97754-1838
Phone: (541) 447-4160
Shipping Method: ELECTRONIC DISTRIBUTION

Please remit payments to:

CDW Government
 75 Remittance Drive
 Suite 1515
 Chicago, IL 60675-1515



Sales Contact Info

Tyler Leedy | (877) 885-4399 | tyler.leedy@cdwg.com

LEASE OPTIONS

FMV TOTAL	FMV LEASE OPTION	BO TOTAL	BO LEASE OPTION
\$22,673.50	\$657.76/Month	\$22,673.50	\$750.04/Month

Monthly payment based on 36 month lease. Other terms and options are available. Contact your Account Manager for details. Payment quoted is subject to change.

Why finance?

- Lower Upfront Costs. Get the products you need without impacting cash flow. Preserve your working capital and existing credit line.
- Flexible Payment Terms. 100% financing with no money down, payment deferrals and payment schedules that match your company's business cycles.
- Predictable, Low Monthly Payments. Pay over time. Lease payments are fixed and can be tailored to your budget levels or revenue streams.
- Technology Refresh. Keep current technology with minimal financial impact or risk. Add-on or upgrade during the lease term and choose to return or purchase the equipment at end of lease.
- Bundle Costs. You can combine hardware, software, and services into a single transaction and pay for your software licenses over time! We know your challenges and understand the need for flexibility.

General Terms and Conditions:

This quote is not legally binding and is for discussion purposes only. The rates are estimate only and are based on a collection of industry data from numerous sources. All rates and financial quotes are subject to final review, approval, and documentation by our leasing partners. Payments above exclude all applicable taxes. Financing is subject to credit approval and review of final equipment and services configuration. Fair Market Value leases are structured with the assumption that the equipment has a residual value at the end of the lease term.

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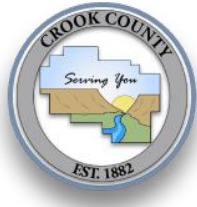
This order is subject to CDW's Terms and Conditions of Sales and Service Projects at

<http://www.cdw.com/content/terms-conditions/product-sales.aspx>

For more information, contact a CDW account manager.

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AGENDA ITEM REQUEST



Date:

April 16, 2024

Meeting date desired:

April 24, 2024 (Work Session)

May 1, 2024 (Board Meeting)

Subject:

Grant Agreement – Crook County Safe Streets for All Grant (USDOT)

Background and policy implications:

As previously shared, Crook County was awarded a grant to prepare and adopt a safety action plan. The award amount includes \$96,000 from the U.S. Department of Transportation with an in-kind contribution from the County in the amount of \$24,000.

The Safety Action Plan may be a stand alone document or may be incorporated into the TSP update that is currently being developed. Staff hopes to utilize the same consultant that is completing the TSP update to complete the Safety Action Plan.

No work can proceed on the Safety Action Plan until the grant agreement is executed.

Budget/fiscal impacts:

The total project cost is \$120,000. Federal contribution is \$96,000. County contribution is \$24,000 (in-kind).

Requested by:

Will Van Vactor

will.vanvactor@crookcountyor.gov | 541.447.3211

Presenters:

Will Van Vactor

Legal review (only if requested):

Elected official sponsor (if applicable):

- | | | | | | | | | | | | |
|--|---|----------------|----------|------------------|----------|----------------------|-----|--------------|-----|--------|-----------|
| <p>1. Federal Award No.
693JJ32440320</p> <p>4. Award To
County of Crook
300 NE 3rd Street
Prineville, OR 97754-1919</p> <p>Unique Entity Id.: W2NEWLAM2YM6
TIN No.: 93-6002290</p> <p>6. Period of Performance
Effective Date of Award – 18
months after execution of Grant
Agreement</p> <p>8. Type of Agreement
Grant</p> <p>10. Procurement Request No.
HSA240148PR</p> <p>12. Submit Payment Requests To
See Article 5.</p> <p>14. Description of the Project
Develop and adopt a Crook County safety action plan to help eliminate roadway fatalities and serious injuries.</p> | <p>2. Effective Date
See No. 16 Below</p> <p>3. Assistance Listings No.
20.939</p> <p>5. Sponsoring Office
U.S. Department of Transportation
Federal Highway Administration
Office of Safety
1200 New Jersey Avenue, SE
HSSA-1, Mail Drop E71-117
Washington, DC 20590</p> <p>7. Total Amount</p> <table border="0"> <tr><td>Federal Share:</td><td style="text-align: right;">\$96,000</td></tr> <tr><td>Recipient Share:</td><td style="text-align: right;">\$24,000</td></tr> <tr><td>Other Federal Funds:</td><td style="text-align: right;">\$0</td></tr> <tr><td>Other Funds:</td><td style="text-align: right;">\$0</td></tr> <tr><td>Total:</td><td style="text-align: right;">\$120,000</td></tr> </table> <p>9. Authority
Section 24112 of the Infrastructure Investment and Jobs Act (Pub. L. 117–58, November 15, 2021; also referred to as the “Bipartisan Infrastructure Law” or “BIL”)</p> <p>11. Federal Funds Obligated
\$96,000</p> <p>13. Accounting and Appropriations Data
15X0173E50.0000.055SR10500.5592000000.41010.61006600</p> | Federal Share: | \$96,000 | Recipient Share: | \$24,000 | Other Federal Funds: | \$0 | Other Funds: | \$0 | Total: | \$120,000 |
| Federal Share: | \$96,000 | | | | | | | | | | |
| Recipient Share: | \$24,000 | | | | | | | | | | |
| Other Federal Funds: | \$0 | | | | | | | | | | |
| Other Funds: | \$0 | | | | | | | | | | |
| Total: | \$120,000 | | | | | | | | | | |

RECIPIENT

FEDERAL HIGHWAY ADMINISTRATION

15. Signature of Person Authorized to Sign

16. Signature of Agreement Officer

Signature Date
Name: Seth Crawford
Title: Commissioner

Signature Date
Name: Hector Santamaria
Title: Agreement Officer

Signature Date
Name: Susan Hermreck
Title: Commissioner

Signature Date
Name: Brian Barney
Title: Commissioner

U.S. DEPARTMENT OF TRANSPORTATION

**GRANT AGREEMENT UNDER THE
FISCAL YEAR 2023 SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM**

This agreement is between the United States Department of Transportation’s (the “**USDOT**”) Federal Highway Administration (the “**FHWA**”) and the County of Crook (the “**Recipient**”).

This agreement reflects the selection of the Recipient to receive a Safe Streets and Roads for All (“**SS4A**”) Grant for the Crook County Safety Action Plan.

The parties therefore agree to the following:

**ARTICLE 1
GENERAL TERMS AND CONDITIONS**

1.1 General Terms and Conditions.

- (a) In this agreement, “**General Terms and Conditions**” means the content of the document titled “General Terms and Conditions Under the Fiscal Year 2023 Safe Streets and Roads for All (“**SS4A**”) Grant Program,” which is available at <https://www.transportation.gov/grants/ss4a/grant-agreements> under “Fiscal Year 2023.” Articles 7–30 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.
- (b) The Recipient acknowledges that it has knowledge of the General Terms and Conditions. Recipient also states that it is required to comply with all applicable Federal laws and regulations including, but not limited to, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200); National Environmental Policy Act (NEPA) (42 U.S.C. § 4321 et seq.); and Build America, Buy America Act (BIL, div. G §§ 70901-27).
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient’s non-compliance with the General Terms and Conditions may result in remedial action, termination of the SS4A Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to the FHWA the SS4A Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

**ARTICLE 2
APPLICATION, PROJECT, AND AWARD**

2.1 Application.

Application Title: Development and Adoption of a Safety Action Plan for Crook County

Application Date: 07/06/2023

2.2 Award Amount.

SS4A Grant Amount: \$96,000

2.3 Federal Obligation Information.

Federal Obligation Type: Single

2.4 Budget Period.

Budget Period: See Block 6 of Page 1

2.5 Grant Designation.

Designation: Planning

**ARTICLE 3
SUMMARY PROJECT INFORMATION**

3.1 Summary of Project's Statement of Work.

The project will be completed in one phase as follows:

Base Phase: Pre-NEPA: To address significant population growth, Crook County will engage in an equitable public process to develop and adopt a safety action plan to help eliminate roadway fatalities and serious injuries.

3.2 Project's Estimated Schedule.

Action Plan Schedule

Milestone	Schedule Date
Planned NEPA Completion Date:	September 30, 2024
Planned Draft Plan Completion Date:	March 30, 2025
Planned Final Plan Completion Date:	June 30, 2025
Planned Final Plan Adoption Date:	July 31, 2025
Planned SS4A Final Report Date:	September 30, 2025

3.3 Project's Estimated Costs.

(a) Eligible Project Costs

Eligible Project Costs	
SS4A Grant Amount:	\$96,000
Other Federal Funds:	\$0
State Funds:	\$0
Local Funds:	\$0
In-Kind Match:	\$24,000
Other Funds:	\$0
Total Eligible Project Cost:	\$120,000

(b) Indirect Costs

Indirect costs are allowable under this Agreement in accordance with 2 CFR part 200 and the Recipient's approved Budget Application. In the event the Recipient's indirect cost rate changes, the Recipient will notify FHWA of the planned adjustment and provide supporting documentation for such adjustment. This Indirect Cost provision does not operate to waive the limitations on Federal funding provided in this document. The Recipient's indirect costs are allowable only insofar as they do not cause the Recipient to exceed the total obligated funding.

ARTICLE 4

RECIPIENT INFORMATION

4.1 Recipient Contact(s).

Will Van Vactor
Community Development Director
Crook County
300 NE 3rd Street, Room 12
Prineville, OR 97754
541.447.3211
Will.vanvactor@crookcountyor.gov

4.2 Recipient Key Personnel.

Name	Title or Position
Will Van Vactor	Community Development Director
Katie McDonald	Senior Planner
Hannah Elliott	Associate Planner

4.3 USDOT Project Contact(s).

Safe Streets and Roads for All Program Manager
Federal Highway Administration
Office of Safety
HSSA-1, Mail Stop: E71-117
1200 New Jersey Avenue, S.E.
Washington, DC 20590
202-366-2822
SS4A.FHWA@dot.gov

and

Agreement Officer (AO)
Federal Highway Administration
Office of Acquisition and Grants Management
HCFA-33, Mail Stop E62-310
1200 New Jersey Avenue, S.E.
Washington, DC 20590
202-493-2402
HCFASS4A@dot.gov

and

Division Administrator – Oregon Division
Agreement Officer’s Representative (AOR)
530 Center Street NE, Suite 420
Salem, OR 97301
503-399-5749
Oregon.FHWA@dot.gov

and

Ashley Bryers
Oregon Division Office Lead Point of Contact
Planning Program Manager
530 Center St. NE, Suite 420
Salem, OR 97301
503-316-2556
ashley.bryers@dot.gov

ARTICLE 5 USDOT ADMINISTRATIVE INFORMATION

5.1 Office for Subaward and Contract Authorization.

USDOT Office for Subaward and Contract Authorization: FHWA Office of Acquisition and Grants Management

SUBAWARDS AND CONTRACTS APPROVAL

Note: See 2 CFR § 200.331, Subrecipient and contractor determinations, for definitions of subrecipient (who is awarded a subaward) versus contractor (who is awarded a contract).

Note: Recipients with a procurement system deemed approved and accepted by the Government or by the Agreement Officer (the “AO”) are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.327. Note: This clause is only applicable to grants that do not include construction.

In accordance with 2 CFR 200.308(c)(6), unless described in the application and funded in the approved award, the Recipient must obtain prior written approval from the AO for the subaward, transfer, or contracting out of any work under this award above the Simplified Acquisition Threshold. This provision does not apply to the acquisition of supplies, material, equipment, or general support services. Approval will be issued through written notification from the AO or a formal amendment to the Agreement.

The following subawards and contracts are currently approved under the Agreement by the AO. This list does not include supplies, material, equipment, or general support services which are exempt from the pre-approval requirements of this clause.

5.2 Reimbursement Requests

- (a) The Recipient may request reimbursement of costs incurred within the budget period of this agreement if those costs do not exceed the amount of funds obligated and are allowable under the applicable cost provisions of 2 C.F.R. Part 200, Subpart E. The Recipient shall not request reimbursement more frequently than monthly.
- (b) The Recipient shall use the DELPHI iSupplier System to submit requests for reimbursement to the payment office. When requesting reimbursement of costs incurred or credit for cost share incurred, the Recipient shall electronically submit supporting cost detail with the SF-270 (Request for Advance or Reimbursement) or SF-271 (Outlay Report and Request for Reimbursement for Construction Programs) to clearly document all costs incurred.
- (c) The Recipient’s supporting cost detail shall include a detailed breakout of all costs incurred, including direct labor, indirect costs, other direct costs, travel, etc., and the Recipient shall identify the Federal share and the Recipient’s share of costs. If the Recipient does not provide sufficient detail in a request for reimbursement, the Agreement Officer’s Representative (the “AOR”) may withhold processing that request until the Recipient provides sufficient detail.
- (d) The USDOT shall not reimburse costs unless the AOR reviews and approves the costs to ensure that progress on this agreement is sufficient to substantiate payment.
- (e) In the rare instance the Recipient is unable to receive electronic funds transfers (EFT), payment by EFT would impose a hardship on the Recipient because of their inability to manage an account at a financial institution, and/or the Recipient is unable to use the DELPHI iSupplier System to submit their requests for disbursement, the FHWA may waive the requirement that the Recipient use the DELPHI iSupplier System. The Recipient shall contact the Division Office Lead Point of Contact for instructions on and requirements related to pursuing a waiver.
- (f) The requirements set forth in these terms and conditions supersede previous financial invoicing requirements for Recipients.

ARTICLE 6
SPECIAL GRANT TERMS

- 6.1** SS4A funds must be expended within five years after the grant agreement is executed and DOT obligates the funds, which is the budget period end date in section 10.3 of the Terms and Conditions and section 2.4 in this agreement.
- 6.2.** The Recipient demonstrates compliance with civil rights obligations and nondiscrimination laws, including Titles VI of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act, and accompanying regulations. Recipients of Federal transportation funding will also be required to comply fully with regulations and guidance for the ADA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and all other civil rights requirements.
- 6.3** SS4A Funds will be allocated to the Recipient and made available to the Recipient in accordance with FHWA procedures.
- 6.4** The Recipient of a Planning and Demonstration Grant acknowledges that the Action Plan will be made publicly available and agrees that it will publish the final Action Plan on a publicly available website.
- 6.5** There are no other special grant requirements.

**ATTACHMENT A
PERFORMANCE MEASUREMENT INFORMATION**

Study Area: Crook County, Oregon

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency and Reporting Deadline
Equity [for all Grants]	Percent of Funds to Underserved Communities: Funding amount (of total project amount) benefitting underserved communities, as defined by USDOT	Within 120 days after the end of the period of performance
Costs [for all Grants]	Project Costs: Quantification of the cost of each eligible project carried out using the grant	Within 120 days after the end of the period of performance
Lessons Learned and Recommendations [for all Grants]	Lessons Learned and Recommendations: Description of lessons learned and any recommendations relating to future projects or strategies to prevent death and serious injury on roads and streets.	Within 120 days after the end of the period of performance

**ATTACHMENT B
CHANGES FROM APPLICATION**

Describe all material differences between the scope, schedule, and budget described in the application and the scope, schedule, and budget described in Article 3. The purpose of Attachment B is to clearly and accurately document any differences in scope, schedule, and budget to establish the parties' knowledge and acceptance of those differences. See Article 11 for the Statement of Work, Schedule, and Budget Changes. If there are no changes, please insert "N/A" in Section 3.3 of the table.

Scope: None

Schedule: None

Budget: None

The table below provides a summary comparison of the project budget.

Fund Source	Application		Section 3.3	
	\$	%	\$	%
Previously Incurred Costs (Non-Eligible Project Costs)				
Federal Funds			N/A	
Non-Federal Funds			N/A	
Total Previously Incurred Costs			N/A	
Future Eligible Project Costs				
SS4AFunds			N/A	
Other Federal Funds			N/A	
Non-Federal Funds			N/A	
Total Future Eligible Project Costs			N/A	
Total Project Costs			N/A	

**ATTACHMENT C
RACIAL EQUITY AND BARRIERS TO OPPORTUNITY**

1. Efforts to Improve Racial Equity and Reduce Barriers to Opportunity.

The Recipient states that rows marked with “X” in the following table align with the application:

	A racial equity impact analysis has been completed for the Project. <i>(Identify a report on that analysis or, if no report was produced, describe the analysis and its results in the supporting narrative below.)</i>
	The Recipient or a project partner has adopted an equity and inclusion program/plan or has otherwise instituted equity-focused policies related to project procurement, material sourcing, construction, inspection, hiring, or other activities designed to ensure racial equity in the overall delivery and implementation of the Project. <i>(Identify the relevant programs, plans, or policies in the supporting narrative below.)</i>
	The Project includes physical-barrier-mitigating land bridges, caps, lids, linear parks, and multimodal mobility investments that either redress past barriers to opportunity or that proactively create new connections and opportunities for underserved communities that are underserved by transportation. <i>(Identify the relevant investments in the supporting narrative below.)</i>
	The Project includes new or improved walking, biking, and rolling access for individuals with disabilities, especially access that reverses the disproportional impacts of crashes on people of color and mitigates neighborhood bifurcation. <i>(Identify the new or improved access in the supporting narrative below.)</i>
	The Project includes new or improved freight access to underserved communities to increase access to goods and job opportunities for those underserved communities. <i>(Identify the new or improved access in the supporting narrative below.)</i>
	The Recipient has taken other actions related to the Project to improve racial equity and reduce barriers to opportunity, as described in the supporting narrative below.
X	The Recipient has not yet taken actions related to the Project to improve racial equity and reduce barriers to opportunity but intends to take relevant actions described in the supporting narrative below.
	The Recipient has not taken actions related to the Project to improve racial equity and reduce barriers to opportunity and will not take those actions under this award.

2. Supporting Narrative.

According to the Equitable Transportation Community (ETC) Explorer, 14% of the population in Crook County lives in disadvantaged census tracts. As the ETC Explore depicts, transportation insecurity is high, ranking in the 84th percentile.

According to the 2020 Census, the mean travel time to work for workers 16+ is 28.1 minutes. Further, Crook County has an aging population, with over 25% aged 65 or older. The county has a 12% poverty rate.

Crook County is a rural county with only 8.3 persons per square mile. Crook County seeks to ensure equitable investment in the safety needs of the underserved communities to prevent roadway fatalities and to ensure the extensive roadway system within the large, growing County, is safe for all.

ATTACHMENT D
CLIMATE CHANGE AND ENVIRONMENTAL JUSTICE IMPACTS

1. Consideration of Climate Change and Environmental Justice Impacts.

The Recipient states that rows marked with “X” in the following table align with the application:

	The Project directly supports a Local/Regional/State Climate Action Plan that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>
	The Project directly supports a Local/Regional/State Equitable Development Plan that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>
	The Project directly supports a Local/Regional/State Energy Baseline Study that results in lower greenhouse gas emissions. <i>(Identify the plan in the supporting narrative below.)</i>
	The Recipient or a project partner used environmental justice tools, such as the EJScreen, to minimize adverse impacts of the Project on environmental justice communities. <i>(Identify the tool(s) in the supporting narrative below.)</i>
	The Project supports a modal shift in freight or passenger movement to reduce emissions or reduce induced travel demand. <i>(Describe that shift in the supporting narrative below.)</i>
	The Project utilizes demand management strategies to reduce congestion, induced travel demand, and greenhouse gas emissions. <i>(Describe those strategies in the supporting narrative below.)</i>
	The Project incorporates electrification infrastructure, zero-emission vehicle infrastructure, or both. <i>(Describe the incorporated infrastructure in the supporting narrative below.)</i>
	The Project supports the installation of electric vehicle charging stations. <i>(Describe that support in the supporting narrative below.)</i>
	The Project promotes energy efficiency. <i>(Describe how in the supporting narrative below.)</i>
	The Project serves the renewable energy supply chain. <i>(Describe how in the supporting narrative below.)</i>
	The Project improves disaster preparedness and resiliency <i>(Describe how in the supporting narrative below.)</i>
	The Project avoids adverse environmental impacts to air or water quality, wetlands, and endangered species, such as through reduction in Clean Air Act criteria pollutants and greenhouse gases, improved stormwater management, or improved habitat connectivity. <i>(Describe how in the supporting narrative below.)</i>
	The Project repairs existing dilapidated or idle infrastructure that is currently causing environmental harm. <i>(Describe that infrastructure in the supporting narrative below.)</i>
	The Project supports or incorporates the construction of energy- and location-efficient buildings. <i>(Describe how in the supporting narrative below.)</i>
	The Project includes recycling of materials, use of materials known to reduce or reverse carbon emissions, or both. <i>(Describe the materials in the supporting narrative below.)</i>

	The Recipient has taken other actions to consider climate change and environmental justice impacts of the Project, as described in the supporting narrative below.
X	The Recipient has not yet taken actions to consider climate change and environmental justice impacts of the Project but will take relevant actions described in the supporting narrative below.
	The Recipient has not taken actions to consider climate change and environmental justice impacts of the Project and will not take those actions under this award.

2. Supporting Narrative.

This grant funded project result in the adoption of a Safety Action Plan. To the extent applicable to the Safety Action Plan planning process, Crook County will, if appropriate, consider climate change and environmental justice. Prior to any implementation projects that result in construction of components of the Safety Action Plan, Crook County will consider climate change and environmental justice.

**ATTACHMENT E
LABOR AND WORKFORCE**

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with “X” in the following table align with the application:

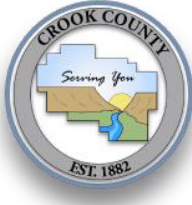
	The Recipient demonstrate, to the full extent possible consistent with the law, an effort to create good-paying jobs with the free and fair choice to join a union and incorporation of high labor standards. <i>(Identify the relevant agreements and describe the scope of activities they cover in the supporting narrative below.)</i>
	The Recipient or a project partner has adopted the use of local and economic hiring preferences in the overall delivery and implementation of the Project. <i>(Describe the relevant provisions in the supporting narrative below.)</i>
	The Recipient or a project partner has adopted the use of registered apprenticeships in the overall delivery and implementation of the Project. <i>(Describe the use of registered apprenticeship in the supporting narrative below.)</i>
	The Recipient or a project partner will provide training and placement programs for underrepresented workers in the overall delivery and implementation of the Project. <i>(Describe the training programs in the supporting narrative below.)</i>
	The Recipient or a project partner will support free and fair choice to join a union in the overall delivery and implementation of the Project by investing in workforce development services offered by labor-management training partnerships or setting expectations for contractors to develop labor-management training programs. <i>(Describe the workforce development services offered by labor-management training partnerships in the supporting narrative below.)</i>
	The Recipient or a project partner will provide supportive services and cash assistance to address systemic barriers to employment to be able to participate and thrive in training and employment, including childcare, emergency cash assistance for items such as tools, work clothing, application fees and other costs of apprenticeship or required pre-employment training, transportation and travel to training and work sites, and services aimed at helping to retain underrepresented groups like mentoring, support groups, and peer networking. <i>(Describe the supportive services and/or cash assistance provided to trainees and employees in the supporting narrative below.)</i>
	The Recipient or a project partner has documented agreements or ordinances in place to hire from certain workforce programs that serve underrepresented groups. <i>(Identify the relevant agreements and describe the scope of activities they cover in the supporting narrative below.)</i>

	<p>The Recipient or a project partner participates in a State/Regional/Local comprehensive plan to promote equal opportunity, including removing barriers to hire and preventing harassment on work sites, and that plan demonstrates action to create an inclusive environment with a commitment to equal opportunity, including:</p> <ul style="list-style-type: none"> a. affirmative efforts to remove barriers to equal employment opportunity above and beyond complying with Federal law; b. proactive partnerships with the U.S. Department of Labor’s Office of Federal Contract Compliance Programs to promote compliance with EO 11246 Equal Employment Opportunity requirements and meet the requirements as outlined in the Notice of Funding Opportunity to make good faith efforts to meet the goals of 6.9 percent of construction project hours being performed by women and goals that vary based on geography for construction work hours and for work being performed by people of color; c. no discriminatory use of criminal background screens and affirmative steps to recruit and include those with former justice involvement, in accordance with the Fair Chance Act and equal opportunity requirements; d. efforts to prevent harassment based on race, color, religion, sex, sexual orientation, gender identity, and national origin; e. training on anti-harassment and third-party reporting procedures covering employees and contractors; and f. maintaining robust anti-retaliation measures covering employees and contractors. <p><i>(Describe the equal opportunity plan in the supporting narrative below.)</i></p>
x	<p>The Recipient has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. <i>(Describe those actions in the supporting narrative below.)</i></p>
x	<p>The Recipient has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the project, will take relevant actions described in the supporting narrative below.</p>
	<p>The Recipient has not taken actions related to the Project to improving good-paying jobs and strong labor standards and will not take those actions under this award.</p>

2. Supporting Narrative.

This grant-funded project is for the adoption of a Safety Action Plan. Crook County has an employee handbook that ensures pay equity and non-discrimination, including equal employment opportunities. If necessary, before construction any implementation project under the Safety Action Plan, Crook County will take additional steps to ensure free and fair choice join a union and to ensure strong labor standards.

AGENDA ITEM REQUEST



Date:

April 17, 2024

Meeting date desired:

April 24, 2024

Subject:

CDD Monthly Update

Background and policy implications:

Update on Department services, including permit and application activity.

Budget/fiscal impacts:

N/A

Requested by:

Will Van Vactor

will.vanvactor@crookcountyor.gov | 541.447.3211

Presenters:

Will Van Vactor

Randy Davis

Legal review (only if requested):

n/A

Elected official sponsor (if applicable):

Community Development Department

Mailing: 300 NE Third St. RM 12, Prineville, OR 97754 ☐ Phone: 541-447-3211



MEMO

TO: Crook County Court

FROM: Will Van Vactor, Director
Randy Davis, Building Official

DATE: April 17, 2024

SUBJECT: Community Development Activity Update

Below is a summary of building, planning, and onsite activity for the last month.

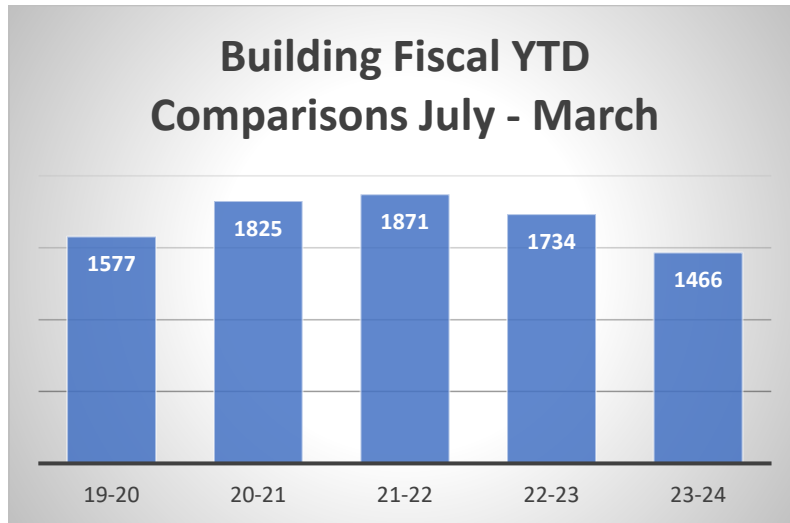
Building:

Permits issued summary (March):

Permit Type	Number of Permits
New Residential Dwellings (Site Built or Manufactured)	11
Commercial (plumbing, electrical, structural, etc.)	41
Residential Permits (plumbing, electrical, mechanical etc.)	105
Residential Structural (shops, etc.)	22
Other (e.g. demo)	0
TOTAL	179

Comparisons:

Time Frame	Permits
March 2024	179
March 2023	202
YTD 2024	461
YTD 2023	526
Fiscal YTD 2023-2024	1466
Fiscal YTD Comparison 2022-2023	1734



Active Permits:

Permit Type	Amount Still Active as of end of March
Dwellings (Site Built or Manufactured)	185
Other Residential Permits	749
Commercial Permits	278

Daily Inspections:

Inspection Type	Amount this month
Residential	707
Commercial	172
All	879

Larger Projects Under Construction:

Justice Center
CCO5&6 Data Center
Apple Data Center
Hangars at Airport
OID Project
Area H & I of Prineville Campus
Advantage Dental Remodel
C.O.P. Prineville Campus "H" Occupancy

C.O.P. Prineville Campus "H" Occupancy
R-2 Construction – 22,840 sq ft Industrial Building with Office Space
10,064 sq ft Industrial Building
PRN1 Retrofit
Perma Patch
USFS Rappel Towers
Mail Box Store
Butcher Block
F-5 Smokehouse
Humane Society – Dog Wing Addition
Crook Co Fire & Rescue
St Charles T.I. - Procedure Room Change to Triage

Larger Projects Under Review or Incoming:

Food Bank
T.I. Crooked Roots change to The Patio
Crook Co Fire & Rescue Annex
Cessna Dr – Data Mining Facility, Bit Coin
Creekside Beer Garden Restrooms
Reserve at Ochoco Creek - Apartments
Reserve at Ochoco Creek - Apartment Clubhouse

Planning:

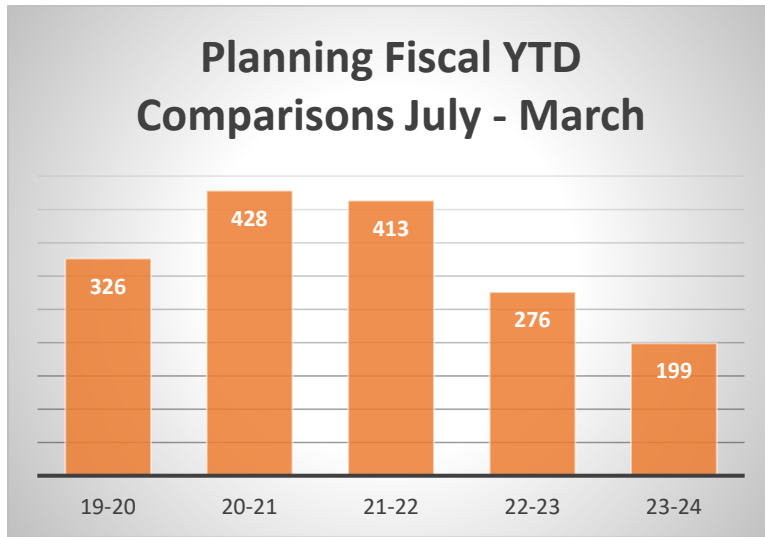
Applications received (March):

Application Type	# of Applications (March 2024)	YTD
Appeals	0	0
Variance	2	2
Site Plan Review	15	37
Land Partition	0	1
Combine/Un-Combine Lots	0	1
Road Approach	2	2
Agricultural Exempt	0	0
Boundary Line Adjustment	1	4
Destination Resort	0	0
Conditional Use	3	4
Miscellaneous (Temporary Hardship Two-year renewals)	2	6
Sign	0	0
Extension	0	0
Subdivision	0	0

Amendment	0	1
Road Name/Rename	0	0
Vested Right	0	0
TOTAL	25	58

Comparisons:

Time Frame	Permits
March 2024	25
March 2023	50
YTD 2024	58
YTD 2023	109
Fiscal YTD 2023-2024	199
Fiscal YTD Comparison 2022 - 2023	276



Notable Land Use Applications:

Request	Status
Dollar General	Hearing Scheduled 5/15/24

Notable City Land Use Applications:

Request	Status

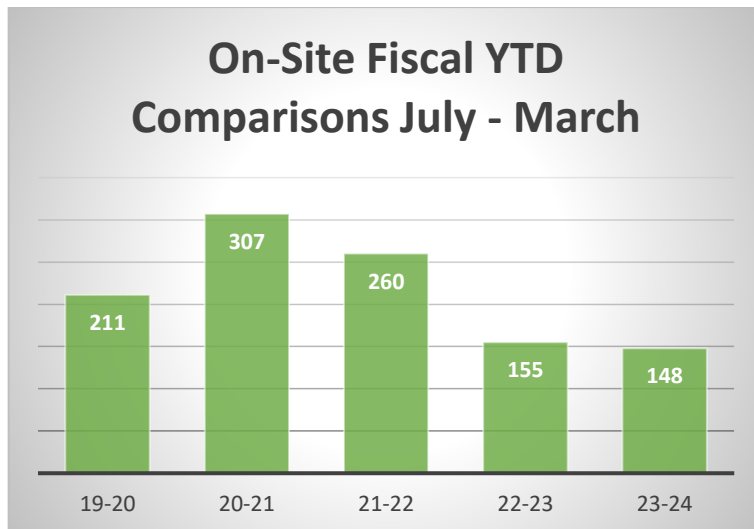
On-Site:

Applications (March):

Application Type	Number of Applications
Residential Authorization	2
Commercial Authorization	0
Construction Permit (Residential)	2
Construction Permit (Commercial)	0
Repair (Major) - Residential	4
Repair (Minor) - Residential	4
Repair (Major) - Commercial	0
Repair (Minor) - Commercial	0
Residential Site Evaluation	6
Commercial Site Evaluation	0
Alteration (Minor) – Residential	1
Alteration (Major) – Residential	1
Alteration (Minor) - Commercial	0
TOTAL	20

Comparisons:

Time Frame	Permits
March 2024	20
March 2023	16
YTD 2024	46
YTD 2023	42
Fiscal YTD 2023-2024	148
Fiscal YTD Comparison 2022 - 2023	155



Code Compliance:

Case Load (Total violations from open cases):

Year	Building	Land Use	Waste	Septic
YTD 2024	48	48	43	9

Activity:

Case Opened in March: 5

Case Closed in March: 48

AGENDA ITEM REQUEST



Date:

Meeting date desired:

Subject:

Background and policy implications:

Budget/fiscal impacts:

Requested by:

Presenters:

Legal review (only if requested):

Elected official sponsor (if applicable):

Q3 FY 23 Stats January 1 through March 31, 2023					
Deputy	Reports	Arrest	Citations	FI	CFS
1	0	0	0	0	1
2	59	11	8	0	269
3	17	0	0	0	129
4	46	9	8	1	330
5	50	13	13	0	328
6	29	12	15	0	178
7	47	1	1	0	82
8	43	8	8	0	231
9	53	9	16	1	269
10	7	1	1	2	54
11	35	4	7	0	220
12	47	4	2	0	226
13	52	7	7	0	257
14	43	13	40	0	620
15	9	0	1	0	101
Totals	537	92	127	4	3295
Case per Deputy	35.8				
CFS per Deputy	219.67				

Q3 FY 24 Stats January 1 through March 31, 2024					
Deputy	Reports	Arrest	Citations	FI	CFS
1	36	7	21	0	440
2	27	1	0	0	47
3	39	6	4	0	265
4	22	4	3	0	133
5	12	0	3	0	97
6	32	10	10	0	297
7	26	6	2	0	228
8	38	3	4	0	354
9	31	7	2	0	210

10	0	0	1	0	7
11	32	7	11	0	390
12	6	4	3	0	2
13	23	1	3	0	150
14	8	2	1	0	111
15	60	16	32	0	468
16	27	3	44	0	515
17	26	8	6	0	322
Totals	445	85	150	0	4036
Case per Deputy	26.18				
Case per Deputy Trend	-26.88%				
CFS per Deputy	237.41				
CFS Trend	22.48%				

Q3 FY 24 Stats Compare Q2 to Q3					
	Reports	Arrest	Citations	FI	CFS
Q2 FY 24	487	98	147	0	3865
Q3 FY 24 Stats	445	85	150	0	4036
Totals	-42	-13	3		171
Total percentage	-8%	-15.20%	2%	0%	4.20%

March 2024 Comp Stats		
Call type	Current Period	Last Period
Homicide	2	0
Assault	3	4
Domestic Assault	9	2
Harassment	5	4
Strangulation	5	0
Menacing	5	2
Burglary	1	5
Drug Laws	0	3
DUII	11	20
Injury Traffic Crash	2	4
Non Injury Traffic Crash	2	6
Mental Health (POH)	4	4
Sex Crimes	9	17
Robbery	2	24
Theft	8	7
Trespass	5	3
Unattended Deaths	4	5
Warrants	9	19
Totals	86	129
Arrests for the Sheriff's Office	Current Period	Last Period
Adult Felony Arrests	4	12
Adult Misdemeanor Arrests	27	27
Juvenile Felony Arrests	2	1
Juvenile Misdemeanor Arrests	1	0
All Other Arrests	3	5
Totals	37	45
Calls For Service (CFS)	Current Period	Last Period
Total CFS	1408	1032
Self Initiated CFS	717	362
Total called in CFS	691	670

Call type = RMS-323 Monthly stats

CFS = RMS-328 CAD Stat Report by

Number Change	Percent
2	200.00%
-1	-25.00%
7	350.00%
1	25.00%
5	500.00%
3	150.00%
-4	-80.00%
-3	-300.00%
-9	-45.00%
-2	-50.00%
-4	-67.00%
0	0.00%
-8	-47.05%
-22	-92.00%
1	14.00%
2	67.00%
-1	-20.00%
-10	53.00%
-43	632.95%
Number Change	Percent
-8	-67.00%
0	0.00%
1	100.00%
1	100.00%
-2	-40.00%
-8	93.00%
Number Change	Percent
376	36.00%
355	98.00%
21	3.00%

/ Date Range

AGENDA ITEM REQUEST



Date:

April 12, 2024

Meeting date desired:

April 24, 2024

Subject:

Review of proposed changes to Crook County's procurement rules.

Background and policy implications:

The County's procurement and public contracting rules are codified in Chapter 3.12 of the Crook County Code, available online at:

<https://www.codepublishing.com/OR/CrookCounty/#!/CrookCounty03/CrookCounty0312.html#3.12>.

The text of that chapter has remained mostly unchanged for many years. Since the last major update, there have been a number of changes, both at the State level, and locally, regarding how the County may undertake to acquire goods and services. It is hoped that by updating the County's procurement rules, departments will be able to more efficiently operate while still preserving the public's ability to scrutinize the use of taxpayer funds.

These changes were the result of a collaborative process open to all County department heads, where one document could be modified by everyone, and each department head could review and examine the proposed revisions presented by the others.

The proposed changes fall into five broad categories:

- 1. Update to diction, syntax, and clarity: A number of provisions of the existing code are awkward and could benefit from clarification. As an example, CCC 3.12.110(1) currently states that personal services contracts are not "public contracts" under the law. However, ORS 279A.010(z) makes clear that they are public contracts. Ordinance 343 aims to correct these types of statements in the County's code.*
- 2. Increasing the level of contract procurement thresholds: Oregon law recognizes three principal means by which goods and services may be acquired. A public entity may directly award a contract; seek three or more informal price quotes; or publish a formal*

solicitation asking for bids or proposals. Only if a contract falls below a specified limit may such a process be used. For years, the threshold for direct awards was \$10,000 or less; for seeking informal price quotes, the threshold was \$150,000 or less; and anything above \$150,000 would normally require a formal request for proposals. Oregon law recently increased those thresholds to \$25,000; \$250,000; and over \$250,000.

Ordinance 343 would mirror those increases for County procurements.

3. *Updating the personal property disposal threshold: Under current County law, the County can dispose of any personal property with an estimated value of \$500 or less in whatever means are found to be convenient. Over that value, the County disposes of such property through public auction. Ordinance 343 would increase the threshold from \$500 to \$1,000 of estimated value.¹*
4. *Updating the manner in which individual officials are authorized to execute grants and contracts on behalf of the County. It is hoped that such updates will increase efficiency while still promoting frugality.*
5. *Updating nomenclature, to reflect the recent changes the County has adopted regarding the titles of its governing body and members.*

The purpose of the discussion on April 24 is to see if there are any changes the commissioners would like to see, before the document is presented for a first reading and public hearing. If there is interest, a second reading and public hearing could be scheduled at a meeting 13 or more days later. After the second reading, the Ordinance could be approved.

Please note that as written, this ordinance does not include an emergency clause. Such a clause would allow the second reading to be scheduled sooner than 13 days after the first reading, and would allow the ordinance to go into effect immediately. Otherwise, assuming that it is approved after the second reading, the ordinance would go into effect on the 91st day after approval.

Budget/fiscal impacts:

The County uses the firm Code Publishing to promulgate its online County Code. Code Publishing charges the County based on the number of pages to the existing code that are modified. Ordinance 343 alters roughly 26 pages. The last time the County updated its code, it was charged \$23.50 per page. The funds to pay for this update are adequately covered by existing department line items.

Requested by:

*Eric Blaine, County Counsel
Eric.Blaine@CrookCountyOR.gov
541-416-3919*

¹ Note: there are specific provisions on how current County officials may, and may not, attempt to acquire surplus County property. Such rules are meant to avoid the appearance of impropriety or unethical self-dealing. This ordinance would not alter those rules.

Presenters:

Eric Blaine, County Counsel

Legal review (only if requested):

The Legal Department has collaborated with all departments on the proposed revisions.

Elected official sponsor (if applicable):

N/A

IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON
FOR THE COUNTY OF CROOK

AN ORDINANCE AMENDING)
CHAPTER 3.12 OF THE CROOK)
COUNTY CODE, REGARDING) ORDINANCE 343
PURCHASING AND PROCURE-)
MENT RULES)

WHEREAS, Chapter 3.12 of the Crook County Code describes how County officials, departments, and personnel may procure goods, services, and public improvements on behalf of the County; and

WHEREAS, since last amended, State law has been revised such that certain provisions of the County Code are no longer useful, relevant, or prudent; and

WHEREAS, in order to better serve the general public, and in furtherance of the County's public service functions, Chapter 3.12 should be amended to bring it into alignment with applicable law and current practices.

NOW, THEREFORE, the Crook County Board of Commissioners ordains as follows:

Section One: Crook County Code Chapter 3.12 is amended to read as depicted on the attached Exhibit A, with additions underlined and deletions ~~struck through~~.

Section Two: If any court of competent authority invalidates a portion of this Ordinance, the remaining portions will continue in full force and effect.

First Reading: _____, 2024.

Second Reading: _____, 2024.

DATED this ____ day of _____, 2024.

CROOK COUNTY BOARD OF COMMISSIONERS

Commissioner Seth Crawford

Commissioner Susan Hermreck

Commissioner Brian Barney

<u>Vote:</u>	Aye	Nay	Abstain	Excused
Seth Crawford	___	___	___	___
Susan Hermreck	___	___	___	___
Brian Barney	___	___	___	___

Article I. Generally

3.12.010 Title.

This chapter shall be known as the Crook County purchasing rules and procedures.
(Ord. 160 § 1, 2005)

3.12.020 Scope.

(1) Statutory Authority. These rules are adopted in accordance with ORS 279A.050, 279A.065, 279A.070, 279C.345 and this chapter to establish the rules of public contracting procedure that Crook County will use for its public contracts.

(2) Model Rules Not Applicable. The model rules adopted by the Oregon Attorney General pursuant to ORS 279A.065 shall not apply to Crook County unless specifically referenced herein. Notwithstanding the foregoing, if the terms of a particular project and applicable law require that portions of the model rules must be followed, these rules will be deemed to include those required rule provisions. In the event that there is a conflict between these rules, and portions of the model rules which are required to be included in a given instance, the provisions which afford a greater degree of public involvement or public scrutiny will apply.

(3) Federal Requirements. Crook County may be subject to certain contracting requirements when a particular contract is supported with federal funds. Those requirements are not reiterated in these rules. Conflicts between these rules and a federal requirement imposed by a federal statute rule or grant agreement shall be resolved in favor of the federal government.

(4) Procurement Guidelines. The Crook County court board of commissioners in its capacity as local contracting board may establish and modify from time to time written ~~or unwritten~~ procurement guidelines consistent with these rules.

(5) Effective Date and Effect. These rules take effect upon adoption and supersede any conflicting procedures or practices now in effect.

(6) The Crook County court board of commissioners shall serve as the local contract review board for the county.

(7) Competitive Bidding. All contracts shall be awarded by competitive process except as otherwise allowed or required by state statute, these rules or as authorized by the county court board of commissioners. (Ord. 160 § 1, 2005)

3.12.030 Prohibition.

(1) Only those persons authorized to do so, pursuant to these rules, may enter into a binding agreement or contract, including a purchase order, for the purchase or sale of goods or services on the part of the county.

(2) All persons doing business with the county shall be responsible for being familiar with these rules and for ensuring that the person purporting to act for the county has been duly authorized. (Ord. 160 § 1, 2005)

3.12.040 Contract authority.

(1) Upon approval by the county ~~court board of commissioners~~ of a specified contract, the contract may be executed on behalf of the county by ~~the county judge, or other any~~ designee of the ~~court board of commissioners~~.

(2) A department head or elected official of Crook County may enter into contracts on behalf of the county when the value of the subject contract is up to ~~\$10,000~~25,000.00. ~~Only the county court or a duly authorized member thereof may enter into a contract on behalf of the county when the value of the subject contract is greater than \$10,000.~~

(3) ~~Subject to the exceptions described in subsection (4) below, All~~ contracts with a value of more than \$10,000 up to ~~\$100,000~~20,000, which are consistent with the County's then-current budget, shall be signed or countersigned by ~~at least one member of the county court~~the County Administrator, any member of the County Court or other person designated by the county ~~court board of commissioners. - A contract with a value of more than \$20,000 shall require the approval of the entire county court.~~

~~(4) A contract with a value of more than \$100,000 requires the approval of the county court board of commissioners. A contract that is not consistent with the budget with a value of more than \$10,000 requires the approval of the county court board of commissioners. A county court commissioner member may indicate his or her assent by initial rather than signature.~~

~~(4) The heads or elected officials of the following departments may execute contracts on behalf of the County when the value of the subject contract is \$50,000 and the contract is consistent with the then current budget: -~~The Crook County Sheriff's Office; the Crook County Road Department; the Crook County Fairgrounds; the Crook County Landfill; Health & Human Services.

(5) Notwithstanding any other provision of this section, the following expenditures may be approved by the single signature of ~~the county judge or other~~ duly authorized representative of the county courtboard of commissioners:

(a) Expenditures which are routine and ongoing (i.e., utility payments).

(b) Expenditures discussed and approved by motion of the county courtboard of commissioners.

(c) Expenditures identified during and agreed to and approved as part of the county budget process, including expenditures called out as specific line items.

(6) The value of a contract for purposes of determining compliance with subsections (2), ~~(3)~~, and ~~(34)~~ of this section is the total dollar amount over the anticipated life of the contract regardless of incremental or monthly payments. If, during the performance of a contract, the anticipated amount of the contract increases to an amount that would have initially required additional authorization, such authorization must be obtained prior to further performance. (Ord. 311 § 1, 2019; Ord. 264 § 1, 2013; Ord. 184, 2006; Ord. 180 §§ 1, 2, 2006; Ord. 160 § 1, 2005)

3.12.045 Grant application and acceptance.

~~(1)-(1)~~ Department heads and elected officials of the county are encouraged to apply for grants that further the goals and objectives of the county. For the purpose of approval, grants are considered contracts subject to the same authority requirements described in Section 3.12.040.

(2) When the expected grant, if awarded, would require the County to contribute funds, the department applying for the grant will notify the County Administrator if the contribution would exceed the department's authority described in Section 3.12.040. Department heads and elected officials shall notify the Board of Commissioners court prior to submitting an application for a grant. Department heads and elected officials shall seek the advance approval of the Board of Commissioners court or a member thereof before applying for any grant which requires the commitment of county funds as match or which commits the county to an ongoing expense either during the term of a grant or after the expiration thereof. The term "funds" as used in this section encompasses materials and services provided by the county from nongrant funds.

(3) When required to by the terms of the grant, as it may be accepted by the County, or when required by applicable law, the County will also comply with the requirements of 2 CFR Part 200, 7 CFR Part 225, or other requirement governing how grant funds must be used in the procurement of goods or services, or the construction or repair of public improvements. These requirements may include, but not be limited to: the creation,

updating, and retention of specified documents; the selection of qualified, responsible vendors or contractors; the application of affirmative steps to solicit bids or proposals from minority-owned businesses, women-owned businesses, small businesses, and other types of business entities; maintaining standards of ethical behavior for public officials; and affirmatively reviewing firms submitting bids or proposals to verify that they have not been disbarred or suspended by the Federal government.

~~(2) Only the county court may accept a grant on behalf of the county and only a member of the court may execute grant award acceptance documents. (Ord. 160 § 1, 2005)~~

3.12.050 Definitions.

The definitions in ORS 279A.010 apply to these rules. (Ord. 160 § 1, 2005)

3.12.060 Procurement methods.

(1) Small Procurements – ORS 279B.065.

(a) Any procurement of goods or services not exceeding \$~~10,000~~25,000 may be awarded in accordance with small procurement procedures established by rules adopted under ORS 279A.070. Contracts valued at \$~~10,000~~25,000 or less may be awarded in any manner deemed practical or convenient by the county, including direct selection or award.

(b) Procurement may not be artificially divided or fragmented so as to constitute a small procurement under this section.

(2) Intermediate Procurements – ORS 279B.070.

(a) Any procurement of goods or services exceeding \$~~10,000~~25,000 but not exceeding \$~~150,000~~250,000 may be awarded in accordance with intermediate procurement procedures. Where the amount of a purchase of goods or services exceeds \$~~10,000~~25,000 but is not greater than \$~~150,000~~250,000, the county may seek at least three informally solicited competitive price quotes from prospective contractors. The county shall keep a written record of the sources of the quotes or proposals received. If three quotes or proposals are not reasonably available, fewer will suffice, but the county will make a written record of the effort made to obtain the quotes or proposals.

(b) If a contract is awarded under this section, the county shall award the contract to the offeror whose quote or proposal will best serve the interest of the county, taking into account price as well as considerations, including, but not limited to,

experience, expertise, product functionality, suitability for a particular purpose and contractor responsibility.

(3) Competitive Process Required.

(a) Unless otherwise exempted or allowed under these rules, all purchases of goods or services exceeding \$~~150,000~~250,000 shall be awarded pursuant to the competitive bidding requirements of these rules.

(b) In order to preserve the integrity of the competitive process, the practice of “bid peddling” is prohibited. “Bid peddling” means the sharing of information about a competitor’s quote during a period when quotes are being received or are anticipated to be received with a competitor who will bid, who is likely to bid or who is solicited to bid on the same project when the sharing of such information will create a competitive advantage. Any employee, officer or agent of the county who violates this subsection shall be liable to a charge of official misconduct.

(c) A contract which is awarded without benefit of competitive bidding shall be null and void unless such contract was exempted or otherwise allowed under these rules.

(4) Sole Source Procurements – ORS 279B.075. If there is only one manufacturer or seller of goods or services of the quality required, the county may award a contract for a particular product, provided it makes written findings that shall include at least one of the following:

(a) That the efficient utilization of existing goods requires the acquisition of compatible goods or services; or

(b) That the goods or services required for the exchange of software or data with other public or private agencies are available from only one source; or

(c) That the goods or services are for use in a pilot or experimental project; or

(d) Other findings that support that the goods or services are available from only one source.

(5) Multiple Contracts. The county may award multiple public improvement contracts from a single competitive bidding process if the invitation to bid or request for proposals specifies that multiple contracts may be awarded. (Ord. 311 § 2, 2019; Ord. 217 § 1, 2009; Ord. 198 § 1, 2008; Ord. 160 § 1, 2005)

3.12.070 Special procurements – ORS 279B.085.

(1) Upon receipt of a written request describing the proposed contracting procedure, the goods or services to be acquired through special procurement and the circumstances which justify the use of a special procurement, the county court board of commissioners may approve the special procurement as described in the written request or designate an alternative procedure if the court board of commissioners finds that the request will:

(a) Be unlikely to encourage favoritism in the awarding of public contracts or to substantially diminish competition for public contracts; and

(b) Be reasonably expected to result in substantial cost savings to the county or the public; or

(c) Otherwise substantially promote the public interest in a manner that could not be practicably realized by complying with the regular adopted competitive procurement procedures.

(2) Public notice of the special procurement approval process shall be published at least once in a newspaper of general circulation in the area where the contract is to be performed at least seven days prior to the approval of the special procurement.

(3) Once the county court board of commissioners has approved a class special procurement for the purpose of entering into a series of contracts over time or for multiple projects under this section, the county may award contracts to acquire goods or services within the class of goods or services in accordance with the county court's board of commissioner's approval without making a subsequent request for a special procurement. (Ord. 198 §§ 2, 3, 2008; Ord. 160 § 1, 2005)

3.12.080 Prequalification.

(1) Generally. When the county permits or requires prequalification of bidders or proposers, a prospective bidder or proposer who wishes to prequalify shall submit a prequalification application to the county on a form prescribed under ORS 279B.120(1). Upon receipt of a prequalification application, the county shall investigate the prospective bidder or proposer as necessary to determine whether the prospective bidder or proposer is qualified. The determination shall be made in less than 30 days, if practicable, if the prospective bidder or proposer requests an early decision to allow the prospective bidder or proposer as much time as possible to prepare a bid or proposal for a contract that has been advertised. In making its determination, the county shall consider only the applicable standards of responsibility listed in ORS 279B.110(2). The county shall promptly notify the prospective bidder or proposer whether the prospective bidder or proposer is qualified.

(2) Disqualification. If the county finds that a prospective bidder or proposer is qualified, the notice shall state the type and nature of contracts that the prospective bidder or proposer is qualified to compete for and the period of time for which the prequalification is valid. If the county finds that the prospective bidder or proposer is not qualified as to any contracts covered by the rule, resolution, ordinance or other regulation, the notice shall specify the reasons given under ORS 279B.120 for not prequalifying the prospective bidder or proposer and inform the prospective bidder or proposer of a right to a hearing under ORS 279B.425. To be entitled to a hearing under ORS 279B.425, a prospective bidder or proposer shall, within three business days after receipt of the notice, notify the county that the prospective bidder or proposer demands a hearing. Such hearing shall be conducted before the county courtboard of commissioners or a hearings officer appointed by the courtboard.

(3) If the county has reasonable cause to believe that there has been a substantial change in the conditions of a prequalified prospective bidder or proposer and that the prospective bidder or proposer is no longer qualified or is less qualified, the county may revoke or may revise and reissue the prequalification after reasonable notice to the prequalified prospective bidder or proposer in accordance with ORS 279B.125(3). (Ord. 160 § 1, 2005)

3.12.090 Exemptions.

The following contracts are exempt from the competitive process:

(1) Contracts made with other public agencies or with the federal government, ORS 279A.025 (2)(a);

(2) Contracts for goods and services negotiated or obtained by other another public agency using a competitive process, provided the price of such goods and services shall not exceed the price negotiated or paid by the public agency which engaged in the competitive process. In the instance of cooperative procurement contracts (interstate or otherwise), including but not limited to contracts made available through the Oregon Cooperative Procurement Program (ORCPP) or similar programs, the County is authorized to directly award a contract without further competitive process regardless of dollar value, unless the terms of that contract require some other award method;

(3) Contracts made with qualified nonprofit agencies providing employment opportunities for individuals with disabilities per ORS 279A.025(4);

(4) Repairs and maintenance services for county heavy equipment, including but not limited to bulldozers, loaders, scrapers, dump trucks, rollers, and excavators, when the costs for such repairs are \$150,000250,000 or less. County departments are authorized but not required to directly engage the dealership or brand-approved repair services vendors without a competitive process, as a class special procurement. Notwithstanding

the above, approval of any contract or service invoice must be in accordance with CCC 3.12.040 prior to the engagement of any services.

(5) A public improvement contract that does not exceed \$100,000 made under procedures for competitive quotes as hereinafter set forth; and

(6) Grants, when the terms of the grant specifically require the use of a particular product or vendor;

(7) [Reserved.] Any department may forego competitive bidding if the goods or services (including but not limited to software licenses) are available only through one publisher-approved sales vendor. In such circumstances, the department will document that the desired goods or services are available through only one publisher-approved sales vendor.

(8) [Reserved.]

(9) The Crook County road department may rent the services of a paving machine and paving machine operator without benefit of competitive bidding upon a finding by the roadmaster department head of the road department that no local market exists, the competitiveness of which would be enhanced by bidding or informal quoting;

(10) The county may purchase printing services and the purchase of ballots, ballot pages, envelopes and other similar products and services including election material without a competitive process;

(11) [Reserved.] Contracts with existing vendors or contractors which expire by their own terms may be renewed without a new competitive process.

(12) The county library may purchase books and other materials for the permanent collection without competitive bidding or quoting;

(13) Any department of the county may forego competitive bidding or quoting upon a finding by the county court board of commissioners that the purchase of a specific type or class of materials from a particular vendor or manufacturer is necessary to maintain continuity within an existing system (e.g., computer hardware, uniforms, weapons).

(Ord. 312 § 4, 2020; Ord. 311 § 3, 2019; Ord. 257 § 1, 2012; Ord. 252, 2012; Ord. 217 § 1, 2009; Ord. 198 §§ 4, 5, 2008; Ord. 166, 2005; Ord. 160 § 1, 2005)

3.12.100 Emergency procurements – ORS 279B.080.

(1) The county may execute contracts without a competitive process if an emergency exists and requires prompt execution of a contract to remedy the condition.

(2) The county court board of commissioners shall adopt an order indicating the existence of the emergency as soon as reasonable possible before or after the occurrence of the emergency.

(3) Although no dollar limit applies to emergency contracts, the scope of the contract shall be limited to work or purchases that are necessary and appropriate to address the conditions creating the emergency as described in the order.

(4) Emergency contracts may be modified by change order or amendments to address the conditions described in the original declaration or an amended declaration that further describes additional work or purchases necessary and appropriate for related emergency circumstances.

(5) Pursuant to ORS 279C.380(4) and these rules, the emergency declaration may also state that, in the case of a public improvement, the county waives the requirement of furnishing a performance bond and payment bond for the emergency contract. After making such an emergency declaration, the bonding requirements are excused for the procurement.

(6) At any time an emergency has been declared by the county court board of commissioners under ORS 401.309, purchases and contracts necessary to deal with the emergency shall be exempt from competitive bidding and quoting for the duration of the emergency. As provided for in ORS 401.315, in carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, the county may enter into contracts and incur obligations necessary without competitive bidding or quoting to mitigate, prepare for, respond to or recover from emergencies or major disasters.

(7) For an emergency procurement of construction services that are not public improvements, the county shall ensure competition for a contract for the emergency work that is reasonable and appropriate under the emergency circumstances. In conducting the procurement, the county shall set a solicitation time period, reasonable under the circumstances, and may issue written or oral requests for offers and make direct appointments without competition in cases of extreme necessity. (Ord. 198 § 6, 2008; Ord. 160 § 1, 2005)

3.12.110 Personal service contracts.

(1) Statutory Authority. ~~Personal service contracts are not public contracts for purposes of ORS Chapters 279A, 279B, 279C, and these rules~~ Personal service contracts may be executed without competitive process. ORS 279A.055 requires all public agencies to create procedures for the screening and selection of persons to perform personal services.

(2) Scope.

(a) The following are personal services contracts:

(i) Contracts for services performed as an independent contractor in a professional capacity, including, but not limited to, the services of an accountant, attorney, architectural or land use planning consultant, physician or dentist, registered professional engineer, appraiser or surveyor, aerial photographer, timber cruiser, data processing consultant or similar professional;

(ii) Contracts for services as a consultant;

(iii) Contracts for services of a specialized, creative and research oriented, noncommercial nature;

~~(iv) Contracts for a trade-related activity, even though a specific license is required to engage in the activity, when the value of such contract is less than \$2,500. Examples are repair and/or maintenance of all types of equipment or structures.~~

(b) The following are not personal services:

(i) Contracts, even though in a professional capacity, if predominately for a product, e.g., a contract with a landscape architect to design a garden is for personal services, but a contract to design and supply all the shrubs and trees is predominantly for a tangible project and is not for personal services;

(ii) A service contract to supply labor on an ongoing basis which is of a type that can generally be done by any competent worker, e.g., janitorial, security guard, laundry and landscape maintenance service contracts;

~~(iii) Contracts for a trade-related activity, even though a specific license is required to engage in the activity, when the value of such contract is in excess of \$2,500.~~

(3) Employee Benefit Insurance. The county may purchase employee benefit plans without a competitive process.

(4) Litigation Attorney services. The county may purchase the following types of personal services without a competitive process:

(a) Litigation services. Contracts for legal services approved by county courtboard of commissioners.

(b) ~~Litigation-Legal~~ support and related contracts, including but not limited to approved by county court for the following services:

- (i) Court reporters;
- (ii) Expert witnesses;
- (iii) Arbitrators and mediators;
- (iv) Trial consultants;
- (v) Investigators.

(5) Investment Contracts. The county may, without a competitive process, contract for the purpose of the investment of public funds or the borrowing of funds by the county when such investment or borrowing of funds is contracted pursuant to duly enacted state, federal or local laws or rules, including the rules for personal services contracts.

(6) Medical Services. The county may purchase hospitalization and medical services without a competitive process. Medical services include but are not limited to dental services, vision services, psychiatric, psychological, counseling, alcohol and drug treatment, pharmacy services, purchase of over-the-counter drugs, chiropractic therapy, physical therapy and other services needed to treat a medically diagnosed condition or ordered at the request of a licensed medical practitioner.

(7) Software Maintenance. The county may purchase software maintenance services without a competitive process.

(8) Architectural, Engineering and Surveying Services and Related Services: Before soliciting bids or proposals for these services, the County will examine the then-current state statutes applicable to County procurements, to determine if any provision of these rules conflict with such statutes. If these rules are not in conflict, the County may procure such services according to these rules. If these rules are in conflict, the County may procure such services according to the requirements of state statutes.

(Ord. 198 § 7, 2008; Ord. 160 § 1, 2005)

3.12.120 Rules of procedure.

~~(4)~~ Public Improvements. The bidding rules of procedure of the Oregon Department of Transportation may be used as an alternative to these rules for road and bridge public improvements if specified in the solicitation document. (Ord. 160 § 1, 2005)

3.12.130 Solicitation document.

(1) The solicitation document shall generally include the following:

(a) Notice of any preoffer conference as follows:

(i) The time, date, and location of any preoffer conference;

(ii) Whether attendance at the conference will be mandatory or voluntary; and

(iii) A provision that statements made by the county's representatives at the conference are not binding upon the county unless confirmed by a written addendum;

(b) The form and instructions for submission of bids or proposals and any other special information and whether submissions will be accepted electronically;

(c) The time, date and place that prequalifications must be filed under ORS 279C.430 or 279B.120 and these rules and the class or classes of work for which bidders must be prequalified if prequalification is a requirement;

(d) The date and time after which bids will not be received, which must be at least seven days after the last date of public notice of the solicitation;

(e) The name and title of the person designated for receipt of bids and the person designated as the contact person for the procurement;

(f) The date, time and place of opening;

(g) The office where the solicitation document may be reviewed;

(h) A statement that each bidder must identify whether the bidder is a "resident bidder" as defined in ORS 279A.120(1);

(i) Contractor's certification of nondiscrimination in obtaining required subcontractors in accordance with ORS 279A.110(4);

(j) How the county will notify bidders or proposers of addenda and how the county will make addenda available;

(k) If applicable, that the contract is for a public work, subject to ORS 279C.800 to 279C.870 or the Davis-Bacon Act (40 USC 3141 et seq.) and a statement that no bid will be considered unless the bid contains a statement by the bidder that ORS 279C.838, 279C.840 or 40 USC 3141 to 3148 will be complied with;

(l) A statement that the county may cancel the procurement or reject any bid not in compliance with these rules and may reject for good cause all bids upon a finding by the county that it is in the public interest to do so;

(m) A statement that requires the contractor or subcontractor to possess an asbestos abatement license, if required under ORS 468A.720;

(n) A statement regarding any other licenses or certificates (other than those regulated by state law) which may be required by the county to perform the work required;

(o) If a public improvement, a statement that a bid for a public improvement contract may not be received or considered by the county unless the bidder is licensed by the construction contractors board or the state landscape contractors' board;

(p) A description of the goods or services that the county is purchasing, including, if applicable, a description of the acquisition, specifications, delivery or performance schedule, inspection and acceptance requirements;

(q) A signed statement that the bidder has reviewed, is familiar with and agrees to abide by the terms and provisions of this chapter; and

(r) All contract terms and conditions. The request for proposals also may request that proposers propose contractual terms and conditions that relate to subject matter reasonably identified in the request for proposals.

(2) The term "time" as used in this section means the time as it appears on a clock designated by the county as the official "bid clock." (Ord. 198 § 8, 2008; Ord. 160 § 1, 2005)

3.12.140 Bids or proposals.

(1) Offer and Acceptance. The bid or proposal is the bidder's or proposer's offer to enter into a contract. The county's award of the contract constitutes acceptance of the offer and binds the supplier-offeror to the contract.

(2) Responsive Offer. The county will award a contract only to a responsible bidder or proposer with a responsive offer. In the event that no responsive bids or proposals are received, and subject to the terms of the solicitation document and applicable law, the county may award a contract to a responsible bidder or offeror, as the term "responsible" is defined by law.

(3) Contingent Offers. A bidder or proposer shall not make its offer contingent upon the county's acceptance of specifications or contract terms other than those contained or requested in the solicitation document.

(4) Bidder's/Proposer's Acknowledgement. By signing and returning the offer, the bidder or proposer acknowledges it has read and understands the terms and conditions applicable to a solicitation document and that it accepts and agrees to be bound by the terms and conditions of the contract.

(5) When the provisions of the contract have been included in the material made available for a formal competitive contract procurement, or otherwise made available for public review for not fewer than 28 days, and where there have been no substantive changes between the publicly available contract and the final executed contract, the county courtboard of commissioners is authorized to sign such contract outside of a public meeting or may designate a county official to sign on behalf of the county courtboard of commissioners. (Ord. 160 § 1, 2005)

3.12.150 Advertisement.

(1) Every solicitation for offers shall be advertised at least seven days prior to the solicitation closing date unless these rules or the county ~~court board of commissioners~~ specifically exempts the solicitation from the advertisement requirement. The advertisement for offers shall be published ~~at least once in at least one newspaper of general circulation in the area where the contract is to be performed in a manner required by law, including as may be applicable, publication in newspapers of general circulation, publication in trade newspapers, or electronic publication.~~

~~Advertisements of invitations for bids and requests for proposals shall be published when required by statute, and any other time the county concludes that advertisement is desirable.~~ An advertisement, other than for a public improvement contract estimated to cost more than \$125,000, shall be deemed sufficient for the purposes of the applicable statutes and these rules if it appears once in the county's newspaper of record, or, if the county's contract review board has authorized electronic advertisement pursuant to ORS 279B.055(4)(c), it appears electronically in a commercially reasonable manner. Nothing in this section shall be deemed to prevent the ~~court county~~ from satisfying the advertisement requirements of applicable statutes and these rules by publishing an advertisement once in any newspaper of general circulation in the Central Oregon area. An advertisement for a public improvement contract estimated to cost more than \$125,000 shall be deemed sufficient if it appears once in a trade newspaper or other trade publication of general statewide circulation. The county may publish an advertisement more than once, and, in addition to publication designed to satisfy the requirements of applicable statutes and these rules, may publish one or more advertisements in any local, regional, or national publication deemed by the county to be appropriate for the particular procurement.

~~A bulletin board shall be established outside the office of the county court upon which notice shall be posted of proposed acquisitions expected to exceed the sum of \$5,000. Notice of the proposed acquisition shall be posted no less than seven days prior to the date for receiving bids. The county may establish an electronic system whereby projects available for competitive bidding under the requirements of Section 3.12.060(3) will be made available for public review.~~

(2) All advertisements for offers shall set forth the following as applicable:

- (a) The scheduled closing date and time, which shall not be less than seven days after the date of the last publication of the advertisement;
- (b) The date that suppliers must file applications for prequalification if prequalification is a requirement and the class or classes of work for which suppliers must be prequalified;
- (c) The nature of the work to be performed or the goods to be purchased;
- (d) The office where contract terms, conditions and specifications are available;
- (e) The name and phone number of the person authorized to discuss and further describe the nature of the good or service desired;
- (f) The name, title and address of the county person authorized to receive offers;
- (g) The date, time and place of the scheduled opening;
- (h) If applicable, that the contract is for a public work subject to ORS 279C.800 to 279C.870 or the Davis-Bacon Act (40 USC 276(a)). (Ord. 198 § 9, 2008; Ord. 160 § 1, 2005)

3.12.155 Personal information.

All persons doing business with the county must maintain appropriate safeguards to protect the security of "personal information" as defined in ORS 646A.602~~(11) (2007)~~. Such safeguards will be required as a standard provision in all county contracts. (Ord. 217 § 1, 2009; Ord. 198 § 11, 2008)

3.12.160 Prevailing wage rate.

(1) Generally.

- (a) Public works projects are covered by prevailing wage rules if the contract price exceeds \$50,000.

(b) Prevailing wage rates must be paid to all workers at the site of work as defined in OAR 839-025-0004(25).

(c) County must notify the Bureau of Labor and Industries (BOLI) within 30 days of awarding any public works contract subject to prevailing wage rate law.

(d) County may not divide a project to try to avoid prevailing wage rate law. BOLI treats separate contracts for the same project as a single project for prevailing wage rate purposes.

(e) County must submit to BOLI a list of public works projects it plans to fund during the coming budget period. The county must submit the list to BOLI at least 30 days before it adopts its budget. If county plans to use its own personnel and equipment to perform any project estimated to cost more than \$125,000, it must also provide documentation showing that it is less expensive for the county to use its own resources than it is to contract out the project.

(f) County shall pay BOLI a prevailing wage rate fee for each public works project subject to prevailing wage rates.

(g) County may request the Commissioner of BOLI to determine whether a project or proposed project is or would be a public works on which the payment of the prevailing wage rate is or would be required under ORS 279C.840.

(2) Public Works. Public works include the following:

(a) A project for the construction, reconstruction, major renovation or painting of roads, highways, buildings, structures and improvements of all types which is carried on or contracted for by the county.

(b) A project for the construction, reconstruction, major renovation or painting of a privately owned road, highway, building or structure or improvement of any type that uses funds of a private entity and \$750,000 or more of county funds.

(c) A project for the construction of a privately owned road, highway, building, structure or improvement of any type that uses county funds and in which 25 percent or more of the square footage of the completed project will be occupied or used by the county.

(3) Specifications. For public works projects, the county must include the following in the specifications:

(a) The state prevailing wage rate either physically contained within or attached to hard copies of procurement specifications or included by a statement

incorporating the applicable wage rate publication into the specifications by reference. When the rates are available electronically or by Internet access, the rates may be incorporated into the specifications by referring to the rates and providing adequate information on how to access them.

(b) If applicable, the federal prevailing wage rate and information concerning whether the state or federal rate is higher in each trade or occupation, as determined by BOLI.

(c) A statement that the county shall pay BOLI a prevailing wage rate fee.

(d) A provision stating that the contractor and any subcontractor must file a public works bond with the Construction Contractors Board before starting work on the project, unless exempt from public works bond requirements.

(4) Contracts. For public works projects, the county must include the following in the contract:

(a) A provision that workers shall be paid not less than the specified minimum hourly rate of wage.

(b) A provision that the prevailing wage rate fee shall be paid to the Commissioner of BOLI under the administrative rule of the Commissioner.

(c) A provision stating that the contractor and any subcontractor must file a public works bond with the Construction Contractors Board before starting work on the project, unless exempt from public works bond requirements. (Ord. 198 § 10, 2008; Ord. 186 § 1, 2007; Ord. 160 § 1, 2005)

3.12.165 Solar energy technology.

(1) Prior to soliciting solar technology services, the County will examine applicable state law, including but not limited to ORS 279C.500-527, and OAR Chapter 330-135, to determine if these rules are in conflict. If there is no conflict, the County may procure such services according to these rules. If there is a conflict, the County may procure such services in accordance with state law.

(2) Except as otherwise provided in this section, a public improvement contract for the construction of a public building, as defined in ORS 174.109, or for the reconstruction or major renovation of a public building (if the cost of the reconstruction or major renovation exceeds 50 percent of the value of the public building) is considered to contain an amount equal to at least 1.5 percent of the total contract price for the inclusion of appropriate solar energy technology in the public building and is subject to 2007 Oregon Laws, Chapter 310 Section 3. Solar energy technology shall include solar

electric or solar thermal systems and may include passive solar energy systems when a proposed passive solar energy system will achieve a reduction in energy usage of at least 20 percent.

~~(23)~~ Before entering into a public improvement contract described in subsection (1) of this section, the county shall prepare a written determination of whether the inclusion of solar energy technology in the construction, reconstruction, or major renovation of the public building is appropriate. The county shall include in the determination the total contract price and the amount the agency intends to expend on the inclusion of solar energy technology in the public building.

~~(34)~~ If any state funds are used and the county determines that it would be inappropriate to include solar energy technology in the construction, reconstruction or major renovation of the public building, subsection (1) of this section does not apply to the public improvement contract. However:

(a) The county shall spend an amount equal to at least 1.5 percent of the total contract price on the inclusion of appropriate solar energy technology in a future building project; and

(b) The amount spent by the county on the future public building project pursuant to subsection (3)(a) of this section is in addition to any amount required under subsection (1) of this section for the inclusion of appropriate solar energy technology in the future building project. (Ord. 198 § 12, 2008)

3.12.170 Prebid and preproposal conferences.

(1) Generally. The county may hold a prebid or preproposal conference to allow a site inspection and to hear and respond to questions. If the time and place of a prebid or preproposal conference are not stated in the invitation for bids or request for proposals, all prospective bidders or proposers on the list maintained by the county shall be notified of the time and place. Notification may be by telephone, fax, or in writing, at the county's option.

(2) Mandatory. The county may require attendance at a prebid or preproposal conference as a condition precedent to the submission of a bid or proposal. The county may refuse to open or may reject as nonresponsive a bid from a bidder who failed to attend a mandatory prebid conference, and may refuse to open or decline to evaluate a proposal from a proposer who failed to attend a mandatory preproposal conference. The county may, but is not obligated to, arrange for a subsequent prebid or preproposal conference if requested by one or more prospective bidders or proposers who were unable to attend a scheduled, mandatory prebid or preproposal conference for a reason determined by the county to be commercially reasonable under the circumstances. If a subsequent prebid or preproposal conference is arranged, all

prospective bidders or proposers on the county's list shall be notified in advance and allowed to attend.

(3) Limited Effect. Statements and other information from county employees at a prebid or preproposal conference do not effect any change in the invitation for bids or the request for proposals, or the contracts that may arise from them. Changes in the invitation for bids or the request for proposals may be effected only by a written addendum issued by the county. Bidders and proposers may rely only upon the invitation for bids or the request for proposals, with any changes made by addendum, to establish all of the procurement requirements and all contract provisions other than those established by the bid or proposal.

(4) Change Requests. A prospective bidder or proposer who wants to propose a change to the invitation for bids or the request for proposals should submit a written request, even if the change was requested during a prebid or preproposal conference. The request should be submitted in accordance with any instructions in the invitation for bids or the request for proposals. If the county fails to respond to a change request made during a prebid or preproposal conference, or to a written change request, the request shall be deemed denied. If the county responds to a change request, the response may be in the form of an addendum issued to all prospective bidders or proposers, with no specific response to the requestor. (Ord. 160 § 1, 2005)

3.12.180 Addenda.

(1) Requirement. A solicitation document may be changed only by a written addendum issued by the county. When an addendum is required, it shall be issued to all bidders or proposers for the contract or services being solicited.

(2) Distribution and Receipt. Addenda may be distributed to all bidders by U.S. mail, fax, hand delivery, or other commercially reasonable means. Failure to receive an addendum to an invitation for bids does not excuse failure to acknowledge receipt of the addendum, even if the failure to receive was through no fault of the prospective bidder or proposer, and even if the failure to receive was the fault of the county. The county, in its sole discretion, may extend a bid opening to allow a bidder time to acknowledge receipt of an addendum. Failure to acknowledge receipt of an addendum may cause a bid to be rejected as nonresponsive. (Ord. 160 § 1, 2005)

3.12.190 Method of submitting offers.

(1) Bids. Bids must be submitted in writing on the form provided by the county or a reasonable facsimile. ~~Bids may not be submitted by fax or other electronic means.~~ A bid shall be considered timely submitted if it is delivered to the location designated for receipt of bids by the deadline stated in the invitation for bids. Bids must be submitted to the county according to the methods described in the solicitation document. If no

methods are specified therein, interested bidders may submit bids in a commercially reasonable method, including, if the bidder chooses, unsealed electronic submission.

(2) Proposals and Quotations. Proposals and quotations may be submitted by any commercially reasonable method, including but not limited to ~~fax~~unsealed electronic submission, unless the county has specified in the solicitation document that only certain methods of submission may be used, or that certain methods of submission may not be used. ~~Electronic data interchange and electronic mail (e-mail) shall be considered commercially reasonable methods of submission only if they are expressly authorized in the solicitation document.~~ When oral quotations are permitted, they may be submitted by telephone or other similar method. The fact that oral quotations are permitted does not preclude an offeror from submitting a written quotation in lieu of an oral quotation.

(3) Timeliness. Offerors are responsible for ensuring their offers are timely. The county may decline to consider a late offer, even if the offer is late because of a delay in the county's internal handling of mail or documents or because the county's receiving equipment was unavailable.

(4) Completeness. Offerors are responsible for ensuring their offers are received by the county in a complete, legible, ungarbled form. The county may decline to consider an offer that is incomplete, illegible, or garbled, even if the problem is caused by the county's hardware or software.

(5) If an offeror chooses to submit an unsealed electronic bid or proposal, that offeror waives the right to protest that county personnel reviewed such unsealed bid or proposal prior to any official bid opening time. (Ord. 160 § 1, 2005)

3.12.200 Bid withdrawal.

At any time before the first bid or proposal is opened, ~~an offeror a bidder~~ may withdraw its bid or proposal without consequence. The withdrawal must be in writing and be signed by someone with the necessary authority. A purported withdrawal after the first bid or proposal is opened shall be ineffective. If an offeror chooses to submit a bid or proposal through unsealed electronic submission for a competitive process operated under section 3.12.060(3), the withdrawal must be made prior to the published bid opening time specified in the solicitation document. (Ord. 160 § 1, 2005)

3.12.210 Bid opening.

(1) Generally. Bids shall be opened at the place and at or shortly after the time specified in the invitation for bids and advertisement, subject to any changes made by addendum.

(2) Postponement. The time for opening bids may be postponed at any time for the county's convenience or if the county determines that postponement would be in the county's best interest. Bids shall be opened in a place designated by the county that is open to the public at the time bids are opened. The place bids will be opened may be changed by the county at any time. A bid opening postponement or relocation shall be communicated orally or by a posted sign to anyone who appears at the previously designated time and place for the bid opening. If time permits, a bid opening postponement or relocation shall be communicated to all prospective bidders on the list maintained by the county by mail, fax, e-mail, or any other commercially reasonable means. A bid opening postponement or relocation need not be communicated by addendum. (Ord. 160 § 1, 2005)

3.12.220 Proposal opening.

"Proposal" means an informal, oral or written response to a request for proposals issued by the county for the award of a contract when the contract is a public contract exempt from the competitive bidding requirements ~~under ORS 279.055 to 279.116~~. The county may open proposals at any time unless a specific bid opening time is stated in the solicitation document. There is no requirement for proposals to be opened in public. Subject to any exemptions under Oregon public records statutes, proposals shall be available for public inspection only after the county has finished evaluating them. (Ord. 160 § 1, 2005)

3.12.230 Bid evaluation.

(1) Generally. Opened bids shall be evaluated in accordance with applicable statutes and these rules. When a bid is determined to be unresponsive to the invitation for bids, it will not be evaluated further unless no responsive bids are received. Bidders who submit responsive bids shall be evaluated for responsibility under applicable statutes, these rules, and the invitation for bids.

(2) Correction of Certain Errors. Arithmetic errors apparent on the face of a bid shall be corrected by the county before comparing bid prices. Discrepancies between a unit price and an extended total price for a bid item shall be resolved in favor of the unit price unless there is evidence apparent on the face of the bid establishing that the extended price is correct.

(3) Unless otherwise specified in these rules or the solicitation document, the County will evaluate proposals received under the criteria of which presents the best value to the County, taking into account price as well as considerations including, but not limited to, experience, expertise, product functionality, suitability for a particular purpose and contractor responsibility under ORS 279B.110.

(Ord. 160 § 1, 2005)

3.12.240 Bid or proposal security – Performance and payment bonds.

(1) Security Amount. Bid or proposal security, if required, shall be expressly provided for in the solicitation document. If so required, the supplier shall forfeit bid or proposal security after the award if the supplier fails to execute the contract and promptly return it with any required performance bond and payment bond and any required proof of insurance.

(2) Public Improvement Contracts. Bid or proposal security is required for the solicitation of offers for public improvements unless the county has otherwise exempted the solicitation from bid or proposal security. Unless otherwise stated in the solicitation documents or specifically waived by the county, the following bonds are required:

(a) A performance bond in the amount equal to the full contract price conditioned on the faithful performance of the contract in accordance with the plans, specifications and conditions of the contract;

(b) A payment bond in an amount equal to the full contract price, solely for the protection of claimants under ORS 279C.600.

(3) Form of Bid or Proposal Security. Unless otherwise stated in the solicitation documents, the county will only accept the following forms of performance or payment bonds:

(a) A surety bond from a surety company authorized to do business in the state of Oregon.

(4) Return of Security. Upon execution of a contract and delivery of a good and sufficient performance bond and a good sufficient payment bond by a successful bidder or a proposer, the county shall return the successful contractor's bid or proposal security. The county will also return or release the bid or proposal security for all unsuccessful suppliers after award or after a contract has been executed and a performance bond provided (if such performance bond is required), or after all offers have been rejected. (Ord. 160 § 1, 2005)

3.12.250 Bid errors.

(1) To protect the integrity of the competitive solicitation process and to assure fair treatment of the bidder or proposer, the county will carefully consider whether to permit waiver, correction or withdrawal of offers for certain mistakes.

(2) Errors of Judgment. A bid may not be corrected or withdrawn for an error in judgment. If a bidder is awarded a public contract and refuses to promptly and properly execute the public contract because of an error in judgment, the bidder's bid security must be forfeited.

(3) Minor Informalities. The county may waive or permit a bidder to correct a minor informality. A minor informality is either a matter of form rather than substance that is evident on the face of the bid, or an insignificant mistake that can be waived without prejudice to other bidders. For example, failure to sign the bid in the designated block on the bid form is a minor informality if a signature appears on the bid bond or somewhere else in the bid evidencing an intent to be bound by the bid.

(4) Clerical Errors. A clerical error is an error in drafting the bid, and may include without limitation typographical errors, arithmetic errors, and transposition and other errors in transferring numbers from work sheets to the bid form. If a clerical error is apparent on the face of the bid and the correction also is apparent on the face of the bid, the county shall correct the error before evaluating bids. A discrepancy between a unit price and an extended bid item price is a clerical error and shall be corrected by giving precedence to the unit price. If an error not apparent on the face of the bid is brought to the county's attention, the bidder may submit evidence to establish that the error is a clerical error. If it is clear from the face of the bid or from evidence submitted by the bidder that an error is a clerical error rather than an error in judgment, but the correction of the error is not apparent on the face of the bid, the bidder may either withdraw its bid without forfeiting its bid security, or agree to proceed with the public contract as bid, without correcting the error. If the bidder takes neither of those actions, the county shall reject the bid as nonresponsive. A bidder may not correct a clerical error if the correction is not apparent on the face of the bid. (Ord. 160 § 1, 2005)

3.12.260 Irrevocability of offers.

(1) Bids. All bids received by the county for a particular public contract become binding offers when the first bid is opened, and remain irrevocable for 30 calendar days after opening unless a different period is specified in the invitation for bids. (Ord. 160 § 1, 2005)

3.12.270 Tied low bids or quotations.

(1) Generally. If (a) low bids or quotations are tied, (b) the price, fitness, availability, and quality of the goods or services offered by the tied offerors are otherwise equal, and (c) one of the tied offerors offers goods or services manufactured or produced in Oregon, the contract shall be awarded to that offeror in accordance with ORS 279A.120. If two or more of the tied offerors offer goods or services manufactured or produced in Oregon, and none has principal offices or headquarters in Oregon, or if two or more of them have principal offices or headquarters in Oregon, the contract shall be awarded by

drawing lots. If none of the tied offerors offer goods or services manufactured or produced in Oregon, the contract shall be awarded by drawing lots.

(2) Unequal Quality. If the fitness, availability, and quality of the goods or services offered by tied offerors are not otherwise equal, the contract shall be awarded to the offeror determined by the county to offer the superior goods or services.

(3) Withdrawal of tied bids. Notwithstanding the provisions of section 3.12.200, in the event of a tied bid, the county may, but is not required to, permit one of the tied bidders to withdraw its bid or quotation. The county may permit such withdrawal if it determines that there is insufficient evidence that allowing such withdrawal would violate applicable law or would discourage competition for public contracts. The county official authorized to permit withdrawal will be the person authorized under section 3.12.040 to approve the contract. (Ord. 160 § 1, 2005)

3.12.280 Rejection of individual bids or proposals.

The county may reject any or all bids in accordance with ORS 279B.100 ~~and or~~ 279C.395 for good cause upon a finding that rejection is in the public interest. The person authorized to make such findings are the persons authorized under section 3.12.040 to approve the contract. Situations where good cause is sufficient to warrant rejection of all bids include but are not limited to:

(1) Process;

(2) All offered prices are too high or all offered performance is insufficient to meet the county's needs;

(3) Ambiguous or misleading provisions in the solicitation document, or misconduct or error, threaten the fairness and integrity of the competitive process; and

(4) Events other than legitimate market forces threaten the integrity of the competitive procurement process.

(5) Any provision in the solicitation document regarding the rejection of bids. (Ord. 160 § 1, 2005)

3.12.285 Rejection of individual bids or proposals in specific incidences.

(1) The county ~~court~~ board of commissioners may at its sole discretion reject an individual bid or proposal from any contractor:

(a) When in the judgment of the county court board of commissioners a previous good or service provided by the contractor to the county or another public entity was of poor workmanship or inferior quality; or

(b) When in the judgment of the county court board of commissioners, the contractor failed to honor a warranty; or

(c) When a dispute regarding the terms and conditions of a previous contract with the county led to a monetary judgment being entered against the contractor; or

(d) When in the judgment of the county court board of commissioners the county has previously been required to expend funds to remedy defects of the contractor's workmanship or failure to deliver all components of an agreed upon good or service.

(2) The county shall not reject on the basis of one of the above criteria if an intervening change in ownership within a business shall have resulted in substantial change in the control of said business so that the underlying concern related to performance has been mitigated.

(3) The county may reject a bid when the contractor or an employee of the contractor who will have a material role in delivering the good or service sought was previously engaged as an employee of the county and when such employment relationship ended in a manner which created ill will between the county and the employee.

(4) The county may reject any bid when in the judgment of the county court board of commissioners acceptance of such bid shall pose a security risk to the county or the public serviced by the county (e.g., the county may reject a contract for services to law enforcement when the contractor is the subject of an ongoing criminal investigation, or the county may reject a contract for maintenance in a violence prevention center when the contractor is a known abuser). (Ord. 160 § 1, 2005)

3.12.290 Cancellation.

The county may cancel a procurement at any time before a contract is signed if the county determines cancellation is in the county's best interests. If a procurement is canceled, the county shall not be liable for any costs incurred by prospective offerors. If a procurement is canceled before bids or proposals are opened, the bids or proposals shall be returned to the bidders and proposers unopened, except that the county may open a bid or proposal to determine the identity and address of the bidder or proposer if the name and address are not shown on the outside of the envelope. If a procurement is canceled after bids or proposals are opened, the county shall retain the bids or proposals. (Ord. 160 § 1, 2005)

3.12.300 Protests.

(1) Written Protest Required. If an offeror or prospective offeror wishes to object to any aspect of a county procurement, the offeror or prospective offeror ("protester") may file a written protest with the Crook County ~~judge~~Administrator~~Administrator~~. The protest must include all grounds for the protest and all supporting evidence, in the form of physical evidence, documents, or affidavits.

(2) Timeliness. A protest must be filed promptly as soon as the protester knows of the grounds for the protest. If the grounds for a protest were apparent on the face of the solicitation document, the county may decline to consider a protest filed later than five (5) business days before the scheduled bid opening or the date by which proposals must be submitted. If the grounds for a protest were not apparent until contract award:

(a) the protest must be received within the timeframe specified in the notice of intent to award, or

(b) if no notice of intent to award is required, the county may decline to consider a protest filed later than 48-168 hours after contract award bid opening.

(3) Written Decision. The county ~~judge~~Administrator or ~~his~~ designee shall issue a written decision in response to a protest.

(4) Discretionary Meeting. The county ~~judge~~Administrator may, but is not required to, schedule a meeting with the protester prior to issuing a written decision. The county ~~judge administrator~~manager may invite other county staff or representatives to the meeting and, in the case of a procurement involving a county evaluation team, may invite one or more members of the evaluation team to the meeting.

(5) Appeal and Final Administrative Action. If the protester disagrees with the written decision issued by the county ~~judge~~Administrator, the protester may appeal in writing to the county ~~court~~board of commissioners. The written appeal must be received by the county ~~court~~board of commissioners within five (5) business days after the protester's receipt of the written decision by the county ~~judge~~Administrator. The county ~~court~~board of commissioners may decline to consider a late appeal. The written appeal must include all legal arguments and all evidence, in the form of physical evidence, documents, or affidavits. The county ~~court~~board of commissioners shall issue a written decision in response to the appeal, and that written decision shall be the county's final administrative action with respect to the protest. The county ~~court's~~board of commissioners's written decision shall be the county's final action with respect to the protest. (Ord. 160 § 1, 2005)

3.12.310 Notice of intent to award.

Unless otherwise provided in the solicitation document, the county shall provide notice of its intent to award to all bidders and proposers pursuant to ORS 279B.135 at least seven days before the award of a contract, unless the county determines that circumstances require the prompt execution of the contract, in which case the county may provide a shorter notice. This section does not apply to contracts awarded as small procurements under ORS 279B.065, an intermediate procurement under ORS 279B.070, a sole source procurement under ORS 279B.075, an emergency procurement under ORS 279B.080 or a special procurement under ORS 279B.085. (Ord. 160 § 1, 2005)

3.12.320 Supplemental rules and orders.

The county ~~court board of commissioners~~ may issue rules in the form of orders or resolutions to further implement the provisions herein. (Ord. 160 § 1, 2005)

Article II. Public Improvement Contracts

3.12.330 Application.

In addition to the requirements set forth in these rules, the following rules apply to public improvement contracts. In the event of conflict or ambiguity, the more specific requirements of the rules in this article take precedence over the more general requirements. (Ord. 160 § 1, 2005)

3.12.340 Competitive procurement.

The county shall solicit bids for public improvement contracts by ~~invitation to bid~~written solicitation, except as otherwise allowed or required pursuant to state statute or these rules. (Ord. 160 § 1, 2005)

3.12.350 Exemption from competitive process – ORS 279C.335.

(1) When the County seeks to engage the services of a Construction Manager/General Contractor, and is required by applicable law to follow the procedures established by the Attorney General's Model Rules, those rules will apply. When the Model Rules are not required by applicable law, the County will apply these rules.

~~(2)~~ The county ~~court board of commissioners~~ may exempt a public improvement contract or class of public improvement contracts from the competitive bidding requirements of these rules upon making the following findings:

(a) It is unlikely that the exemption will encourage favoritism in the awarding of public improvement contracts or substantially diminish competition for public improvement contracts; and

(b) The awarding of public improvement contracts under the exemption is reasonably expected to result in substantial cost savings to the county.

(23) When granting exemptions under this section, the county ~~court board of~~ commissioners shall:

(a) When appropriate, direct the use of alternative contracting methods that take account of market realities and ~~modern~~ modern practices and are consistent with the public policy of encouraging competition;

(b) Require and approve or disapprove written findings by the county that support the awarding of a particular public improvement contract or class of public improvement contracts without competitive bidding.

(34) The county ~~court board of~~ commissioners shall hold a hearing regarding the exemption of a public improvement or class of public improvements prior to adopting the findings required by subsection (1) of this section. Notification of the public hearing shall be published in at least one trade newspaper of general statewide circulation a minimum of 14 days before the hearing. The notice shall state that the public hearing is for the purpose of taking comments on the county's draft findings for an exemption from the competitive bidding requirement. At the hearing, the county ~~court board of~~ commissioners shall offer an opportunity for any interested party to appear and present comment. Following the hearing, the county ~~court board of~~ commissioners shall either approve the exemption and adopt the draft findings or disapprove the exemption. (Ord. 198 § 13, 2008; Ord. 160 § 1, 2005)

3.12.360 Public improvement procurements.

(1) Public improvement contracts estimated by the county not to exceed \$100,000 may be awarded through competitive quotes established by this rule.

(2) The selection criteria may be limited to price or some combination of price, experience, specific expertise, availability, project understanding, contractor capacity, responsibility, and similar factors.

(3) The county shall utilize written request for quotes whenever reasonably practicable.

(4) The county shall seek at least three competitive quotes, and keep a written record of the sources and amount of the quotes received.

(5) If awarded, the county shall award the contract to the prospective contractor whose quote will best serve the interest of the county, taking into account the announced selection criteria.

(6) When required by ORS 279C.560, the county will deposit any required retainage in an interest-bearing account. (Ord. 197 § 1, 2007; Ord. 160 § 1, 2005)

3.12.370 Disclosure and substitution of first-tier subcontractors.

(1) Required Disclosure. Within two working hours of the bid closing for a public improvement having a contract price anticipated to exceed \$100,000, all bidders shall submit a disclosure form as described by this rule, identifying any first-tier subcontractors (those suppliers that would be contracting directly with the prime contractor) that will be furnishing labor or materials on the contract, if awarded, whose subcontract value would be equal to or greater than:

- (a) Five percent of the total contract price, but at least \$15,000; or
- (b) ~~Three hundred fifty thousand dollars~~ \$350,000, regardless of the percentage of the total contract price.

(2) Bid Closing, Disclosure Deadline, and Bid Opening. The county will:

- (a) Set the bid closing on a date and time appropriate for the project solicitation. When required by law, the county will set a time on Tuesday through Thursday between 2:00 p.m. and 5:00 p.m.; provided, that the two-hour disclosure deadline described by this rule would not then fall on a legal holiday;
- (b) ~~Set~~ When required by law, the county will set a subsequent time for bid opening that is at least two working hours after bid closing; and
- (c) Open only those bids for which the required first-tier subcontractor disclosure has been separately submitted by the announced deadline on prescribed forms.

(3) Bidder Instructions and Disclosure Form. For the purposes of this rule, and unless applicable law or the solicitation document specify otherwise, the county will:

- (a) Prescribe the disclosure form that must be utilized; and
- (b) Provide instructions in a notice substantially similar to the following:

Bidders are required to disclose information about certain first-tier subcontractors when the contract value for a Public Improvement is greater than \$100,000 (See ORS

279). Specifically, when the contract amount of a first-tier subcontractor is greater than or equal to: (i) 5% of the project bid, but at least \$15,000, or (ii) \$350,000 you must disclose the following information about that subcontract within ~~two 2) (42~~ hours of bid closing:

- (a) The subcontractor's name and address;
- (b) Subcontractor's Construction Contractor's Board registration number;
- (c) The subcontract dollar value; and
- (d) The subcontractor's category of work.

(4) Submission. A bidder shall submit the disclosure form required by this rule within two working hours of bid closing.

(5) Responsiveness. Compliance with the disclosure and submittal requirements of ORS 279C.370(2) and this rule is a matter of responsiveness. Bids which are submitted by bid closing, but for which the separate disclosure submittal has not been made by the specified deadline, are not responsive and shall not be considered for contract award.

(6) Substitution. Substitution of affected first-tier subcontractors shall be made only in accordance with ORS 279C.585. (Ord. 160 § 1, 2005)

3.12.380 Negotiation when bids exceed cost estimate.

(1) General. In accordance with ORS 279C.340, if all responsive bids from responsible bidders on a competitively bid project exceed the county's cost estimate, prior to contract award the county may negotiate value engineering and other options with the responsible bidder submitting the lowest responsive bid in an attempt to bring the project within the county's cost estimate.

(2) Scope of Negotiations. The county will not proceed with contract award if the scope of the project is significantly changed from the original bid.

(3) Discontinuing Negotiations. The county may discontinue negotiations at any time, and shall do so if it appears to the county that the apparent low bidder is not negotiating in good faith or fails to share cost and pricing information upon request.

(4) Public Records. Notwithstanding any other provisions of law, the records of a bidder used in contract negotiations under this rule are not subject to public inspection until after the negotiated contract has been awarded or negotiation process has been terminated. (Ord. 160 § 1, 2005)

3.12.385 Division of procurement to avoid contracting rules prohibited.

No procurement shall be artificially divided or fragmented so as to avoid compliance with any procedure or rule covered by this chapter. (Ord. 160 § 1, 2005)

Article III. Disposition of Personal Property

3.12.400 General rule.

(1) The county may dispose of personal property through direct sale, destruction, disposal in a solid waste facility or gift to a qualified nonprofit organization or other public entity without a competitive process if the county determines that one of the following applies: the property has a value of less than ~~\$500.00~~1,000; the property is hazardous; the property is inoperable and not reasonably repairable. Personal property having a value in excess of ~~\$500.00~~1,000 shall be disposed of through a competitive process at public auction or by acceptance of sealed bids.

(2) When applicable law or the terms of a County-accepted grant or contract require that unneeded personal property be disposed of according to different procedures, those procedures will supersede these rules to the extent there is a conflict. Where necessary and required, this may include seeking direction from the applicable grantor regarding how such unneeded personal property may be disposed.

(Ord. 160 § 1, 2005)

3.12.401 Exception for trade-ins.

The county may trade in personal property of any value as part of purchase of like replacement property. (Ord. 160 § 1, 2005)

3.12.402 Exception for real property.

The county may transfer personal property of any value as part of the sale or transfer of real property. (Ord. 160 § 1, 2005)

3.12.403 Exception for donations to other public agencies, nonprofits.

The county may donate or sell personal property of any value, including recyclable or reclaimed materials to another public agency, or any sheltered workshop, or nonprofit organization, after a determination has been made that the personal property is not

needed for other county purposes. A department or elected official proposing the disposition of personal property by donation shall offer such property to other departments of the county for at least five business days prior to disposition of such property. Any other county department desiring to use such priority shall have priority for use. (Ord. 160 § 1, 2005)

3.12.404 Exception for public interest.

The county ~~court~~ **board of commissioners** may dispose of personal property in any manner for any reason upon a finding that such disposal is in the public interest. (Ord. 160 § 1, 2005)

3.12.405 Disposition of proceeds.

Proceeds of the sale of personal property owned by the county and controlled by any department other than the road department shall be deposited to the general fund for the benefit of the county. Proceeds property controlled by the road department shall be deposited to the road fund. (Ord. 160 § 1, 2005)

3.12.410 Provisions related to acquisition by employees.

To ensure compliance with the Oregon Ethics Code, county employees or relatives of county employees shall not be eligible to purchase personal property previously owned by the county until such property has been offered for sale to the public on the same terms and conditions for at least three days. No county employee shall use an intermediary to circumvent this prohibition. A "relative" has the meaning given at ORS 244.020 and includes the spouse of the county employee, any children of the public employee or of the public employee's spouse, and brothers, sisters or parents of the public employee or of the public employee's spouse. This provision shall not apply to personal property sold at public auction. (Ord. 160 § 1, 2005)