

The image shows the Crook County Courthouse in Medford, Oregon. It is a grand, multi-story building with a prominent central clock tower. The building's facade is a mix of light-colored stone and brick, with a portico supported by white columns. The walls are heavily covered in green ivy. An American flag flies from a tall pole on the roof. The scene is set against a clear blue sky, with a green lawn in the foreground.

CROOK COUNTY, OREGON

2020-2021

ADOPTED

BUDGET



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Seth Crawford
300 NE 3rd Street
Prineville, OR 97754

June 8, 2020

Crook County Judge's Budget Message

Crook County Commissioners, Budget Committee members, and citizens of Crook County,

On behalf of the Crook County management team and staff, I present the fiscal year 2020-21 budget for Crook County. The County-wide budget totals \$97,008,700, with a General Fund total budget of \$15,614,200.

The County continues to work towards a goal to be recognized for our transparency, long-term planning, and strategic, informed decision making. With that said, this budget includes a significant number of changes to funds and their presentation that aligns the budgeting and future financial reporting of our various operations. Additionally, we have implemented cost recovery of administrative, financial, human resources, legal services, information technology (IT), and geographic information systems (GIS) to all you use these services within the County as well as creation of an internal service fund for facilities to charge users of County-owned property for the space they use. These changes provide improved transparency, accountability and equity. This is huge first step with iterative smaller steps to follow making it easier for our elected officials, managers and staff and our citizens to understand the services they receive better and the cost of delivering those services. More about these changes later in the message.

COVID 19

Crook County was able to have nearly no COVID cases up through the time of writing this message. Our response internally and County-wide has been guided by the leadership of our Health Services Director Muriel Delavergne-Brown and her staff and the support of the entire organization.

We engaged with the state and other County health officials early and have remained so. We believe our efforts helped to ensure the state-wide response respected differences in County demographics and risks. Crook County was one of the first County's to submit a reopening plan and was reopened the first day possible. We remain optimistic that Crook County will be able to move to subsequent phases of the governors reopening plan as timely as possible.

The County's fiscal year 2020-21 budgeting process was significantly impacted by our response to COVID 19, beginning in mid-March 2020. Most County offices were closed to the public, many staff

were assigned to work from home, and furloughs of staff working at the fairgrounds, library, museum, and the district attorney's office were implemented. The decision to furlough employees was a difficult one for myself, the County Commissioners, the directors of the impacted employees and the affected employees themselves. We anticipate the furloughed employees to return to work as soon as reopening provides that opportunity, with all employees expected back by July 31, 2020.

Our information technology staff led by Troy Poncin and Levi Roberts did a masterful job of implementing technology to support our staff with the capabilities to work remotely. And our staff was up to the task of reworking systems to ensure work was completed timely and services were delivered to the public safely.

We were able to launch our internal budget meetings in face-to-face meetings, covering many of the changes to our internal accounting structure that I'll mention shortly. And we were able to have our Budget Committee meetings in person. However, much of the budget development was accomplished remotely utilizing the technology I mentioned above. This is a major accomplishment for the organization that I am very proud of and very thankful to all of the management team and their support staff.

STRATEGIC PLANNING PROCESS

The County's strategic planning process is informed from input and policies from County department heads and many of the County's committees, as follows:

- Library Board
- Fairgrounds Board
- Budget Committee
- Planning Commission
- Public Safety Facility Advisory Committee
- Veteran's Advisory Board
- Wellness Committee
- Safety Committee
- Special Transportation Committee
- Mental Health Board

Our committees and boards are made up of citizens, County staff and Court members. Each committee or board works with County staff and Court members, which helps all to better understand private and public perspectives. With this broader understanding, the County Court develops goals, objectives, policies and priorities, which in return helps individual departments to align their operations for the benefit of the County government as a whole.

MISSION STATEMENT

Crook County's vision is "to provide a safe and vibrant community to live, work, thrive and play."

The budget has been developed with Crook County's mission as its core. All decisions related to budget decisions were made with our Mission Statement in mind. Our efforts are to inspire trust through excellence and quality in service by embracing creative and innovative methods, being friendly, responsive, and fiscally responsible to enhance the health, safety and quality of life for its citizens.

The County's guiding principles are:

- Provide responsive, friendly, honest customer service
- Honesty and integrity – Ethical behavior at all times
- Focus on Public Safety and Social Services
- Creating accessibility, responsiveness and respect
- Finding solutions without stagnation

STATE OF COUNTY ECONOMY

As of March 2020, Crook County's unemployment rate was 5.7 percent. That all changed in April with nonfarm employment dropping by 750 jobs, increasing the unemployment rate to 18.6 percent. The rapid, unprecedented change in the County's economy is 100 percent the result of the response to COVID 19. Construction on Facebook's data center "non-essential" elements were halted, "non-essential" businesses were closed, elective surgeries and procedures were canceled, and citizens were asked to stay home except for essential trips.

Beginning May 15, 2020 Crook County was included in the first group of Oregon counties approved to enter phase one of the state's reopening plan. Phase one allowed "non-essential" businesses to reopen with certain restrictions, elective surgeries and dentist offices were opened and citizens were able to move about more freely. Effective June 6, 2020, Crook County was included with the first group of Oregon counties approved for phase two reopening. Phase two has the following guidelines:

- In person indoor gatherings of up to 50 people
- In person outdoor gatherings of up to 100 people
- Recreational sports; pools
- Venues like movie theaters, bowling alleys and arcades
- Some additional in-office work
- Bars and restaurants can stay open until midnight
- Social, civic and faith-based gatherings can meet in larger, physically distanced groups

We will continue to take the necessary steps to reopen the County safely and as quickly as possible. We anticipate that the County's economy will recover over time as construction resumes and our local businesses reopen and our citizens and visitors gradually adjust to the changes in our lifestyles this disease necessitates at this time.

COUNTY TEAM MEMBERS

The employees of Crook County are our most valuable asset. The current budget provides for a 1% cost-of-living increase to salaries which has been a standard practice and will help to maintain the viability of the recently compensation study completed in 2019. We will maintain the 401K levels and current health plan. We will continue to focus on providing a safe and stable work environment for our employees.

Presently, Crook County employs approximately 184 full time and 37 part-time employees or a total full time equivalent (FTE) employees of approximately 202. The budget includes the addition of five new employees; four in the Sheriff's Office to address life and safety issues in the jail operation and patrol services and one in facilities to improve services so that our other County employees can focus on their respective responsibilities. Our employees make up the backbone of your County government and without them we would not be able to provide the citizens of Crook County with the services that often go unnoticed but help to improve life in Crook County.

Throughout the budget document you will find departmental breakdowns of the employees serving the County.

CHANGES AND CHALLENGES IN FISCAL YEAR 2020-21

- Maintaining desired levels of service with limitations/restrictions associated with COVID
- Implementing new accounting/fund structure
- Implementing charges for internal services
- Long Term Budget Planning
- Opening new Crook County Jail
- Reduction in Federal and State funding
- Work with federal agencies to utilize natural resources
- Growing community
- Working to bring efficiencies to County operations
- Retaining employees
- Facility maintenance plan
- Improving employee and department head review process
- Capital project at the airport

SIGNIFICANT ACCOMPLISHMENTS FOR FY 2019-20

- Response to COVID, reopening phase one and two with first group of counties
- Stabilizing the County's information technology environment

- Completing the U.S. Forest Service building at the airport
- Repair/upgrade to Fairgrounds infrastructure and facilities
- Completing Jail project
- Hiring a maintenance director
- Starting a natural resources committee
- Reorganizing the finance department adding a Chief Financial Officer and new Treasurer
- Adopting a budget with the new fund structure

SIGNIFICANT CHANGES FOR FY 2021

- Fund structure reorganization
 - New funds that consolidate all related activity for the following departments:
 - Sheriff's Office services
 - Community Development Office services
 - Health services
 - Library services
 - Facilities maintenance
 - Included with the reorganization is consolidation of the numerous individual funds or sub-funds back into the respective departmental budgets
- Implementation of cost recovery for administrative, human resources, legal, finance, information technology and facilities services
- Major airport capital improvement projects
- Significant investment in the County's information systems infrastructure
- Launch of assessment related software to enhance service delivery
- Additional employees in the jail operation to address safety requirements
- Operational impacts to safely deliver services
- Limitations to the Fairgrounds operations, including a reduced scope County Fair
- Reduced revenue from transient room taxes, highway gas taxes, fairgrounds activity

RESOURCE ASSUMPTIONS

For the General Fund, the beginning fund balance is projected at about \$4.8 million, approximately \$1.7 million greater than budgeted in fiscal year 2019-20. Much of that increase is due to a federal payment in lieu of taxes in June 2019, controlled spending by departments and transfers from other funds. Taxable values for property taxes are estimated to increase 5.71%. A debt levy of \$570,000 to fund debt service for general obligation bonds for the jail is included.

Transient room taxes have been estimated at seventy-five percent (75%) of fiscal year 2019 actual amounts due to reduced travel resulting from COVID 19. Transportation related turnovers from the state, i.e., gas taxes, are estimated to be eighty-five percent (85%) of the full estimate based on prior trending. The amounts of many state and federal government grants and continuing funding programs are based upon department communications with the appropriate funding agencies. State funding in particular for State general funded programs is most at risk given the significant

reductions in State income taxes resulting from the significant economic stall in the second quarter of calendar year 2020 and the deferred reopening of the metro area counties. Adjustments to County spending may be necessary if funding from these sources is reduced.

Payment in lieu amounts from the data centers and others are budgeted consistent with the agreements executed by those companies and individuals. The payment in lieu amount for federal payments (\$2.2 million) is based upon an assessment of historical payments and discussions with federal agency personnel.

Revenue from fees and charges, licenses and permits, is based upon current activity levels and review of historic activity to ensure reasonableness. Internal service costs are recognized as charges for services within the general fund and facilities fund. Lastly, there are significant transfers of funds from funds and sub-funds budgeted to close/consolidate these funds and sub-funds as noted above.

EXPENDITURE ASSUMPTIONS

Personnel

Budgeted personnel costs total \$19.9 million and include a one percent (1.0%) increase in salary ranges, movement within the salary range for eligible employees. Additionally, health insurance costs are budgeted for an anticipated eleven percent (11.0%) increase.

Materials and services

Materials and services are budgeted at \$19.3 million and include an anticipated two percent (2.0%) inflationary impact. However, each line item has been reviewed with costs aligned with historic spending, new or changed spending scrutinized and departments that have spending oversight of for costs accounted for outside of their budgets; those items/costs have been moved to their respective budgets.

Capital outlay

Capital outlay is budgeted at \$7.6 million including the following:

General fund	
Assessor – software	\$ 105,000
Finance – software	30,000
Human resources – software	30,000
GIS – equipment	30,000
IT – hardware/software	<u>305,000</u>
	\$ 500,000
Road fund	
Road improvements	\$2,684,000

Sheriff's Office fund		
Equipment and vehicles	\$	238,300
Community Development fund		
Vehicles	\$	30,000
Airport Capital Projects fund		
Runway and related improvements	\$	2,677,000
Clerk's Dedicated funds		
Equipment	\$	181,000
Landfill fund		
Landfill improvements	\$	925,000
Facilities fund		
Building improvements	\$	<u>384,000</u>
Total capital outlay		\$7,619,400

Debt service

Debt service includes \$106,000 for an internal loan, \$571,300 to repay full faith and credit obligations (FFCOs) related to the airport building constructed for the US Forest Service (funded by lease payments from the Forest Service) and Jail debt and a \$545,000 debt payment for general obligation bonds maturing during the year for Jail construction.

Transfers

Transfers are budgeted at \$15.2 million, with \$10.4 million from the County Capital Reserve Fund to the Facilities Fund and \$1.5 million from the County Reserve Fund to the Sheriff's Office Fund, Community Development Fund and Library Fund to establish those funds.

Contingency

Contingency County-wide is budgeted at \$7.7 million, including \$3.0 million in the General Fund.

Other requirements

Lastly, \$25.2 million is reserved for future expenditure, \$13.9 million in the Road Fund, \$8.6 million in the Facilities Fund, and \$2.4 million reserved in the Landfill Fund. \$752,600 is budgeted in the General Fund for pass through payments to other local governments for PILOT and transient room taxes collected by the County due those agencies.

BUDGET SUMMARY

In closing, I would like to thank all County employees for their hard work and dedication throughout this last year. Our employees truly care about the citizens of Crook County. It is important to them to spend the dollars we receive as efficiently and effectively as possible while providing high levels of service to the public.

I would also very much like to thank the finance leadership team and the executive leadership team for their efforts to make the changes to the accounting and reporting structure we have discussed and planned for the past few years. Without their collaborative and cooperative efforts we would not have been able to make these necessary changes to prepare the organization for increasing and changing reporting demands.

Sincerely,

Seth Crawford
Crook County Judge

Vision, Mission, Values and Guiding Principles

Crook County is located in the geographic center of Oregon in an area of outstanding natural beauty. The county's economy is driven by agriculture, construction, forest products, livestock, manufacturing, recreation and tourism.

VISION

Provide a safe and vibrant community in which to live, work, thrive, and play. *Be part of the experience!*

MISSION

Crook County will inspire trust through excellence and quality of service by embracing creative and innovative methods, and by being friendly, responsive, and fiscally responsible to enhance the health, safety, and quality of life for its citizens.

VALUES

- Excellence
- Fiscal Responsibility
- Trust
- Creativity and Innovation
- Empowerment of Staff

GUIDING PRINCIPLES

- Providing responsive, friendly, and honest customer service
- Exhibiting Ethical behavior at all times
- Focusing on public safety and social services
- Creating accessibility, responsiveness, and respect
- Finding solutions without stagnation

Crook County Leadership

COUNTY COURT MEMBERS

County Judge Seth Crawford
Commissioner Jerry Brummer
Commissioner Brian Barney
Administrative Assistant Colleen Ferguson

OTHER ELECTED OFFICIALS

Assessor Jon Soliz
Clerk Cheryl Seely
District Attorney..... Wade Whiting
Sheriff..... John Gautney
Surveyor Greg Kelso
Treasurer..... Debbie Palmer

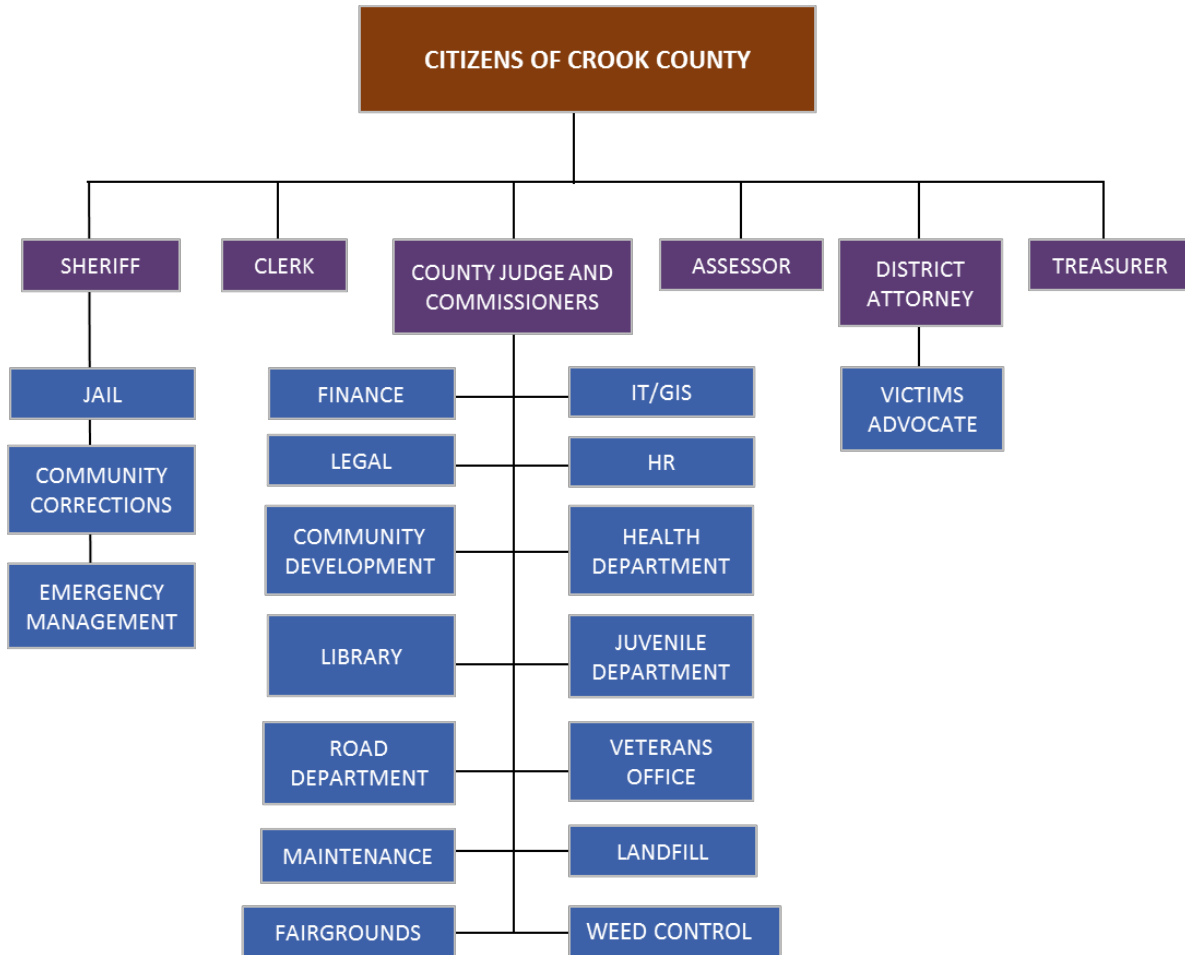
DEPARTMENT HEADS

Community Development Ann Beier
County Counsel Eric Blaine
Fairgrounds Casey Daly
Finance Debbie Palmer
Health Department..... Muriel Delavergne-Brown
Human Resources..... Kim Barber
GIS Department Levi Roberts
IT..... Troy Poncin
Juvenile Department Debra Patterson
Community Corrections Brett Lind
Landfill/Solid Waste/Septic Waste..... Jeff Merwin
Library Buzzy Nielsen
Maintenance..... Jeremy Thamert
Roadmaster..... Bob O’Neal
Veteran Services Department Shannon Dearth
Weed Control..... Kev Alexanian

BUDGET COMMITTEE

Chair Galan Carter
Member Steve Forrester
Member vacant

County Organizational Chart





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Crook County Overview



Crook County is a county in the U.S. state of Oregon. As of the 2010 census, the population was 20,978. The county seat is Prineville. The county is named after George Crook, a U.S. Army officer who served in the American Civil War and various Indian Wars. Crook County comprises the Prineville, OR Micropolitan Statistical Area, which is included in the Bend-Redmond-Prineville, OR Combined Statistical Area.

HISTORY

Crook County was established on October 9, 1882, by an act of the Oregon State Legislature. The county was formed from territory formerly part of Wasco County, including the hilly region where the foothills of the Blue Mountains intersect the Cascade Mountain Range.

Access into the region at first was difficult, which discouraged settlement. The first effort to develop routes into the area was in 1862 when a supply train with cattle crossed the Scott Trail. This was also the first group of non-natives to spend the winter in central Oregon. The discovery and development of the Santiam Pass in the 1860's improved access into the area.

Prineville, incorporated in 1880, the only incorporated town in the county, was established as the county seat. This decision was confirmed by the voters in the 1884 general election. From the start, cattle ranching has been one of the primary industries of the county, with huge herds grazing the countryside from the 1880s. Farming was also developed in certain valley regions friendly to agriculture. Logging in the Ochoco Mountains and the timber mills that accompanied also greatly contributed to the economic and population growth of the county. The first recorded mention of a sawmill was made by George Barnes, speaking about the Swartz sawmill on Mill Creek, circa 1867.

DEMOGRAPHICS

As of the 2010 United States Census, there were 20,978 people, 8,558 households, and 6,025 families residing in the county. The population density was 7.0 inhabitants per square mile (2.7/km2). There were 10,202 housing units at an average density of 3.4 per square mile (1.3/km2). The racial makeup of the county was 92.7% white, 1.4% American Indian, 0.5% Asian, 0.2% black or African American, 0.1% Pacific islander, 3.2% from other races, and 2.0% from two or more races. Those of Hispanic or Latino origin made up 7.0% of the population. In terms of ancestry, 20.7% were German, 14.6% were English, 12.6% were Irish, and 6.2% were American.

Of the 8,558 households, 27.7% had children under the age of 18 living with them, 57.1% were married couples living together, 9.0% had a female householder with no husband present, 29.6% were non-families, and 24.1% of all households were made up of individuals. The average household size was 2.42 and the average family size was 2.84. The median age was 45.6 years.

Updated 2018 demographic information from World Population Review gives the Crook County median income for a household as \$44,524. Males had an average income of \$32,408 versus \$24,734 for females. The per capita income for the county was \$25,128 with about 12.0% of the population below the poverty line.

ECONOMY

Forest products, agriculture, livestock raising and recreation/tourism services constitute Crook County's total economy. Agriculture is supported by the development of irrigation districts, which permits the raising of hay, grain, mint, potatoes, and seed. Range and forest lands allow grazing for a sizable livestock industry. The Ochoco National Forest's stand of ponderosa pine is the main source of lumber. Tourism and recreation help round out the economy. Thousands of hunters, fishers, boaters, sightseers and rock hounds are annual visitors to its streams, reservoirs and the Ochoco Mountains. The Prineville Chamber of Commerce provides access to over 1,000 acres (4.0 km2) of mining claims to rock hounds, who can dig for free agates, limb casts, jasper and thundereggs.

COMMUNITIES

- | | |
|----------------------------------|-----------------|
| City of Prineville (County Seat) | Forest Crossing |
| Lone Pine | O'Neil |
| Paulina | Post |
| Powell Butte | Roberts |
| Suplee | |

Fiscal Policies

BASIS OF BUDGETING POLICY

The County maintains accounting records on a generally accepted accounting principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting and proprietary funds use the full accrual basis of accounting. Under the modified accrual basis, revenues are recognized when they are both measurable and available, and expenditures are recognized when incurred. Under the full accrual method, revenues are recorded when earned and expenses are recorded when the liability is incurred.

Budgets for all County funds are prepared on a modified accrual basis consistent with GAAP. For transactions, which were initially recorded in compliance with Oregon's Local Budget Law, adjustments may be required for GAAP-basis financial reporting. Examples of these adjustments include the acquisition of proprietary fund fixed assets which are considered expenditures under Oregon Local Budget Law, but are not reported as current year expenditures under GAAP. Receipt of proceeds of proprietary fund debt financing and principal payments received on interfund loans are considered budgetary resources, but are not reported as revenues under GAAP. Depreciation, amortization, and non-cash contributions are also examples of transactions not reported under the budget basis, but are reported in GAAP-basis financial reporting.

Crook County is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability, and full disclosure. The broad purpose of the fiscal policies is to enable the County to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the County Court as the basic framework for the overall financial management of the County, to guide day-to-day and long-range fiscal planning and decision making and to achieve the following general financial goals:

- Provide an adequate financial base to sustain the desired level of services to maintain the social wellbeing and physical conditions of the County.
- Deliver cost effective and efficient services to citizens.
- Provide and maintain essential public facilities, utilities, and capital equipment.
- Protect and enhance the County's credit rating so as to obtain the lowest cost of borrowing, and assure taxpayers and the financial community that the County is well-managed and financially sound.
- Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community, and respond to other changes as they affect the County's residents and businesses.
- Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association (GFOA), the Governmental Accounting Standards Board (GASB), and other professional standards.
- Fully comply with finance related legal mandates, laws, and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and

capital budgeting, financial planning and forecasting, investment and asset management, debt management, pension funding, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by the Chief Financial Officer, Treasurer, the Crook County Budget Committee and the County Court and amended as necessary as part of the budget process.

POLICIES ARE ADDRESSED IN 10 AREAS:

Revenue, which deals with taxes, user fees, and other revenues by which the County generates income to fund programs and services.

Operating expenditures, which relates to budgeting guidelines.

Expenditure control, which addresses the County’s efforts to ensure spending is consistent with the County’s fiscal plans.

Capital equipment and improvements, which relates to establishing five-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the County.

Accounting and financial reporting, which relates to accounting and reporting financial transactions and preparing financial reports.

Financial planning, which addresses long-term financial forecasting to help inform decisions.

Debt, which addresses long-term financing of the County’s capital needs and maintaining its bond rating.

Pension funding, which addresses the short and long-term funding policies of the County’s pension obligations.

Reserves, which establish minimum working capital balances, required reserves, and operating contingency as needed for routine cash flow, emergency reserves to allow the County to respond to an economic downturn and or unanticipated event, and one-time capital expenditures.

Management of fiscal policy, which sets forth the administration of fiscal policies on a continuing basis.

1. REVENUE POLICIES

1.1 The County will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the County from short-term fluctuations in any one revenue source.

1.2 Significant one-time and/or temporary revenues will not be used to fund continuing programs and services, but rather to fund one-time expenditures or fund reserves.

1.2.1. Revenue from temporary sources that increase substantially over time relative to population changes, inflation, and current service level costs, such as payment in lieu of taxes from enterprise zone developments, will be evaluated and considered on a periodic basis for the following purposes, as allowed:

- Funding to maintain current service levels resulting from demands associated with the new development
- Funding increased service levels

- Funding reserves
- Funding capital projects and or debt associated with capital projects that may otherwise require general obligation debt
- Funding pension obligations

Allocations may be on a percentage of revenue basis or fixed dollar amount. Any such allocations made should not infringe on the sustainability of existing service delivery and any new services provided.

1.3 The County will maximize the use of users' charges in lieu of ad valorem taxes and subsidies from other County funds, for services that can be identified and where costs are directly related to the level of service provided.

1.4 Charges for providing services shall be sufficient to finance all operating, capital outlay, and debt service expenses of the County's enterprise funds, including operating contingency, reserve requirements, and capital replacement. Consideration will be given to return on investment and existing and or anticipated debt to ensure a debt coverage ratio of no less than 1.25 for debt issued in public markets and 1.1 for debt issued to federal and state agencies.

1.5 User charges shall be sufficient to finance all County costs to perform development review and building activities. User charges include, but are not limited to, land use, engineering inspection, building permit, building inspection fees, administrative overhead, information technology, building usage and other applicable overhead cost allocations.

1.6 Other reimbursable work performed by the County (labor, meals, contracted services, equipment, and other indirect expenses) shall be billed at total actual or estimated total actual cost.

1.7 Charges for services shall accurately reflect the total actual or estimated total cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The County shall maintain a current schedule of fees, indicating when the fees were last reviewed and/or recalculated.

1.8 The County shall pursue an aggressive policy of collecting delinquent accounts. When necessary, the County may discontinue service, present a case at small claims court, 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.

1.9 The County Judge or Court shall approve all grant applications before their submission. 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 County Court will be provided the evaluation with the request for their acceptance of the grant. Any future reduction in grant proceeds shall result in a reduction of related services before encumbering the General Fund.

1.10 Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The County will estimate its revenues by an objective, analytical process using best practices as defined by the GFOA.

2. OPERATING BUDGET POLICIES

2.1 The County will prepare an annual budget with the participation of all departments that incorporates GFOA recommendations relative to budgeting for results and outcomes.

2.1.1 Determine how much money is available. The budget should be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of fund balance.

2.1.2 Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.

2.1.3 Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.

2.1.4 The County shall maintain a budget system to monitor expenditures and revenues on a monthly basis, with a thorough analysis and adjustment (if required) at least quarterly.

2.2 All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget, and Oregon Administrative Rules state: (1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and (2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.

2.3 The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget narrative.

2.4 The cost allocation plan will be developed and reviewed annually, to be fully implemented by Fiscal Year 2022. The plan will serve as the basis for distributing general government and internal service costs to other funds and capital projects.

2.5 The County Court shall adopt the budget at the fund, departmental, or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.

2.6 Long-term debt or bond financing shall only be used for the acquisition of capital improvements or specialized equipment with a cost greater than \$100,000. Long-term debt or bond financing shall not be used to finance current operating expenditures.

2.7 Every County fund, department, program or activity shall start each year's budget cycle with no

predetermined appropriation amount. Budget appropriation decisions and the allocation of resources shall be based on direction provided by the County Court and implementation of that direction by the County Judge.

2.8 The County will submit the adopted budget document to the GFOA annually for review starting in 2021 for the Fiscal Year 2022 Budget.

2.9 A budget calendar will be prepared detailing the key elements in the development of the budget.

3. EXPENDITURE CONTROL POLICIES

3.1 Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each department, division manager or director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

3.2 The County Judge will administer expenditure control at the category level and program or divisional level. Additionally, the County Judge may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels will require County Court approval.

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

3.4 All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. The County will only propose operating personnel costs that can be supported by continuing operating revenues.

3.5 County staffare 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.

4. CAPITAL IMPROVEMENT POLICIES

4.1 Annually, the County will approve a five-year CIP, congruent with the adoption of its budget, starting with the Fiscal Year 2021 budget. The CIP shall provide details on each capital project: Its estimated costs, sources of financing and a description, including a statement identifying: (a) the needs, conditions, and circumstances that have caused the project’s creation, and (b) the expected results if the project is approved and implemented, or (c) if no action is taken.

5. ACCOUNTING AND FINANCIAL REPORTING POLICIES

5.1 The County shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards set by the Government Financial Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB).

5.2 Consistent with GASB Statement 54, the County will report fund balances in the following categories:

5.2.1 *Restricted* fund balance includes amounts that can be spent only for the specific purposes stipulated by the County Court, external resource providers, or through enabling legislation.

5.2.2 *Committed* fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the County Court.

5.2.3 *Assigned* fund balance classification is intended to be used by the County for specific purposes, but does not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed.

5.2.4 *Unassigned* fund balance is the residual classification for the County's General Fund and includes all spendable amounts not contained in the other classifications. In other funds, the unassigned classification will be used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

5.2.5 The County will disclose information about the processes through which constraints are imposed on amounts in the committed and assigned classifications.

5.2.6 Authority to classify portions of ending fund balance as assigned is hereby granted to the County Judge and the Chief Financial Officer.

5.3 An annual audit shall be performed by an independent public accounting firm, which will issue an opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.

5.4 Full disclosure shall be provided in the financial statements and bond representations.

5.4.1 Upon request, all departments will provide notice of all significant events and financial and related matters to the Chief Financial Officer for the County's annual disclosures to the municipal markets as required by United States Securities and Exchange Commission Rule 15c2-12. Significant events include delinquencies and defaults related to the County's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds, and other events having a significant impact on the County's

finances and outstanding bonds. The Chief Financial Officer will notify all nationally recognized municipal securities information repositories of these significant events.

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

5.4.3 Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly actual-to-budget reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate County Court and management personnel in a timely manner and made available for public inspection.

6. FINANCIAL PLANNING POLICIES

6.1 The Finance Department, collaborating with other departments, will prepare a long-term financial plan for each fund, phased in so that all funds are planned by June 30 of each budget year, to promote responsible planning for the use of resources. The long-term financial plans will include projected revenues, expenditures, and reserve balances for the next five years for all funds, except the Landfill which shall include 20-year financial plans.

6.2 The County's financial plan should be strategic, reflecting the County Court and community priorities for service while providing resources that fund desired service levels.

6.3 Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the GFOA.

6.4 The long-term financial plans will be integral to the development of the annual budget.

7. DEBT POLICY

7.1 The County may use debt proceeds to finance costs associated with capital infrastructure, equipment, vehicles and other purposes that provide long-term benefits to the community, i.e., benefits that extend more than one year.

7.2 Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project, and (b) is less than 30 percent of the expected useful life of the improvements.

7.3 Financing for non-capital purposes shall not extend beyond the amortization period available for the respective type of obligation.

7.4 The Chief Financial Officer will structure all debt issuances and oversee the on-going management of all County debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing

agreements, and any other contractual arrangements that obligate the County to make future principal and interest payments.

7.5 No debt shall be issued for which the County has not identified specific revenue sources sufficient for repayment. Such revenue sources can include internal sources. The Chief Financial Officer shall prepare an analysis of the source of repayment prior to issuance of any debt.

7.6 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, unless the use of debt is otherwise determined to be in the best interest of the County.

7.7 The County may utilize short-term debt or interfund loans as permitted; to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues or delay in issuance of long-term debt.

7.8 When issuing long-term debt, the County will ensure that the debt is soundly financed by:

7.8.1 Incurring debt only when necessary for capital improvements too large to be financed from current available resources,

7.8.2 Ensuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,

7.8.3 Determining that the benefits of the project financed exceed the cost of financing including interest costs,

7.8.4 Analyzing the source of repayment, debt coverage ratios, and the impact of debt service on annual fixed costs prior to issuance of long-term debt.

7.9 All bond issuances, promissory notes, and capital leases will be authorized by order of the County Court.

7.10 The County shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

7.11 The County will commit funds and maintain a debt reserve that equals the annual debt service payments in all funds that include debt.

8. PENSION FUNDING POLICIES

8.1 The County participates in the Oregon Public Employees Retirement System (PERS) as an Employer within the State and Local Government Rate Pool. The County will use its best efforts to fund its pension obligations in an equitable and sustainable manner. The following principles and objectives shall guide the County:

8.1.1 PERS provides no less than biennially an actuarially determined contribution rate (ADC) to serve as the basis for minimum contributions;

8.1.2 Although the PERS ADC is calculated in a manner that fully funds the long-term costs of promised benefits, while balancing the goals of (1) keeping contributions relatively stable, and (2) equitably allocating the costs over the employees' period of active service; financial impacts due to significant compensation in the last three years above historical earnings may not be;

8.1.3 The County will consider a PERS rate stabilization plan during Fiscal Year 2020 to more equitably fund PERS costs on a sustainable basis, with a goal of ensuring its funding status is between 90 percent and 110 percent of its actuarially determined liability.

8.1.4 To continue the County's accountability and transparency, the County will communicate all of the information necessary for assessing the County's progress toward meeting its pension funding objectives periodically, but no less than annually.

9. RESERVE POLICIES

9.1 Fund balance and reserve policies are an important indicator of the County's financial position. The policies establish the amounts the County will strive to reach and maintain, these amounts are expressed as goals, recognizing that fund balance levels can fluctuate from year to year in the normal course of operations for any local government.

9.1.1 The beginning fund balance of the General Fund shall maintain working capital of approximately four months (4/12) of estimated annual property tax collections to allow the County to adequately fund operations until property taxes are received in November of each year without borrowing. It is the intent of the County to limit the use of the County Reserve Fund to non-recurring needs, to ensure the County has the flexibility to respond and mitigate short-term economic downturns, short-term volatility in revenues, and unforeseen emergency situations or circumstances, fund other capital needs or other such non-recurring needs .

9.1.2 The County's other funds shall maintain a minimum working capital balance sufficient for sixty (60) days of operating expenses, together with five percent (5% percent) of budgeted revenue for an emergency repair reserve. Additionally, the County will seek to stabilize landfill rates by setting aside funds (capital projects reserve), as funding is available from existing resources, for scheduled capital maintenance programs to reduce future borrowing. Where resources from rates and other sources are insufficient to fund scheduled capital projects, long-term debt may be utilized. Evaluation of future debt service requirements will be incorporated into the financial analysis noted above, including funding and maintaining debt service reserves. The County will commit funds and maintain a debt service reserve equal to the annual debt service payment for all debt within the funds.

9.1.3 The County's funds that include debt service, shall maintain adequate working capital to pay

required debt service without borrowing and fund debt service reserves in an amount equal to the annual debt service payment.

9.2 The policies establish the amounts the County will strive to maintain. They set forth the guidelines for both current activities and long-range planning. The policies are reviewed annually to assure the highest standards of fiscal management. The County may use the unassigned fund balances on a one-time or temporary basis for purposes described above, committed funds may be spent with approval of the County Court on a one time basis. The County will develop a plan to restore unassigned and committed reserves to the desired levels.

10. MANAGEMENT OF FISCAL POLICY

10.1 Fiscal policies and changes in policies shall be approved by the County Court and adopted by resolution after a public hearing is held (the approval may be inclusive of the annual budget adoption process and the associated resolutions to that process).

10.1.1 The Chief Financial Officer or designee shall prepare a report explaining the substantive impact of all recommendations and their impact on the County’s operations, service levels, and/or finances.

10.1.2 The finance committee shall review the County’s fiscal policies annually.

10.2 The County Judge shall implement fiscal policies and monitor compliance.

10.2.1 If the County Judge discovers a material deviation from policy, he/she shall report it in writing to the County Court in a timely manner.

10.2.2 As a part of the County’s annual budget document, the County Judge’s budget message shall identify: (a) all major changes in policy since the previous budget year, and (b) any material variations from policy in the ensuing year’s budget, and (c) fund’s that do not meet reserve requirements and provide the developed plan to restore the reserves to the desired levels.

DEFINITION OF TERMS

Budget committee – is a committee consisting of the three County Court members and an equal number of citizen members appointed by the County Court.

Government Finance Officers Association (GFOA) – is the national finance officers’ organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices, while promoting their use through education, training, facilitation of member networking, and leadership.

Category level – for budget control purposes, categories include personnel services, materials and services, capital outlay, debt service, transfers, contingency, reserves, and unappropriated.

Program level – for budget control purposes, programs may include library services, community services, administration, finance, human resources, etc.

Divisional level – for budget control purposes, divisional level would include the jail within the Sheriff’s Department. Other divisions may include the building and electrical divisions within the Community Development Department.

Capital improvement plan (CIP) – the CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the County, e.g., roads, landfill, airport, jail, information technology, County facilities, and vehicles.

Debt coverage ratio (DCR) – represents the ratio of net revenues available to pay scheduled debt service. A ratio of 1.0 reflects “net revenues” equal to scheduled debt service. A ratio greater than 1.0 reflects net revenues in excess of scheduled debt services and a ratio less than 1.0 indicates net revenue is less than scheduled debt service.

Oregon Revised Statutes (ORS) – Oregon’s compilation of state laws including rules of civil procedure.



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Budget Summary – All Funds

Crook County Budget Totals						
2017-18	2018-19	2019-20	Description	2020-21		
Actual	Actual	Adopted		Proposed	Approved	Adopted
Resources						
30,825,023	43,823,144	35,567,231	Beginning Balance	38,650,500	38,650,500	38,650,500
Current Year Resources						
9,195,777	9,610,482	9,921,535	Taxes	10,209,700	10,209,700	10,209,700
678,882	3,617,139	1,864,500	REA In Lieu of Taxes	4,136,500	4,136,500	4,136,500
14,344,345	10,045,998	13,944,513	Intergovt'l Payments	14,702,000	14,702,000	14,786,700
6,371,768	4,438,286	5,113,360	Licenses, Permits, Fees	2,673,500	2,673,500	2,676,500
1,394,125	4,842,684	1,464,533	Charges for Services	9,641,400	9,641,400	10,119,600
5,902,489	3,062,782	239,500	Miscellaneous Revenue	892,400	892,400	892,500
1,922,129	2,318,990	2,597,307	Transfers	15,897,800	15,897,800	15,431,200
105,452	142,919	-	Debt Repayments	105,500	105,500	105,500
15,093,686	367,424	-	Debt Proceeds	-	-	-
55,008,653	38,446,704	35,145,248	Current Year Resources	58,258,800	58,258,800	58,358,200
85,833,676	82,269,848	70,712,479	Total Resources	96,909,300	96,909,300	97,008,700
Requirements						
14,569,468	15,309,861	18,073,081	Personnel Services	19,900,000	19,900,000	19,931,900
14,133,262	13,276,472	15,351,818	Materials & Services	19,121,600	19,121,600	19,337,900
986,014	799,752	1,173,310	Debt Service	1,222,300	1,222,300	1,222,300
6,144,143	13,482,511	9,292,874	Capital Outlay	7,619,400	7,619,400	7,619,400
1,763,842	2,559,682	2,895,847	Transfers Out	15,177,500	15,177,500	15,184,600
		3,527,140	Contingency	7,818,700	7,818,700	7,684,800
		20,398,409	Other Requirements	26,049,800	26,049,800	26,027,800
48,236,948	36,841,570		Ending Balance			
85,833,676	82,269,848	70,712,479	Total Requirements	96,909,300	96,909,300	97,008,700

Fiscal Year 2020-21 Budget by Fund - Resources

Resources											
Fund	Beginning fund balance	Taxes	Payment in lieu of taxes	Intergovernmental	Licenses, permits and fees	Charges for services	Miscellaneous	Transfers	Debt repayment	Current year resources	Total resources
General	4,824,800	2,298,800	4,024,000	626,400	305,500	3,342,000	190,700	2,000	-	10,789,400	15,614,200
Road	15,949,900	-	-	5,907,000	17,000	-	185,500	-	105,500	6,215,000	22,164,900
Sheriff's Office	651,000	6,062,200	-	1,980,500	45,000	568,700	30,500	2,500,800	-	11,187,700	11,838,700
Community Development	-	-	-	3,400	2,185,400	238,300	-	529,900	-	2,957,000	2,957,000
Health Services	688,600	-	-	1,283,400	76,900	280,200	31,700	925,000	-	2,597,200	3,285,800
Library Services	101,800	1,175,300	-	28,500	1,000	6,600	205,000	577,000	-	1,993,400	2,095,200
Video Lottery	17,700	-	-	120,000	-	-	-	-	-	120,000	137,700
Mental Health	-	-	-	1,290,000	-	1,500,000	-	-	-	2,790,000	2,790,000
Special Transportation	-	-	-	433,700	-	-	-	-	-	433,700	433,700
Title III	490,200	-	-	90,000	-	-	1,000	-	-	91,000	581,200
Veteran's Services	8,700	-	-	73,100	-	-	1,000	210,400	-	284,500	293,200
Surveyor	57,800	-	-	-	19,000	48,000	800	-	-	67,800	125,600
School	-	-	112,500	200,000	-	-	-	-	-	312,500	312,500
Tourism	22,600	13,600	-	-	-	-	200	-	-	13,800	36,400
Airport Capital Projects	-	-	-	2,677,000	-	-	-	-	-	2,677,000	2,677,000
Crook County Reserve	1,513,600	-	-	-	-	-	-	-	-	-	1,513,600
Taylor Grazing	42,800	-	-	3,500	-	-	600	-	-	4,100	46,900
Court Security	-	-	-	7,000	-	-	100	-	-	7,100	7,100
Capital Asset Reserve	10,376,100	-	-	-	-	-	-	-	-	-	10,376,100
Clerk's Dedicated Funds	170,100	-	-	-	22,700	5,200	600	-	-	28,500	198,600
COCC Open Campus	181,000	-	-	-	-	-	2,200	-	-	2,200	183,200
Law Library	52,000	-	-	-	-	-	-	-	-	-	52,000
GO Debt Service	4,700	540,200	-	-	-	-	100	-	-	540,300	545,000
Fairgrounds	5,600	119,600	-	53,200	4,000	177,100	37,600	310,000	-	701,500	707,100
Landfill	3,219,100	-	-	-	-	2,051,500	119,200	-	-	2,170,700	5,389,800
Weed	272,400	-	-	-	-	218,000	2,700	-	-	220,700	493,100
Facilities	-	-	-	10,000	-	1,684,000	83,000	10,376,100	-	12,153,100	12,153,100
	38,650,500	10,209,700	4,136,500	14,786,700	2,676,500	10,119,600	892,500	15,431,200	105,500	58,358,200	97,008,700

Fiscal Year 2020-21 Budget by Fund - Requirements

Requirements								
Fund	Personnel services	Materials and services	Capital outlay	Debt service	Transfers	Contingency	Other requirements	Total requirements
General	5,113,700	3,083,100	500,000	106,000	3,064,300	2,994,500	752,600	15,614,200
Road	1,782,500	3,380,100	2,684,000	-	-	392,300	13,926,000	22,164,900
Sheriff's Office	6,739,200	3,447,700	238,300	-	109,500	1,304,000	-	11,838,700
Community Development	1,956,900	526,200	30,000	-	-	443,900	-	2,957,000
Health Services	1,856,300	1,085,400	-	-	-	344,100	-	3,285,800
Library Services	711,400	986,400	-	-	-	397,400	-	2,095,200
Video Lottery	-	77,700	-	-	60,000	-	-	137,700
Mental Health	-	2,790,000	-	-	-	-	-	2,790,000
Special Transportation	-	430,300	-	-	2,000	1,400	-	433,700
Title III	-	581,200	-	-	-	-	-	581,200
Veteran's Services	211,400	76,200	-	-	-	5,600	-	293,200
Surveyor	-	89,100	-	-	-	36,500	-	125,600
School	-	-	-	-	-	-	312,500	312,500
Tourism	-	18,000	-	-	-	18,400	-	36,400
Airport Capital Projects	-	-	2,677,000	-	-	-	-	2,677,000
Crook County Reserve	-	-	-	-	1,513,600	-	-	1,513,600
Taylor Grazing	-	46,900	-	-	-	-	-	46,900
Court Security	-	-	-	-	7,100	-	-	7,100
Capital Asset Reserve	-	-	-	-	10,376,100	-	-	10,376,100
Clerk's Dedicated Funds	-	17,500	181,100	-	-	-	-	198,600
COCC Open Campus	-	183,200	-	-	-	-	-	183,200
Law Library	-	-	-	-	52,000	-	-	52,000
GO Debt Service	-	-	-	545,000	-	-	-	545,000
Fairgrounds	250,700	448,400	-	-	-	8,000	-	707,100
Landfill	776,300	993,400	925,000	-	-	263,000	2,432,100	5,389,800
Weed	123,000	109,700	-	-	-	260,400	-	493,100
Facilities	410,500	967,400	384,000	571,300	-	1,215,300	8,604,600	12,153,100
	19,931,900	19,337,900	7,619,400	1,222,300	15,184,600	7,684,800	26,027,800	97,008,700



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GENERAL FUND



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General Fund Summary by Department

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance			5,546,307	5,711,200	4,824,800	4,824,800	4,824,800
Current year resources							
Taxes	8,199,854	8,760,113	9,075,773	9,042,500	2,298,800	2,298,800	2,298,800
Payment in lieu of taxes	2,394,154	2,448,500	1,189,500	2,217,100	4,024,000	4,024,000	4,024,000
Intergovernmental	1,067,511	668,732	783,099	724,800	586,400	586,400	626,400
Licenses, permits and fees	4,487,101	4,259,264	3,430,600	2,595,200	302,500	302,500	305,500
Charges for services	1,239,136	626,061	779,652	725,100	3,328,000	3,328,000	3,342,000
Miscellaneous	562,789	520,032	417,460	507,800	190,700	190,700	190,700
Transfers	194,517	418,534	553,979	1,439,500	-	-	2,000
Debt proceeds							
Total current year resources	18,145,064	17,701,235	16,230,062	17,252,000	10,730,400	10,730,400	10,789,400
Total resources	18,145,064	17,701,235	21,776,369	22,963,200	15,555,200	15,555,200	15,614,200
Requirements							
Assessor	645,849	637,716	673,835	671,900	1,091,700	1,091,700	1,091,700
Clerk	266,396	302,392	339,700	311,000	363,600	363,600	473,000
Finance	547,275	621,877	661,500	660,700	1,045,900	1,045,900	1,095,900
Maintenance	546,340	562,933	768,900	783,200	-	-	-
Veterans	12,279	-	-	-	-	-	-
Electrical	353,545	389,138	328,700	255,500	-	-	-
Building	1,536,568	1,329,795	1,224,100	1,316,700	-	-	-
Health	712,911	511,810	543,023	576,100	-	-	-
Environmental Health	90,677	92,644	95,000	97,400	-	-	-
Legal	-	-	514,625	458,300	432,200	432,200	432,200
Administration	839,024	525,641	487,650	467,700	604,700	604,700	604,700
Natural Resource	-	-	50,000	45,000	56,900	56,900	56,900
Human Resources	-	648,630	308,790	355,400	523,200	523,200	523,200
Library	787,904	762,912	934,700	890,300	-	-	-
Community Development	286,209	322,970	309,900	323,900	-	-	-
Sheriff	2,864,982	2,909,093	3,471,361	3,740,900	-	-	-
Jail Operations	2,165,401	2,380,019	2,859,235	2,658,200	-	-	-
District Attorney	742,087	832,349	916,300	875,300	1,308,400	1,308,400	1,348,400
Victims Assistance	192,904	205,357	210,250	203,600	261,200	261,200	264,200
Juvenile	756,517	765,041	831,900	827,700	986,600	986,600	986,600
Geographic Information Systems	101,724	135,653	166,000	151,200	227,800	227,800	227,800
Information Technology	563,917	495,306	740,395	669,600	1,198,800	1,198,800	1,198,800
Non-Departmental	1,828,269	2,057,190	2,161,137	1,798,800	4,316,300	4,316,300	4,316,300
Contingency			3,094,369		3,137,900	3,137,900	2,994,500
Total requirements	15,840,778	16,488,465	21,691,370	18,138,400	15,555,200	15,555,200	15,614,200



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County Clerk

SUMMARY

The County Clerk's Office, working under the direction of the elected County Clerk, is the county election office and the primary public record keeping agency in the county. The office maintains voter registration data base, accepts declarations of candidacy for public office, and coordinates the conduct of elections at the county level. The Clerk's Office also records or files property transactions including deeds, mortgages, liens, plats, mining, marriage records and Military discharges; issuing marriage licenses; domestic partnership registration; maintains the proceedings of the County Court meetings for public record; and is an acceptance agent for the federal passport agency. The office also performs Notary services and property, historical and genealogy research.

The Clerk's Office manages and staffs the Board of Property Tax Appeals process. Property owners can appeal the current year real market; maximum assessed, specially assessed, or assessed value of their property.

RESOURCES

The primary revenue source for the Clerk's Office are recording fees. Total revenue generated by the Clerk's Department is anticipated to be **\$242,200** which will provide roughly 51% of the department's **\$473,000** budgetary needs. The remaining **\$230,800** is provided from general fund discretionary funding.

The County Clerk also administers a dedicated reserve account for Notary, Recording, and Archive expenses. This can be found in the Special Revenue Fund section of this document.

EXPENSES

The total County Clerks proposed FY 2020-21 budget of **\$473,000** consists of personnel costs—**\$257,300**—and materials and services—**\$215,700**. Election supplies and services make up the largest portion of budgeted materials costs.

CHANGES FROM FY 2019-20

Elections. An increase in voter turnout for each election is expected, as now postage is prepaid on the return ballot envelopes. The cost of the prepaids is being paid for by the Secretary of State's Office. As of March 31, 2020, there are 18,463 registered voters in Crook County.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also



charged to operations within County owned and operated facilities.

CHALLENGES

Loss of Revenue. Our current challenge is one that is shared by many as our office is mostly closed to the public due to the current pandemic and we are operating by appointment only for limited services. We have temporarily suspended passport and notary services and changed the process on others. Depending on the length of time that our office is closed, our revenue will see a loss in these areas.

Loss of Recording Fees. Another loss that will be encountered is a loss of revenue in recording. Interest rates dropped to record lows in the beginning of the quarantined status, which caused a peak in interest to purchase and an increase in refinances. Therefore, recording numbers remained at average or just above for the spring months. However, about 45 days into the quarantine, the numbers began to decrease as the restrictions on the real estate industry have caused a decreased in the number of sales. The decreased numbers could remain for many months and even into the fall. This could cause a drop in the real estate market all together and have lasting effects on our revenue.

Record Storage Space Limited. The records kept in the Crook County Clerk’s Office continue to grow each year, and space is very limited. A new scanner was purchased this past year and the scanning project is in motion. The Clerk’s Office has plans to continue this project into the 2020/2021 fiscal year while planning different storage options, as storage space is near capacity.

Passport applications. Up until the temporary suspension of our passport services, the Clerk’s Office was very busy with the acceptance of passport applications. The number of passport applications accepted had more than doubled at the beginning of 2020 due to the REAL ID Act that was scheduled to go into effect on October 1, 2020. However, since the pandemic, a one-year suspension has been granted. Once we can start accepting passport applications again, the numbers should increase to above average.

OPPORTUNITIES

Voter Education. With this year being the Presidential Election in November, our office will have the opportunity to conduct more voter education and outreach.

SUCSESSES/HIGHLIGHTS

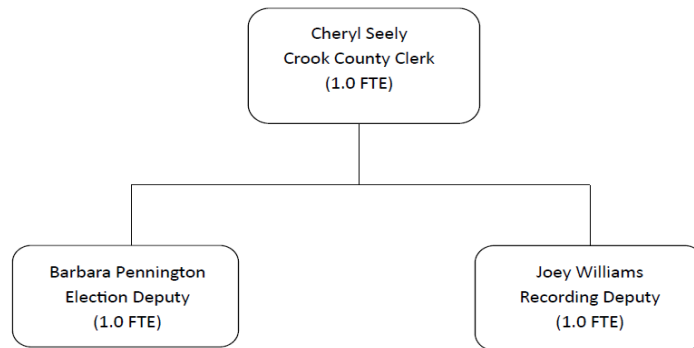
Efficiency. Due to work from home requirements, many different processes have been put into place and our various forms of technology have been utilized beyond what we had been using in the past. Moving into the 2020-21 fiscal year should look a little different than in the past. We have discovered new and different ways to perform some of our services with the use of technology.

PERSONNEL

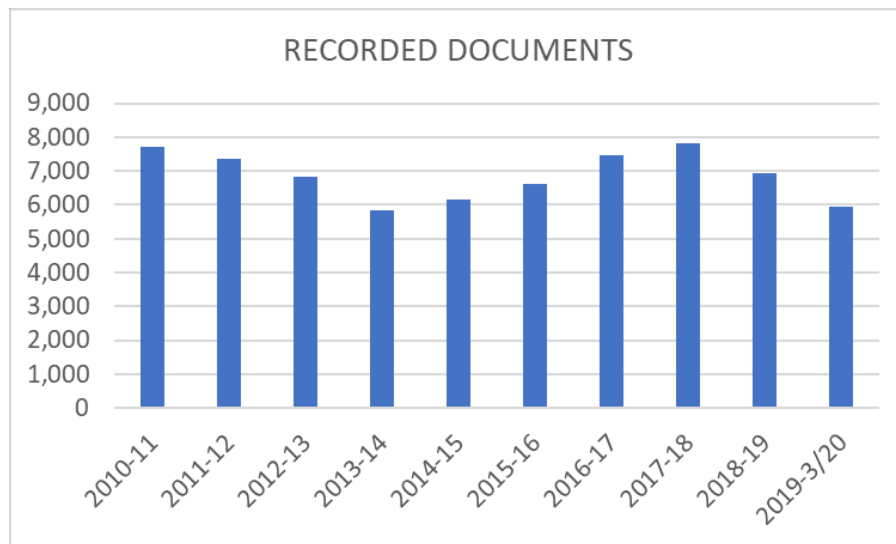
Personnel costs include salaries for one elected County Clerk, an election deputy, and a recording deputy.

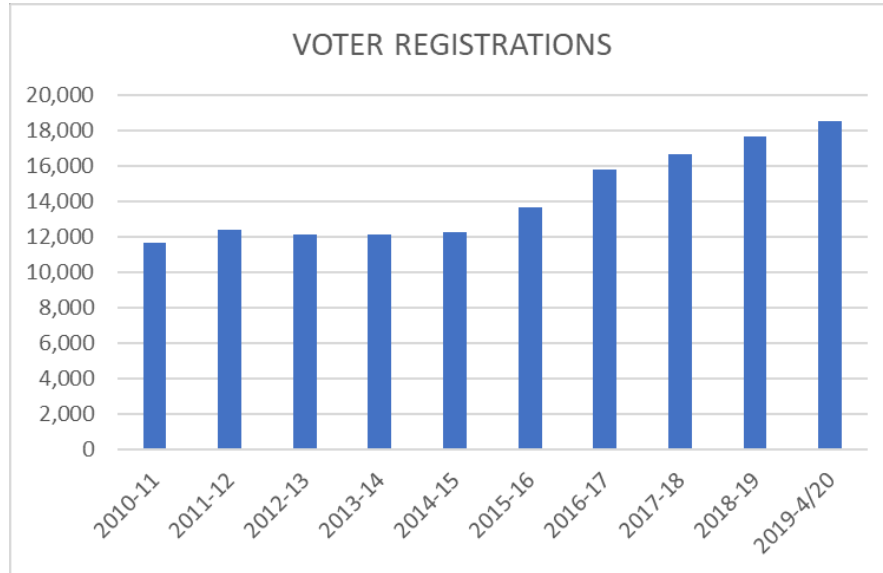
Staffing	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
County Clerk	1.00	1.00	1.00	1.00
Chief Deputy Clerk	1.00	1.00	1.00	1.00
Senior Records Clerk	1.00	1.00	1.00	1.00
Extra help	-	-	-	0.12
Total	3.00	3.00	3.00	3.12

ORGANIZATION CHART



PERFORMANCE MEASURES





BUDGET

CLERK'S OFFICE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	2,430	1,342	2,100	2,100	1,500	1,500	1,500
Licenses, permits and fees	214,562	200,553	216,100	241,000	200,700	200,700	200,700
Charges for services	18,347	16,464	17,200	21,000	21,000	21,000	21,000
Miscellaneous	31,821	23,625	18,000	-	19,000	19,000	19,000
Transfers	-	-	-	-	-	-	-
Total current year resources	267,160	241,984	253,400	264,100	242,200	242,200	242,200
Requirements							
Personal services	199,410	226,325	231,600	238,100	257,300	257,300	257,300
Materials and services	66,986	76,067	108,100	72,900	106,300	106,300	215,700
Capital outlay	-	-	-	-	-	-	-
Total requirements	266,396	302,392	339,700	311,000	363,600	363,600	473,000
General fund support	(764)	60,407	86,300	46,900	121,400	121,400	230,800

Assessor's Office

MISSION

“Serving the public through the administration of Assessment & Taxation of all taxable property as mandated by the state of Oregon, with proactive communication and excellent customer service aimed at the highest level of fairness, accuracy and integrity.”

SUMMARY

The Assessor's Office, under the direct supervision of the Crook County Assessor, an elected official, is responsible for determining the real market and assessed values of all property in Crook County. In addition, the Assessor's Office maintains ownership, tax lots, and tax code areas and prepares an annual tax roll for almost 19,000 accounts. The majority of the duties performed are mandated by State Statute and Administrative Rule under the supervision of the Oregon Department of Revenue, with other services to the general public, taxing districts and other agencies.

Assessor's Office Focus Areas:

Appraisal: Maintain real market values and assessed values on all property types, which includes appraising all new construction, maintaining farm and forest special assessments and exemptions, reappraising areas that fall below acceptable statistical standards as established by Oregon Administrative Rules, inspecting damaged and destroyed properties and annually submitting an Appraisal Plan to the Department of Revenue. We also defend values before the Board of Property Tax Appeals and the Magistrate or Regular Division of the Oregon Tax Court, and also conduct a Sales Ratio Study annually which includes reviewing and verifying sales and identifying neighborhood or study area boundaries.

Assessment Records: Maintain current property ownership, review and maintain tax district levy data, process Veteran Exemption applications, Senior Deferral applications, process special assessments such as drainage districts, water districts and fire patrol, certify joint values, calculate tax rates and taxes, certify tax and assessment roll, extend taxes, and process omitted property and clerical error actions.

Mapping: Responsible for reviewing partition and subdivision plats, road dedications & vacations, maintaining taxing district boundaries and Department of Revenue Property Classification Memorandum orders.

Non-mandated services: Providing annual taxing district property tax revenue estimates, calculating property tax estimates upon request or for title companies due to sale of a property, acting as contracted agents for the Building Codes Division to maintain manufactured structure ownership and location changes in Crook County, reviewing property values upon request, maintaining situs addresses, performing general public assistance, answering questions concerning ownership, values, property inventory and taxes, and providing assistance to other agencies and

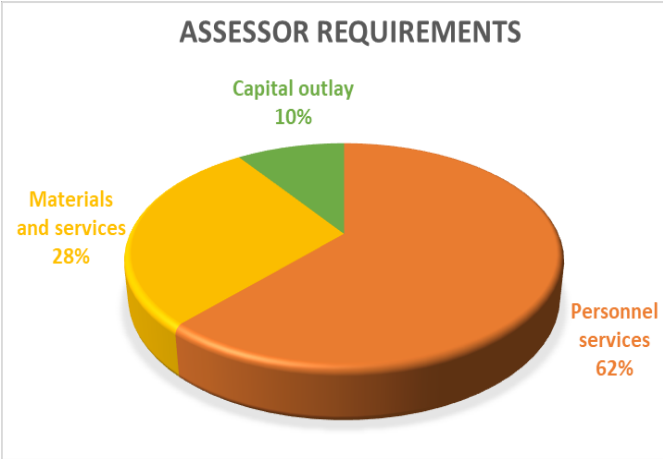
departments regarding legal descriptions, maps and assessments.

RESOURCES

The main source of funding for the Assessor’s office comes directly from the county’s general fund (79%), with additional funding from the CAFFA grant (20%), and other revenue sources (1%). As county resources apportioned to the Assessor’s Office increase or decrease, state grant funds adjust proportionately.

EXPENSES

The total of the proposed Assessor’s budget is **\$1,091,700** for the 2020-21 tax year. The primary expenditure for the Assessor’s Office is personnel costs at **\$673,400** (61.6% of the budget amount). Personnel costs have risen this year from a combination of: rising health insurance costs (11%), two members from the appraisal staff will be transitioning to new (appraisal) positions (Appraiser 2 and Appraiser Senior) and one front staff Technician will transition to a Senior Technician (in the last month of the fiscal year).



Materials and services, budget at **\$313,300**, is increased this year to reflect all cost/expenses previously expensed in the IT/GIS budgets and recognition of overhead costs for occupancy, administration, finance, human resources, legal, IT and GIS. Materials and Services represents 28.6% of the proposed budget. The proposed budget includes education requirements for the appraisal staff lacking in education and experience and the need for continuing education to meet Oregon Registered Appraiser requirements. Our appraisal staff ranges from a new hire, an appraiser with one+ year of experience, a lead appraiser having three years and a Chief Appraiser with twenty years experience. Our newly hired front staff Technician also will attend Tech meetings and participate in a few education courses.

The FY 2020-21 budget also includes capital outlay of **\$105,000** for a CAMA software conversion. The total conversion cost includes license, conversion costs, plus 5 years of annual support fees and totals \$523,000 spread over a five-year period. A \$105,000 payment was made this year from the County Reserve Fund. This fiscal year will see the payment of year two of the contract, budgeted in the Assessor’s Office.

CHANGES FROM FY2020

Fund consolidation. The separate reserve fund for large fleet vehicles previously separated from the General Fund has been closed with the balance transferred to the General Fund. Future vehicles will be acquired as needed by the department and planned accordingly.

Software costs. As noted above, major software acquisitions and ongoing maintenance agreements previously expensed in other departments/funds are recognized in the department responsible for their purchase and ongoing operation.

Internal Charges. All County operations have been charged administrative overhead; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Staffing. The training of new personnel and lack of adequate staffing in the appraisal section has inhibited the ability to re-establish a timely reappraisal cycle. Per statute, we are required to value each property at 100% of its real market value as of January 1 of each year. My goal is to move beyond inadequate staffing & entry level training and help establish long term, fully equipped employees. The '17 Appraisal Methods Manual states "Proper administration requires that the assessor maintain a sufficient number of skilled staff to conduct the necessary functions of the assessor's office."

Vendor Changes. As mentioned last year- we have had an Intergovernmental Agreement (IGA) with Lane County for many years providing software services from maintenance to accomplishing the majority of tax roll preparation. The costs of the IGA were reasonable due to the involvement of at least five other counties. In the recent year, two counties have changed vender services, leaving only three involved with the IGA. The result was a hard hit with an over 45% increase in the agreement service fee. Shortly after, Lane County lost their senior IT Technician. This resulted in a decline of services so drastic that they communicated with the remaining three counties of the likelihood of dissolving the IGA as soon as possible. The IGA was terminated effective May 1st, 2020. For the next eighteen months we have contracted with XTR Valuation Services out of Washington at a cost that is thirty-five percent (35%) less than our prior IGA contract.

The resolution of the IGA also led us to pursue a new Computer Assisted Mass Appraisal (CAMA) software provider (we are currently unable to support the existing software without a 3rd party). We spent months looking, decided and then received County Administration support, to initiate a new software services contract. The conversion is an eighteen-month undertaking and will consume time away from other responsibilities. The selected vendor is one of Oregon's primary CAMA providers; Helion, based in Salem, Oregon. Helion provides CAMA service to over half of Oregon's counties, including Deschutes & Jefferson.

COVID-19. The current pandemic has not altered our scope of work, but it is presenting challenges. Maintaining social distancing guidelines has minimized some of our in-house inspections. That may seem like good news for some and even less intrusive, but our statutory mandate to place Real Market Value on all assessed properties has a resulting greater challenge of accuracy. The necessary social distancing at this time has our office being cautious in all one-on-one interactions. Our field inspecting this year will be non-obtrusive to the best of our ability by gathering more data behind the scenes, estimates from the street and not having owner occupied interior inspections for the safety of County employees and the public. By all means this does not mean it's a quicker duty we perform, as indeed it actually takes more time to do research behind the scenes making calls, etc. than an overall successful field inspection that gathers all the data for what it truly is.... "in person."

Factors that affect assessment functions:

- Economic turns-up or down
- Increase in new construction in response to affordable housing crisis
- Legislative changes
- Software changes
- Changes in CAFFA grant-which continues to decrease each year at this point
- County budgets
- Staffing changes

OPPORTUNITIES

The Assessor's Office continues to use technology to reduce cost, improve public access to information, and simplify processes.

- Assist our local EDCO group in hosting/participating in a one-day event to educate staff & county leaders in all things Enterprise Zone.
- Continue education courses on farm deferral through the help of AmeriTitle and offer this opportunity as a public included invite when possible.
- Explore the new web-page features/ possibilities to offer seasonal help/education for the public in the area of assessment and taxation.

SUCSESSES/HIGHLIGHTS

- Successful 2019/20 Tax Roll Certification.
- County-wide 6% increase in assessed value added to the tax roll from 2018 to 2019/20.
- Over 150 owner-requested value reviews during the time tax statements went out.
- Completed the annual tax roll totaling \$3,614,620,900 in real market value and \$2,334,962,000 in taxable assessed value.
- Completed the 2019 CAFFA Grant which amounted to \$188,000 to help offset the funding of the property tax program in Crook County.
- 2,193 recordings worked, a 7% increase over last year.

- Offering new website media platform for assistance to the general public & various agencies.
- Navigating a change in cartography services to eliminate an old system of ‘swapping’ hours from our GIS Department doing IT work for Jefferson County. The new approved contract will be a more precise exchange of per hour costs, saving the County approximately \$2,000 this year and also saving our GIS Manager precious time due to an uneven match of hours to make up. The new cartography contract with the State’s CISU starts July 1, 2020.
- Hosted the first International Association of Assessing Officers (IAAO) Fall School in Central Oregon with over 30 enrolled for the week-long course - 101 on Fundamentals of Real Property Appraisal. Three County staff attended at no cost.

PERSONNEL

- September 2019 we hired a new Farm Forest/Commercial Appraiser (trainee) to replace the vacated position from the prior trainee in July.
- In June of 2019, we hired an entry level front staff Technician to replace a Technician-Senior, who ended employment with Crook County in April 2019 to relocate.
- In the coming year our Appraiser 2 will be promoted to an Appraiser-Senior position. Our Appraiser 1 (trainee) position will also likely move into the role of an Appraiser 2 as well. No change for the Appraiser Senior position already held by a 5-year county employee on the way to three years of Appraisal experience.

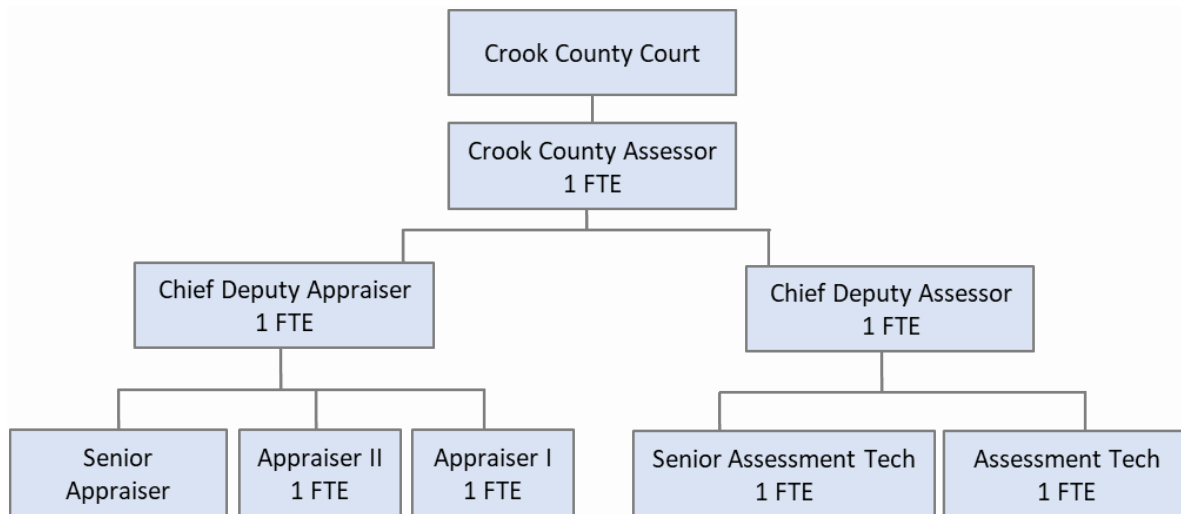
These next areas have an impact on our ability to complete all our statutorily mandated duties:

- The Assessor is training our newest staff appraiser in Farm/Forest appraisal, no one else in the office has the ability for this highly experienced training at this point and our ultimate goal is more cross-training in this appraisal field for all Appraisers.
- We have decided to distribute and cross-train two appraisers in commercial & industrial appraisal. The Chief Appraiser will spend additional time and resources training the two staff members on Commercial for one appraiser and Industrial for the other. No one else in the office has the ability for this type highly experienced training at this point.
- The hiring of our new Technician will also have an impact on the progress of our front end staff as well, again by highly experienced training from the immediate Supervisor for this staff member.

Budget impact: the new Appraiser position is required to have thirty (30) hours of education within the first two years of hiring. The State offers fewer continuing education (CE) classes and we are looking at other sources for the required education. This fiscal year we shall be completing the minimum required due to other office activities such as software conversion changes.

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Assessor	1.00	1.00	1.00	1.00
Chief Deputy Assessor	1.00	1.00	1.00	1.00
Chief Deputy Appraiser	1.00	1.00	1.00	1.00
Senior Appraiser	1.00	1.00	1.00	1.00
Appraiser II	1.00	1.00	1.00	1.00
Appraiser I	1.00	1.00	1.00	1.00
Senior Assessment Technician	1.00	1.00	1.00	1.00
Assessment Technician	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

ORGANIZATION CHART



PERFORMANCE MEASURES

Cost per account compared to other Oregon Counties		
	Total Accts	Cost Per Acct
Crook County	17,399	\$38.73
5-County Average	16,263	\$46.01

Accounts managed per FTE compared to other Oregon Counties			
	Total Accts	Total FTE	Accts Per FTE
Crook County	17,399	8.00	2,175
2019 5-County Avg.	16,263	7.70	2,112

BUDGET

COUNTY ASSESSOR

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	131,210	69,806	130,500	130,500	120,000	120,000	120,000
Charges for services	5,089	2,586	5,150	3,300	4,100	4,100	4,100
Miscellaneous	507	200	200	300	200	200	200
Transfers	-	-	-	15,300	-	-	-
Total current year resources	136,805	72,592	135,850	149,400	124,300	124,300	124,300
Requirements							
Personal services	616,049	594,862	632,510	633,500	673,400	673,400	673,400
Materials and services	29,800	42,854	41,325	38,400	313,300	313,300	313,300
Capital outlay	-	-	-	-	105,000	105,000	105,000
Total requirements	645,849	637,716	673,835	671,900	1,091,700	1,091,700	1,091,700
Net general fund support	509,044	565,124	537,985	522,500	967,400	967,400	967,400



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Finance Department

MISSION

To provide financial management, budgeting, accounting and investment management services to the entire County organization and tax collection and distribution services to all taxing districts within Crook County with integrity.

SUMMARY

The Finance Department performs centralized financial services for all County departments and serves as the property tax collection agency and distributor of property taxes for all taxing districts within Crook County.

- Collects revenue for all departments within the County and special districts
- Works with vendors and processes payments for all County departments and several special districts
- Collects and distributes property taxes due to all taxing districts upon which taxes are levied
- Collects and distributes transient room tax
- Invests County funds and oversees the banking needs for the County
- Provides budgeting, financial planning, monthly revenue/expenditure reports, processes semi-monthly payroll and reporting for all County departments and several special districts
- Provides asset management services
- Prepares annual financial reports subject to audit
- Prepares other financial reports and information as requested
- Performs financial analysis and forecasting
- Coordinates preparation of annual budget
- Prepares and submits annual budget as required

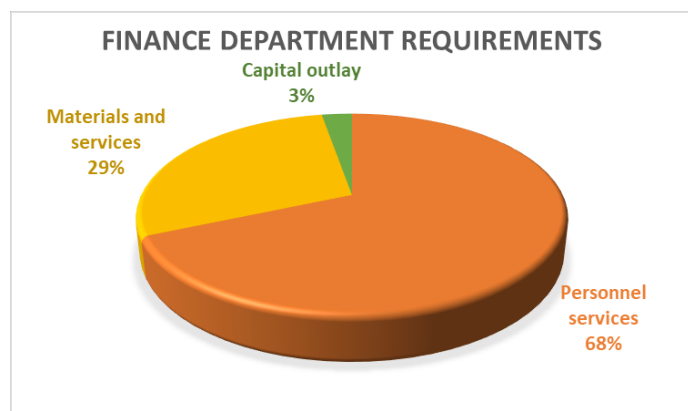
RESOURCES

The Finance Department is part of the General Fund and generates very little revenue. Fees are collected from personal property tax warrants and real property tax foreclosure fees. Part of the CAFFA (County Assessment and Function Funding Assistance) program is allocated to the department for Tax Collection.

Total revenues generated by the department for FY 2020-21 are projected at **\$934,800**.

EXPENSES

The proposed budget for FY 2020-21 of **\$1.1 million** includes personnel (**\$750,800**), materials and services (**\$315,100**), and capital outlay (**\$30,000**).



The bulk of materials and services costs are associated with software maintenance, printing/postage for property tax mailings, and contracted services.

CHANGES FROM FY 2020

Software maintenance contracts. Previously major departmental software was budgeted in IT. Effective FY 2021, software maintenance agreements for financial and tax collection systems is budgeted in the finance department.

Software implementation.

Tax assessment and collection software: The department is in the final processes of moving to a new tax assessment and collection platform.

Financial software: A major overhaul of the current fund and general ledger account structure is underway to facilitate a more sensible transition to new software in the future.

Financial reporting software: To enhance financial reporting for the organization, a financial reporting software is proposed.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Forecasting. The COVID-19 pandemic has impacted current and next year budget forecasts, payroll, and expense recovery, and much of what was considered normal operations.

Tax collection: The department has initiated implementation of new tax collection software as support for current products are no longer available

OPPORTUNITIES

Sustainability. The County has begun a long-term financial planning approach to enhance operational effectiveness and efficiency. The County will phase in a number of changes over the next several years, including implementation in FY 2021 of an internal service fund for facilities and cost recovery of administrative, finance, legal, human resources, IT and GIS services from user departments to enhance transparency, accountability and financial sustainability. Additionally, special revenue funds for the Sheriff's Office, Community Development, Health Services and the Library, including consolidation of various grant and reserve funds with their respective management oversight are created effective FY 2020-21 to facilitate long-range planning and enhance transparency, accountability and sustainability.

Data-centers Data center development during the last eight years has resulted in several long-

term rural enterprise zone (LTREZ) agreements that include payment in lieu of taxes (PILOT) during the property tax exemption period. The PILOT provides bridge funding of County operations until property taxes are realized beginning in fiscal year 2028. Strategically planning for the receipt of the additional property tax monies is an opportunity that few counties in the country have.

SUCSESSES/HIGHLIGHTS

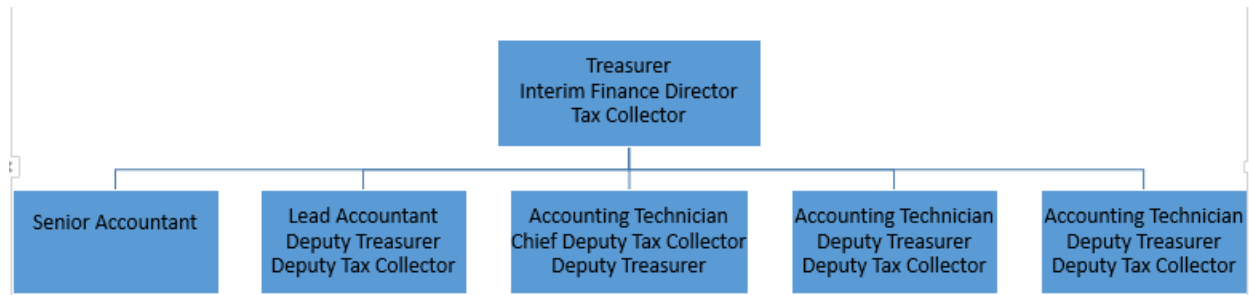
Efficiency. Successfully implemented scanning/importing software for property tax payments which eliminated manual postings. Transactions with checks are deposited remotely county-wide.

PERSONNEL

To facilitate and provide the desired financial planning and operational support, the Finance Department included a CFO/Finance Director position in FY 2020, supported by a Treasurer/Senior Accountant position. The Treasurer/Senior Accountant was appointed as Interim Finance Director in Summer 2019, and a Senior Accountant was hired in early 2020. The proposed budget includes securing CFO level services and retaining the Treasurer/Senior Accountant and Senior Accountant positions. These personnel changes, along with an 11% increase in health care benefit premiums, caused an overall increase in Personnel expenses from \$550,800 to \$750,800.

Staffing Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
CFO/Finance Director	-	1.00	-	1.00
Interim Finance Director/Treasurer	-	-	1.00	-
Treasurer/Finance Director	1.00	-	-	-
Treasurer/Senior Accountant	-	1.00	-	1.00
Senior Accountant	1.00	-	1.00	1.00
Accountant	1.00	1.00	1.00	1.00
Accounting Technician	2.00	2.00	2.00	2.00
Customer Accounts Technician	1.00	1.00	1.00	1.00
Temporary staffing	-	-	0.50	0.40
Total	6.00	6.00	6.50	7.40

ORGANIZATION CHART



PERFORMANCE MEASURES

The annual audit was completed without extension for the first time in several years. Many processes in accounts payable, payroll, cash receipting, and tax collection have been updated and improved.

Monthly closing and distribution of month-end reports	15 th of following month
Quarterly reports	month-end of month following end of quarter
Complete payroll timely and accurately	100%
Pay all vendors timely and accurately	100%
Receive a clean audit opinion	
Complete audited financial statements	by December 15 annually
Control cost of financial services	less than 3.0% of operating costs, ½ capital outlay

BUDGET

FINANCE DEPARTMENT

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Current year resources							
Intergovernmental	41,307	20,136	40,900	40,900	42,000	42,000	42,000
Licenses, permits and fees	9,808	8,930	12,200	12,400	9,700	9,700	9,700
Charges for services	1,229	1,140	50	-	867,100	867,100	881,100
Miscellaneous	1,772	13,173	2,000	2,900	2,000	2,000	2,000
Transfers	13,563	13,563	13,111	13,100	-	-	-
Total current year resources	67,679	56,942	68,261	69,300	920,800	920,800	934,800
Requirements							
Personal services	472,120	511,783	550,800	560,200	750,800	750,800	750,800
Materials and services	75,155	110,094	110,700	100,500	265,100	265,100	315,100
Capital outlay	-	-	-	-	30,000	30,000	30,000
Total requirements	547,275	621,877	661,500	660,700	1,045,900	1,045,900	1,095,900
General fund support	479,596	564,934	593,239	591,400	125,100	125,100	161,100



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Legal Counsel

SUMMARY

The Office of Legal Counsel provides legal services to the County Court, county departments, commissions, and to individual county employees when required by the Oregon Tort Claims Act. The Office of Legal Counsel has an attorney-client relationship with the County. Legal Counsel is appointed by and serves under the direction of the County Court.

The office's legal services include representing the county in a variety of areas including tort claims, personnel actions and discrimination claims, labor matters, land use and planning appeals, public record matters, code enforcement, constitutional challenges, foreclosure and lien actions, nuisance abatement, real property matters, worker's compensation and public contracting regulations. Legal services also include reviewing contracts, agreements, ordinances, policies and other County actions.

Legal staffing consists of one Office Manager/Legal Assistant, one County Counsel and one Assistant County Counsel.

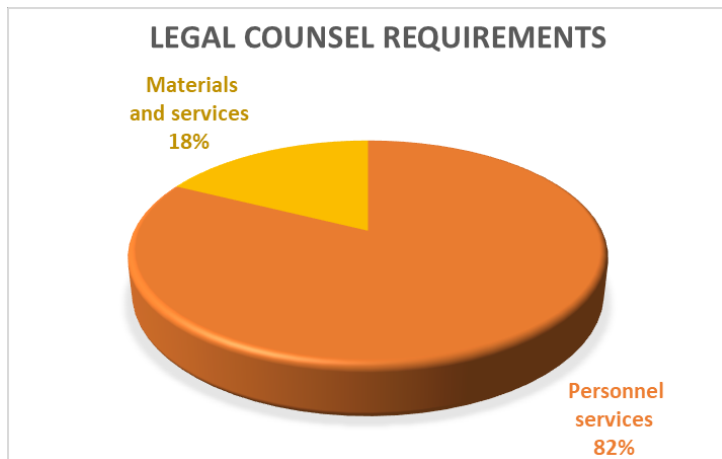
Please note that Legal was combined with Human Resources in the 2018/19 budget, and both were combined with the Administration budget prior to that. Legal is now a separate department and has been assigned its own separate budget lines to manage.

RESOURCES

The main department-generated revenue for County Legal Counsel is made up of transfers in from administration costs from three departments: Extension, Road Department, and the Enterprise Fund. The remaining department-generated revenue comes from miscellaneous incomes, photocopying, reimbursed items, and reserve funds. These transfers account for roughly 20% of the department's budget.

EXPENSES

Virtually all the department's **\$432,200** expenses (82.4% in the adopted 20/21 budget) reflect the compensation of the three department employees. Of the remaining \$76,100, the lions' share falls to occupancy (\$22,700) and internal charges (\$43,700) with other costs including ongoing commitments (leases for the copier, licensing expenses for the legal research database program), or office supplies.



CHANGES FROM FY 2020

Subscription fee reallocation. The County for many years paid a portion of the Legal department’s subscription fees for the Lexis program through the law library fund. Last year, the Library volunteered to undertake the management of the law library, including its budget. The Library and Legal department agreed that using that fund to pay for the subscription fee is probably not an optimal use, and so that expense will be reallocated back to the Legal department with the coming fiscal year. Please note that the County will not pay any more than it already committed to paying with this change. All that is changing is the fund from which the money is drawn.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES/OPPORTUNITIES

The department does not anticipate any unusual challenges or opportunities for the next fiscal year.

SUCCESSES/HIGHLIGHTS

The greatest success last year was keeping abreast of the department’s workload despite being short-handed for seven consecutive months. This was despite a number of unusual matters arising, such as the transition to a new mental health service vendor, an issue with coincided with renewing the biennial mental health, developmental disabilities, and public health financing agreements. Those documents total 518 pages, not including subsequent amendments, plus a BOLI complaint, land use appeals, and the other mundane business of the office. The department personnel undertook many sacrifices to make certain the workload was met.

PERSONNEL

The department’s small size means that most of our work is conducted in collaboratively. The ultimate responsibility for the management of the office falls upon the County Counsel position. The Office Manager/Legal Assistant and Assistant County Counsel are lateral for most purposes. In the absence of the County Counsel, or when the County Counsel is conflicted under the Rules of Professional Conduct, the Assistant County Counsel acts pursuant to ORS 236.220.

Staffing Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
County Counsel	1.00	1.00	1.00	1.00
Assistant County Counsel	1.00	1.00	1.00	1.00
Paralegal/Office Manager	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

PERFORMANCE MEASURES

The County has not adopted external performance measures to review the productivity of the office, and we are aware of none of our sister counties which have done so. Such measures can be discerned through external reviews such as the audit currently ongoing for Fiscal Year 19-20. The auditing firm enquired as to the legal basis for six separate procurements the County undertook. Five of those procurements involved the Legal department, and all five were demonstrated as conforming to Oregon and County law.

BUDGET

LEGAL COUNSEL

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Charges for services	-	-	70,340	59,200	386,500	386,500	386,500
Miscellaneous	-	-	100	100	100	100	100
Total current year resources	-	-	70,440	59,300	386,600	386,600	386,600
Requirements							
Personnel services	-	-	333,100	299,400	356,100	356,100	356,100
Materials and services	-	-	13,125	158,900	76,100	76,100	76,100
Capital outlay	-	-	-	-	-	-	-
Total requirements	-	-	346,225	458,300	432,200	432,200	432,200
General fund support	-	-	275,786	399,000	45,600	45,600	45,600



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County Court (Administration)

MISSION

Crook County will inspire the trust through excellence and quality in service by embracing creative and innovative methods, being friendly, responsive and fiscally responsible to enhance the health, safety, and quality of life for its citizens.

SUMMARY

The Crook County Court consists of three elected officials - the County Judge and two County Commissioners. The judge functions as the day-to-day administrator of the County as well as the chair of the County Court. The commissioners are paid part-time and, acting as the Court, set policy for the County and represent the County in various forums.

The County Court has no judicial authority. As with eight other Oregon counties, the Crook County Court is used as an administrative structure wherein decisions are made regarding the fiscal operations of the County as well as the programs, land use decisions, and other matters that are brought before the Court.

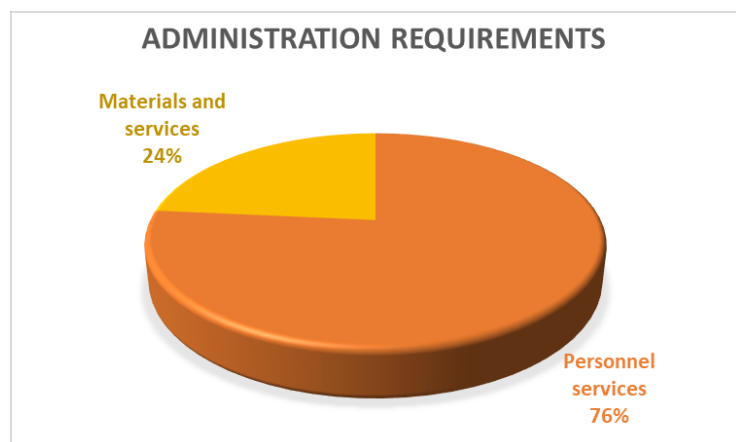
The Court oversees personnel administration for approximately 200 employees within the County and supervises the operation of 25 separate departments. Some departments are headed by elected rather than appointed officials. Those departments include the offices of assessor, clerk, district attorney, and sheriff. Additionally, an elected surveyor oversees County surveying functions, although the position is not an employee of the County (i.e., contractual services) and the treasurer position which oversees statutory defined responsibilities of the County. All departments, including those overseen by elected officials require the consent of the Court when hiring new employees and budget appropriation authority.

RESOURCES

As noted below, with the change to recover administrative overhead costs, administration recovers more than ninety-five percent (95%) of its costs from all user departments.

EXPENSES

Personnel costs account for most of the Administration's requirements, budgeted at **\$462,600**. The **\$142,100** in Materials and Services include office supplies, contract services, personnel



certifications, rent, and fees for services rendered by other departments.

CHANGES FROM FY2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities. Included in these changes, the County Court is recovering a majority of its costs via the overhead allocations to all County operations.

CHALLENGES

Facilities Crook County has been growing rapidly with the influx of data centers, solar projects and residential construction. The County requires additional facility space to accommodate the growth of County operations.

COVID 19 impacts The recent restrictions imposed on County operations, and all County residents, in order to restrain the growth of covid-19 virus, the County furloughed more than a dozen employees, reducing the ability to deliver the present level of service. State funding and transient room taxes are anticipated to be reduced which will challenge the ability of the organization to maintain current levels of service. The entire state is experiencing the same situation as Crook County with the loss of revenue due to the COVID-19 shut down.

The reduction in transient room tax, State funding, and the direct impact to the fairground’s operations and events, as well as loss of tourism to our area are the sources of greatest concern to the County Court.

The proposed budget is responsive to the funding requests of all County operations and are based on the anticipation that the impacts of COVID 19 will be short-lived. If this proves to be an inaccurate assumption, all budgets will need to be revisited.

SUCSESSES/HIGHLIGHTS

- Completion of the County’s new jail facility
- Completion of the forest service helibase project located on the Prineville/Crook County Airport

These projects increased employment, reduced travel and jail bed rental, and brought improvements to airport operations and technology.

PERSONNEL

This administration department is supported by 1.5 FTE front office staff.

Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
County Judge	1.00	1.00	1.00	1.00
County Commissioner	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Facility Representative	0.32	0.32	0.32	0.32
Permit Technician/Admin Cle	0.50	0.50	0.50	0.50
Total	3.82	3.82	3.82	3.82

BUDGET

ADMINISTRATION (COUNTY COURT)

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	10,000	10,000	10,000	10,000	-	-	-
Charges for services	741,488	139,784	224,229	224,200	549,000	549,000	549,000
Miscellaneous	29,157	448	900	17,700	500	500	500
Transfers	15,000	-	-	-	-	-	-
Total current year resources	795,645	150,232	235,129	251,900	549,500	549,500	549,500
Requirements							
Personnel services	792,545	474,591	424,550	409,800	462,600	462,600	462,600
Materials and services	46,479	51,050	63,100	57,900	142,100	142,100	142,100
Capital outlay	-	-	-	-	-	-	-
Total requirements	839,024	525,641	487,650	467,700	604,700	604,700	604,700
General fund support	43,379	375,409	252,521	215,800	55,200	55,200	55,200



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Natural Resources



In 2017, Crook County adopted a Natural Resource Policy. It is the purpose of the Crook County Natural Resources Policy to set forth the positions of Crook County in regard to the use of and access to natural resources located on public and federal land. In compliance with the Federal Land Policy and Management Act, the National Environmental Policy Act, and the National Forest Management Act, it is the Crook County Court's priority to engage in coordination with federal and, in certain circumstances, with state agencies, to provide for the health, safety, and welfare of its citizens through the appropriate management of all federal natural resources within Crook County. In June of 2018, the County Court hired a coordinator to serve as the liaison between the County and the federal land management agencies. In November of 2018, the Court appointed an eleven (11) member advisory committee to assist the coordinator with recommendations regarding the coordinated management of federal and state lands that impact Crook County's sphere of influence and other natural resource issues throughout the County. Anticipated budget for FY 2020-21 is **\$56,900**.

PERSONNEL

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Natural Resources Manager	0.50	0.50	0.50	0.50

BUDGET

NATURAL RESOURCES

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Requirements							
Personal services	-	-	45,000	41,000	42,600	42,600	42,600
Material and services	-	-	5,000	4,000	14,300	14,300	14,300
Total requirements	-	-	50,000	45,000	56,900	56,900	56,900



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Human Resources Department

MISSION

To further the best interests of Crook County, its employees, and its residents through:

- The development of a robust, balanced, and highly skilled workforce.
- The development of enduring foundational policy and procedure.
- The development and dispensation of critical information, instruction, and knowledge through ancillary programs, training, and continuing education.

SUMMARY

With the phrase “consistent and efficient expanded services” in mind, it is prudent that HR has the capacity to perform essential functions; that ensure the health and sustainability of the county.

The vital functions HR provides are in service of:

- Developing and supporting employees who are well-informed and engaged.
- Building and maintaining a culture that is empathetic and responsive to daily struggles and possess the ability to adapt and think critically and creatively about possible solutions at every level of the organization.
- Establish and maintain essential training and compliance programs and protocol.

As the national and regional landscape continues to shift, the County’s trajectory, needs, and work parameters will similarly change, whether in small consistent manners or through sweeping change to accommodate the unforeseen. It is undeniable that the complexity of our organization has evolved and will continue to do so in order to align our growth with larger cultural and business climate shifts; as a result, HR has out of necessity taken a very different role from the one traditionally served at Crook County. To address the burgeoning complexity facing the County, HR was established as an independent HR department in 2018, and 2020-21 marks the first HR budget differentiated from the administration and legal departments.

Crook County HR continues to expand its scope of work to include all aspects of human capital development, organizational change and development, special projects, and the development and implementation of people strategies, and risk mitigation.

Our human capital strategies endeavor to integrate the operational side of the County’s current and future-state needs and goals, our developing structure, updated policies and protocols, and our changing culture to help create a stable and sustainable organization. The department is dedicated to providing strong, effective procedures, protocols and services that are delivered through people-friendly guidelines and support. Our contributions over the last year include, but are not limited to:

- Development of new employee policy
- Benefits administration
- Recruiting

- Federal and State EEO law compliance
- Risk analysis and mitigation
- Performance management
- Special project development
- Employee training
- Wellness program

These services are achieved by adopting a collaborative team-work philosophy and implementation of effective organizational skills, proactive efforts and professionalism, and a willingness to take risks and stand up for County interests and employee rights and needs within the parameters of state and federal employment law. Our goal has been to innovate, increase access to services and programs that develop employees and serve and support as we enter this period of tremendous growth and change.

RESOURCES

Beginning in fiscal year 2020-21, Human Resources will recover a significant portion of its costs of services from other County departments based on full-time equivalent counts.

EXPENSES

HR faced dramatically increased expenses related to recruiting (Materials and Services), conducting 72 overall and approximately 22 during October and November notwithstanding the team being down one FTE. Recruiting-related expenses show up in UI testing, office supplies (i.e., folders, paper products, color ink cartridges), and job posting sites such as:

- LinkedIn
- Indeed
- Craigslist
- Specialty and industry specific sites i.e., building trades and finance



CHANGES FROM FY 2020

Fluctuating Requirements. Recent changes in how HR functions include HR replacing the County’s Worker’s Compensation Provider, absorbing the Sheriff’s office HR responsibilities, rapidly fluctuating state and federal labor requirements, and the COVID-19 event and its yet-to-be-known fallout.

Internal Charges. All County operations have been charged administrative overhead costs:

administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County-owned and operated facilities.

CHALLENGES

Our central challenge moving forward will be include the development and implementation of stabilizing elements. Additional challenges we face include:

Pandemic Issues. COVID-19 has brought a plethora of unforeseen dilemmas and difficult choices. Most notable has been the reorganization of how County employees work. New policy put forth introduced flexibility into scheduling by incorporating flex-time, split shift, and remote options. Additionally, employees' anxiety and concern over pay and leave accommodations was heightened by the oft changing parameters of state and federal guidelines. The last effects of the COVID-19 event are unknowable with any certainty at this point, but we do expect a new normal to emerge that will require adaptability in personnel response and nimbleness in policy and protocol.

Increased Workload. Partnering with the Sheriff's Office and navigating law enforcement's nuances has increased the department's workload by approximately 35% and requires HR to function as a department within a department. Making these adjustments has been a process and certainly a steep learning curve. We are working to serve the unique needs of these 51 employees within the parameters of collective bargaining unit that is unfamiliar to this department.

Staff Shortage. HR has typically functioned as a team of three FTE – Director, Recruiting, and Benefits. However, we are down one member (recruiting). While we have taken on and parted on the additional workload from the Sheriff's Office, it is not sustainable. As such, we will enter a recruitment phase for a third FTE.

Learning Curve. This is HR's First budget submission as an independent department; it has been challenging to create because there is a certain amount of ambiguity involved. There are things we simply don't know so it has definitely been a process with a steep learning curve.

OPPORTUNITIES

Like any department, human resources department has room for growth, development, and improvement. Our focus moving forward will be as always, providing the County and its employees with professional, innovative, and efficient support and service. Prudent areas of opportunity are as follows:

Training and Development. Well-trained and highly developed employees are critical to the County's continuing success and will pave way for our sustainability moving forward.

- Management and Leadership Development (current and future state).
- Skills training (Microsoft Suite, industry specific subject matter platform).
- Compliance Training (Harassment, discrimination, HipAA etc.)

Employee Wellness Program. Research suggests the ROI on every \$1.00 spent on employee wellness is \$2.71, increases engagement, improves employees levels of stress/emotional health, reduces turnover, and produces double digit decreases healthcare premiums. Program highlights include:

- Physical health,
- Financial fitness
- Emotional wellness
- Reduction of chronic pain
- Nutrition

SUCSESSES/HIGHLIGHTS

HR has focused work efforts in several key areas including the following:

- Relationship Development
- Sheriff’s Office Partnership
- Expanded Leave Share Policy – HR authored an expanded leave share policy that accommodates catastrophic events in our employee’s lives.
- Recruiting efforts for secured highly skilled individuals for several critical positions. These additions to our staff have proven incredibly successful and they have each made substantial contributions to their individual departments, our employees and the larger county.
- IT Director
- Senior Accountant
- Assistant County Counsel
- Maintenance Manager (New position)
- County Counsel

PERSONNEL

The HR department experienced a staff transition in staff this year; losing one of our three FTEs. Our loss was complicated by a long recruiting process that ended with a hire that did not work out. HR plans to begin a new recruitment process once normalization has been reached with the current COVID event. Current HR staff is as follows: Kim Barber, Director; Keity Crismon, Benefits Administrator; HR Specialist (TBD).

Staffing Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Human Resources Director	1.00	1.00	1.00	1.00
Benefits Administrator			1.00	1.00
Human Resources Specialist			1.00	1.00
Total	1.00	1.00	3.00	3.00

BUDGET

HUMAN RESOURCES DEPARTMENT

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Charges for service	-	536	450	-	450,200	450,200	450,200
Miscellaneous	-	5,418	100	-	-	-	-
Transfers	-	154,779	69,890	69,900	-	-	-
Total current year resources	-	160,733	70,440	69,900	450,200	450,200	450,200
Requirements							
Personal services	-	595,141	280,700	278,300	269,300	269,300	269,300
Material and services	-	53,489	28,090	77,100	223,900	223,900	223,900
Capital outlay	-	-	-	-	30,000	30,000	30,000
Total requirements	-	648,630	308,790	355,400	523,200	523,200	523,200
General fund support	-	487,897	238,351	285,500	73,000	73,000	73,000

CAPITAL OUTLAY

HR management software \$30,000



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District Attorney's Office

MISSION

It is the Mission of the Crook County District Attorney's Office to seek justice and safety for crime victims and the community.

SUMMARY

The District Attorney's Office, headed by the elected District Attorney, works diligently to uphold the United States Constitution as well as Oregon's Constitution and state laws, to preserve the safety of the public, to protect the rights of crime victims, and to pursue justice for all citizens with skill, honor, and integrity.

While the primary function of the District Attorney's office is the prosecution of adult and juvenile crimes, other functions include:

- Assisting the victims of crime
- Actively participating in drug court, mental health court and truancy court programs
- Chair of the Child Abuse Multidisciplinary Team (MDT)
- Chair of the Sexual Assault Response Team (SART)
- Chair of the Local Public Safety Coordinating Council (LPSCC)
- Conducting annual child fatality review with community partners
- Collaborate with school threat assessment team
- Enforcing child support orders
- Acting as civil forfeiture counsel for Crook, Deschutes, and Jefferson Counties as well as the Central Oregon Drug Enforcement Team
- Co-administer the officer-involved use of deadly physical force plan
- Handling animal forfeiture cases
- Responding and appearing on restoration of gun rights and driver's license cases
- Responding and appearing on petitions to set aside convictions
- Responding and appearing on petitions requesting relief from sex offender registration
- Responding to public records requests and appeals
- Writing and submitting state grant proposals for VOCA and CAMI Grant funds

RESOURCES

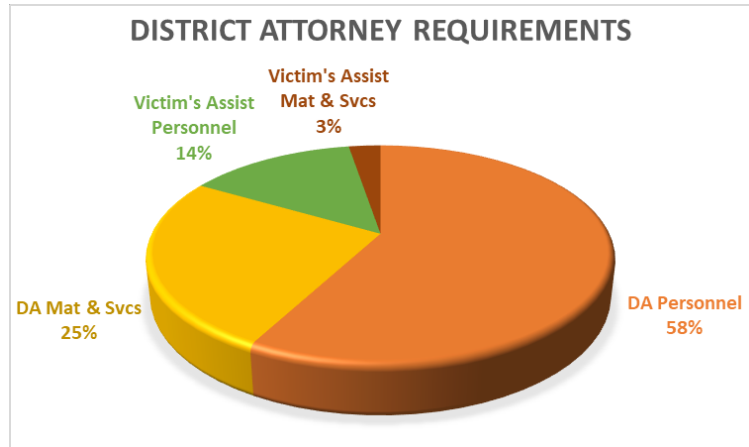
The main source of revenue for the District Attorney's Office comes from the General Fund discretionary dollars. Other revenue sources are payments from District Attorney Diversion fees, Victim Impact Panel fees, Child Abuse Multidisciplinary Intervention (CAMI) and Victims of Crime Act (VOCA) grant funds.

EXPENSES

The overall operational costs to run the District Attorney's Office remain relatively flat from the last budget cycle with the exception of increased costs associated with personnel driven largely by costs associated with health insurance benefits.

CHANGES FROM FY 2020

Personnel. Added 1.5 FTE to assist with ever growing caseloads and statutory responsibilities. These positions are general fund neutral as the positions are funded through grants or state allocated funds.



Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Workload. The State of Oregon employs seven full-time public defenders to handle criminal cases of indigent defendants in Crook County. In addition, many other criminal cases are handled by privately retained defense attorneys. For the past several years, the county has employed four deputy district attorneys to handle all criminal prosecutions. The District Attorney's Office applied for and received funding from the Criminal Justice Commission to employ a fifth deputy district attorney for the next 18 months to reduce deputy district attorney caseloads to a more manageable level. This grant will expire at the conclusion of the 2020-2021 fiscal year.

Deputy District Attorney Retention. For the second year in a row, a deputy district attorney accepted a lateral position in the Deschutes County District Attorney's Office. The accepted position has the same job description with a \$25,000 to \$30,000 annual salary increase in addition to enrollment in PERS.

Space Needs. The District Attorney's Office does not have adequate space to meet staffing needs. The historical courthouse has been at maximum capacity for several years. The addition of new employees forced the District Attorney's Office to explore expansion options in other nearby county buildings. The Sheriff's Office was able to temporarily accommodate the use of two office spaces. This temporary arrangement is not a long-term solution for growing space needs of the District Attorney's Office.

Additionally, the District Attorney's Office is currently separated into three different locations within the courthouse and one offsite location at the Sheriff's Office. Employees frequently need to leave and return to secure areas of the courthouse to make contact with other employees within the department.

Security. Security for the District Attorney's Office remains inadequate with limited courthouse security resources.

OPPORTUNITIES

Crook County is one of the fastest growing counties in the state and country. With an increased population comes increased opportunities to serve our community to ensure public safety. The District Attorney's Office will strive to maintain the same quality of service provided to ensure public safety and satisfaction with the criminal justice system.

SUCCESSES/HIGHLIGHTS

The District Attorney's Office has experienced several successes over the last year, including:

- Added a grant funded deputy district attorney position to help alleviate caseload burdens within the office
- Continued participation and support of drug court, mental health court and truancy court to provide increased treatment opportunities for repeat offenders. The goal is to reduce or eliminate future unlawful activity
- Successfully prosecuted a number of complex child sexual abuse cases resulting in significant prison sentences for offenders
- Presented multiple mock trials for elementary school students
- Sponsored and hosted the annual law enforcement training and barbeque
- Consulted on legislation for a variety of criminal law issues
- Managed the Victim Impact Panel, supervised by the Victim's Assistance Director
- Served as forfeiture counsel to Crook, Deschutes and Jefferson counties and the Central Oregon Drug Enforcement Team to dispossess drug dealers of their means and proceeds
- Fully implemented an online service to assist tracking cases and e-discovery
- Enforced child support orders and assisted in job searches for parents needing assistance
- Made numerous presentations to community organizations about role of district attorney's office

PERSONNEL

The District Attorney's Office employs one Chief Deputy, four Deputy District Attorneys, one Office Manager, one Victim Advocate Director, two Victim Advocates, one Child Support Agent, three Legal Assistants, and a Legal Receptionist.

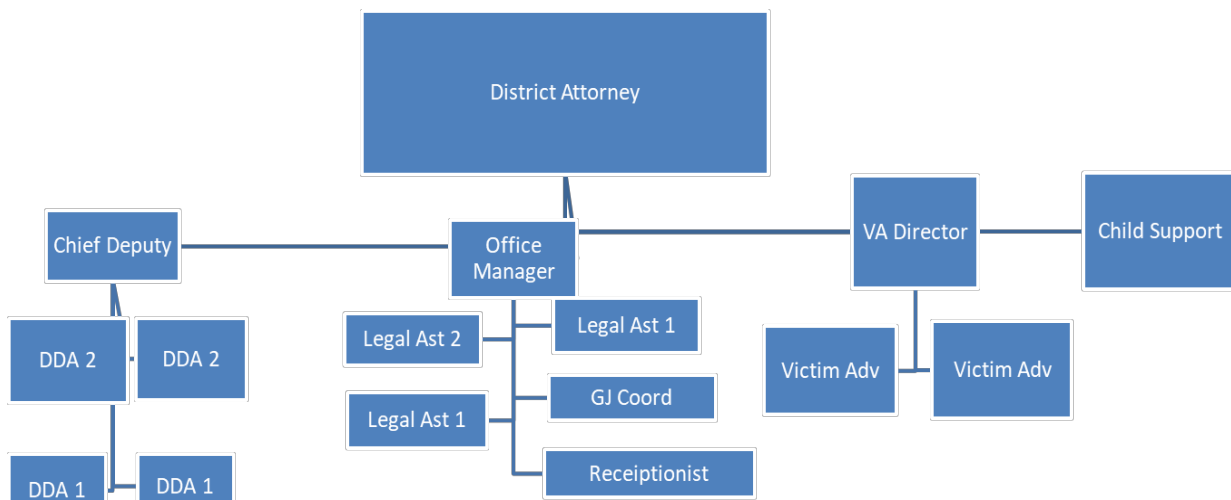
D.A. Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
District Attorney **	0.25	0.25	0.25	0.25
Chief Deputy District Attorney	1.00	1.00	1.00	1.00
Deputy District Attorney	3.00	3.00	3.00	3.00
Senior Deputy District Attorney	1.00	1.00	1.00	1.00
Legal Assistant I	2.00	2.00	2.00	2.00
Legal Assistant II	1.50	1.50	1.50	1.50
Support Enforcement Officer	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	1.00
Administrative Clerk	1.00	1.00	1.00	1.00
Total	11.75	11.75	11.75	11.75

Victim's Assistance Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Victim Services Supervisor	1.00	1.00	1.00	1.00
Victims Advocate	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

ORGANIZATIONAL CHART



PERFORMANCE MEASURES

For the 2019 calendar year, the District Attorney's Office continues to see an increase in case filings from the previous year.

TOTAL CASE FILINGS	
YEAR	CASE FILINGS
2015	973
2016	1115
2017	1316
2018	1347
2019	1370

Crook County continues to see significant yearly increases in the amount of driving under the influence of intoxicants cases prosecuted in the county. The increase is due to coordinated efforts with law enforcement to better police and protect the roads from impaired drivers. The stricter enforcement provides safer roads for the community. The District Attorney's Office remains committed to expending additional resources for this worthy effort.

TOTAL DUII CASE FILINGS	
YEAR	CASE FILINGS
2015	98
2016	95
2017	149
2018	178
2019	232

BUDGET

DISTRICT ATTORNEY DEPARTMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	90,542	81,451	83,600	83,600	90,000	90,000	130,000
Charges for services	29,091	31,290	21,500	19,400	21,500	21,500	21,500
Miscellaneous	14,612	2,038	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Total current year resources	134,245	114,779	105,100	103,000	111,500	111,500	151,500
Requirements							
Personal services	677,947	770,414	840,200	792,900	908,100	908,100	908,100
Materials and services	64,141	61,935	76,100	82,400	400,300	400,300	440,300
Capital outlay	-	-	-	-	-	-	-
Total requirements	742,087	832,349	916,300	875,300	1,308,400	1,308,400	1,348,400
General fund support	607,842	717,570	811,200	772,300	1,196,900	1,196,900	1,196,900

VICTIM'S ASSISTANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	77,560	69,868	106,500	107,600	116,500	116,500	116,500
Licenses, permits and fees	-	5,654	22,600	22,600	22,600	22,600	25,600
Total current year resources	77,560	75,522	129,100	130,200	139,100	139,100	142,100
Requirements							
Personal services	188,237	204,534	208,450	200,600	219,700	219,700	219,700
Materials and services	4,666	823	1,800	3,000	41,500	41,500	44,500
Capital outlay	-	-	-	-	-	-	-
Total requirements	192,904	205,357	210,250	203,600	261,200	261,200	264,200
General fund support	115,344	129,835	81,150	73,400	122,100	122,100	122,100

OTHER DISTRICT ATTORNEY FUNDS

See the Special Funds section of this document for other funds managed by the DA Department.

Juvenile Department

MISSION

“We don’t just work here.... we’re here to make a difference.”

SUMMARY

The Crook County Juvenile Department provides prevention, assessment, counseling, probation supervision and detention (through NORCOR and Deschutes) for youth through age 17, (although jurisdiction can extend until age 21) referred by law enforcement, schools, or citizens because of criminal behavior.

In its “Level 7” program, the Crook County Juvenile Department also provides intervention at the front end of the system to youth who are truant, beyond control of their parents, and have runaway behavior. Statistics show that these youths do not further escalate into the formal court system.

Mandated Services:

Oregon counties are mandated to appoint juvenile counselors (probation officers) and director to:

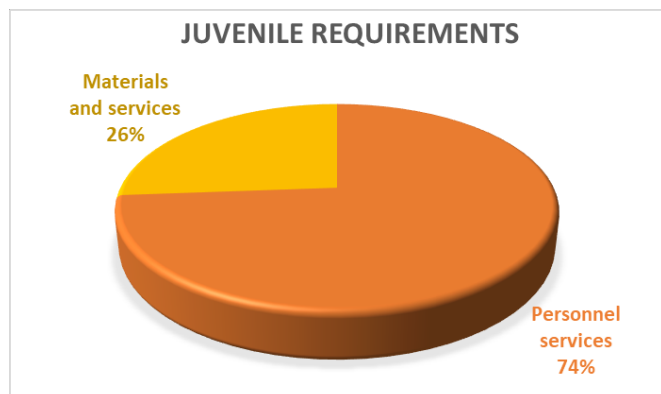
- Make or cause to be made an investigation of every child, ward, youth or youth offender brought before the court and report fully thereon to the court.
- Be present in court to represent the interests of the child, ward, youth or youth offender when the case is called.
- Furnish all information and assistance as the court requires.
- Take charge of youth offenders as directed by the court as set forth in ORS 419A.010 and 419A.012.
- Any director or counselor has the power of a peace officer as to any child, ward, youth or youth offender.
- When the youth is taken into custody, the Juvenile Department shall make the release plan for the youth.

RESOURCES

The juvenile department is funded primarily from the Crook County General Fund, with some funds coming from the Department of Education and Oregon Youth Authority.

EXPENSES

Of the **\$986,800** Juvenile Department operating budget, **73.8%** is allocated to salaries and benefits and the remaining costs are allocated to detention, motor



pool, medical, and office supplies.

CHANGES FROM FY2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Referrals. Although referrals from LEA have decreased state-wide, referrals to our agency from the community and LEA have remained consistent. In the past two years we have had an increase in citations involving marijuana. This year, those have tapered off a bit, but serious offenses have increased. Our clients seem to be younger and have more complex issues. They have experienced a great deal of trauma in their lives and often exhibit serious mental health issues. We struggle to find resources to keep them safe, as well as the community safe.

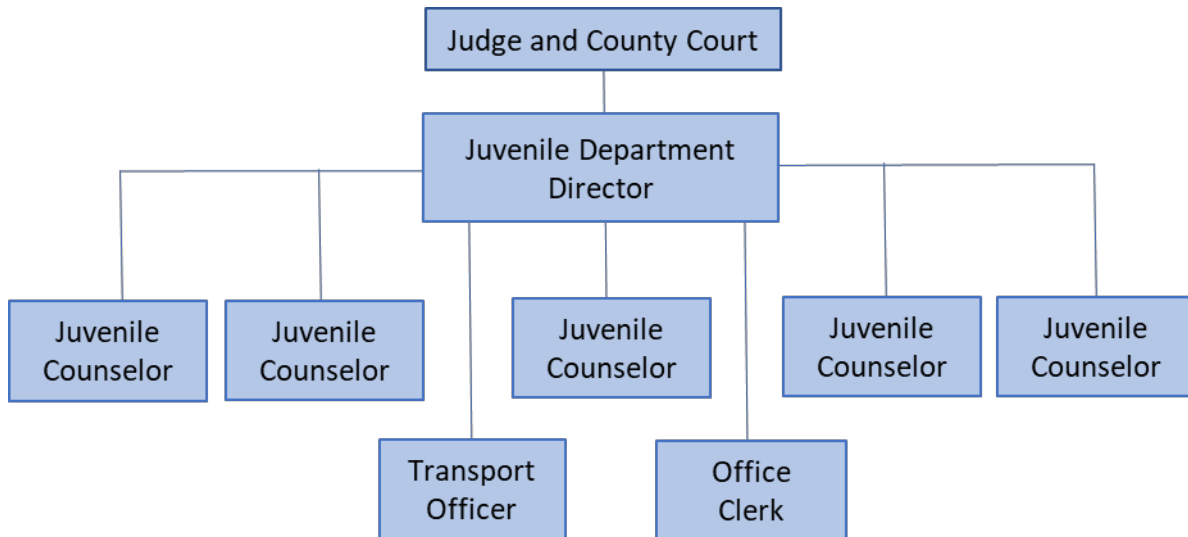
Funding Cuts. Because of the across the board cuts the state agencies are experiencing, there are potentially major changes in our ability to access correctional beds. The state did cut our residential and closed custody beds. Consequently, Crook County Juvenile lost access to 50 closed custody beds and an additional 143 beds available community placement. As of April 2020, the state is requesting we prepare for 8% cuts in our JCP State funds. The proposed budget does not include cuts at this time pending action by the State.

PERSONNEL

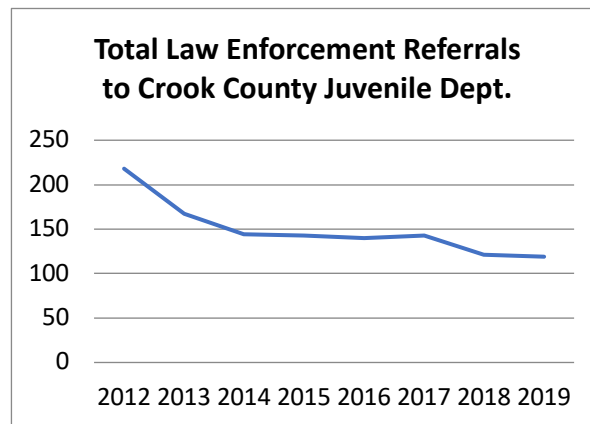
Staffing

Position	Fiscal year			
	2017-18	2018-19	2019-20	2020-21
Juvenile Services Director	1.00	1.00	1.00	1.00
Juvenile Counselor	5.80	5.80	5.80	5.80
Administrative Clerk	1.00	1.00	1.00	1.00
Juvenile Transporter	1.00	1.00	1.00	1.00
Total	8.80	8.80	8.80	8.80

ORGANIZATION CHART



PERFORMANCE MEASURES



The **recidivism rate** for Crook County youth continues to improve each year and the department is doing good work in the supervision of the most serious level of referrals.

BUDGET

JUVENILE DEPARTMENT

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Current year resources							
Intergovernmental	-	-	-	-	-	-	-
Miscellaneous	40,478	48,453	45,800	45,500	64,900	64,900	64,900
Total current year resources	40,478	48,453	45,800	45,500	64,900	64,900	64,900
Requirements							
Personal services	598,251	667,478	673,200	672,200	728,500	728,500	728,500
Materials and services	158,265	97,563	158,700	155,500	258,100	258,100	258,100
Capital outlay	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Total requirements	756,517	765,041	831,900	827,700	986,600	986,600	986,600
General fund support	716,038	716,588	786,100	782,200	921,700	921,700	921,700

GIS Department

MISSION

To supply exemplary GIS services to the County departments, its cooperative partners and the public with attention to transparency and value while advocating for GIS in the greater community.

SUMMARY

The GIS Department handles all work related to the County's Geographical Information Systems. The GIS department is responsible for the management of a robust geospatial environment and oversees the lifecycle of datasets, from creation to delivery, as well as managing the applications for end users to consume the information. The GIS department supports all County departments, City of Prineville, Fire Department, 911 Dispatch, Ochoco Irrigation, and many non-profits with a wide range of solutions that meet their needs.



GIS Department Responsibilities:

- Maintains the county's GIS infrastructure
- Creates and provides data for different applications across the county network
- Maintains and provides vital layers used by local 911 dispatchers and emergency personnel
- Converts information into spatial data that departments can visualize in intuitive ways
- Coordinates with other County and State agencies to provide the most current information to decision makers
- Fosters economic development by providing a variety of data sets for free to citizens and businesses

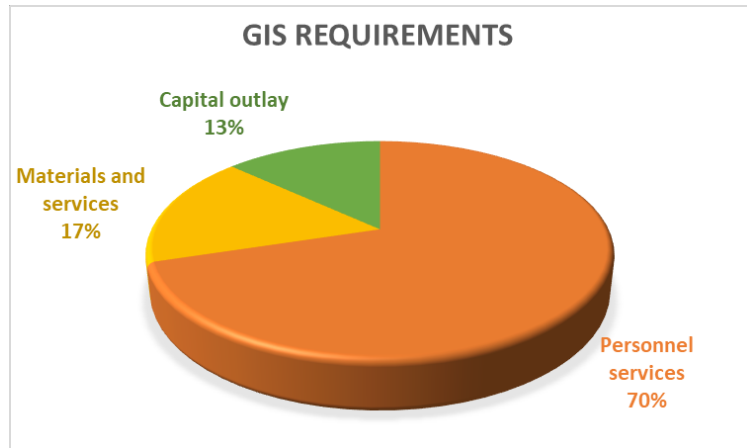
RESOURCES

The GIS Department offsets a portion of its costs through a variety of strategic partnerships, grants and projects. Compensated support is provided to the City of Prineville, Crook County Fire & Rescue, Ochoco Irrigation District, OEM, and others. Additionally, this is the first year that we have implemented a cost recovery model to share our costs across all County departments. This model allocates a charge to departments based on the number of staff and how much they use GIS.

EXPENSES

Total requirements for the GIS budget this year are **\$227,800**, weighed heavily toward personnel

costs (\$159,900). There are a few changes to the GIS expenses this year. Capturing the cost of the ESRI licenses in the GIS budget will increase our expenditures by \$11,200. Our budget also reflects a \$5,100 occupancy charge and a charge of \$14,100 for internal administrative services. To actively plan for future aerial imagery acquisitions, we are setting aside a portion of funds each year instead of asking for all the funding in one year.



CHANGES FROM FY 2020

Cost alignment change. This year we are capturing the cost of the ESRI licenses in the GIS budget, rather than the IT budget.

Focus Reallocation. We will be moving away from our partnership with Jefferson County which should free up time that we can focus towards departments and other partners.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Funding Gap. This last year we saw a decrease of over 70% reduction of a grant for support of the local 911 dispatch center. While we still plan to provide the same support, we are exploring alternatives to fill the funding gap.

Reassessing Cost Assignment. One major challenge for the coming year will be reassessing our funding model with departments and possibly partners. We will refine the methodology to ensure desired services are funding and that funding is equitable and sustainable.

Scripts Overhaul. With a change in Assessment and Taxation software, we will need to overhaul a large portion of our nightly scripts that extract property data.

OPPORTUNITIES

Greater GIS Focus. The GIS Department has been able to shed some IT responsibilities and will be able to focus more on the geospatial needs of the County, our partners, and the public.

SUCSESSES/HIGHLIGHTS

Personnel Assets. Last year the IT/GIS department brought on a new IT Director and a new GIS Technician. Both have been major assets to the department and have been able to quickly adjust to their new environment.

Website Build. GIS managed the website build and was able to hand the responsibility over the IT department.

PERSONNEL

The GIS Department consists of 2 full time employees (FTE)

Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
GIS Manager	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

BUDGET

GIS DEPARTMENT

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Current year resources							
Intergovernmental	58,597	70,013	71,867	61,500	51,900	51,900	51,900
Charges for services	17,892	14,139	20,500	8,200	81,600	81,600	81,600
Miscellaneous							
Transfers	9,900	9,900	9,900	9,900	-	-	-
Total current year resources	86,388	94,052	102,267	79,600	133,500	133,500	133,500
Requirements							
Personal services	94,790	128,879	157,650	146,500	159,900	159,900	159,900
Materials and services	6,934	6,774	8,350	4,700	37,900	37,900	37,900
Capital outlay	-	-	-	-	30,000	30,000	30,000
Total requirements	101,724	135,653	166,000	151,200	227,800	227,800	227,800
General fund support	15,336	41,601	63,733	71,600	94,300	94,300	94,300



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Information Technology

MISSION

The Crook County Information Technology department exists to serve the public through increased efficiency and security of all County department workflows via applied technologies.

SUMMARY

Information Technology manages the distribution, setup, configuration, security and maintenance of communications and applications through its network of roughly 90 networking devices, 250 workstations, 60 servers, and 250 users.

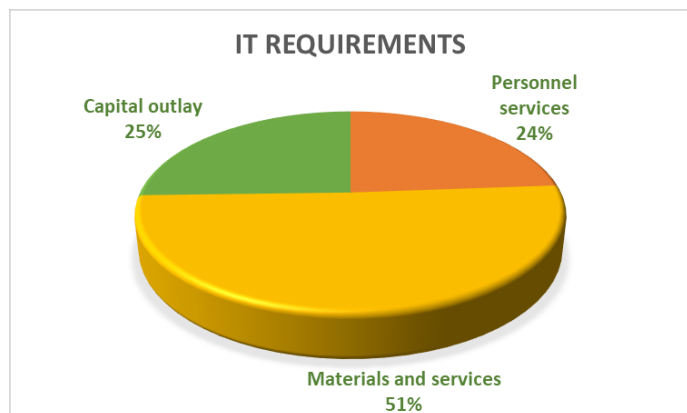
RESOURCES

In the past IT received the bulk of its funding from the general fund. Less than 10 percent of the 2019-2020 budget was comprised of grants, e-rate funding, and inter-departmental payments. At the request of the County's financial consultant IT has proposed that funding be secured from all users of IT services.

This change will allow for the IT cost burden to be recovered from all users of its services, providing adequate resources for the ongoing replacement and upgrade costs of its core infrastructure. At the same time placing a cost of hardware and software changes will pass the consideration of IT decisions made by department heads, i.e., department heads will be more engaged in IT decisions as those decisions will impact their budgets. Currently department heads only pay the initial cost of expansion, there is no accounting for the increased financial and labor burden this places on the network environment and on IT staff.

EXPENSES

The total IT budget for 2021 is **\$1,198,800**. Personnel costs have increased to **\$285,400** due to increases in health insurance costs, life insurance costs, 401k, and increased salaries. The IT director position has an increased salary over the last budget year and a request has been placed to budget for a promotion within the IT tech pool. Operating expenses have increased to **\$608,400**. This increase is due to security software purchases, a pc replacement plan, a network device replacement plan, the assumption of the entire County's landline bill, increased internet costs, an assumption of rent costs to the maintenance department and in increase to the education item for the IT technicians. These increases reflect our focus on investing in our core infrastructure and personnel.



Two major purchases are proposed at a cost of **\$305,000**. These consist of a new server platform and a new backup platform.

CHANGES FROM FY2020

Personnel Efficiency. As stated under personnel, the System's Administrator role was removed, increasing buy-in of all staff, reducing turnaround time for systems-level issues, and increasing knowledge for our junior technician.

Internal Charges. All County operations have been charged administrative overhead costs: administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

The long-term strategic goal of the IT department is to create a reliable, modern, and secure network environment. As technologies change rapidly this long-term goal will be tackled through three-year intervals at which point reconsideration of what is reliable, modern, and secure will take place.

Our immediate challenges are to replace an aging server model, an aging network model, and an insufficient backup plan while meeting our obligation to secure the network through network policy and practice changes. Hardware replacement is necessary before much of this work can begin.

SUCSESSES/HIGHLIGHTS

This past year has seen the introduction of software management of our core network services. We have instituted a host management system, an automated network mapping and control system, the replacement of our insecure VPN platform, and the partial replacement of our edge device to a modern software defined solution. We have made major administrative changes and plans to include a baseline report on all our network security issues, a written plan for the future of the network, redelegation of responsibilities to increase technician involvement, and a reduction in contractor involvement of the network.

We also completed a handful of major projects. We established a network presence throughout the jail facility to support our environmental control network, we migrated the jail environmental server platform from a failing physical host to a virtual machine, migrated from static to DHCP ip addressing throughout the County, reconfigured all WIFI access points to a more secure and intuitive schema, and completed the Forrest Service helipad communications network.

PERSONNEL

The IT department removed our full-time contract Systems Administrator as the role was redundant with roles already filled within the department. We have begun the process of creating a new position for current staff to move into when approved.

Redelegation of duties has had the effect of increased buy-in of all staff, reduced turnaround time for systems level issues, and increased knowledge for our junior technician.

The IT Department consists of 3 full time employees (FTE)

Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Director of IT	1.00	1.00	1.00	1.00
IT User Support Technician	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

BUDGET

IT DEPARTMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	51,026	18,794	38,232	38,200	-	-	-
Charges for service	17,650	10,263	18,100	9,100	947,000	947,000	947,000
Miscellaneous	783	2,389	4,100	-	-	-	-
Total current year resources	69,459	31,446	60,432	47,300	947,000	947,000	947,000
Requirements							
Personal services	210,183	229,458	244,560	235,100	285,400	285,400	285,400
Materials and services	353,734	265,848	483,835	422,500	608,400	608,400	608,400
Capital outlay	-	-	12,000	12,000	305,000	305,000	305,000
Total requirements	563,917	495,306	740,395	669,600	1,198,800	1,198,800	1,198,800
General fund support	494,458	463,860	679,963	622,300	251,800	251,800	251,800

Non-Departmental

The County Finance Department oversees the County's finances, including non-departmental funds.

The General fund Non-Departmental budget is where the revenues and expenses that are not associated with a specific department are located. Some of the revenues are the transient room tax, property taxes, cigarette and liquor taxes, Federal and long-term rural enterprise zone payment in lieu of taxes (PILT, PILOT), and franchise fees. Expenditures include transient room tax disbursements, non-profit organizations contributions, animal control, the general fund portion of liability and property insurance, pass through payments to other governments for PILOT, transient room taxes, and property taxes (Museum) and transfers to other funds.

NON-DEPARTMENTAL

	2017-18 Actual	2018-19 Actual	Adjusted 2019- 20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Taxes	8,199,854	8,760,113	9,075,773	9,042,500	2,298,800	2,298,800	2,298,800
Payment in lieu of taxes	2,394,154	2,448,500	1,189,500	2,217,100	4,024,000	4,024,000	4,024,000
Intergovernmental	230,254	166,566	147,500	160,900	164,500	164,500	164,500
Licenses, permits and fees	63,377	59,475	77,400	63,800	69,500	69,500	69,500
Charges for services	18,030	15,623	15,400	9,800	-	-	-
Miscellaneous	392,865	356,712	308,200	403,100	104,000	104,000	104,000
Transfers	11,723	39,128	34,878	501,100	-	-	2,000
Debt proceeds							
Total current year resources	11,310,257	11,846,117	10,848,651	12,398,300	6,660,800	6,660,800	6,662,800
Requirements							
Personnel services	40	-	-	-	-	-	-
Materials and services	1,369,788	1,416,519	1,479,200	1,184,900	393,400	393,400	393,400
Capital outlay	-	-	-	-	-	-	-
Debt service	105,452	105,452	106,000	106,000	106,000	106,000	106,000
Transfers	352,989	535,219	575,937	507,900	3,064,300	3,064,300	3,064,300
Other requirements - pass thru	-	-	-	-	752,600	752,600	752,600
Total requirements	1,828,269	2,057,190	2,161,137	1,798,800	4,316,300	4,316,300	4,316,300
Support to general fund	9,481,988	9,788,927	8,687,514	10,599,500	2,344,500	2,344,500	2,346,500

Contingency

The General Fund contingency appropriation is \$2,994,500. The contingency appropriations is available for unforeseen expenditures during the year. Prior to expenditure, budget transfers from contingency must be made to general fund departments.

The contingency balance is anticipated to be carried forward to the subsequent fiscal year as the beginning balance.

SPECIAL REVENUE



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Road Fund



MISSION

The Crook County Road Department will strive to keep the county-maintained roads of Crook County safe and passable at all times of the year and in all weather conditions.

SUMMARY

The Crook County Road Department is responsible for building and maintenance of Crook County roads. Many other roads exist within the County that are not maintained by the County but are established as public ways, such as City streets and alleys, State highways, federal roads, homeowner association roads, private roads, and other non-maintained right-of-ways.

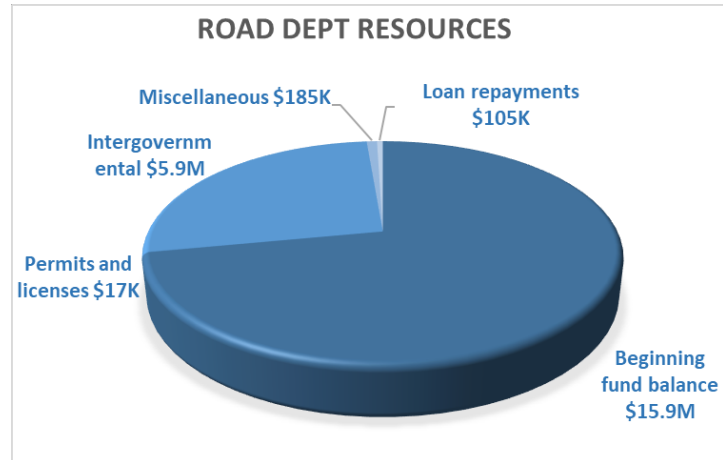
The Road Department has 472 miles of road, 111 bridges, along with 1676 culverts, 2634 signs, and 5 railroad crossings to maintain. Approximately 230 miles of these roads are paved and 242 are gravel. The Road Department generally blades the gravel roads in the spring and in the fall. Our paved roads are maintained using a pavement management system and are generally chip-sealed at least every 7 years and overlaid as needed.

Crook County uses a pavement management system to maintain its paved roads. This is a combination of management software and boots on the ground. We use a “best first” system of management because if we keep our good roads in good repair it costs much less to keep them good. Our bad roads will be bad and will cost essentially the same to repair. Keeping a good road in repair cost approximately 1 to 5 dollars a square foot to maintain. A road in bad shape costs about 20 dollars a square foot to repair. The pavement management system grades roads on a 0-100 scale with a goal of keeping roads at 70. This year our Pavement Condition Index is at 81 overall which is in the 95 percentile for the State.

RESOURCES

In developing the Road Fund budget, we look at keeping our assets balanced with the work that we are going to do for the year. We have policies that are set by the County to ensure the safety of the driving public that we are mandated to do such as snow plowing. Beyond that, we try to do projects that are needed while maintaining appropriate reserves.

The **\$22,164,900** FY 2020-21 Road Fund operating budget reflects an 11% increase over the previous budget cycle.

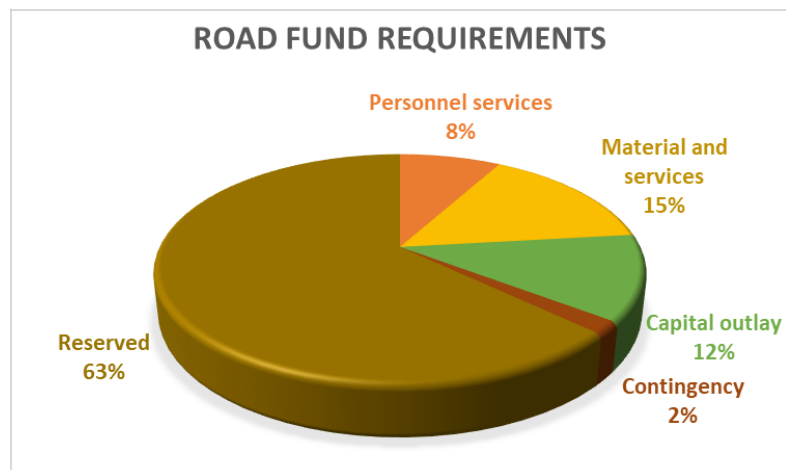


The Road Fund relies on two major funding sources; motor vehicle revenues and forest receipts. Motor vehicle funding is an allocation of state gas taxes and vehicles registered based on the vehicles registered in the county. In 2018, the state passed Bill HB2017 that increased Crook County's funding by approximately \$400,000 in the first year, increasing in subsequent years. We have forecast a fifteen percent reduction in the state allocation due to impacts from restrictions imposed by COVID. Forest receipt revenues are estimated at \$800,000, approximately 83% of the amount received in fiscal year 2017-18.

EXPENSES

Personnel costs take up **\$1,782,500**; Materials & Services **\$3,380,100**; and capital outlay for road improvements and equipment are **\$2,684,000**. An additional **\$392,300** is set aside for contingency. **\$13.9 million** is carried over to future years.

Two separate reserve funds (Road Improvement and Bicycle Path) have been closed, with funds transferred to the main Road Fund.



Road Maintenance. The biggest expenditure is the maintenance of our roads. The Road Department spends on average \$600,000/year in chip seals. It spends another \$500,000/year in asphalt to patch and overlay our County Maintained Roads.

Rock Stockpile. We have depleted our rock over the last 13 years and are having to crush rock to bring stockpiles back so we can keep our gravel roads in good repair. By crushing \$500,000-worth per year for the next 3 years, our stockpiles will reach a more easily sustainable level.

Snow Removal. The Department has been budgeting \$150,000 per year in contract services and de-icing materials. We spend another \$100,000 per year in man hours and sanding.

Fuel. We have been budgeting \$200,000 per year in fuel and it fluctuates with the price of fuel.

Bridges. The Road Department has been spending less than \$50,000 per year on bridge maintenance but we have many bridges that are not on the national bridge registry because they are less than 20' in length. This means that all of the small bridges are our financial responsibility. Many of these bridges are in major need of upgrades. When these bridges are replaced the Road Department plan is to construct them to a length that will get them on the national bridge registry so that they will in the future be eligible for grant funds for maintenance and replacement.

CHANGES FROM FY2020

All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Long-term sustainable funding. Crook County Road Department has a big challenge ahead. The Rural Schools funding (Federal Timber Sales) that has sustained Crook County's Road budget for years is unpredictable and has declined during the past several years. Several years ago this source provided approximately \$1.5 million per year. Without this funding the County will have to dip into its reserves to maintain the same level of service. If not, some of these services will need to be scaled back. We downsized our crew some years ago when this funding was cut back. We are at a level with labor to sustain our maintenance, without funding for capacity improvements or major infrastructure replacement. Alternative funding may be necessary to maintain the present level of services to our residents.

OPPORTUNITIES

Funding. Crook County Road Department is always looking for funding opportunities. We have applied for six grants and received four in the past five years. The Road Department will continue to seek new funding opportunities in the future.

SUCSESSES/HIGHLIGHTS

Crook County Road Department over the last year has had many success stories. The following are

the projects that were completed:

- The Road Department chip sealed 90 miles of County maintained road on Paulina Suplee Road, Camp Creek Road, Connant Basin Road, and the Paulina City Streets.
- Crook County did 1 large crushing projects to obtain rock for our gravel roads. This was done at the McCormack Pit on Bear Creek Road
- Snow removal is always a large part of our budget. We had a fairly light winter, but most weeks we had overtime because of icing at night.
- Crook County Road Department is also working on plans for a bridge replacement on Weigand Road. The Road Department received a grant for the design and construction of the bridge and is in the final stages of design. This bridge should be constructed in the 20/21 budget cycle.

PERSONNEL

The Road Department had one senior staff retire this year. An additional six to eight will be eligible for retirement in the next two to four years.

Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Roadmaster	1.00	1.00	1.00	1.00
Road Supervisor	1.00	1.00	1.00	1.00
Shop Supervisor	1.00	1.00	1.00	1.00
Equipment Operator	10.00	10.00	10.00	10.00
Mechanic	2.00	2.00	2.00	2.00
Office Manager	1.00	1.00	1.00	1.00
Flagger	2.00	2.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	0.80
Extra help	1.00	1.00	1.00	1.00
Total	20.00	20.00	20.00	19.80

BUDGET

ROAD FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	16,340,829	15,561,585	14,694,794	15,670,600	15,949,900	15,949,900	15,949,900
Current year resources							
Intergovernmental	3,338,272	3,814,395	4,820,400	3,197,800	5,907,000	5,907,000	5,907,000
Permits and licenses	21,865	15,312	16,600	26,500	17,000	17,000	17,000
Miscellaneous	567,914	342,364	324,500	288,300	185,500	185,500	185,500
Loan repayments	105,452	105,452	106,000	105,500	105,500	105,500	105,500
Transfers	-	-	-	443,400	-	-	-
Total current year resource	4,033,502	4,277,523	5,267,500	4,061,500	6,215,000	6,215,000	6,215,000
Total resources	20,374,332	19,839,108	19,962,294	19,732,100	22,164,900	22,164,900	22,164,900
Requirements							
Personnel services	1,540,192	1,704,891	1,854,800	1,682,300	1,782,500	1,782,500	1,782,500
Material and services	1,740,687	1,947,150	3,357,600	1,814,700	3,359,100	3,359,100	3,380,100
Capital outlay	1,291,912	279,344	1,213,000	38,100	2,684,000	2,684,000	2,684,000
Transfers	239,955	237,121	247,120	247,100	-	-	-
Contingency	-	-	-	-	391,300	391,300	392,300
Reserved	-	-	13,289,774	-	13,948,000	13,948,000	13,926,000
Total requirements	4,812,747	4,168,506	19,962,294	3,782,200	22,164,900	22,164,900	22,164,900



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Special Transportation Fund

SUMMARY

The Special Transportation Fund accounts for federal and state special transportation programs. Generally, the County enters into intergovernmental agreements with Central Oregon Intergovernmental Council (COIC) to perform the services.

RESOURCES

Federal and state program and grant funding is awarded periodically to the County. COIC often is the lead agency seeking the funding to perform various services, such as transportation for seniors, inter-city transportation services, and so forth.

Fiscal year 2020 originally included one grant of \$150,000. A second grant of \$400,000 was awarded during the year. A portion of the second grant is anticipated in fiscal year 2020-21. An additional grant of \$350,000 for fiscal year 2020-21 is budgeted.

EXPENSES

Contract services via COIC in the amount of anticipated grant funds and a processing administrative fee are budgeted.

BUDGET

SPECIAL TRANSPORTATION GRANT FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	25,032	2,462	-	1,400	-	-	-
Current year resources							
Intergovernmental	68,044	152,000	150,000	466,300	433,700	433,700	433,700
Miscellaneous	180	327	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Total current year resources	68,224	152,327	150,000	466,300	433,700	433,700	433,700
Total resources	93,256	154,789	150,000	467,700	433,700	433,700	433,700
Requirements							
Materials and services	88,794	153,349	148,000	465,700	430,300	430,300	430,300
Transfers	2,000	-	2,000	2,000	2,000	2,000	2,000
Contingency					1,400	1,400	1,400
Total requirements	90,794	153,349	150,000	467,700	433,700	433,700	433,700



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Community Development Fund



MISSION

The mission of the Community Development Department is to guide public and private development in a manner that improves the overall quality of life in Crook County. We provide friendly and efficient service to help our customers understand our permit requirements.

SUMMARY

The Community Development Department supports development in Crook County by providing coordinated programs for land-use planning, on-site systems, building safety, and code compliance. The Department assists property owners on projects from single family homes to large scale commercial facilities. The Department has a high performing staff with years of experience, addressing technical issues and providing exceptional customer service.

The Community Development Department is comprised of:

Building Division: provides construction plan reviews, consultation and inspections to assure compliance with state building codes in Crook County and in the City of Prineville. The Building Division is managed under an agreement with the Oregon State Building Codes division.

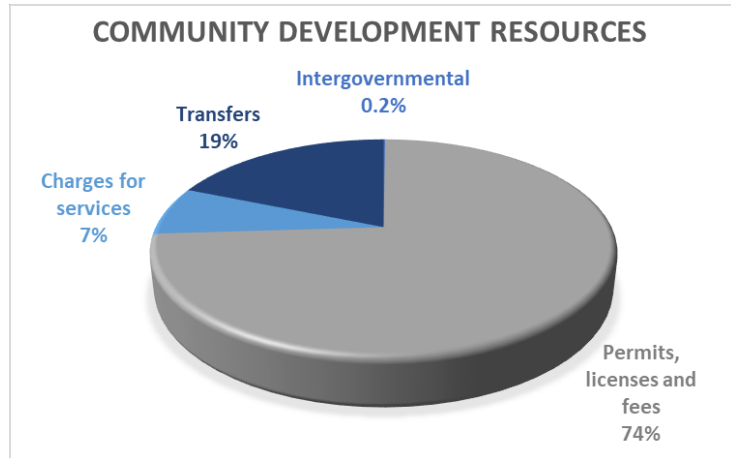
Planning Division: provides land use planning services to the County including processing individual land use applications and addressing long-range planning needs.

On-Site Wastewater Program: responsible for residential on-site septic systems not having access to City sewer services in the County. The program is managed under an intergovernmental agreement with the Oregon Department of Environmental Quality.

Code Compliance Program: investigates complaints regarding violations of land use laws, building codes, and environmental laws, and works with property owners to achieve compliance.

RESOURCES

The primary funding for the Community Development Department comes from fees for services and permits. The Code enforcement program is supported by an add-on to department fees (10% of the permit fee). There are three separate budget components for the Department: (1) Electrical, (2) Building, and (3) Community Development (Planning and On-site).

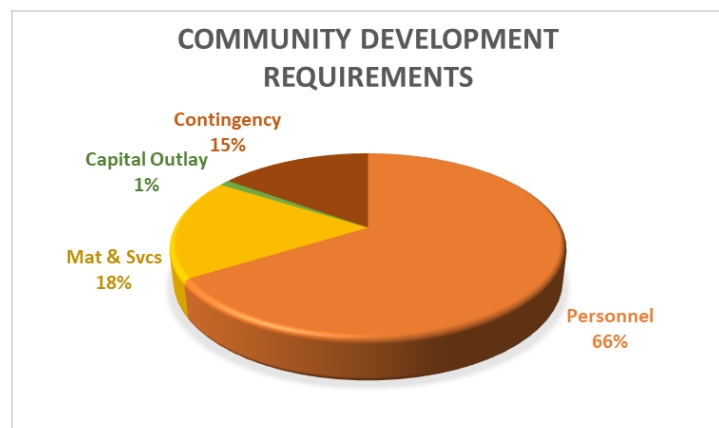


The number of planning and building declined from 2018 to 2019 and the rate of growth appears to be leveling off. On-site permit number remained relatively constant. While fewer planning permits were issued in 2019, several complex projects were permitted, and the program generated more revenue than in 2018. While building permit fees declined, several large commercial projects contributed to building permit revenues in 2019 including plan review fees for a large solar project and data center and building fees for a large apartment complex. The number of building inspections performed in 2019 was greater than in 2018. It is anticipated that additional commercial construction will occur in 2020-2021, with additional permit fees associated with commercial construction totaling approximately \$1 million.

The Building Department increased permit fees by 5% in fall 2019. The on-site and planning departments will be requesting fee increases in spring 2020. These fee increases will be in effect for the 2020-2021 fiscal year. The Department plans to review permit fees on an annual basis to help off-set operating expenses. The Building Department is likely to request a 5% fee increase in fall 2020 to cover increased personnel costs. The on-site and planning programs will also be requesting fee increases in spring 2021 to help cover operational expenses.

EXPENSES

Key Department expenditures will continue to be for personnel (salaries and benefits), vehicle maintenance and fuel costs. The Department filled several vacant positions in 2019-2020. We are budgeting to fill a vacant building inspector position for half of the fiscal year. No new personnel are requested in FY 2020-2021.



The Department hired staff in 2019 for a project to scan existing permit files. The project goal is

to make permit data available to staff and the public online. This project will free up physical space currently used to store paper files. Allowing the public to research permit information on their own, allowing staff to work on other tasks. The scanning project will be on-going in fiscal year 2020-2021.

The proposed expenses for Materials and Services relate to education and certification costs, and new computer equipment to support Windows 10. The Department purchased one new vehicle in 2020 and will budget for an additional new vehicle in FY 2020-2021. The Department expanded into a larger space in 2019 and incurred expenses for remodeling the space, equipment and furniture. These were one-time expenses.

CHANGES FROM FY2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Economic Volatility. Population increases in Central Oregon and demand for housing have kept residential development at an all-time high in the County. Large commercial projects (data centers and solar projects) have also contributed to department revenues. It is not clear how the recent slowdown in the economy in the first two quarters of calendar year 2020 will affect development in FY 2020-2021. Some projects will be delayed but others cancelled.

Accountability. The Department will continue to work with the Finance Department to ensure that our financial systems accurately account for revenues and expenses as required by our agreements with Oregon State Building Codes and Oregon Department of Environmental Quality (on-site department). We will face some initial challenges as we transfer to an enterprise fund and as we account for payments to other Departments for their support.

Workload. We anticipate continued high levels of demand for services. Land use processes are complex and subject to drawn-out appeals. Construction of residential and commercial structures continues at a record pace, increasing demand for permit tech, plan review and inspection services.

Cash Reserves. Though fees associated with residential construction are expected to remain at relatively high levels in the upcoming fiscal year, development at data centers may slow and result in a decrease in commercial building fees. The Department must maintain a reserve fund to ensure that resources are available to provide building permit holders with timely inspections and project reviews as required by the County's agreement with State Building Codes to provide building inspection services.

Potential for Increased Code Violations. If there is a sustained economic development

downturn, we are likely to see an increased number of code violations and complaints, placing increased demands on the Department.

OPPORTUNITIES

Future Revenues. Demand for new single-family dwellings appears to be staying strong. It is also likely that Data Center construction will continue.

Process Streamlining. The Department will continue to streamline processes in FY 2020-2021. This will result in staff being able to focus and turn projects around more quickly and will minimize customer frustration with timelines. The document scanning project will make more information available to the public, allowing them to access information on their property or property they are interested in purchasing.

SUCSESSES/HIGHLIGHTS

Staffing. The Department is fully staffed at this time. We rely on a mix of full-time, part-time and on-call staff to meet customer demands. Building inspectors hold multiple certifications (e.g., structural, electrical, plumbing, mechanical) allowing them to conduct multiple inspections in one trip. New permit technicians are receiving necessary training to better respond to customer needs.

Efficiency. The Community Development Department has adopted several tools to make systems more efficient. Inspectors are now routed electronically, based on inspection location and type of inspection. This has reduced staff time considerable and resulted more efficient travel times. New planning and building applications have been designed to allow a streamlined process for customers and staff. Some land use decisions are now done “over the counter,” minimizing wait time and allowing customers to move ahead with their projects.

Code Enforcement. The number of new Code Compliance cases continues to increase but most are resolved within 30 to 60 days. Staff continued to achieve an almost 100% voluntary compliance rate even with an additional case load.

Land Use Code Updates. The Planning Department I completed several code updates in 2020 making it easier for the public to determine the types of land uses allowed in certain zones. Land use applications have been redesigned to capture important information and to make forms easier for customers to understand.

Space Optimization. The Community Development Department moved into additional space in 2019. The move provides a more efficient working environment and better space to serve the public.

PERSONNEL

The Department has 24.9 FTEs divided between 7.23 for Community Development, 3.91 for Electrical, and 13.76 for the Planning Division.

Community Development Staffing

Position	Fiscal year			
	2017-18	2018-19	2019-20	2020-21
Community Development Dire	0.60	0.60	0.60	0.60
Senior Permit Technician	0.75	0.75	0.75	0.75
On-site Inspector	1.05	1.05	1.05	1.05
Code compliance officer	0.25	0.25	0.25	0.25
Planner	1.00	1.00	1.00	1.00
Sanitary Inspector	1.00	1.00	1.00	1.00
Senior Planning Technician	0.75	0.75	0.75	0.75
Permit technician/admin clerk	0.30	0.30	0.30	0.30
GIS technician	0.25	0.25	0.25	0.25
Office assistant	0.75	0.75	0.75	0.75
Extra help	0.53	0.53	0.53	0.53
Total	7.23	7.23	7.23	7.23

Electrical Division Staffing

Position	Fiscal year			
	2017-18	2018-19	2019-20	2020-21
Community Development Director	0.15	0.15	0.15	0.15
Building official	0.25	0.25	0.25	0.25
Senior building inspector	0.25	0.25	0.25	0.25
Code compliance officer	0.25	0.25	0.25	0.25
Plans examiner	0.50	0.50	0.50	0.50
Senior permit technician	0.25	0.25	0.25	0.25
Permit technician	0.50	0.50	0.50	0.50
GIS technician	0.25	0.25	0.25	0.25
Office assistant	0.75	0.75	0.75	0.75
Extra help	0.76	0.76	0.76	0.76
Total	3.91	3.91	3.91	3.91

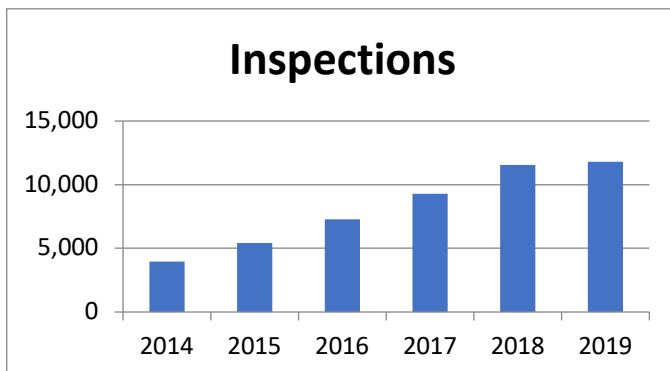
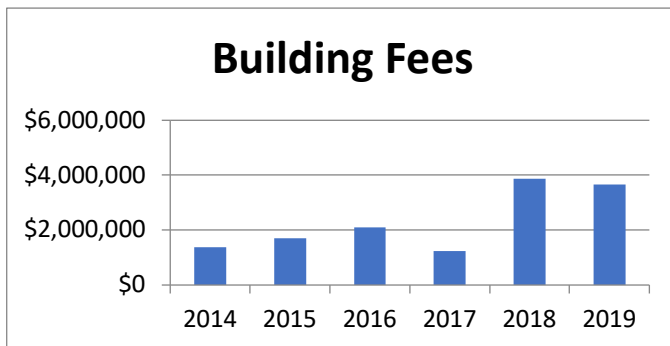
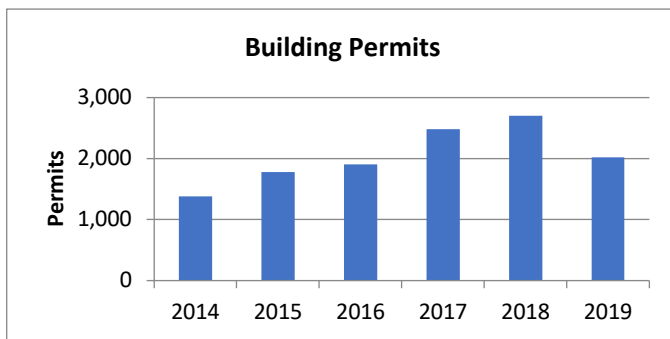
Building Division Staffing

Position	Fiscal year			
	2017-18	2018-19	2019-20	2019-20
Community Development Director	0.25	0.25	0.25	0.25
Building Official	0.75	0.75	0.75	0.75
Senior Building Inspector	4.25	4.25	4.25	4.25
Building Inspector	1.00	1.00	1.00	1.00
Code Compliance Officer	0.50	0.50	0.50	0.50
Plans Examiner	0.50	0.50	0.50	0.50
Senior Permit Technician	0.75	0.75	0.75	0.75
Senior Planning Technician	0.25	0.25	0.25	0.25
Permit Technician	1.70	1.70	1.70	1.70
GIS Technician	0.50	0.50	0.50	0.50
Office Assistant	1.50	1.50	1.50	1.50
Extra help	1.81	1.81	1.81	1.81
Total	13.76	13.76	13.76	13.76

ORGANIZATION CHART



PERFORMANCE MEASURES



Building Fees in 2018 and 2019 reflect payments for large commercial projects (including data centers). The Department will continue implementing a series of performance measures:

Inspection Quota. Achieving an average of 6-10 stops at different construction job site per day for each building inspector. By having inspectors cross-trained, each stop can include multiple inspections.

Inspection Turnaround. Achieving an average turnaround time on building plan review of 8-10 days. This is often dependent on how complete the plan submission is.

Land Use Action. Issuing all planning staff decisions for land use actions requiring prior notice within 30 days of completed application. For applications not requiring prior notice, decisions will be issued within 14 days of a determination of completeness. Staff will continue to have pre-application meetings to ensure that applications are complete when submitted.

Septic Permit Turnaround. Issuing new onsite septic permits within 15 days of receiving a complete application.

E-Filing – Continue E-filing project for both new applications and historic documents. Provide education to customers regarding document retrieval.

BUDGET

COMMUNITY DEVELOPMENT FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources	<i>Community Development activity accounted for in the general fund prior to fiscal year 2021</i>						
Beginning fund balance	-	-	-	-	-	-	-
Current year resources							
Intergovernmental							
Electrical	6,939	2,190	3,400	2,000	3,400	3,400	3,400
Permits, licenses and fees							
Community Development	26,883	61,099	61,000	42,700	28,500	28,500	28,500
Electrical	591,563	832,986	700,000	542,800	470,000	470,000	470,000
Building and mechanical fees	3,462,149	2,980,147	2,226,200	1,564,442	1,686,900	1,686,900	1,686,900
Charges for services							
Community Development	199,057	216,315	202,000	206,500	203,300	203,300	228,300
Electrical	-	-	-	-	-	-	-
Building and mechanical	-	29,852	12,300	30,000	10,000	10,000	10,000
Total charges for services	199,057	246,167	214,300	236,500	213,300	213,300	238,300
Miscellaneous							
Transfers	30,000	30,000	30,000	25,000	554,900	554,900	529,900
Current year resources	4,316,591	4,152,589	3,234,900	2,413,442	2,957,000	2,957,000	2,957,000
Total resources	4,316,591	4,152,589	3,234,900	2,413,442	2,957,000	2,957,000	2,957,000
Requirements							
Administration	286,209	322,970	309,900	323,900	749,100	749,100	749,100
Building	1,536,568	1,329,795	1,224,100	1,316,523	1,353,500	1,353,500	1,353,500
Electrical	353,545	389,138	328,700	255,500	410,500	410,500	410,500
Contingency					443,900	443,900	443,900
Total requirements	2,176,321	2,041,903	1,862,700	1,895,923	2,957,000	2,957,000	2,957,000

COMMUNITY DEVELOPMENT BUDGETS BY DIVISION

COMMUNITY DEVELOPMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	-	-	-	-	-	-	-
Licenses, permits and fees	26,883	61,099	61,000	42,700	28,500	28,500	28,500
Charges for services	199,057	216,315	202,000	206,500	203,300	203,300	228,300
Miscellaneous	-	-	-	-	-	-	-
Transfers	30,000	30,000	30,000	25,000	554,900	554,900	529,900
Total current year resources	255,940	307,414	293,000	274,200	786,700	786,700	786,700
Requirements							
Personnel services	273,498	292,242	284,800	305,500	566,600	566,600	566,600
Material and services	12,711	30,728	25,100	18,400	176,500	176,500	176,500
Capital outlay	-	-	-	-	6,000	6,000	6,000
Transfers	-	-	-	-	-	-	-
Total requirements	286,209	322,970	309,900	323,900	749,100	749,100	749,100

ELECTRIC INSPECTION

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	6,939	2,190	3,400	2,000	3,400	3,400	3,400
Permits, licenses and fees	591,563	832,986	700,000	542,800	470,000	470,000	470,000
Total current year resources	598,502	835,176	703,400	544,800	473,400	473,400	473,400
Requirements							
Personnel services	249,275	269,246	301,000	225,900	305,800	305,800	305,800
Materials and services	104,270	119,892	27,700	29,600	95,700	95,700	95,700
Capital outlay	-	-	-	-	9,000	9,000	9,000
Transfers	-	-	-	-	-	-	-
Total requirements	353,545	389,138	328,700	255,500	410,500	410,500	410,500

BUILDING DIVISION

	2016-17 Actual	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources								
Intergovernmental	-	-	-	-	-	-	-	-
Permits, licenses and fees	1,103,504	3,462,149	2,980,147	2,226,200	1,564,442	1,686,900	1,686,900	1,686,900
Charges for services	-	-	29,852	12,300	30,000	10,000	10,000	10,000
Total current year resources	1,103,504	3,462,149	3,009,999	2,238,500	1,594,442	1,696,900	1,696,900	1,696,900
Requirements								
Personnel services	663,938	714,571	1,017,197	1,131,000	1,171,623	1,084,500	1,084,500	1,084,500
Materials and services	173,321	311,093	312,598	93,100	144,900	254,000	254,000	254,000
Capital outlay	-	-	-	-	-	15,000	15,000	15,000
Transfers	275,876	510,904	-	-	-	-	-	-
Total requirements	1,113,135	1,536,568	1,329,795	1,224,100	1,316,523	1,353,500	1,353,500	1,353,500

Clerk Special Revenue Fund

SUMMARY

The Clerk's Special Revenue Fund consolidates the Clerk's Notary, Recording Reserves, and Clerk's Archive accounts into a single fund. Tracking use restrictions will be performed via project accounting.

RESOURCES

A portion of fees collected by the County Clerk are dedicated for specific uses, including notary, and recording fees.

EXPENSES

The County Clerk has proposed appropriating the funds for materials and services and capital outlay as presented.

BUDGET

CLERK'S DEDICATED FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	138,214	170,372	200,215	202,300	170,100	170,100	170,100
Current year resources							
Permits, licenses and fees	25,095	22,889	24,000	23,300	22,700	22,700	22,700
Charges for services	5,784	5,190	5,200	5,400	5,200	5,200	5,200
Miscellaneous	1,570	3,849	2,100	3,400	600	600	600
Total current year resources	32,449	31,928	31,300	32,100	28,500	28,500	28,500
Total resources	170,663	202,300	231,515	234,400	198,600	198,600	198,600
Requirements							
Materials and services	505	-	93,000	13,700	17,500	17,500	17,500
Capital outlay	-	-	118,000	50,600	181,100	181,100	181,100
Transfers	-	-	-	-	-	-	-
Other requirements	-	-	20,515	-	-	-	-
Total requirements	505	-	231,515	64,300	198,600	198,600	198,600

Court Security Fund

SUMMARY

This fund accounts for funds directed to specific uses by the 1993 Oregon legislature for court security.

RESOURCES

State dollars of approximately \$7,000 per year.

EXPENSES

Qualified expenses for court security.

CHANGES FROM PREVIOUS YEAR

Staff will review expenditure requirements in fiscal year 2021 and consolidate fund into another fund.

BUDGET

COURT FACILITIES FUND

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Resources							
Beginning fund balance	3,760	3,286	3,140	2,700	-	-	-
Current year resources							
Intergovernmental	6,874	8,124	7,000	7,000	7,000	7,000	7,000
Miscellaneous	34	60	60	-	100	100	100
Total current year resources	6,908	8,184	7,060	7,000	7,100	7,100	7,100
Total resources	10,668	11,470	10,200	9,700	7,100	7,100	7,100
Requirements							
Materials and services	187	1,550	3,000	2,500	7,100	7,100	-
Transfers	7,200	7,200	7,200	7,200	-	-	7,100
Total requirements	7,387	8,750	10,200	9,700	7,100	7,100	7,100

Video Lottery Fund

SUMMARY

This fund accounts for activity associated with video poker funds from the State. The County Court goes through a process each year to fund certain agencies associated with economic development consistent with Oregon Revised Statute requirements (ORS 461.547)

RESOURCES

With the limitations on playing video lottery due to bars and restaurants being shut the past several months and restricted seating in the foreseeable future video lottery revenue is significantly reduced (25% reduction from fiscal year 2018 levels. The present forecast may be optimistic as the ability for the State to distribute video lottery funds is impacted by debt covenants the State has entered into to sell bonds. The State must retain sufficient funds to pay scheduled debt service. Therefore, before any dollars are distributed to other governments, the State will ensure it has paid or is capable of paying its debt service.

EXPENSES

The County Court has consistently funded the following organizations with Video Lottery funds:

- Pacific International
- Chamber of Commerce
- Economic Development for Central Oregon
- Fireworks
- County Fairgrounds

Proposed funding for these organizations is consistent with prior year funding, with the exception of the Fairgrounds, which is increased from \$55,000 to \$60,000. Project related costs are budgeted at \$3,000, compared to \$73,000 in FY 2020.

BUDGET

VIDEO LOTTERY FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	27,774	59,444	43,444	125,400	17,700	17,700	17,700
Current year resources							
Intergovernmental	159,318	203,204	160,000	100,000	120,000	120,000	120,000
Miscellaneous	-	-	-	-	-	-	-
Total current year resources	159,318	203,204	160,000	100,000	120,000	120,000	120,000
Total resources	187,092	262,648	203,444	225,400	137,700	137,700	137,700
Requirements							
Materials and services	97,648	82,200	148,444	127,700	77,700	77,700	77,700
Transfers	30,000	55,000	55,000	80,000	60,000	60,000	60,000
Contingency					-	-	-
Total requirements	127,648	137,200	203,444	207,700	137,700	137,700	137,700

Health Services Fund



MISSION STATEMENT

“The role of Crook County Health Department is to preserve, promote, and improve the health and well-being of populations, communities, and individuals.”

SUMMARY

Crook County Health Department (CCHD) provides public health services that benefit residents county-wide. Disease monitoring, prevention and control, food and consumer safety, assuring clean indoor air and safe drinking water, providing education about healthy lifestyles and health risks, and responding rapidly to emergency threats are public health activities that touch the lives of Crook County citizens. When prevention efforts are successful, problems often do not arise, so many citizens may not recognize the impact of the public health system.

When conducting work across programmatic areas, CCHD strives to maintain foundational capabilities that include:

- Leadership and organizational competencies – provide leadership and direction to support health improvement through functions such as management and administration, workforce development, information technology, performance management, quality improvement, and financial management.
- Health equity and cultural responsiveness – promote the understanding of cultural factors and inequities that impact health so that communication, programs and services are provided in a manner that is acceptable and appropriate.
- Community partnership development – foster and maintain relationships with partners to improve the health of Crook County residents.
- Assessment and epidemiology – monitor the health of Crook County residents to understand the causes of and contributors to disease, injury, and premature death.

- Policy and Planning – developing and implementing policies and plans necessary to protect and promote health.
- Communications – communicate effectively with the public and a wide variety of partners about health issues and the programs and services provided by CCHD.
- Emergency preparedness and response – protect the public by preparing for and responding to the health aspects of natural and human caused emergencies.

Foundational Programs

- Communicable Disease Control
- Prevention and Health Promotion
- Environmental Health
- Access to Clinical Services

Crook County Health Department (CCHD) is located in Prineville and provides outreach services to Post, Paulina, and Mitchell (Wheeler County WIC). Crook County Health Department is co-located with Mosaic Medical and integrates services with Mosaic, St. Charles Health System, BestCare Treatment Services, and Advantage Dental along with other partners. The Crook County Human Services building houses the CCHD prevention programs and is co-located with IT, Veterans Services, and community partners such as Saving Grace and Neighbor Impact.

Local, State, and National Advocacy

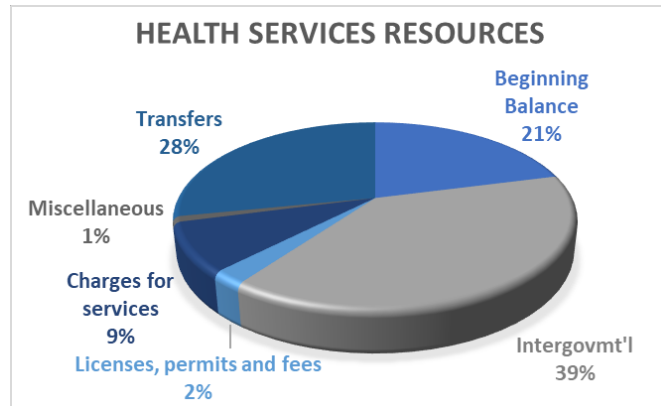
The Crook County Health Department staff participates on the following coalitions and committees:

- Community Health Advisory Council
- Crook County Empowered (CCHD led)
- Crook County Wellness Committee
- Crook County On The Move
- Prescription Drug Task Force – Central Oregon Health Council
- Central Oregon Overdose Response Taskforce
- Homeless Leadership Coalition along with various regional committees (Preparedness Coordinator)
- Multidisciplinary Team – Child Abuse
- Coalition of Local Health Officials (Public Health Administrators in Oregon)
- NACCHO (National Association of County and City Health Officials)
- Central Oregon Health Council Operations Committee
- Central Oregon Health Council Regional Health Improvement Plan Workgroups
- St. Charles Prineville Regional Advisory Group
- Veteran’s Advisory Committee
- Crook County Emergency Management
- Crook County Faith Based Network
- Central Oregon Suicide Prevention Alliance (COSPA) Steering Committee and General Membership
- Tri-County STI/HIV Regional Project and Communicable Disease Regional Project

- Various other committees as deemed necessary for health department involvement

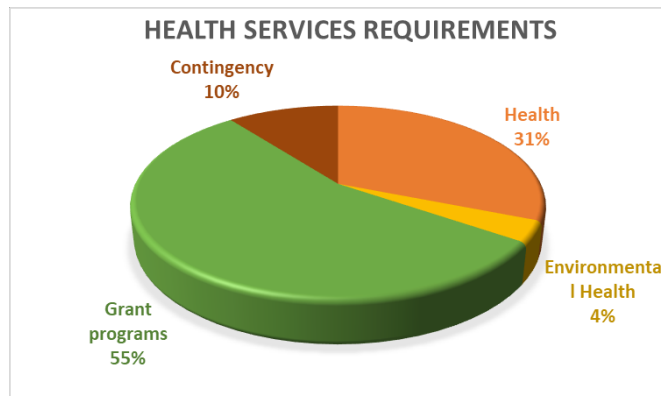
RESOURCES

The CCHD budget is primarily made up of federal, state, and grant funds; along with revenue generating programs. Transfers from the county General Fund provide 29% of the budget which is critical to the running of the department and provides support to administration, public information for the county, and communicable disease. The perceived decrease in revenue from grants reflects a change in the fund structure, not a loss of grant funds.



EXPENSES

Important to note this year is that the Crook County Health Services has been moved to a separate fund in the budget, with all grant funds moved to a separate Grant Fund, thus those revenues and expenses that were previously separated are now combined. Requirements are divided between personnel costs (\$1,856,300) materials and services (\$958,200), and grant administration fees (\$127,200). Grant programs carry the bulk of personnel and materials/services costs for county health services.



CHANGES FROM FY2020

Fund Structure. The major change from previous years is the new fund structure. Health Services will be its own fund separate from the General Fund, and all grants will be under the comprehensive Grant Fund. Most of the major differences in revenue and expenses compared to previous years for the department as a whole are due to this change.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

SUCSESSES IN 2019-20

- Continuation of the Perinatal Care Continuum with the expansion of the home visiting programs with additional funding through the Central Oregon Health Council for three

additional years Program outcomes include improved healthy birth outcomes, reduction of risk behaviors such as smoking and child abuse, increased breastfeeding and immunization rates

- Received increased Tobacco Prevention and Education Program funds for expanded services
- Completed process for Public Health Reaccreditation in March of 2020 and awaiting announcement in the summer of 2020
- Expanded the Leadership Team with the Director and two Supervisors to include two additional Lead staff; one for Maternal Child Health and one for the Prevention & Health Promotion Team
- One Supervisor has an expanded role to include responsibilities Deputy Director for the department
- Improved clinical services through the addition of a nurse practitioner in building 4 days per week to serve clients as they can come to clinic with little to no wait time. Nurse Practitioner also contracted through county to provide services to residents of Jefferson County monthly
- Continued high level WIC services and working to increase caseload
- Organized the “HOLIDAY PARTNERSHIP” event serving over 2000 individuals, with 12,000 pounds of food donated, and \$15,000 in donations
- Served 57 community members with the Diabetes Prevention Program, made possible in FY 19-20 by funds from Pacific Source and Deschutes County Health Services
- Implemented a Cardiovascular Education Program in the region
- Cross-Jurisdictional Sharing – continued the regional Communicable Disease Oregon Modernization Grant with Deschutes and Jefferson County with positive results such as improved education to long term care facilities
- Participated in the HIV/STI Outreach Grant with Deschutes and Jefferson County and will implemented a harm risk reduction
- Participation in Crook County On The Move initiatives
- Increased organizational effectiveness and ensured continuous performance improvement through the Quality Improvement Team
- Health Promotion and Drug and Alcohol Prevention have strengthened the community coalition and engaged stakeholders in prevention interventions
- Participated in the updating of the Regional Health Assessment and development of the Regional Health Improvement Plan
- Participate in the Early Learning Hub of Central Oregon
- Participated in the regional Immunization Coalition and AFIX Program improving two-year-old immunization rates in the region
- Expanded Mental Health Promotion and Suicide Prevention services with a designated Health Educator
- Developed a county-wide Suicide Postvention Plan
- Expansion of youth involvement to include four paid student staff, seven interns, and Students Against Destruction Decisions (SADD) Chapters at the middle and high schools.

CONCERNS

Unstable Funding: The primary challenge for public health has been and continues to be instability of state and federal funding. State funding for most programs has not kept pace with increased

need and demand. The department writes grants and creates partnerships to leverage funding opportunities. The department has improved the ability to recoup charges through OCHIN and contracting with insurance companies. There will be a need for additional dollars to address COVID-19 for contact investigation and monitoring for additional community cases. There were also decreases in Reproductive Health funding due to changes as the Federal Government.

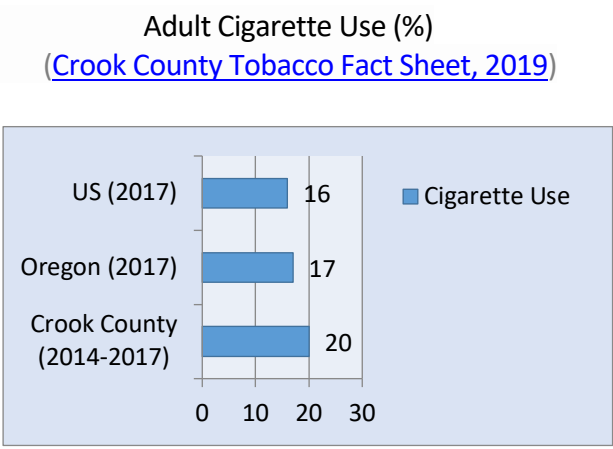
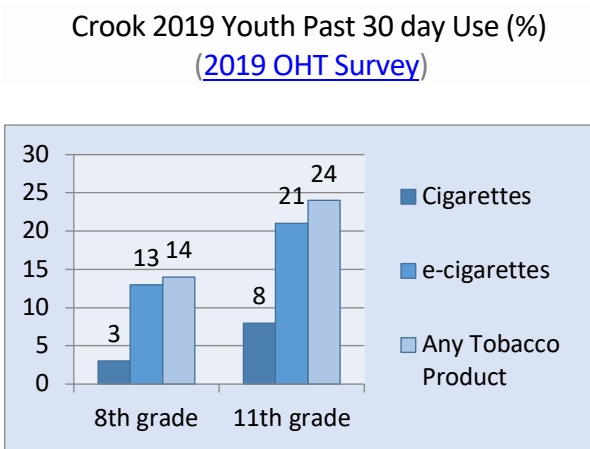
Increased and Emerging Health Problems: Health challenges include a high rate of tobacco use including the rise in youth use with e-cigarettes, an increase in sexually transmitted diseases, and chronic diseases. The COVID-19 pandemic has highlighted need for increased surveillance and response capacity to address emergent health issues.

Opioid misuse and abuse: Health issues related to opioid misuse and abuse include addiction and overdose. Crook County experiences a proportionately high burden of the opioid epidemic and relies on regional efforts to address the issue. Crook County public health is actively involved in those regional initiatives and is seeking funds dedicated to local interventions. The County is considered in a high burden category for opioid issues including one of the highest death rates in Oregon.

Tobacco Use:

- Youth tobacco initiation and nicotine addiction continues to rise sharply due to increased e-cigarette use.
- Cigarette smoking among adults in Crook County is **higher** than Oregon overall and the rest of the United States.

State and federal interventions to curb youth e-cigarette use have fallen short, putting it up to local jurisdictions to protect young people from being targeted by the tobacco industry with sweet flavors, cheaply accessible pricing, and directed advertising. We are facing a new generation addicted to nicotine products and associated health costs.



The Regional Health Assessment was completed in 2019 and the following areas of concern arose for Crook County.

- Crook County has a higher overall cancer incidence rate than Oregon and breast cancer

- Up-to-date immunization rates for two-years-olds have been increasing in the past two years , but there are opportunities for improvement in childhood, adolescent, and adult immunization rates
- Crook County teen pregnancy rate was significantly higher than Oregon average, especially among 18 to 19-year olds and individuals who identified as Hispanic
- Crook County continues to have the highest rate of mothers who smoked during pregnancy
- Alcohol consumption during pregnancy has increased in recent years, with pregnant women in Central Oregon drinking alcohol more frequently and in higher quantities than in Oregon overall
- The rate of infants born low birth weight was higher in Crook County than the State of Oregon
- In Central Oregon, Crook County has the highest proportion of the total population (adults and children) who are food insecure
- In 2017, Crook County’s age-adjusted mortality rate (86.8 per 100,000 population) of cerebrovascular disease was significantly higher than Oregon’s rate (39.9 per 100,000 population)
- Crook County’s mammogram percentage of 55.2% is one of the lowest in the region

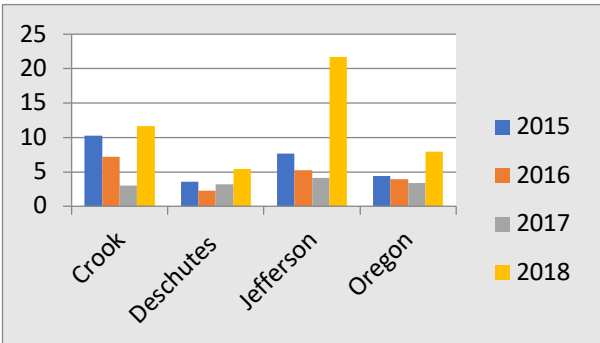
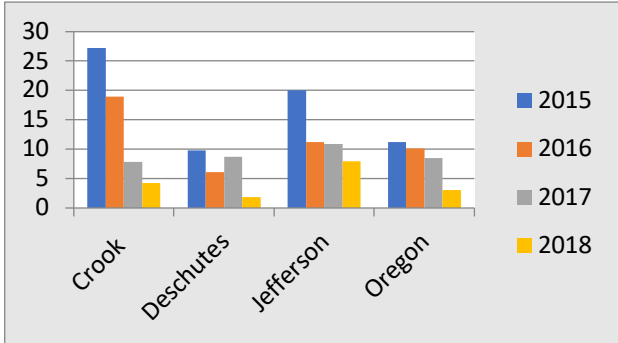
PERFORMANCE MEASURES AND IMPROVEMENTS

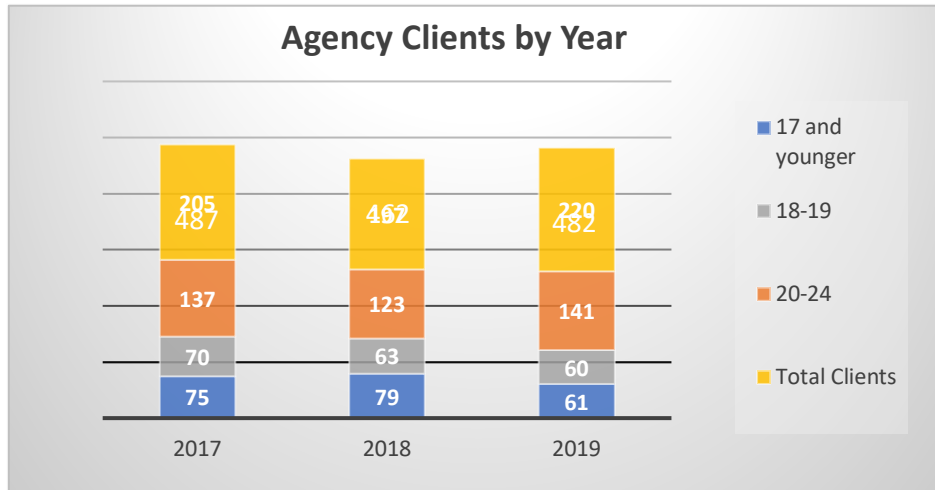
Immunization Program: In 2017, 70% of two-year-olds were up to date according to ACIP recommendations compared to 68% for Oregon

Prenatal Care: The prenatal care in the 1st trimester improved from 70.4% in 2014 to 79.8 in 2017

Unintended Pregnancy: Crook County continues to work towards decreasing this rate through increased access to care and increased education.

Teen Pregnancy Rates (Ages 10-17) Teen Pregnancy Rates (Ages 15-17)
(OHA, Teen Pregnancy by County or Residence, last updated 2/2020, pulled 3/2020)





STD Program:

Crook County’s 2018 rate of sexually transmitted infections (defined as newly diagnosed chlamydia cases) was 453.5 per 100,000 population, compared to 455.5 per 100,000 population across Oregon as a whole. (Oregon.Gov, Oregon County STD Data)

County Health Rankings 2020

Crook County’s Health Outcomes ranking is 22, which remains the same as 2019 but is an improvement from 2018 (ranked 25th).

- Crook County has maintained Quality of Life and Physical Environment indicators that support the health and well-being of our residents.
- Crook County’s Health Factors ranking is 30, which is a decline from 2019 (ranked 25th).
- The decline in ranking seems most driven by Health Behaviors and Social & Economic factors, including:
 - Adult obesity (33%), teen births (28), and sexually transmitted infections (389)
 - Children living in poverty (20%)

PERSONNEL



Clinical Team

Health Prevention & Promotion



Health Staffing

Position

Director of Health and Human Services	1.00
Clinical Services Supervisor	0.30
Emergency Preparedness Coordinator	0.10
Business Office Manager	0.75
Patient Accounts Technician	0.25
Health Officer	0.23
Senior Administrative Clerk	1.00
Human Services Dep	0.40
Public Health Nurse LPN I	0.80

Total

Fiscal Year

2020-21

1.00
0.30
0.10
0.75
0.25
0.23
1.00
0.40
0.80

4.83

Environmental Health Staffing

Position

Environmental Health Specialist	0.75
Senior Permit Technician	0.25

-

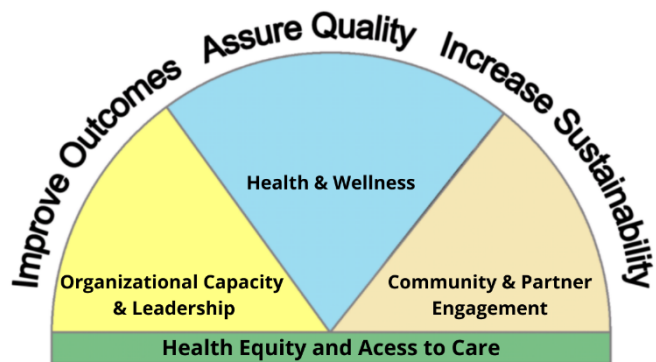
Total

1.00

STRATEGIC PLAN 2019/20

CCHD’s Strategic Plan is a living document and, as such, adjustments will be made to the plan as programs unfold and may change due to resources in the future. The original plan was developed in 2012 and department staff completed or made progress on 90% of the goals. The remaining goals changed due to programming and requirements for public health. The department will be updating the Strategic Plan in 2019/2020 using Public Health Modernization and the following framework:

Crook County Health Department
Strategic Plan 2020-2023



BUDGET

HEALTH SERVICES FUND

	2017-18	2018-19	Adjusted	2019-20	2020-21	2020-21	2020-21		
	Actual	Actual	2019-20	2019-20	Proposed	Approved	Adopted		
			Budget	Estimate	Budget	Budget	Budget		
Resources									
Beginning fund balance			<i>Health, Environmental Health related activity reported in the general fund prior to fiscal year 2021</i>				688,600	688,600	688,600
Current year resources									
Intergovernmental					1,238,700	1,238,700	1,283,400		
Licenses, permits and fees					76,900	76,900	76,900		
Charges for services					280,200	280,200	280,200		
Miscellaneous					31,700	31,700	31,700		
Transfers					929,300	929,300	925,000		
Current year resources	-	-	-	-	2,556,800	2,556,800	2,597,200		
Total resources	-	-	-	-	3,245,400	3,245,400	3,285,800		
Requirements									
Health	712,911	511,810	545,523	576,100	1,019,600	1,019,600	1,019,600		
Environmental Health	90,677	92,644	95,000	97,400	115,700	115,700	115,700		
Grant programs					1,774,500	1,774,500	1,806,400		
Contingency					335,600	335,600	344,100		
Total requirements	803,588	604,454	640,523	673,500	3,245,400	3,245,400	3,285,800		

HEALTH FUND BY DIVISIONS

HEALTH DIVISION

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	235,995	-	-	-	-	-	-
Permits, licenses and fees	26,911	24,269	22,800	21,000	22,800	22,800	22,800
Charges for services	134,391	126,917	122,800	119,200	128,300	128,300	128,300
Miscellaneous	17,663	16,476	-	-	-	-	-
Transfers	-	-	-	-	925,000	925,000	925,000
Total current year resources	414,960	167,662	145,600	140,200	1,076,100	1,076,100	1,076,100
Requirements							
Personnel services	322,967	343,803	373,800	402,100	461,700	461,700	461,700
Materials and services	389,944	168,007	158,600	160,900	557,900	557,900	557,900
Capital outlay	-	-	-	-	-	-	-
Transfers	-	-	13,123	13,100	-	-	-
Total requirements	712,911	511,810	545,523	576,100	1,019,600	1,019,600	1,019,600

ENVIRONMENTAL HEALTH DIVISION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Intergovernmental	33,912	29,728	30,300	30,300	30,000	30,000	30,000
Permits, licenses and fees	48,655	46,686	49,200	48,600	54,100	54,100	54,100
Charges for services	-	-	-	-	-	-	-
Miscellaneous	-	-	-	100	-	-	-
Transfers	-	-	-	-	-	-	-
Total current year resources	82,566	76,414	79,500	79,000	84,100	84,100	84,100
Requirements							
Personnel services	74,500	78,686	80,400	81,700	89,100	89,100	89,100
Materials and services	16,177	13,958	14,600	15,700	26,600	26,600	26,600
Capital outlay	-	-	-	-	-	-	-
Total requirements	90,677	92,644	95,000	97,400	115,700	115,700	115,700

HEALTH GRANTS SUMMARY

<u>Uses of Funds</u>		<u>Resources</u>					<u>current year resources</u>	<u>Total resources</u>
		<u>Beginning balance</u>	<u>Intergovernmental</u>	<u>Charges for services</u>	<u>Misc</u>	<u>Transfers</u>		
301-1402	Tobacco Prevention	36,800	112,400				112,400	149,200
301-1403	Women Infant Children	14,800	154,600				154,600	169,400
301-1404	Mental/Physical Health	85,100	198,700	42,900	-		241,600	326,700
301-1405	Family Planning	70,000	60,100	109,000	18,200		187,300	257,300
301-1408	Health Promotion	83,000	100,200				100,200	183,200
301-1409	State Supp. Public Health	24,500	27,400		8,000	-	35,400	59,900
301-1410	My Future My Choice	-	27,000		5,500		32,500	32,500
301-1415	Public Hlth. Preparedness	22,200	72,400				72,400	94,600
301-1417	Healthy Families	42,200	44,000				44,000	86,200
301-1418	Nurse Home Visiting	31,400	131,200				131,200	162,600
301-1420	School Based Health	35,600	124,800				124,800	160,400
301-1422	Holiday Partnership	5,000	15,000			-	15,000	20,000
301-1423	LPJA -- omitted inadvertently with Proc	-	44,700	-	-		44,700	44,700
301-1946	Alcohol and Drug	105,600	69,200		-		69,200	174,800
301-1950	Strategic Prevention	41,900	-				-	41,900
301-1951	Mental Health Promotion	91,400	40,000	-			40,000	131,400
301-8500	Water Grant	(900)	31,700				31,700	30,800
Totals		688,600	1,253,400	151,900	31,700	-	1,437,000	2,125,600

HEALTH GRANTS SUMMARY

Use of Funds

		<u>Personnel services</u>	<u>Materials and services</u>	<u>Admin/finance/HR/legal</u>	<u>Transfers</u>	<u>Total</u>
301-1403	Women Infant Children	140,400	19,900	12,400	-	172,700
301-1404	Mental/Physical Health	269,500	8,600	21,500	-	299,600
301-1405	Family Planning	171,100	87,300	19,900	-	278,300
301-1408	Health Promotion	93,600	11,700	8,100	-	113,400
301-1409	State Supp. Public Health	36,700	8,500	3,500	-	48,700
301-1410	My Future My Choice	29,200	2,700	2,500		34,400
301-1415	Public Hlth. Preparedness	68,400	23,600	7,100		99,100
301-1417	Healthy Families	51,900	4,200	4,300		60,400
301-1418	Nurse Home Visiting	151,600	8,900	12,400	-	172,900
301-1420	School Based Health	8,100	117,400	9,700	-	135,200
301-1422	Holiday Partnership		15,000	1,200		16,200
301-1423	LPJA -- omitted inadvertently	27,000	4,900			31,900
301-1946	Alcohol and Drug	68,600	1,800	5,400		75,800
301-1950	Strategic Prevention	7,500	34,300	3,200		45,000
301-1951	Mental Health Promotion	44,200	14,800	4,600		63,600
301-8500	Water Grant	23,800	700	1,900		26,400
Totals		1,305,500	373,700	127,200	-	1,806,400



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Mental Health Services Fund

SUMMARY

Mental Health and Developmental Disability budgeted contract services with BestCare Treatment Services, Inc. Pass through Federal and State funds.

RESOURCES

Federally funded capitation payments are made to Crook County as the CMHP (Community Mental Health Provider) via a mutually agreed upon contract with PacificSource. The County contracts also with the State of Oregon through Department of Human Services (DHS) and Oregon Health Authority (OHA) for developmental disabilities and some indigent services for mental health and addiction treatment. A small Mental Health Tax apportionment from the State is also passed through.

EXPENSES

All expenditures are pass through to BestCare Treatment Services dependent on the resources listed earlier.

CHANGES FROM PRIOR YEAR

Prior to December 2019, the County had contracted these services with Lutheran Family Services. Beginning in December, a new contract had been secured with BestCare Treatment Services, Inc.

BUDGET

MENTAL HEALTH ORS 430 Fund

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	1,692	4,806	-	10,100	-	-	-
Current year resources							
Intergovernmental	1,148,229	1,181,875	1,117,400	1,326,000	1,290,000	1,290,000	1,290,000
Charges for services	1,985,087	1,479,408	1,787,700	1,183,100	1,500,000	1,500,000	1,500,000
Total current year resources	3,133,316	2,661,283	2,905,100	2,509,100	2,790,000	2,790,000	2,790,000
Total resources	3,135,008	2,666,089	2,905,100	2,519,200	2,790,000	2,790,000	2,790,000
Requirements							
Materials and services	3,130,203	2,655,961	2,905,100	2,519,200	2,790,000	2,790,000	2,790,000
Transfers	-	-	-	-	-	-	-
Total requirements	3,130,203	2,655,961	2,905,100	2,519,200	2,790,000	2,790,000	2,790,000



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County Surveyor Fund

SUMMARY

The County Surveyor Fund accounts with the activity associated with maintaining the County's public land corners and surveying documentation.

The Surveyor is an elected position, however, is not a County employee.

RESOURCES

A portion of fees collected for every document recorded in the County Clerk's Office go to this fund. Additionally, the County Surveyor receives review and recording fees for surveys submitted by registered land surveyors. Revenue varies with the local real estate market.



EXPENSES

Contractual services paid to the County Surveyor to review submitted surveys to ensure that the maps comply with state and local regulations. Maintain the public land corners that exist within Crook County. Kelso Land Surveying is utilized to search for the original monuments set by the Federal Government and to perpetuate those original positions. Crook County has an existing lease agreement in place with Kelso Land Surveying, LLC for the space used for surveying records.

Surveyor Responsibilities:

- Locate and re-monument original Federal Government public land corners.
- Review and record all surveys that are conducted in Crook County.
- Maintain Crook County Survey Records including: survey maps, field books, corner restoration records and other items

BUDGET

SURVEYOR FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	23,938	51,597	60,000	71,800	57,800	57,800	57,800
Current year resources							
Licenses, permits and fees	20,606	16,775	16,000	22,000	19,000	19,000	19,000
Charges for services	52,346	46,711	50,000	51,000	48,000	48,000	48,000
Miscellaneous	498	1,255	900	1,500	800	800	800
Total current year resources	73,450	64,741	66,900	74,500	67,800	67,800	67,800
Total resources	97,388	116,338	126,900	146,300	125,600	125,600	125,600
Requirements							
Materials and services	45,791	44,508	126,900	88,500	89,100	89,100	89,100
Contingency					36,500	36,500	36,500
Total requirements	45,791	44,508	126,900	88,500	125,600	125,600	125,600



MISSION STATEMENT

Our knowledgeable and engaging staff will provide traditional and innovative resources and create welcoming spaces where everyone can experience the joy of learning and discovery.

SUMMARY

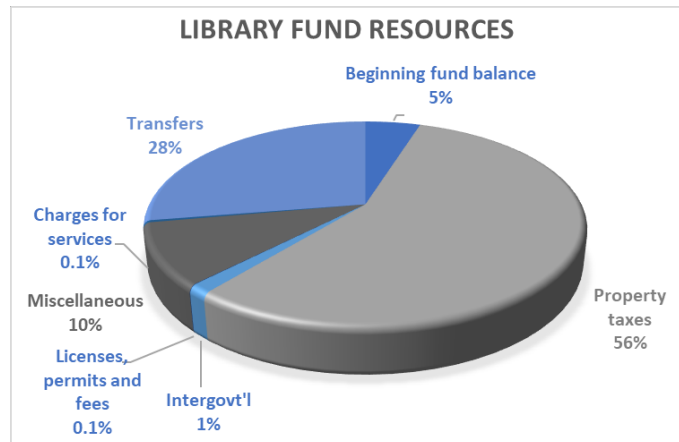
The Library provides access to physical and digital materials, study and meeting spaces, programs, technology, and staff expertise to encourage early childhood literacy, support students and educators, and promote lifelong learning and recreation throughout the County. A five-person Library Board of Trustees, appointed by the County Court, oversees and advises on library services, including helping guide the work of the Library Director and other staff.

Library functions are roughly broken down into two groups: circulation and public services. Circulation staff serve library patrons at the service desk, process materials, and ensure that the building and grounds are well-kept. Public services staff select library materials, provide programs in and out of the library, work at the service desk, and answer patrons' research questions.

RESOURCES

The total proposed operational funding for the FY 2020-21 budget is **\$2,095,200**.

Funding for the Library comes primarily from the County's property taxes (\$1,175,300) with library fees making up less than 2% of the operating budget. The Friends of the Crook County Library, an independent 501(c)(3) nonprofit, contributes significantly to the library's programming and collections.

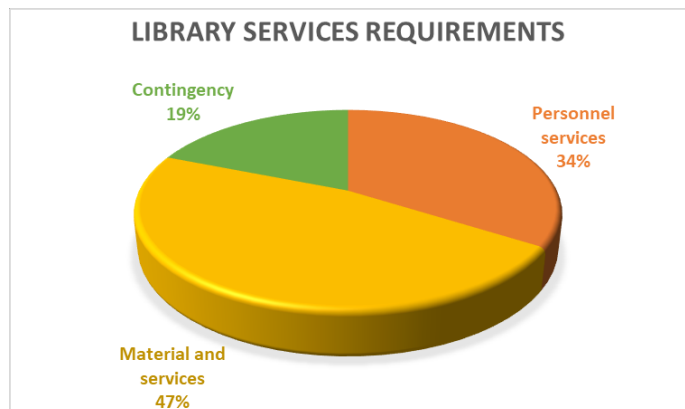


The library also oversees restricted monies coming from grants and donations, as well as state funding devoted to providing county law library services, with a reserve of \$52,000.

EXPENSES

The FY 2020-21 budget proposes the same level of staffing and services at the previous fiscal year. Notable changes to some expenses are as follows:

- In FY 2019/20, the library completed a large Radio Frequency Identification (RFID) project, resulting in larger-than-usual expenses for minor equipment and office supplies. Those expense areas have been reduced accordingly with the completion of the project.
- To better reflect costs, some software expenses are being moved from the Information Technology department's budget into the Library's.
- Thanks to a 2019 grant from Facebook, the library purchased a new outreach van. Some maintenance and mileage expenses will be paid with the grant funding rather than operational income.



CHANGES FROM FY2020

Fund Structure. The Library's budget was previously split between three funds: General (#101-3000), Grants/Donations (#330), and Law Library (#401-6004). To simplify accounting and increase transparency, these three funds are being combined. The grants/donations and law library monies, which are restricted funds, will still be separately tracked within the single fund.

The Library may receive a large grant, around \$150,000, in FY 2020-21 which is reflected in the miscellaneous revenue.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Coronavirus Impacts: The ongoing effects of the novel coronavirus pandemic will continue to influence library services even after reopening to the public. During the public closure, the library reconfigures its business model to focus on digital and curbside services. Reopening will require a graduated response including changes to facility layout as well as how services and programs are offered. These changes are unprecedented, and their long-term impacts are uncertain.

Digital Divide: The divide between those who have reliable access to high-speed Internet and technology is in stark relief during this crisis. Those without technology access are having difficulty accessing basic needs: receiving government benefits, staying in touch with friends and family, applying for jobs, and even shopping safely. Before coronavirus, the library saw the effects of the digital divide. Now, as that division widens, helping reduce it is an even more critical function of the library.

Funding for E-resources: The library’s closure to the public highlights the need for more electronic resources to serve Crook County residents not only during the pandemic, but onward. While the library’s present electronic services are a blessing – including e-books and e-audio, online engine repair information, genealogy, legal research materials, and more – they are not enough to meet demand. Unfortunately, many of the electronic resources available have a pay-per-use model, similar to how the library currently pays for e-books. As the popularity of such resources grows, so too does the challenge of finding money to pay for them.

OPPORTUNITIES

Technology education

Increasing technology education throughout the County is a key goal of the library’s 2019-24 strategic plan, a need further demonstrated during the pandemic. A recent \$100,000 grant from Facebook increases the library’s capacity to offer such training by providing new equipment and an outreach van. While training plans are temporarily on hold, Facebook’s investment is an excellent opportunity to help close the digital divide that has



been laid so bare during the novel coronavirus outbreak.

New strategic plan

In fall 2019, the Library Board of Trustees and County Court approved the library’s new 2019-24 strategic plan. The goals and initiatives in the plan range from the aforementioned technology education to improving access to facilities and services for people with disabilities to spreading early literacy principles throughout the County. The plan is a great opportunity for the library to focus its efforts on what the community needs the most.

New website

The library, along with the rest of the County, recently launched a new website. Library staff currently are working on further tailoring the site to meet the needs of library users. The new website, along with the library’s new Instagram account, offer a chance to better connect with patrons digitally, empowering people by connecting them to more library services and informing them about what’s available.

SUCCESSES/HIGHLIGHTS

Radio Frequency Identification (RFID)

In FY 2019-20, the library adopted RFID, a technology to help make library services smoother for patrons and staff alike. Over the course of the year, volunteers and staff placed RFID tags in nearly 50,000 physical items. As a result, people can check out items much more quickly – wirelessly, in fact – and staff can check in and locate missing items with ease.



Summer Reading Program

The Summer Reading Program is one of the library’s flagship services. Its goal is to encourage people of all ages to get in the habit of reading daily. The 2019 program was one of the most successful in recent memory. Nearly 800 people participated, a 30% increase over 2018. Crook County residents also participated in



several fantastic events, including the Planetarium Experience with the Oregon Observatory. Summer Reading succeeded on its major goal: all parents who responded to the end-of-program reported that their children were as or even more motivated to read at the end of the program as they were at the beginning.

Law library

The county law library is now a part of the public library, rather than located in the

courthouse as it was previously. Having up-to-date law materials available at the library has benefited Crook County residents greatly. Several individuals have already used the print and online materials to research issues related to housing, debt, child custody, consumer protection, and much more.

New lighting

All of the interior and exterior lights at the library have been replaced with energy-efficient LEDs, reducing the building’s lighting energy consumption by 75% and improving visibility inside and out.

Improved collections for Spanish speakers

Children’s Services Librarian Jennifer Fischer was able to visit the Guadalajara International Book Festival in Mexico, thanks to the Oregon Library Association. While there, she purchased several high-quality, culturally relevant Spanish language titles to add to the library’s collection.

New and continuing partnerships

The library has partnered with other organizations to offer several well-received programs. These partnerships include the Veterans Services Office (Veterans’ Coffee Club), the Bowman Museum (People from our Past), and Rimrock Trails (craft programs).

Expanded social services

With the closure of Lutheran Community Services, the library serves an even more critical function promoting social services. Many individuals experiencing homelessness consider the library to be a welcoming place where they can find assistance with their needs. The embedded social workers from Thrive Central Oregon expanded their hours to include Fridays, giving more people a chance to access needed resources.

Dolly Parton Imagination Library (DPIL)

DPIL mails a free book every month to any child in Crook County ages 0-5. Thanks to tireless promotion mainly by the Health Department and the library, Crook County has one of the highest participation rates of any DPIL program in the West: 75% of eligible children are receiving books.

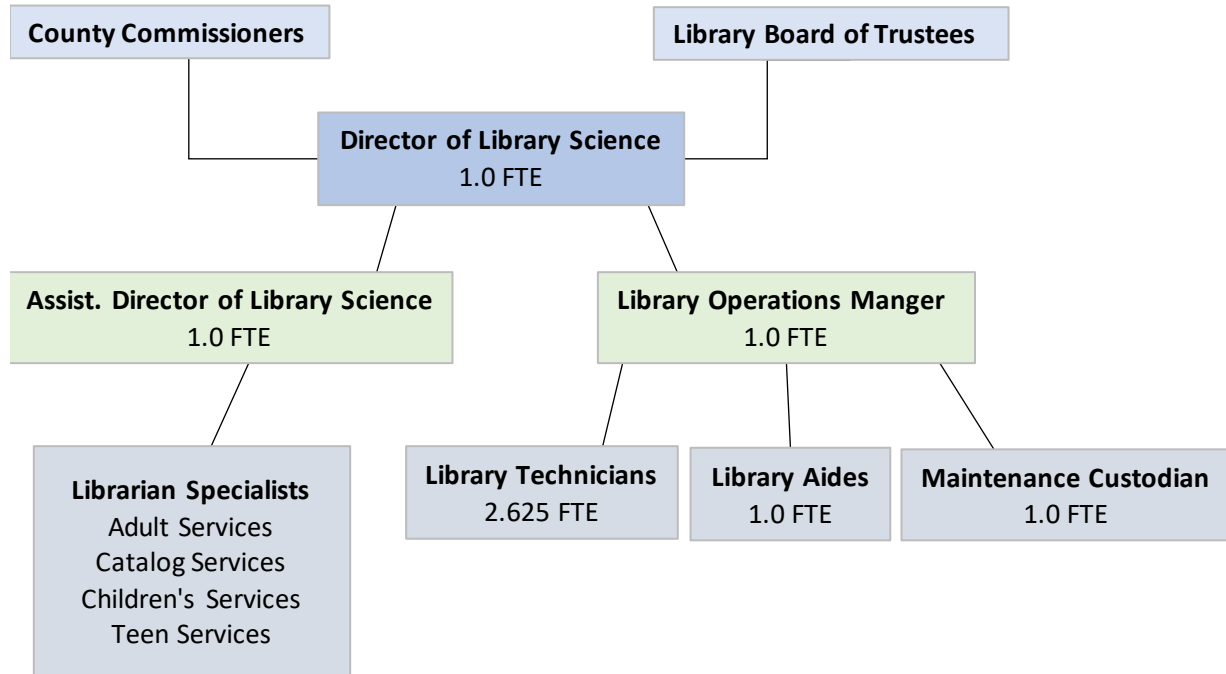
PERSONNEL

Library Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Library Director	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00
Library Operations Manager	1.00	1.00	1.00	1.00
Children Services Librarian	2.00	2.00	2.00	2.00
Librarian Specialist	2.00	2.00	2.00	2.00
Library Technician	2.62	2.62	2.62	2.62
Library Aide	1.00	1.00	1.00	1.00
Total	10.62	10.62	10.62	10.62

Staffing levels remain the same for FY 2020-21 as they were last year.

ORGANIZATION CHART



PERFORMANCE MEASURES

Resource Usage	2016	2017	2018	2019	YTD 2020 (3/31/20)
Collection	180,964	168,638	171,010	157,743	99,905
Electronic content	22,269	24,144	35,896	35,213	27,087
Computers/WiFi	31,737	30,922	29,578	29,060	N/A
Meeting rooms	986	975	1,002	1,050	735

Program participation	2016	2017	2018	2019	YTD 2020 (3/31/20)
Kids program attendance	4380	13896	9083	7034	3468
Kids summer reading participation	333	364	362	320	370
Teen program attendance	363	1140	2052	2304	1992
Teen summer reading participation	85	86	65	94	119
Adult program attendance	412	1358	1749	2986	1816
Adult summer reading participation	258	322	259	191	287

New collection	2016	2017	2018	2019	YTD 2020 (3/31/20)
Items in local history collection	0	337	681	893	991

BUDGET

LIBRARY SERVICES FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources		36,270				
Beginning fund balance	32,500	58,518	55,749	101,800	101,800	101,800
Current year resources						
Property taxes	-	7,262	-	1,175,300	1,175,300	1,175,300
Intergovernmental	7,943	8,094	8,500	28,500	28,500	28,500
Licenses, permits and fees	705	945	1,200	1,000	1,000	1,000
Charges for services	6,621	7,261	6,300	6,600	6,600	6,600
Miscellaneous	27,958	20,813	81,360	205,000	205,000	205,000
Transfers	-	-	-	577,000	577,000	577,000
Other	772,541	749,757	921,240	-	-	-
Total current year resources	815,767	794,132	1,018,600	1,993,400	1,993,400	1,993,400
Total resources	848,267	852,650	1,074,349	2,095,200	2,095,200	2,095,200
Requirements						
Personnel services	638,541	613,230	705,600	711,400	711,400	711,400
Material and services	166,919	174,001	207,100	986,400	986,400	986,400
Capital outlay	6,537	7,219	100,000	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	397,400	397,400	397,400
Reserved	-	-	61,649	-	-	-
Total requirements	811,997	794,450	1,074,349	2,095,200	2,095,200	2,095,200



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Sheriff's Office Fund



MISSION

The Sheriff's Office is dedicated to providing exemplary professional law enforcement services to the citizens of Crook County. People feel safe when they know they have a responsive Sheriff's Office and a county government that places the safety of the community as a #1 priority.

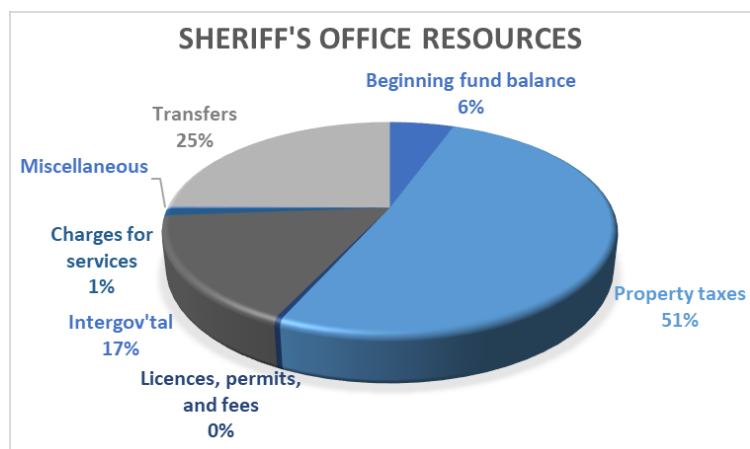
SUMMARY

The Sheriff's Office Fund is a newly created special revenue fund to account for all Sheriff's Office functions and activities; administration and patrol, jail, parole and probation and special services. The new fund consolidates the Sheriff's Office and Jail divisions from the General Fund with several other special revenue and grant funds; Parole and Probation, emergency management, BLM Patrol, Bureau of Reclamation, Marine, M57, Justice Reinvestment Program, Drug Court, Dog Licenses, Sheriff's Reserve Fund, and the Sheriff's Vehicle Replacement Reserve Fund.

The consolidation of these divisions and activities into a single fund will enhance understanding of the Sheriff's Office operations, funding sources and gaps, and facilitate strategic decision-making to ensure the Sheriff's Office is able to provide the desired level of service on a sustainable basis.

RESOURCES

The Sheriff's Office budget for FY 20/21 has total resources of **\$11,838,700**, including \$651,000 carryover. Nearly \$6.1 million of this amount comes from an allocation of the County's property tax rate (tax rate of \$2.50). Resources by division include the Sheriff's Office (**\$8,551,600**), Jail (**\$485,900**), Special Services (**\$377,800**), and Community Corrections (**\$2,423,400**).

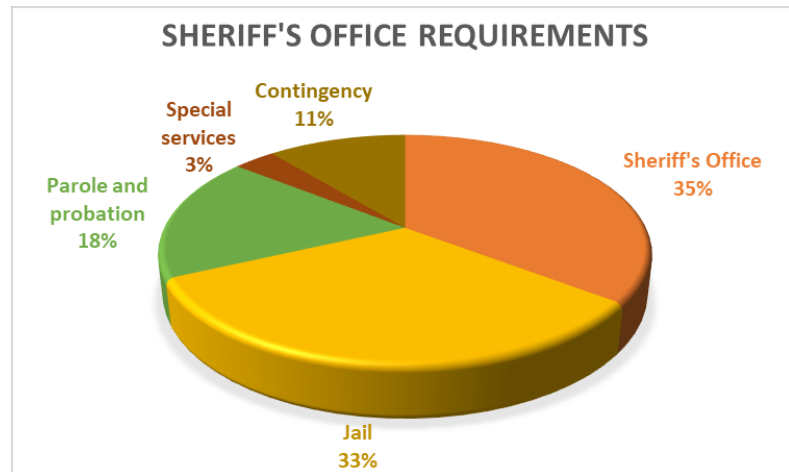


EXPENSES

Sheriff's Office. This division performs all administrative functions of the Office of the Sheriff as well as our law enforcement and civil operations and is our largest budget, **\$4,185,000** next fiscal year. The proposed budget includes increases to salaries and benefits per the current labor agreement and as noted below the budget includes overhead costs for administration, finance, human resources, and legal as well as occupancy costs and an allocation of liability insurance. These costs total \$375,700.

Jail. The Sheriff's Office second largest budget is the operation of our jail. The proposed budget is **\$3,875,400**. \$2.75 million is for personnel, which includes four additional staff. Materials and services amounts to **\$1.13 million**, including \$770,000 for expenses

previously absorbed within the general fund; liability insurance (\$73,700), occupancy (\$434,500), IT/GIS (\$4,900) and administration, finance, human resources and legal internal service costs (\$256,600). Other factors affecting the Jail budget include contract increases for personnel as well as moving the nurse from part-time to full-time position, additional meals and inmate supplies, an anticipated increase in our medical services for the jail doctor contract.



CHANGES FROM FY2020

Understaffing. Last year the Sheriff's Office received funding for two additional patrol deputies. However, due to a staffing shortage in the jail, I had to reassign a patrol deputy to the jail as an acting-sergeant, thus reducing patrol staff. Presently, jail staffing

Needs over last fiscal year:

- 2 additional patrol deputies at a loaded cost of \$213,200.
- 2 additional corrections deputies for the jail at a loaded cost of \$213,104.
- An additional jail tech deputies for the jail at a loaded cost of \$151,200.
- An additional community service deputy in the patrol division at a salary of \$73,000.

Vehicles. During an audit of our fleet, it was determined that we need to replace six (6) to ten (10) vehicles per year. In fiscal year 2019-20 we were able to replace seven (7) vehicles. The original concept was to borrow the money from the County Capital Reserve Fund. Upon further evaluation, this was a short-term answer, in that it defers the problem into future budget cycles. Through the budget process, monies committed for other purposes in the County Capital Reserve Fund, were released to pay off the interfund borrowing for the seven vehicles. Going forward, with the creation of the new fund, we will seek to use savings elsewhere in the budget to fund vehicles and to

implement a long-range plan to purchase six (6) to ten (10) vehicles per year.

The proposed budget includes replacement of one vehicle, with budget growth prioritized to staff needs. We need a plan in place to be able to fund the replacement of patrol vehicles from available funds from within the Sheriff's Office Fund.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities. An additional transfer is budgeted from the general fund to make these costs neutral.

CHALLENGES

Jail medical staff. This year after having an assessment by CIS, we were given a very good review of the jail operation. However, an area where we were deficient was in the medical coverage for inmates, so we moved our Registered Jail Nurse to a full-time position with an increase in salary. But we are still below the minimum recommended by the CIS assessment, leaving the County vulnerable to very high cost in insurance deductible any time there is a complaint filed by an inmate for alleged medical issues.



Law Enforcement Radios– Fiscal Year 2020-21. In fiscal year 2019-2020 we budgeted for replacing MDTs in our patrol vehicles. Those MDTs were ordered through a joint agreement with Prineville Police Department and Crook County Fire and Rescue, allowing for the purchase of the needed MDTs and also of the mobile radios planned for fiscal year 2020-21. We had predicted a cost for radios in fiscal year 2020-21 at \$176,000, but because of the joint purchase as mentioned above, we reduced the cost to \$102,000, a savings of \$74,000. These items are included in the proposed budget under capital outlay.

Dispatch Fees. There is an increase in our Dispatch fees paid to the City of Prineville for FISCAL YEAR 2020/2021. The increase is due partially to increased personnel cost and also for maintenance of our radio system infrastructure throughout the entire county. This is an essential service that is required for Deputies to be able to communicate with each other and with the Dispatch Center throughout the county. Dispatch fees went from \$412,000 in our current year to \$465,000 for fiscal year 2020-21, an increase of \$53,000.

New Gun Laws. There is an increase in the risk to the security of our staff and community from gun laws requiring the seizure of firearms from persons with restraining orders. The laws in our State regarding the seizure of firearms from persons without first having due process puts law enforcement in danger of having a violent confrontation with persons who are being required to surrender their weapons.

Immigration Issues. The State's Sanctuary Law makes it difficult for County Sheriff's to notify ICE when we are about to release an illegal alien from custody, therefore causing a mandatory release back in our community. These issues have created a distrust among the immigrant communities toward all law enforcement personnel. This has in the past resulted in deadly outcome when a dangerous criminal has been released and later murdered a law enforcement officer or other citizens. These events are putting huge strain on law enforcement and the feeling that we are being placed in a vulnerable position by our own state government.



Enforcement Staffing. It is difficult to attract and retain staff because we are a small county and an employee's financial livelihood cannot be met in some cases. This causes staff to leave our agency after being trained and they become marketable in the law enforcement field. This costs our agency a lot of money in training and employee turnover costs, including significant overtime.

Jail Staffing. To become operational, we staffed at bare minimum staffing requirements. In order to safely operate the facility and not burnout the staff with mandatory overtime, we need to increase correctional staffing. This also includes our uncertified staff that work in the jail and control room. There have been delays for months to make the video visitation operational as well as the commissary system. These delays have put a real strain on staff and is causing lapses in the safety and security of the facility. Two additional correctional deputies and two additional technical deputies for the jail facility to meet the life and safety needs of the inmates and staff are included in the proposed budget.

Rural Patrol. Criminals do not abide by county lines and we are getting more crime committed by people from other areas of Central Oregon in our county. Studies show that a visual public safety presence in rural areas helps to deter crime in these areas. In order to be able to address these issues out in the rural area in a proactive manner, we have to provide enough deputies to patrol these outlying areas in an attempt to deter criminal activity.

COVID-19. The last few months our country and the world has been turned upside down with this virus. It comes at a time when we are putting together budgets for the coming year. Because of all the uncertainty, it is difficult to plan, as we do not know at this point what the final outcome to our funding will be. However, we are still required to provide law enforcement services to the community. The staff of the Sheriff's Office has continued to be on the frontline during this time and have maintained our normal patrol shifts, operated the jail and maintained civil service as needed. The concern is that as this situation continues, the public is going to become more and more restless due to being out of work and being hurt financially. I foresee this could result in civil unrest in communities around the country and in our state and county. This will then require law enforcement intervention which will increase the danger to the Sheriff Deputies.

OPPORTUNITIES

24/7 Patrol. By fully funding the requested budget, we are providing the opportunity to fully cover 24 hours per day on patrol in the county, every day; it would allow the Sheriff's Office to assign a deputy to the Central Oregon Drug Enforcement team (CODE), which has been vacant for two years; it would allow more staff in the jail where we are at minimum staffing levels, requiring mandatory overtime; would allow for the projected retirement of our emergency manager and the hiring of a person towards the replacement in the future; and also allow the opportunity to have a contingency fund for operation of the Sheriff's Office and the jail and for maintaining the facility and upkeep of the maintenance of the Sheriff facility.

SUCSESSES/HIGHLIGHTS

New Jail Facility. We completed and opened the new jail facility.

Additional staffing. We were able to hire two additional patrol deputies to help extend our shift coverage in the county.

PERSONNEL

Our staff summary includes the following:

Law Enforcement – All Certified Patrol Staff including Sheriff and Undersheriff

Corrections – All Certified Corrections Staff including Jail Commander

Community Corrections – All Certified Parole & Probation Staff including Director

Administrative Support Staff – All other non-certified positions, including Emergency Management

Part-Time/On-Call – All part-time/on-call staff; includes Court Security, Transport Tech, Jail Nurses, **Work Crew**, and extra help

Seasonal Staff – All Seasonal staff; includes Marine and BOR staff

Sheriff's Office Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Sheriff			1.00	1.00
Undersheriff			1.00	1.00
Sergeant			4.00	4.00
Sheriff Deputy			11.00	11.00
Detective			1.00	1.00
Chief Administration Deputy			1.00	1.00
Jail Tech Deputy			2.75	2.75
Office Deputy			2.00	2.00
Reserve Deputy			2.03	2.03
Extra help			0.50	0.50
Total	-	-	26.28	26.28

Jail Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Jail Commander			1.00	1.00
Jail Sergeant			2.00	2.00
Jail Deputy			12.00	14.00
Jail Medical Assistant			1.00	1.00
Nurse			2.00	2.00
Jail Tech Deputy			4.00	6.00
Office Deputy			1.00	1.00
Reserve Deputy			0.46	0.46
Total	-	-	23.46	27.46

Special Services Staffing

	FY
	2020-21 Proposed Budget
Emergency Management	
Sargeant - Emergency Management	1.00
Jail Tech Deputy	0.25
Total	1.25
Bureau of Reclamation	
Reserve Deputy	0.50
Marine	
Marine Aide	0.76
Reserve Deputy	0.80
Total	1.56
Total - Special Services	3.31

PERFORMANCE MEASURES

CALLS FOR SERVICE (CFS)		CASES TAKEN
2019	14,609	1,682
2018	11,893	1,535
2017	12,572	1,663
2016	11,339	1,608
2015	8,082	1,469
2014	7,669	1,376

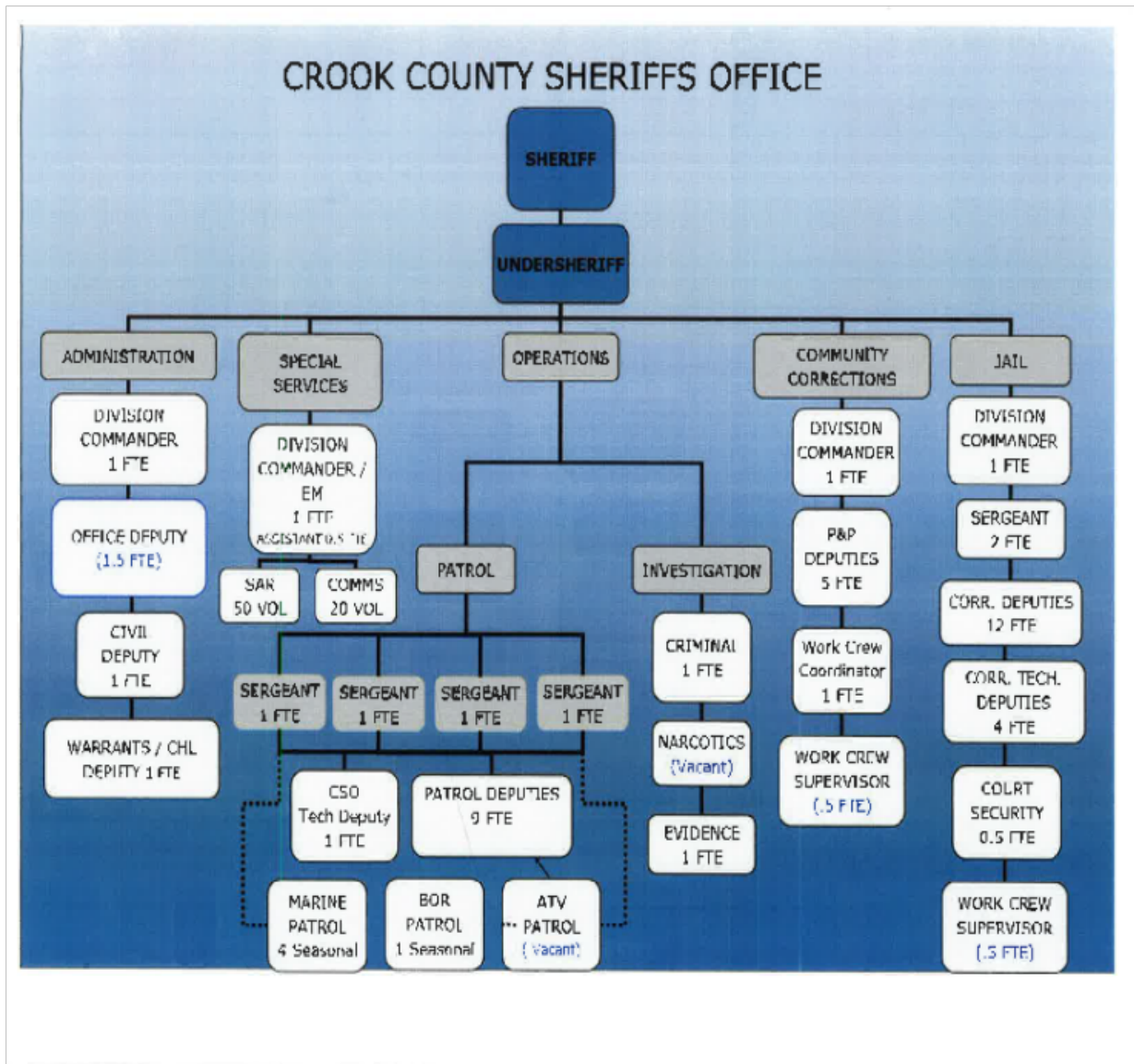
Sheriff's Office 2019 Case Load			
Number of Calls	Resulting Cases	Number of Deputies	Case per Deputy*
14,609	1,682	17	93

* The numbers are higher for each patrol deputy because these numbers include the Undersheriff and criminal detective whose caseload are much different. It also does not address FMLA leave, maintenance training, or field training which in 2019 we had 3 new deputies in FTEP at one time. On an average each deputy takes over 100+ case reports.

Average Response Time
For a county agency that could travel 60+ miles to a call one time and two miles the next call. To say an average response time is a half hour would not necessarily be accurate. The Sheriff Department estimates that for priority one calls like a domestic violence cases a twenty minute or under response time is about normal.

Jail Stats			
Recidivism	Average Stay	Average Occupancy	Cost/Day /Inmate*
36.50%	11 days	55	\$80

ORGANIZATION CHART



BUDGET

SHERIFF'S OFFICE FUND							
	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources	<i>Italics = Sheriff's Office and Jail activity reported in the general fund prior to fiscal year 2021</i>						
Beginning fund balance	932,727	798,401	608,746	614,500	651,000	651,000	651,000
Current year resources							
Property taxes	-	-	-	-	6,062,200	6,062,200	6,062,200
Intergovernmental	1,610,329	1,721,480	1,954,791	1,890,500	1,980,500	1,980,500	1,980,500
Licences, permits, and fees	42,490	38,520	41,900	35,000	45,000	45,000	45,000
Charges for services	132,773	163,295	136,456	104,750	129,500	129,500	568,700
Miscellaneous	16,772	44,068	25,714	29,100	30,400	30,400	30,500
Transfers	120,044	260,699	489,567	565,700	2,940,100	2,940,100	2,500,800
Current year resources	1,922,408	2,228,062	2,648,428	2,625,050	11,187,700	11,187,700	11,187,700
Total resources	2,855,135	3,026,463	3,257,174	3,239,550	11,838,700	11,838,700	11,838,700
Requirements							
Sheriff's Office	3,063,456	3,086,493	3,695,676	3,532,700	4,184,900	4,184,900	4,184,900
Jail	2,165,401	2,380,019	2,859,235	2,658,200	3,875,300	3,875,300	3,875,300
Parole and probation	1,485,349	1,703,326	2,301,908	1,688,800	2,084,300	2,084,300	2,084,300
Special services	269,043	303,621	350,466	322,500	390,200	390,200	390,200
Contingency					1,304,000	1,304,000	1,304,000
Total requirements	6,983,249	7,473,459	9,207,285	8,202,200	11,838,700	11,838,700	11,838,700

SHERIFF DIVISIONS

SHERIFF'S OFFICE AND PATROL

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Taxes	-	-	-	-	6,062,200	6,062,200	6,062,200
Intergovernmental	20,812	3,633	13,200	5,200	9,200	9,200	9,200
Licenses, permits and fees	42,490	38,520	41,900	35,000	45,000	45,000	45,000
Charges for services	51,957	47,164	45,000	39,500	45,000	45,000	51,000
Miscellaneous	500	2,114	-	-	-	-	-
Transfers	10,035	2,547	10,000	4,000	2,390,200	2,390,200	2,384,200
Total current year resources	125,794	93,978	110,100	83,700	8,551,600	8,551,600	8,551,600
Requirements							
Personnel services	2,186,849	2,103,558	2,548,361	2,474,200	2,767,600	2,767,600	2,767,600
Material and services	804,052	899,189	935,815	830,900	1,170,200	1,170,200	1,170,200
Capital outlay	-	-	126,000	126,000	145,500	145,500	145,500
Transfers	72,555	83,746	85,500	101,600	101,600	101,600	101,600
Total requirements	3,063,456	3,086,493	3,695,676	3,532,700	4,184,900	4,184,900	4,184,900
General fund support	2,937,662	2,992,515	3,585,576	3,449,000	(4,366,700)	(4,366,700)	(4,366,700)

JAIL OPERATIONS

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Current year resources							
Taxes	-	-	-	-	-	-	-
Intergovernmental	76,928	95,352	92,700	22,000	25,000	25,000	25,000
Charges for services	-	-	-	-	-	-	433,200
Miscellaneous	8,675	29,502	15,800	19,000	20,500	20,500	20,600
Transfers	104,296	168,617	386,200	452,200	440,400	440,400	7,100
Total current year resources	189,899	293,471	494,700	493,200	485,900	485,900	485,900
Requirements							
Personnel services	1,315,364	1,470,129	2,308,735	2,226,100	2,745,600	2,745,600	2,745,600
Material and services	665,804	691,171	369,800	251,800	1,129,700	1,129,700	1,129,700
Capital outlay	-	37,219	-	-	-	-	-
Debt service	184,233	181,500	-	180,300	-	-	-
Transfers	-	-	180,700	-	-	-	-
Total requirements	2,165,401	2,380,019	2,859,235	2,658,200	3,875,300	3,875,300	3,875,300
General fund support	1,975,503	2,086,548	2,364,535	2,165,000	3,389,400	3,389,400	3,389,400

COMMUNITY CORRECTIONS

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance							
Community corrections	598,054	630,336	500,000	502,000	545,000	545,000	545,000
M57 community corrections	1,618	686	516	500	4,400	4,400	4,400
Justice Reinvestment Program I	115,550	70,974	47,130	47,100	17,000	17,000	17,000
Drug Court Programs	178,236	35,409	-	-	27,100	27,100	27,100
Justive Reinvestment Program II	-	-	-	-	(4,800)	(4,800)	(4,800)
Total beginning fund balance	893,458	737,405	547,646	549,600	588,700	588,700	588,700
Current year resources							
Intergovernmental							
Community corrections	1,032,504	1,028,989	1,160,719	1,160,700	1,160,700	1,160,700	1,160,700
M57 community corrections	40,143	40,143	47,795	47,800	47,800	47,800	47,800
Justice Reinvestment Program I	144,994	144,994	178,636	178,600	172,500	172,500	172,500
Drug Court Programs	-	184,616	167,875	167,900	167,800	167,800	167,800
Justive Reinvestment Program II	-	-	90,000	90,000	183,600	183,600	183,600
Total intergovernmental	1,217,641	1,398,742	1,645,025	1,645,000	1,732,400	1,732,400	1,732,400
Charges for services							
Community corrections	80,816	98,606	91,456	64,900	84,500	84,500	84,500
Drug Court Programs	-	17,525	-	350	-	-	-
Total charges for services	80,816	116,131	91,456	65,250	84,500	84,500	84,500
Miscellaneous							
Community corrections	7,597	12,452	9,914	10,100	9,900	9,900	9,900
Transfers							
Community corrections	5,713	5,712	7,867	7,900	7,900	7,900	7,900
Total current year resources	1,311,767	1,533,037	1,754,262	1,728,250	1,834,700	1,834,700	1,834,700
Total resources	2,205,225	2,270,442	2,301,908	2,277,850	2,423,400	2,423,400	2,423,400
Requirements							
Community corrections	1,094,350	1,274,107	1,769,956	1,200,600	1,512,200	1,512,200	1,512,200
M57 community corrections	41,076	40,312	48,311	43,900	52,000	52,000	52,000
Justice Reinvestment Program I	189,571	168,838	225,766	208,700	172,300	172,300	172,300
Drug Court Programs	160,352	220,069	167,875	140,800	164,200	164,200	164,200
Justive Reinvestment Program II	-	-	90,000	94,800	183,600	183,600	183,600
Contingency							
Total requirements	1,485,349	1,703,326	2,301,908	1,688,800	2,084,300	2,084,300	2,084,300

SHERIFF'S SPECIAL SERVICES

Emergency Management

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Resources							
Beginning fund balance							
Emergency management	(8,121)	195	-	1,500	-	-	-
BLM Enhanced Patrol	3,423	3,671	-	4,100	4,100	4,100	4,100
Bureau of Reclamation	(454)	(5,715)	-	(2,100)	-	-	-
Marine	44,421	62,845	61,100	61,400	58,200	58,200	58,200
Total beginning fund balance	39,269	60,996	61,100	64,900	62,300	62,300	62,300
Current year resources							
Intergovernmental							
Emergency management	165,065	68,497	67,800	75,200	67,800	67,800	67,800
BLM Enhanced Patrol	743	6,328	8,000	17,100	14,100	14,100	14,100
Bureau of Reclamation	25,140	27,260	42,000	40,000	40,000	40,000	40,000
Marine	104,000	121,668	86,066	86,000	92,000	92,000	92,000
Total intergovernmental	294,948	223,753	203,866	218,300	213,900	213,900	213,900
Transfers							
Emergency management	-	83,823	85,500	101,600	101,600	101,600	101,600
BLM Enhanced Patrol	-	-	-	-	-	-	-
Bureau of Reclamation	-	-	-	-	-	-	-
Marine	-	-	-	-	-	-	-
Total transfers	-	83,823	85,500	101,600	101,600	101,600	101,600
Total current year resource	294,948	307,576	289,366	319,900	315,500	315,500	315,500
Total resources	334,217	368,572	350,466	384,800	377,800	377,800	377,800
Requirements							
Emergency management	156,747	150,954	153,300	178,300	189,500	189,500	189,500
BLM enhanced patrol	494	5,881	8,000	17,100	12,100	12,100	12,100
Bureau of reclamation	26,225	23,661	42,000	37,900	38,700	38,700	38,700
Marine	85,577	123,125	147,166	89,200	149,900	149,900	149,900
Contingency							
Total requirements	269,043	303,621	350,466	322,500	390,200	390,200	390,200

Veterans Services Fund



VALUES

Virtue, Empathy, Trustworthiness, Selflessness, Fairness, Integrity, Respect, Service, Teamwork, "VETS FIRST"

MISSION

To gain the Veteran's trust through excellence and quality of service by embracing innovative and proactive measures, being responsive, and accepting fiscal responsibility to enhance the health, welfare, and quality of life for all Veterans and their families, as well as those currently serving, regardless of rank, branch, or periods of service.

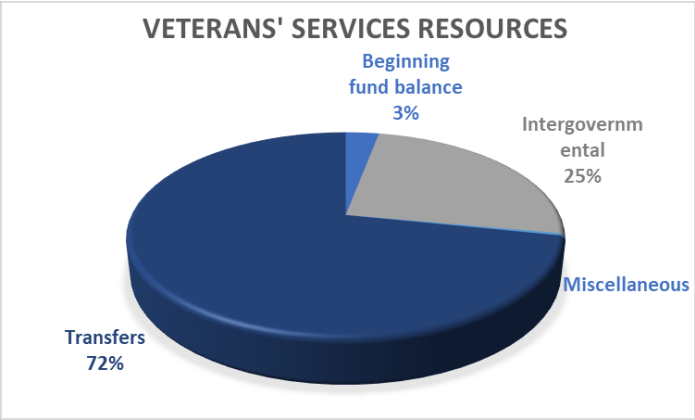
SUMMARY

Veteran's benefits are not automatic. Laws restrict the Veterans Administration from developing, presenting, and prosecuting claims against itself. The Office interprets regulations, helps gather required documentation and assists in filing claims for VA disability, pension, as well as surviving spouse and dependents benefits. Veterans Services task is to help guide the Veteran through the process, as well as to ensure that they receive the benefits to which they have earned and are entitled.

Without the Crook County Veterans Service Office many veterans would be unaware that they are eligible to apply for VA benefits. Those that try to apply for benefits on their own usually give up and do not follow through due to the complexity of navigating the VA system. The result would be less Veterans receiving those benefits as well as less VA and State generated funds coming in to the County.

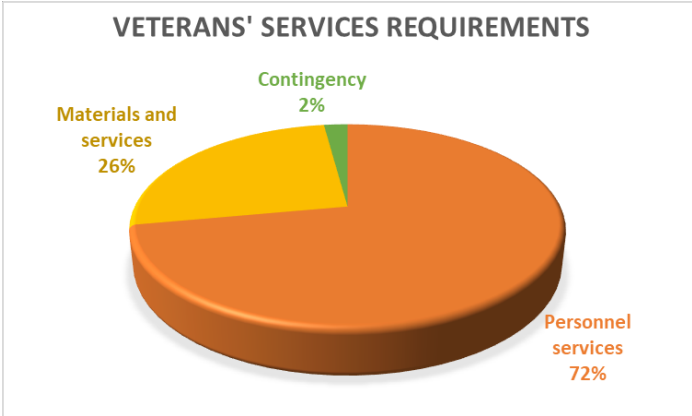
RESOURCES

The total Veteran’s Fund budget for fiscal year 2020-21 is **\$293,200**. The \$210,400 transferred revenue from the General Fund is from property tax revenues, and \$73,100 comes in from pass-through funding from the Oregon Department of Veterans Affairs. These funds are subject to legislative budget review biennially, of which will not be finalized until August of 2020.



EXPENSES

The fiscal year 2020-21 Operating Budget of **\$293,200** is personnel-driven, which enables the Department to work with Veterans to obtain both Disability Compensation as well as assisting them to navigate through the VA healthcare system. The Department will also work with Veterans to seek assistance from other organizations outside of the VA.



CHANGES FROM FISCAL YEAR 2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Funding. Due to the uncertainties of Expansion and Enhancement funds received from the Oregon Department of Veteran Affairs, the Crook County Veterans Services office cannot effectively plan ahead for what funds will be available from this program.

SUCCESES/HIGHLIGHTS

Accreditation. Staff attended state accreditation training twice a year as well as National Service officer training annually to obtain and maintain accreditation to practice VA law. Training allows staff to remain informed and educated in the laws and regulations that affect the claims process of applying for Veteran benefits.



Efficiency Updates. The Department continues to develop new practices and implement new software to make the office run more cost-effectively and to serve our Veterans and their families more efficiently. Establishing mobile workstations to serve the Veterans of Crook County at their location, proved to be invaluable during the COVID-19 Pandemic. This innovative thinking allowed the Department to serve the Veterans of Crook County while complying with the Governor's order to stay home and stay safe.

Outreach. Planned annual outreach activities include active participation during Veterans Day Parade, Independence Day, Crooked River Roundup, Crook County Fair, Memorial Day Parade, Veterans and Military Family Appreciation/Thanksgiving Dinner, and Christmas Lights Parade.



Other outreach activities include weekly support at Band of Brothers meetings, as well as monthly support for both VFW and American Legion. New outreach consists of the Central Oregon Sportsmen's Show and Coffee with a VSO every Wednesday at selected venues, as well as the Crook County Library. Another outreach program introduced is on site or in-home visits for those unable to meet an appointment at the office due to work constraints or, are housebound. Each Veteran Service Officer has been outfitted with a mobile office and can assist filing a claim from

anywhere in the County.

PERSONNEL



Veteran's Staffing

Position	2017-18	2018-19	2019-20	2020-21
Director Veterans Services	1.00	1.00	1.00	1.00
Veterans Service Officer	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

BUDGET

VETERANS' SERVICES FUND

	2017-18 Actual	2018-19 Actual	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources						
Beginning fund balance	28	60,101	2,200	8,700	8,700	8,700
Current year resources						
Intergovernmental	89,963	86,325	88,100	73,100	73,100	73,100
Miscellaneous	6,122	304	100	1,000	1,000	1,000
Transfers	149,737	149,737	149,700	210,400	210,400	210,400
Total current year resources	245,822	236,366	237,900	284,500	284,500	284,500
Total resources	245,850	296,467	240,100	293,200	293,200	293,200
Requirements						
Personnel services	157,966	185,110	201,300	211,400	211,400	211,400
Materials and services	27,784	64,326	30,100	76,200	76,200	76,200
Capital outlay	-	44,856	-	-	-	-
Contingency	-	-	-	5,600	5,600	5,600
Total requirements	185,750	294,292	231,400	293,200	293,200	293,200

Taylor Grazing Fund

SUMMARY

The Taylor Grazing Fund is a pass-through fund for receiving grazing receipts from the USDI Bureau of Land Management (BLM) for funding portions of range improvement practices within the County.

RESOURCES

A portion of the grazing fees paid within the County by permittees with Federal Grazing permits (BLM) is distributed back to the County to finance range improvements within federally managed (BLM) allotments. The County acts in a trustee capacity for these funds. Grazing fees paid and returned to Crook County range from \$4,000 - \$6,000 annually.

EXPENSES

Each year, the budget reflects the addition of these annual distributions to the County and proposes to spend all dollars in the fund (no annual carry over). Some years there are no projects submitted for review and in other years, three or four projects may come before the Board for review and approval.

BUDGET

TAYLOR GRAZING FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	27,925	34,181	37,500	39,400	42,800	42,800	42,800
Current year resources							
Intergovernmental	5,922	4,471	3,500	-	3,500	3,500	3,500
Miscellaneous	292	713	400	700	600	600	600
Total current year resources	6,214	5,184	3,900	700	4,100	4,100	4,100
Total resources	34,139	39,365	41,400	40,100	46,900	46,900	46,900
Requirements							
Materials and services	-	-	41,400	-	46,900	46,900	46,900
Other requirements	-	-	-	-	-	-	-
Total requirements	-	-	41,400	-	46,900	46,900	46,900

Tourism Fund

SUMMARY

The Tourism Fund accounts for the discretionary portion of the County's transient room tax (TRT). Funds may be used for tourism related purposes.

RESOURCES

Three and one-half percent (3.5%) of the County's TRT is received into this fund. The proposed budget includes seventy-five percent (75%) of the fiscal year 2018 actual due to restrictions imposed by the Governor.

EXPENSES

Contract services are reduced so that commensurate with the reduction in estimated income.

BUDGET

TOURISM FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	28,670	15,305	5,405	33,900	22,600	22,600	22,600
Current year resources							
Taxes	16,954	18,119	17,000	14,500	13,600	13,600	13,600
Miscellaneous	291	478	200	500	200	200	200
Total current year resources	17,245	18,597	17,200	15,000	13,800	13,800	13,800
Total resources	45,915	33,902	22,605	48,900	36,400	36,400	36,400
Requirements							
Materials and services	30,610	-	22,605	22,600	18,000	18,000	18,000
Contingency					18,400	18,400	18,400
Total requirements	30,610	-	22,605	22,600	36,400	36,400	36,400

Community College Education Center Fund

SUMMARY

This fund accounts for set aside funds required in a joint ownership building agreement between Crook County and Central Oregon Community College (COCC).

Constructed and opened in August, 2011, the building meets the educational needs of COCC programs delivered in Crook County and provides meeting space/classrooms for County and community events. In fiscal year 2015-16, Crook County passed the responsibility of daily management of the building to COCC. COCC is responsible for the preparation and management of the operational budget (annual general fund budget of the building). With the construction of the building, the County and COCC jointly created **three set aside accounts** to ensure sustainable funding of replacement equipment, building maintenance and furnishings associated with the operation of the facility. Crook County manages these accounts. The County and COCC jointly are responsible for annually deciding how to spend these funds and agreeing on how to replenish account balances if any spending occurs.

RESOURCES

At the end of FISCAL YEAR 2019-20, all reserve fund accounts are expected to be fully funded. The agreement calls for account balances not to exceed: \$100,000 IT and technology; \$50,000 building maintenance; \$30,000 furnishings, therefore no additional funds are budgeted in fiscal year 2020-21.

EXPENSES

The full amount of carryover balances and interest are included in the proposed budget in the event the joint committee desires to make replacement purchases during the year.

BUDGET

COCC OPEN CAMPUS FUND	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget	Approved Budget	Adopted Budget
Resources							
Beginning fund balance	115,360	113,919	141,000	136,300	181,000	181,000	181,000
Current year resources							
Intergovernmental	25,500	25,500	25,500	25,500	-	-	-
Miscellaneous	1,184	2,437	1,600	2,700	2,200	2,200	2,200
Transfers	25,500	25,500	25,500	16,500	-	-	-
Total current year resources	52,184	53,437	52,600	44,700	2,200	2,200	2,200
Total resources	167,544	167,356	193,600	181,000	183,200	183,200	183,200
Requirements							
Materials and services	53,768	31,120	193,600	-	183,200	183,200	183,200
Contingency							
Total requirements	53,768	31,120	193,600	-	183,200	183,200	183,200



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School Fund

SUMMARY

The School Fund accounts for payment in lieu of taxes (PILOT) and federal timber money to be used for K-12 education.

RESOURCES

A portion (25%) of federal timber receipts are directed to school purposes, and REA PILOT.

EXPENSES

The dollars received are passed through to the Crook County School District.

BUDGET

SCHOOL FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	-	-	-	-	-	-	-
Current year resources							
Payment in lieu of taxes	111,183	118,639	125,000	108,400	112,500	112,500	112,500
Intergovernmental	321,649	303,097	25,000	276,100	200,000	200,000	200,000
Miscellaneous	-	-	-	400	-	-	-
Total current year resources	432,832	421,736	150,000	384,900	312,500	312,500	312,500
Total resources	432,832	421,736	150,000	384,900	312,500	312,500	312,500
Requirements							
Other requirements	432,832	421,736	150,000	384,900	312,500	312,500	312,500
Total requirements	432,832	421,736	150,000	384,900	312,500	312,500	312,500



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Title III Fund

SUMMARY

This fund accounts for Title III federal funding that is restricted in use to services on federal land.

RESOURCES

Federal shared revenue of approximately \$100,000 per year.

EXPENSES

Qualified expenditures for services, including personnel costs, on federal land. Restrictions vary by fiscal year of receipt of federal dollars.

CHANGES FROM PREVIOUS YEAR

Staff will review expenditure requirements in the first quarter 2020 and develop a plan for the use of these monies.

BUDGET

TITLE III FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	346,585	436,802	315,457	427,500	490,200	490,200	490,200
Current year resources							
Intergovernmental	105,937	99,844	-	91,000	90,000	90,000	90,000
Miscellaneous	4,326	1,087	2,063	3,000	1,000	1,000	1,000
Total current year resources	110,263	100,931	2,063	94,000	91,000	91,000	91,000
Total resources	456,848	537,733	317,520	521,500	581,200	581,200	581,200
Requirements							
Materials and services	20,025	110,250	317,520	31,300	581,200	581,200	581,200
Capital outlay	20	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Total requirements	20,045	110,250	317,520	31,300	581,200	581,200	581,200



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Court Security Fund

SUMMARY

This fund accounts for funds directed to specific uses by the 1993 Oregon legislature for court security.

RESOURCES

State dollars of approximately \$7,000 per year.

EXPENSES

Qualified expenses for court security.

CHANGES FROM PREVIOUS YEAR

Staff will review expenditure requirements in fiscal year 2021 and consolidate fund into another fund.

BUDGET

COURT FACILITIES FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	3,760	3,286	3,140	2,700	-	-	-
Current year resources							
Intergovernmental	6,874	8,124	7,000	7,000	7,000	7,000	7,000
Miscellaneous	34	60	60	-	100	100	100
Total current year resources	6,908	8,184	7,060	7,000	7,100	7,100	7,100
Total resources	10,668	11,470	10,200	9,700	7,100	7,100	7,100
Requirements							
Materials and services	187	1,550	3,000	2,500	7,100	7,100	-
Transfers	7,200	7,200	7,200	7,200	-	-	7,100
Total requirements	7,387	8,750	10,200	9,700	7,100	7,100	7,100



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Law Library Fund

SUMMARY

This fund has accounted for a portion of fines received from State court system to pay for law library related costs.

RESOURCES

Portion of fines received from the State of approximately \$20,000 per year.

EXPENSES

Qualified law library related costs.

CHANGES FROM PREVIOUS YEAR

This activity is transferred to the Library Fund in fiscal year 2021. The Library has created a program that makes the law library information available to the public.

BUDGET

LAW LIBRARY FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	78,150	74,450	91,965	64,900	52,000	52,000	52,000
Current year resources							
Intergovernmental	19,158	19,158	18,000	20,000	-	-	-
Miscellaneous	902	1,810	800	1,200	-	-	-
Total current year resources	20,060	20,968	18,800	21,200	-	-	-
Total resources	98,210	95,418	110,765	86,100	52,000	52,000	52,000
Requirements							
Personnel services	-	-	2,765	3,800	-	-	-
Materials and services	8,853	14,108	29,750	30,300	-	-	-
Capital outlay	-	1,448	15,000	-	-	-	-
Transfers	15,000	15,000	-	-	52,000	52,000	52,000
Reserved	-	-	63,250	-	-	-	-
Total requirements	23,853	30,556	110,765	34,100	52,000	52,000	52,000



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CAPITAL PROJECT FUNDS



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Airport Capital Project Fund



SUMMARY

Crook County is the owner of the Prineville/Crook County Airport. The County and City of Prineville have entered into an intergovernmental agreement (IGA) for the City of Prineville to manage the day-to-day operations of the airport. As the owner, Crook County is the sponsor for grants from the Federal Aviation Administration (FAA), Oregon Department of Aviation and others to fund capital improvements at the airport. This fund accounts only for the activity associated with capital construction activities at the airport funded by grants or other sources. The City accounts for the operational activities of the airport. The County's Facilities Fund, effective July 1, 2020, will account for activity associated with the County-owned building constructed for the Forest Service and other County owned income producing facilities at the airport.

RESOURCES

The County and City have successfully applied for and received FAA funding for two projects that are included in the fiscal year 2020-21 budget:

- Runway 28 Threshold Relocation: Phase I – Design \$ 403,500
- Runway 28 Threshold Relocation: Phase II – Construction 1,850,000
- GA Apron Phase II – Design and construction 777,000

The projects are anticipated to occur during two fiscal years; 2019/20 and 2020-21, possibly extending into fiscal year 2021/22.

Normally, FAA grants provide ninety percent (90%) of project funding. The CARES Act passed by Congress and signed by the President in 2020 provides one-hundred percent (100%) funding, i.e., no local match required, for the construction grants for Runway 28 and the GA Apron project.

EXPENSES

The majority of design work for the runway project is anticipated to be complete by June 30, 2020. A portion of the project is budgeted (\$100,000 of \$403,500) in fiscal year 2020-21. \$50,000 of the \$1.85 million construction project is estimated to be completed in fiscal year 2019/20, with the balance of \$1.8 million budgeted in fiscal year 2021/22. The GA Apron project, \$777,000, is budgeted fully in fiscal year 2020-21.

BUDGET

AIRPORT CAPITAL PROJECTS FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	-	-	4,715,674	4,669,500	-	-	-
Current year resources							
Intergovernmental	-	1,258,899	674,621	1,026,000	2,677,000	2,677,000	2,677,000
Miscellaneous	-	83,881	40,000	54,600	-	-	-
Transfers	-	-	769,192	-	-	-	-
Debt proceeds	-	5,659,408	-	-	-	-	-
Total current year resources	-	7,002,188	1,483,813	1,080,600	2,677,000	2,677,000	2,677,000
Total resources	-	7,002,188	6,199,487	5,750,100	2,677,000	2,677,000	2,677,000
Requirements							
Personnel services	-	946	47,000	47,000	-	-	-
Materials and services	-	105,599	2,000	700	-	-	-
Capital outlay	-	2,226,137	6,170,421	5,702,400	2,677,000	2,677,000	2,677,000
Contingency	-	-	-	-	-	-	-
Total requirements	-	2,332,682	6,219,421	5,750,100	2,677,000	2,677,000	2,677,000

Capital Asset Reserve Fund

SUMMARY

This fund accounted for much of the County's land related activity, including purchases and sales.

RESOURCES

Proceeds of land sales, transfers from the general fund, and miscellaneous sources. Activity varied considerably year to year.

EXPENSES

Purchases of land, software and other major capital purchases, transfers to funds, studies and other activities related to major capital needs.

CHANGES FROM PREVIOUS YEAR

This fund is transferred to the new Facilities Internal Service Fund in fiscal year 2021.

BUDGET

CAPITAL ASSET RESERVE FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	3,359,086	8,170,604	5,969,600	8,114,800	10,376,100	10,376,100	10,376,100
Current year resources							
Miscellaneous	86,270	190,495	98,500	193,400	-	-	-
Sale of land	5,181,588	553,156	-	1,974,600	-	-	-
Transfers	-	-	650,000	634,100	-	-	-
Total current year resources	5,267,858	743,651	748,500	2,802,100	-	-	-
Total resources	8,626,944	8,914,255	6,718,100	10,916,900	10,376,100	10,376,100	10,376,100
Requirements							
Materials and services	402,203	93,974	360,000	48,700	-	-	-
Capital outlay	64,391	456,958	350,000	156,100	-	-	-
Transfers	-	151,700	1,769,192	336,000	10,376,100	10,376,100	10,376,100
Other requirements	-	-	4,238,908	-	-	-	-
Total requirements	466,594	702,632	6,718,100	540,800	10,376,100	10,376,100	10,376,100



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Crook County Reserve Fund

SUMMARY

This fund accounted for the Data Center payment in lieu activity, the portion of transient room taxes that are discretionary, sale of assets, and other miscellaneous activity.

RESOURCES

Transient room taxes, data center PILOT, and other miscellaneous sources.

EXPENSES

Capital such as software, vehicles, and payments to other local governments of their PILOT allocations.

CHANGES FROM PREVIOUS YEAR

This fund is closed in fiscal year 2021, with transfers to the new Sheriff's Office fund (\$588,600), Community Development fund (\$400,000), and Library fund (\$525,000) to provide fund balance/working capital.

BUDGET

CROOK COUNTY RESERVE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources	563,920	672,028	831,800	1,544,600	1,513,600	1,513,600	1,513,600
Beginning fund balance							
Current year resources							
Transient room taxes	145,323	155,309	145,000	-	-	-	-
Payment in lieu of taxes	345,000	1,050,000	1,500,000	550,000	-	-	-
Miscellaneous	(60,000)	5,000	-	-	-	-	-
Sale of assets	269,820	-	-	-	-	-	-
Transfers	-	31,981	-	-	-	-	-
Total current year resources	700,143	1,242,290	1,645,000	550,000	-	-	-
Total resources	1,264,063	1,914,318	2,476,800	2,094,600	1,513,600	1,513,600	1,513,600
Requirements							
Materials and services	219,231	20,200	-	-	-	-	-
Capital outlay	306,275	80,364	300,000	150,000	-	-	-
Transfers	75,500	25,500	25,500	25,500	1,513,600	1,513,600	1,513,600
Other requirements	-	265,000	556,000	435,500	-	-	-
Total requirements	601,006	391,064	881,500	611,000	1,513,600	1,513,600	1,513,600



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DEBT SERVICE FUND



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General Obligation Debt Service Fund

SUMMARY

The General Obligation Debt Service Fund accounts for the activity associated with voter approved general obligation debt paid with property taxes.

Bonds used to fund construction of the Library were paid off in fiscal year 2018. GO bonds were approved to construct the jail in 2016 and debt issued

RESOURCES

A property tax levy of \$570,000 is proposed, which includes an estimated 92% collection rate, or \$524,400 in current year taxes. An additional \$15,800 in delinquent taxes is projected. The estimated tax rate is \$0.2309 per \$1,000 of taxable assessed value (TAV).

EXPENSES

Expenditures include the payment of scheduled debt service.

BUDGET

G.O. DEBT SERVICE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	36,416	7,311	1,445	4,600	4,700	4,700	4,700
Current year resources							
Property taxes	684,248	509,848	525,035	526,600	540,200	540,200	540,200
Miscellaneous	5,223	206	120	100	100	100	100
Total current year resources	689,471	510,054	525,155	526,700	540,300	540,300	540,300
Total resources	725,887	517,365	526,600	531,300	545,000	545,000	545,000
Requirements							
Debt service							
Interest							
Library bonds	7,600	-	-	-	-	-	-
Jail bonds	428,729	472,800	471,600	471,600	470,000	470,000	470,000
Principal							
Library bonds	190,000	-	-	-	-	-	-
Jail bonds	70,000	40,000	55,000	55,000	75,000	75,000	75,000
Total debt service	696,329	512,800	526,600	526,600	545,000	545,000	545,000
Contingency							
Total requirements	696,329	512,800	526,600	526,600	545,000	545,000	545,000



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ENTERPRISE FUNDS



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MISSION

The Crook County Fairgrounds mission is to serve as a gathering place for local and regional activities that promote and enhance social, economic, educational and entertaining events for the benefit of Crook County residents and other participants that travel to our area. As a year-round facility, we strive to serve the public while maintaining a fiscal budget that helps to generate operating capital for the facility while promoting tourism for the area.

SUMMARY

The Crook County Fairgrounds has been a gathering place for community members for 116 years. The grounds host many of the community's marquee events. It offers unique and functional facilities to accommodate a diversity of activities including civic, recreational, entertainment, business, and traditional youth activities. Each year the staff at the Fairgrounds places emphasis on the annual Crook County Fair. This event is planned as a community celebration providing a showplace for the arts, educational activities, healthful competition, recognition of our county youth, and recognition of the rural agriculture and unique culture and history of Crook County.

Governance

The Fairgrounds operates under ORS 565-230 and the Crook County Court – Fair Board operating agreement, which has a Fair Board (appointed by the Board of County

Commissioners), who has exclusive management of Fair, Fairgrounds, licenses and distribution of all proceeds.

Current Fair Board members:

- Stanley Flynn
- Mike Kasberger
- Linda Smith
- Mike McCabe
- Dale Cummins
- Gail Merritt
- James Savage

The Fair Board and staff have developed and maintain appropriate Fairgrounds policy, facilities, long and short-range plans, and financial stability to support a quality County Fair and other events which serve the best interests of the community. While developing safe, attractive, and competitively priced facilities, the Fair Board will provide opportunities for public involvement. Improving and serving an expanded customer base is a responsibility and integral part of the management activities for the Fairgrounds.

SUCCESES

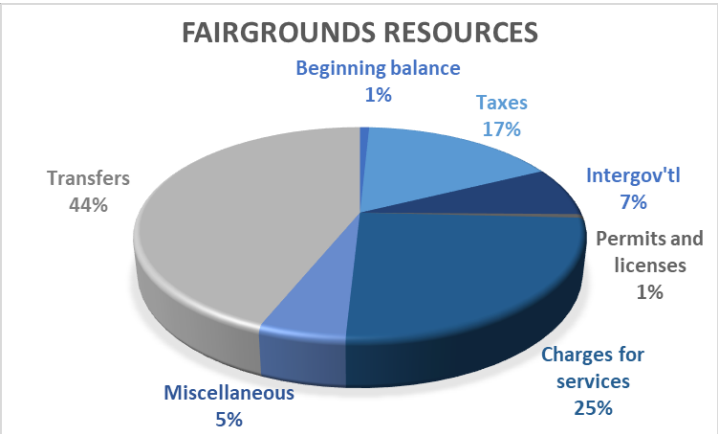
Staffing. Close management of seasonal staffing continues to keep payroll costs in check while offering summer employment to the youth of Crook County.

Capital Projects. With funding secured through the County capital funds, capital projects include: repainting several buildings with additional painting projects planned, Indoor Arena fire suppression system was rebuilt, Indoor Arena exit doors have been replaced, and technology information kiosk is in process as well as an additional LED sign on Lynn Boulevard.

Special Project. A demonstration garden was built in conjunction with the graduation of staff member, Dennis Ralls as an OSU Master Gardener.

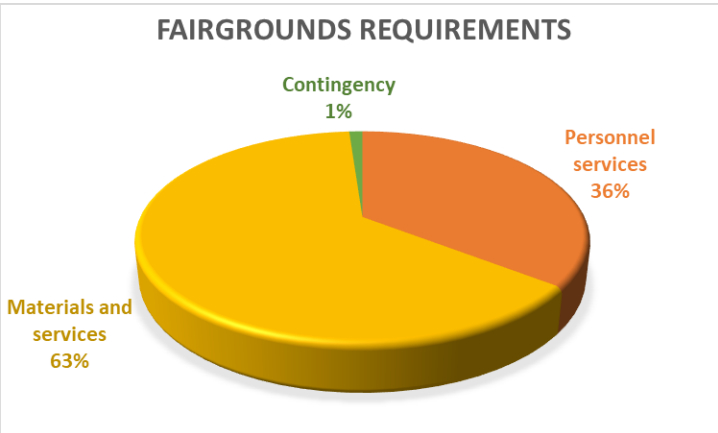
RESOURCES

Historically, the Fairgrounds budget has been primarily an operating budget designed to maintain fairgrounds buildings and equipment. Besides income being generated by the Fairgrounds itself, the Crook County Fairgrounds has four main sources of revenue: General Fund, Oregon Lottery (2 Lottery Sources), Crook County RV Park, and the Transient Room Tax. The Fairgrounds Fund resources for FISCAL YEAR 2020-21 is estimated at **\$707,100**; the Fairgrounds Capital Project Fund—funded mainly by Transient Room Tax—has been transferred and consolidated into the Fairgrounds Fund.



EXPENSES

The Fairground’s total requirements for FISCAL YEAR 2021 are **\$707,100**. The major expenses are in maintenance on older buildings and equipment, supplies for events, plumbing and electrical maintenance, and upkeep for 12 buildings and grounds (dirt, gravel, snow removal, paving, aesthetics, plants, trees, lawns, and fencing). Current personnel include one administrator, one part-time office staff, one maintenance worker, one caretaker and seasonal staff as needed, at a combined cost of **\$272,300** (\$21,600 of that earmarked in services). Total materials and services are **\$448,400**. A contingency of **\$8,000** is set aside for unexpected expenses and carryover to fiscal year 2022.



CHANGES FROM FISCAL YEAR 2020

Fund Structure. The Fairgrounds financials have been consolidated into a single fund.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations.

CHALLENGES

Going into fiscal year 2020-21, discretionary expenditures have been limited due to reductions in event and related revenue due to the COVID-19 health concerns, social gathering restrictions. As the public health and social gatherings restrictions are lifted, we anticipate moderate growth in both facilities booking revenues and an increase in Transient Room Tax income.

OPPORTUNITIES

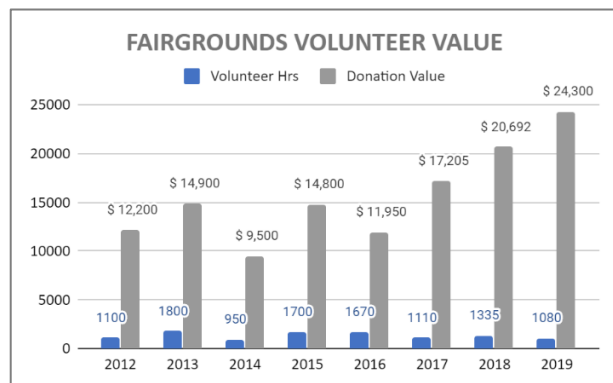
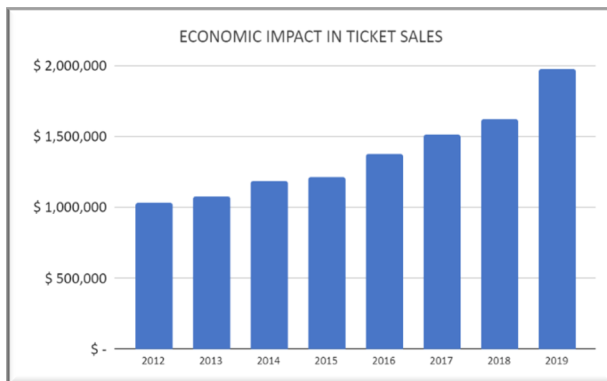
It is with great pride that The Crook County Fairgrounds enjoys numerous repeat customers who have been holding events at the Fairgrounds for over 50 years. The staff is continuously working to market the facilities to entice new customers to use our facilities, as well as to showcase our community and support Crook County's tourism industry.

PERSONNEL

Fairgrounds Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Fairgrounds Manager	1.00	1.00	1.00	1.00
Office Assistant	0.69	0.69	0.69	0.70
Facilities Coordinator	2.00	2.00	2.00	2.00
Maintenance/Custodian	1.00	1.00	1.00	1.00
Total	4.69	4.69	4.69	4.70

PERFORMANCE MEASURES



Volunteer Hours x \$ 15.50 value. Please note *The 2018 Volunteer Times* puts the value of volunteer hours at \$23.07. We are using \$15.50—the value from 2016.

BUDGET

	2017-18 Actual	2018-19 Actual	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources						
Beginning fund balance	32,801	1,544	20,800	5,600	5,600	5,600
Current year resources						
Taxes	74,599	79,725	63,700	119,600	119,600	119,600
Intergovernmental	53,167	53,167	53,200	53,200	53,200	53,200
Permits and licenses	3,167	5,836	2,800	4,000	4,000	4,000
Charges for services	164,367	153,878	95,200	177,100	177,100	177,100
Miscellaneous	27,946	45,027	36,300	37,600	37,600	37,600
Transfers	232,872	272,686	361,300	310,000	310,000	310,000
Total current year resources	556,118	610,319	612,500	701,500	701,500	701,500
Total resources	588,919	611,863	633,300	707,100	707,100	707,100
Requirements						
Personnel services	217,986	226,290	248,800	250,700	250,700	250,700
Materials and services	369,389	364,781	378,900	448,400	448,400	448,400
Capital outlay	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Contingency	-	-	-	8,000	8,000	8,000
Total requirements	587,375	591,071	627,700	707,100	707,100	707,100



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Landfill Solid Waste Fund



MISSION

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

SUMMARY

The Crook County Landfill manages the solid waste system in Crook County. This includes landfill disposal operations, a rural transfer operation, recycling services, accounts payable, regulatory reporting, and Household Hazardous Waste events. The landfill also has events for free yard debris and appliance disposal once a year. The primary function is to manage the total system for efficiency, cost control, and conformance to regulatory

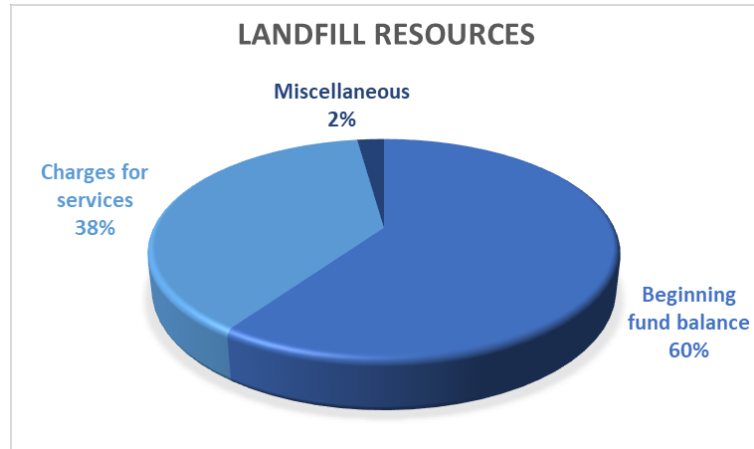


requirements. We currently have four active cells. The cells are for asbestos, concrete, construction and demolition waste, and a lined cell for municipal solid waste.

RESOURCES

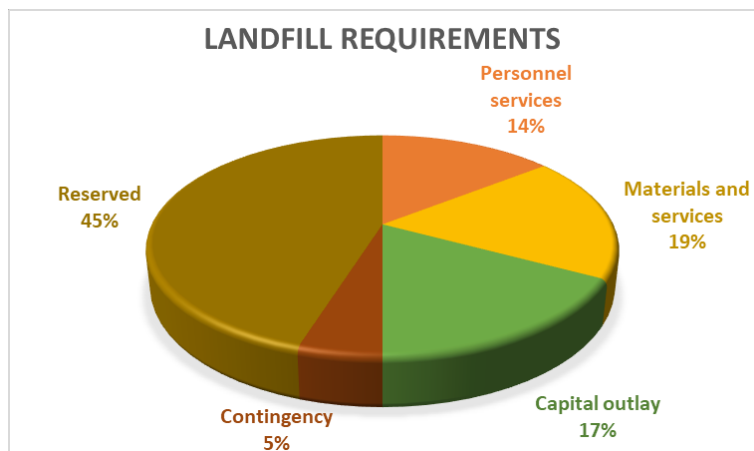
The Landfill is an enterprise, self-sufficient operation. Of the total **\$5,389,800** budget for FISCAL YEAR 2020-2120, \$3,219,100 is the beginning balance, and the remainder comes from services including:

- Septic & solid waste fees
- Recycle sales
- Vehicle parts & fuel sales
- Energy credits & rebates



EXPENSES

The Landfill budget anticipates nine full time equivalent staff positions at a cost of **\$776,300**. On the material & services side, the major expenses are fuel, oil, and lube (**\$168,000**), 2 Springs contract (**\$254,000**), DEQ disposal fees (**\$77,000**), and equipment repairs/maintenance (**\$40,000**), with the remaining distributed among various supply requirements.



There is **\$925,000** capital outlay budgeted for infrastructure construction and costs associated with equipment replacement, and a contingency set aside of **\$263,000** (10% of the combined operating and capital budgets). The remaining **\$2,431,800** is reserved for future expenses (liner, major equipment, etc).

CHANGES FROM FISCAL YEAR 2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

Fund Structure. The Landfill Fund has been consolidated into a single fund to increase transparency and simplify fiscal year financial reporting. The reserve accounts/funds have been transferred as of June 30, 2020.

CHALLENGES

- Continued monitoring of our active landfill cells to react and adjust to changing waste streams from commercial and public haulers.
- Seeking new and improved recycling waste streams to allow the landfill to maximize methods and increase revenues to cover recycling costs.
- Explore all options available to keep costs to a minimum for our local haulers while maintaining a comfortable profit margin to maintain the services we provide while conforming to all State and Federal regulations.
- Strive to conserve on-site natural resources for future beneficial landfill use.

SUCCESSES/HIGHLIGHTS

- The landfill installed approximately 1000 feet of leachate recirculation line.
- Transitioned to model-based fill designs, using GPS units mounted on compaction equipment.
- Kicked off a two-year entrance improvement project that will include a longer inbound scale, new scale house and automated ticketing.

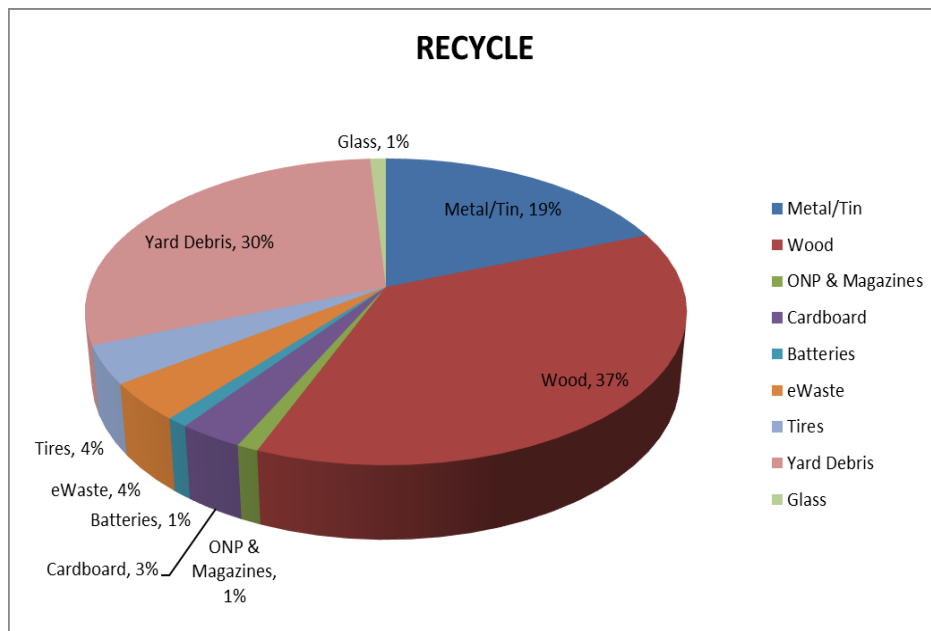
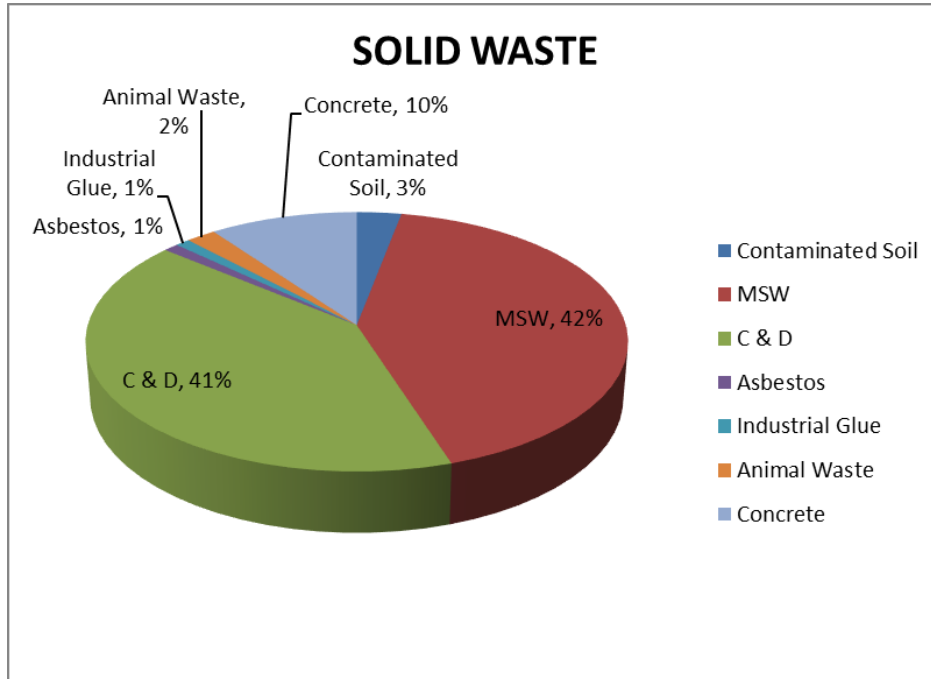


PERSONNEL

Landfill Staffing

Position	Fiscal Year			
	2017-18	2018-19	2019-20	2020-21
Landfill Manager	1.00	1.00	1.00	1.00
Equipment Operator Lead	1.00	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00	3.00
Office Supervisor	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00
Landfill Attendant	1.00	1.00	1.00	2.00
Total	8.00	8.00	8.00	9.00

PERFORMANCE MEASURES



BUDGET

LANDFILL FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	912,872	1,312,435	606,550	1,082,155	3,219,100	3,219,100	3,219,100
Current year resources							
Charges for services	1,777,976	1,787,022	1,487,650	1,907,550	2,051,500	2,051,500	2,051,500
Miscellaneous	102,229	115,446	100,950	174,850	119,200	119,200	119,200
Transfers	-	-	2,084	2,013,500	-	-	-
Total current year resources	1,880,205	1,902,468	1,590,684	4,095,900	2,170,700	2,170,700	2,170,700
Total resources	2,793,077	3,214,903	2,197,234	5,178,055	5,389,800	5,389,800	5,389,800
Requirements							
Personnel services	553,707	586,709	705,079	678,800	776,300	776,300	776,300
Materials and services	530,640	613,192	788,784	816,200	993,400	993,400	993,400
Capital outlay	-	20,562	400,000	280,000	925,000	925,000	925,000
Transfers	396,293	912,284	184,000	184,000	-	-	-
Contingency					263,000	263,000	263,000
Reserved					2,432,100	2,432,100	2,432,100
Total requirements	1,480,640	2,132,747	2,077,863	1,959,000	5,389,800	5,389,800	5,389,800



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Weed Control Fund



MISSION

Crook County weed control is committed to controlling the county-wide spread of noxious weeds and maintenance of County rights-of-way to control noxious weeds and unwanted vegetation. This department also strives to serve the general public by providing weed information, guidance, on-site inspections and, when necessary, enforcement. The primary source of funding is revenues generated from services performed for Federal agencies as well as Title III grants.

SUMMARY

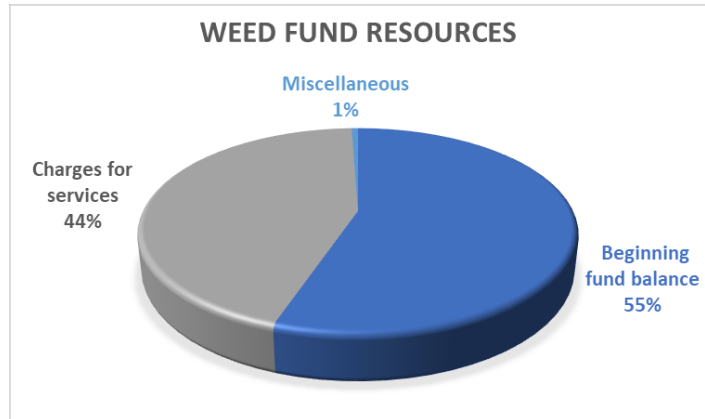
Weed control includes the following functions:

- Design and implement noxious weed control programs for the US Forest Service and the Bureau of Land Management in Central Oregon.
- Design and implement noxious weed control programs for the Bonneville Power Administration and the Bureau of Reclamation statewide.
- Provide for and implement both foliar and residual herbicide control programs on all Crook County rights-of-way.
- Serve as a coordinator for the Crooked River Collaborative Weed Management Area.
- Provide site inspections for all new developments in Crook County.
- Maintain application records which consistent with the needs of the Oregon Department of Agriculture.
- Maintain a biological control program on Federal, County, and private lands in cooperation with the Oregon Department of Agriculture.
- Provide weed education to the general public in the form of Town Hall lectures, furnishing printed material, providing information via telephone and e-mail and also providing no-cost on-site inspections for landowners.
- Provide air blast spray equipment at no cost to landowners.
- Provide consultation to the City of Prineville.
- Expanded role with OWEB, Tri-County weed grants.
- Design and implement Title III noxious weed programs for the general public of Crook County.
- Provide enforcement for noxious weed violations.

- Provide enforcement for noxious weed violations for and provide periodic inspection of aggregate facilities in Crook County. These inspections provide a go, no-go certification for aggregate.

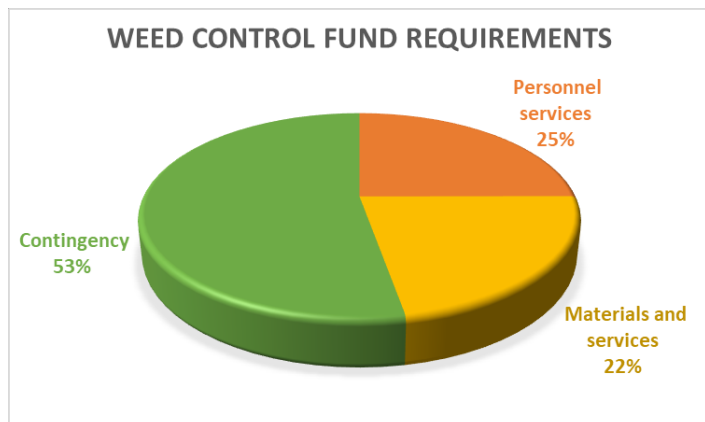
RESOURCES

The weed management program is a self-sufficient program generating revenue from spraying contracts. The balance in the reserve fund, approximately \$262,000, is transferred into the enterprise fund to consolidate reporting as of June 30, 2020.



EXPENSES

Of the **\$493,100** proposed Weed Control budget for FISCAL YEAR 2020-21, **\$123,000** accounts for personnel costs, **\$109,700** goes towards materials and services, and **\$260,400** are held as contingency funds. The majority of materials goes to chemical supplies, and the second greatest expense is internal services.



CHANGES FROM FISCAL YEAR 2020

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

The implementation of full cost recovery for internal services may require adjustments to the cost structure of contracts.

SUCSESSES/HIGHLIGHTS

- Of the 16 "A" list violations, all were compliant before seasons end.
- All 4 Federal agencies we serve were content with our seasonal progress and have secured funding for the upcoming season.

- OWEB applications for weed funding were successful.
- Crook County Road Department residual program was a complete success.
- Interactions with the general public went well and all seemed pleased with our level of cooperation

PERSONNEL

Staff

Position	2017-18	2018-19	2019-20
Weedmaster	1.00	1.00	1.00

BUDGET

WEED CONTROL FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	66,273	45,477	20,545	31,800	272,400	272,400	272,400
Current year resources							
Charges for services	185,922	178,579	203,219	193,000	218,000	218,000	218,000
Miscellaneous	339	169	400	200	2,700	2,700	2,700
Transfers	-	-	6,219	262,300	-	-	-
Total current year resources	186,261	178,748	209,838	455,500	220,700	220,700	220,700
Total resources	252,534	224,225	230,383	487,300	493,100	493,100	493,100
Requirements							
Personnel services	99,946	110,616	121,645	113,500	123,000	123,000	123,000
Materials and services	77,111	55,153	90,438	66,400	109,700	109,700	109,700
Capital outlay	-	-	13,300	30,000	-	-	-
Transfers	30,000	26,706	5,000	5,000	-	-	-
Contingency	-	-	-	-	260,400	260,400	260,400
Total requirements	207,057	192,475	230,383	214,900	493,100	493,100	493,100



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INTERNAL SERVICE FUND



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Facilities Fund

SUMMARY

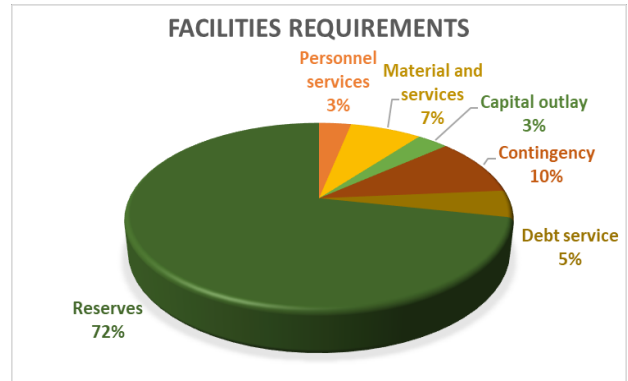
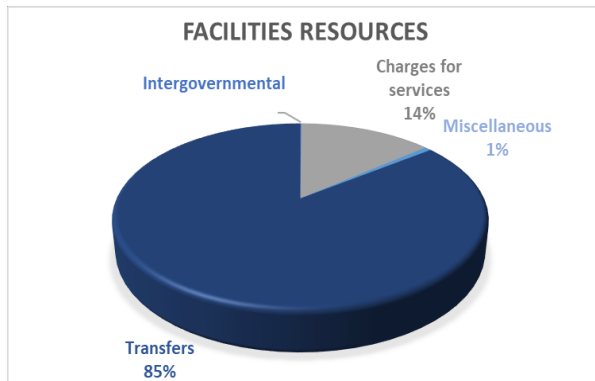
Formerly known as the Maintenance Department, the Crook County Facilities Department strives to maintain and upgrade all county-owned facilities to provide the public and employees with a safe, comfortable, and efficient working environment.

While maintaining the classic look of the original designs, we adapt to accommodate required changes for upgrades and modernization.

Appearance, functionality, safety, and cost-efficiency are top priorities.

RESOURCES

With the creation of this internal service fund, including transferring approximately \$10.4 million from the Capital Assets Reserve Fund, the total budget for FISCAL YEAR 2020-21 is **\$12,153,100**. Current year resources consist of lease income from County departments.



EXPENSES

The Facilities budget is among the few that are heavy on materials & services over personnel, as it absorbs much of the maintenance costs for user departments. Of the **\$12,153,100** budget, \$410,500 are applied to Personnel Expenses, \$967,400 to Materials & Services, \$384,000 to Capital Outlay, and \$571,300 to Debt Servicing of the Jail and Helibase full faith and credit obligations. A

contingency of ten percent (10%) of total fund resources is provided (\$1,215,300) with the balance of \$8,604,600 set aside for future use.

CHANGES FROM FISCAL YEAR 2020

Fund Change. The major change from previous years in the facilities budget is consolidating most all property-related activity (leases, repairs, debt serve) from throughout the organization to the Facilities Internal Services Fund. The change in accounting practice is made to increase transparency, improve management of facilities, facilitate strategic planning and to equitably allocate costs to users of services.

Internal Charges. All County operations have been charged administrative overhead costs; administration, finance, legal and human resources. Additionally, information technology and geographical information services have been charged to user operations. Occupancy costs are also charged to operations within County owned and operated facilities.

CHALLENGES

Repair vs Upgrade. Past budgets have always emphasized restraints in upgrading operating systems. The prolonged use of existing systems can be costlier in repair and maintenance than upgrading to newer, modern systems.

Tracking System. Current trends in long-range planning have helped prepare for large expenditures, but there is a need for detailed tracking in this model. The Crook County Facilities Department recommends working with the IT and Treasurer Departments to develop a tracking system to aid in analyzing these decisions.

PERSONNEL

Facilities Staffing

Position	2017-18	2018-19	2019-20	2020-21
Maintenance Manager	1.00	1.00	1.00	1.00
Senior Maintenance	1.00	1.00	1.00	1.00
Maintenance Assistant	1.00	1.00	1.00	2.00
Maintenance Custodian	1.00	1.00	1.00	1.00
Library Maintenance Custodian	-	-	-	0.88
Total	4.00	4.00	4.00	5.88

BUDGET

FACILITIES FUND

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
Resources							
Beginning fund balance	-	-	-	-	-	-	-
Current year resources							
Intergovernmental	-	-	-	-	10,000	10,000	10,000
Charges for services	6,756	4,871	20,333	7,100	1,684,000	1,684,000	1,684,000
Miscellaneous	16,484	15,084	16,300	16,300	83,000	83,000	83,000
Transfers	-	-	-	-	10,376,100	10,376,100	10,376,100
Total current year resources	23,240	19,955	36,633	23,400	12,153,100	12,153,100	12,153,100
Total resources	23,240	19,955	36,633	23,400	12,153,100	12,153,100	12,153,100
Requirements							
Personnel services	<i>172,022</i>	<i>196,369</i>	<i>254,100</i>	<i>289,100</i>	410,500	410,500	410,500
Material and services	<i>374,318</i>	<i>366,564</i>	<i>514,800</i>	<i>479,600</i>	967,400	967,400	967,400
Capital outlay	-	-	-	<i>14,500</i>	384,000	384,000	384,000
Debt service							
Principal - 2017 FFCO - Jail	-	-	-	-	45,000	45,000	45,000
Principal - 2018 FFCO - heli	-	-	-	-	140,000	140,000	140,000
Interest - 2017 FFCO - Jail	-	-	-	-	139,100	139,100	139,100
Interest - 2018 FFCO - Heli	-	-	-	-	247,200	247,200	247,200
Total debt service	-	-	-	-	571,300	571,300	571,300
Transfers	-	-	-	-	-	-	-
Contingency	-	-	-	-	1,215,300	1,215,300	1,215,300
Other requirements	-	-	-	-	8,604,600	8,604,600	8,604,600
Total requirements	<i>546,340</i>	<i>562,933</i>	<i>768,900</i>	<i>783,200</i>	12,153,100	12,153,100	12,153,100

Note:

Italicized amounts in prior years through fiscal year 2020 are for information purposes.



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CLOSED FUNDS



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Funds Closing in Fiscal Year 2020-21

Dog Licenses 358

Description	2017-18	2018-19	2019-20	2019-20	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget
BEGINNING BALANCE	16,965	18,755	18,450	18,900	20,900
INTEREST EARNED	200	381	250	300	-
CITY DOG LICENSES	797	182	1,500	1,100	-
COUNTY DOG LICENSES	1,939	2,155	1,900	1,800	-
Total resources	19,901	21,473	22,100	22,100	20,900
LICENSE-DOG TAGS		134	150	200	-
CONTRACT SERVICES		-	20,600		-
CITY DOG LICENSES	1,145	2,462	1,350	1,000	-
Total materials and services	1,145	2,596	22,100	1,200	-
Transfer to Sheriff's Office					20,900
Total transfers	-	-	-	-	20,900
Total requirements	1,145	2,596	22,100	1,200	20,900

SHERIFF RESERVE FUND 401-50

Description	2017-18	2018-19	Adjusted	2019-20	2020-21
	Actual	Actual	2019-20	2019-20	Proposed Budget
			Budget	Estimate	Budget
ANIMAL SEIZURE					
BEGINNING FUND BALANCE	4,840	4,946	5,021	5,000	5,000
DONATIONS/CONTRIBUTIONS	-	-	-	-	-
TOTAL REVENUE	4,840	4,946	5,021	5,000	5,000
MATERIALS & SERVICES	-	-	5,021	-	-
TOTAL EXPENSE	-	-	5,021	-	-
FRIENDS OF K9					
BEGINNING FUND BALANCE	8,948	9,227	5,935	5,900	5,500
DONATIONS/CONTRIBUTIONS	500	550	-	-	-
TOTAL REVENUE	9,448	9,777	5,935	5,900	5,500
MATERIALS & SERVICES	386	3,975	5,935	400	-
TOTAL EXPENSE	386	3,975	5,935	400	-
FINGERPRINTING RESERVE					
BEGINNING FUND BALANCE	29,585	35,309	40,957	36,900	38,400
REIMBURSED REVENUE	5,790	5,955	6,300	3,700	-
TOTAL REVENUE	35,375	41,264	47,257	40,600	38,400
MATERIALS & SERVICES	-	-	3,780	2,200	-
CAPITAL OUTLAY	-	5,000	43,477	-	-
TOTAL EXPENSE	-	5,000	47,257	2,200	-
TOTAL REVENUE	49,663	55,987	58,213	51,500	48,900
TOTAL RESERVES	386	8,975	58,213	2,600	-

SHERIF VEHICLE RESERVE

Description	2017-18	2018-19	2019-20	2019-20	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget
BEGINNING BALANCE	14,715	21,397	34,720	30,100	46,900
INTEREST EARNED	11	-	30		-
MILEAGE REVENUE	203,585	194,764	193,500	176,000	-
SALE OF SURPLUS PROPERTY	5	13,898		-	-
REIMBURSED ITEMS	25			-	-
INTERFUND LOAN				-	-
Total resources	218,341	230,059	228,250	206,100	46,900
REPAIRS & MAINTENANCE	71,261	58,509	65,000	52,000	-
FUEL PUMP/METER MAINT			1,000	400	-
FUEL	70,389	71,864	60,000	72,000	-
LEASE/RENT	55,293	40,456	67,500	-	-
Total materials and services	196,943	170,829	193,500	124,400	-
VEHICLE PURCHASES		29,083	34,750	34,800	-
Total capital outlay	-	29,083	34,750	34,800	-
Transfer to Sheriff's Office	0	0	0	0	46,900
Total transfers	0	0	0	0	46,900
Total requirements	196,943	199,912	228,250	159,200	46,900

Community Development Reserve Fund 401-4003

	2017-18	2018-19	2019-20	2019-20	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget
Resources					
Beginning fund balance	116,092	110,270	112,370	112,600	114,700
Current year resources					
Miscellaneous	1,137	2,273	2,100	2,100	-
Transfers	-	-	-	-	-
Total current year resources	1,137	2,273	2,100	2,100	-
Total resources	117,229	112,543	114,470	114,700	114,700
Requirements					
Materials and services	7,097	-	-	-	-
Transfers	-	-	-	-	114,700
Other requirements	-	-	114,470	-	-
Total requirements	7,097	-	114,470	-	114,700

Community Development Vehicle Replacement Fund 420-4004

	2017-18	2018-19	2019-20	2019-20	2020-21
	Actual	Actual	Budget	Estimate	Proposed Budget
Resources					
Beginning fund balance	36,926	20,859	-	8,000	15,200
Current year resources					
Charges for services	47,999	65,733	55,000	60,000	-
Miscellaneous	1,488	4,780	-	600	-
Total current year resources	49,487	70,513	55,000	60,600	-
Total resources	86,413	91,372	55,000	68,600	15,200
Requirements					
Materials and services	20,165	29,205	25,000	23,000	-
Capital outlay	45,390	54,387	30,000	30,400	-
Transfers	-	-	-	-	15,200
Total requirements	65,555	83,592	55,000	53,400	15,200

Recommendation

Eliminate use of reserve fund for community development vehicles - transfer balance to a new Community Development Fund in FY 2021

Closed Funds

101-1100 VETERAN'S GENERAL FUND BUDGET					
	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 YTD 12/31/18
STATE GRANTS	10,440	10,440	0	0	0
DONATIONS/CONTRIB'S	330	410	0	0	0
REVENUE TOTAL	10,770	10,850	0	0	0
PERSONNEL SERVICES	126,461	118,034	12,279	0	21,102
MATERIALS & SERVICES	13,515	42,902	0	0	0
TOTAL EXPENSES	139,976	160,936	12,279	0	21,102

Library Fund 101-3000

	2017-18 Actual	2018-19 Actual	Adjusted 2019- 20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	0	0	-	0
Current year resources				
Intergovernmental	-	-	-	-
Licenses, permits and fees	705	945	1,200	900
Charges for services	6,686	7,261	6,300	5,200
Miscellaneous	7,973	4,949	5,960	2,800
Transfers	-	-	-	-
Total current year resources	15,363	13,155	13,460	8,900
Requirements				
Personal services	638,541	613,230	705,600	669,900
Material and services	149,363	149,682	229,050	220,400
Capital outlay	-	-	50	-
Transfers	-	-	-	-
Total requirements	787,904	762,912	934,700	890,300
General fund support	772,541	749,757	921,240	881,400

Note:

Department moved to Library Services Fund, a special revenue fund effective July 1, 2020

301-1406 CHILD DEVELOPMENT FUND						
	2016/17 ACTUAL	2017/18 BUDGET	2017/18 YTD	2018/19 PROPOSED	2018/19 APPROVED	2018/19 ADOPTED
BEGINNING FUND BALANCE	0	0	62			
STATE GRANTS	0					
MENTAL/PHYSICAL HEALTH	0	0				
TOTAL REVENUE	0	0	62	0		
PERSONNEL SERVICES	(62)	0	0	0	0	0
MATERIALS & SERVICES	0	0	0	0	0	0
TOTAL EXPENSES	(62)	0	0	0	0	0

301-1411 TUBERCULOSIS CASE MANAGEMENT FUND					
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 YTD 12/31/18	2018/19 Estimate
BEGINNING FUND BALANCE	4,300	4,300	4,300	4,300	4,300
TOTAL REVENUE	4,300	4,300	4,300	4,300	4,300
MATERIALS & SVCS TOTAL	0	0	4,300	4,300	0
TRANSFERS OUT TOTAL	0	0	4,300	0	4,300
TOTAL EXPENSES	0	0	8,600	4,300	4,300

301- 1413 RYAN WHITE HIV CARE FUND				
CATEGORY	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 Budget	2017/18 YTD
BEGINNING FUND BALANCE	6,138	4,714		10,196
STATE GRANTS	12,195	16,798		
STATE GRANTS	1,217	764		
TOTAL REVENUE	19,550	22,276	0	10,196
PERSONNEL SERVICES TOTAL	13,579	10,705	0	0
MATERIALS & SERVICES TOTAL	1,257	1,375	0	0
TOTAL EXPENSES	14,836	12,080	0	0

301-2804 CROOK COUNTY WOLF COMMITTEE				
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate
BEGINNING FUND BALANCE	2,000	2,000	0	0
FEES	0	0	0	0
PERMITS, LICENSES, FEES	0	0	0	0
TOTAL REVENUE	2,000	2,000	0	0
MATERIALS & SERVICES	0	0	0	2,000
TOTAL EXPENSE	0	0	0	2,000

301-2806 RV PARK					
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 YTD 12/31/18	2018/19 Estimate
BEGINNING FUND BALANCE	11,082	0	0	0	0
FEES	44,553	0	0	0	0
PERMITS, LICENSES, FEES	0	0	0	0	0
TOTAL REVENUE	55,636	0	0	0	0
MATERIALS & SERVICES	55,636	0	0	0	0
TOTAL EXPENSE	55,636	0	0	0	0

Mass Gathering Fees 301-2807

Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
BEGINNING BALANCE	59,500	48,603	40,000	53,600
FEEES	35,000		-	-
MASS GATHER FEES	12,328	5,000	35,000	3,600
Total resources	106,828	53,603	75,000	57,200
MISCELLANEOUS ADJUST	(688)		-	-
REFUND OF FEES	26,656		20,000	-
COSTS REIMBURSED	32,258		55,000	-
Total materials and services	58,914	-	75,000	-
Transfer to general fund				57,200
Total transfers	-	-	-	57,200
Total requirements	58,914	-	75,000	57,200

301-5014 NATURAL HAZARD MITIGATION					
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 YTD 12/31/18	2018/19 Estimate
BEGINNING FUND BALANCE	0	(4,157)	0	0	77
FEDERAL GRANTS	740	24,861	5,365	0	0
TRANSFERS IN	8,613	0	0	0	0
TOTAL REVENUE	9,353	20,704	5,365	0	77
MATERIALS & SVCS TOTAL	13,510	20,627	5,365	0	77
TOTAL EXPENSES	13,510	20,627	5,365	0	77

DA Diversion 301-6016

Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
BEGINNING BALANCE	3,453	5,258	7,960	8,000
DIVERSION FEE	6,200	6,067	6,200	4,000
Total resources	9,653	11,325	14,160	12,000
EXPERT WITNESS FEES			-	-
OFFICE SUPPLIES	4,000	1,299		1,500
DA DIVERSION		-	14,160	8,900
LODGING & MEALS	395	1,991		1,600
REGISTRATION & DUES				
Total materials and services	4,395	3,290	14,160	12,000
Total requirements	4,395	3,290	14,160	12,000

DA Asset Forfeiture 301-6017

DESCRIPTION	2017-18	2018-19	2019-20	2019-20
	Actual	Actual	Budget	Estimate
BEGINNING BALANCE	5,115	6,555	10,000	15,900
ASSET FORFEITURES	10,956	18,211	10,000	3,000
Total resources	16,071	24,766	20,000	18,900
FORFEITURE EXPENSES	2,301	6,572	20,000	18,900
LODGING & MEALS	7,215	340		
REGISTRATION & DUES		2,002		
Total materials and services	9,516	8,914	20,000	18,900
Total requirements	9,516	8,914	20,000	18,900

Fire Mitigation Grant Fund 301-7200

	2017-18	2018-19	2019-20	2019-20
	Actual	Actual	Budget	Estimate
Resources				
Beginning fund balance	2,647	(20,109)	-	9,800
Current year resources				
Intergovernmental	87,582	98,994	100,000	-
Total current year resources	87,582	98,994	100,000	-
Total resources	90,229	78,885	100,000	9,800
Requirements				
Materials and services	110,338	69,038	100,000	9,800
Transfers	-	-	-	-
Total requirements	110,338	69,038	100,000	9,800

Crooked River Watershed Council Fund 301-9000

	2017-18	2018-19	2019-20	2019-20
	Actual	Actual	Budget	Estimate
Resources				
Beginning fund balance	(18,445)	(2,883)	700	(3,039)
Current year resources				
Intergovernmental	59,432	63,714	67,800	69,039
Transfers	25,381	26,982	26,400	26,400
Total current year resources	84,813	90,696	94,200	95,439
Total resources	66,368	87,813	94,900	92,400
Requirements				
Personnel services	87,335	90,852	94,900	92,400
Contingency				
Total requirements	87,335	90,852	94,900	92,400

Victim's Emergency Grant Fund 310

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources					
Beginning fund balance	1,356	3,391	3,028	2,787	2,900
Current year resources					
Miscellaneous	1,823	136	60	150	-
Total current year resources	1,823	136	60	150	-
Total resources	3,179	3,527	3,088	2,937	2,900
Requirements					
Materials and services	-	500	200	2,937	1,100
Transfers	-	-	-	-	1,800
Total requirements	-	500	200	2,937	2,900

CAMI Grant Fund 314

	Adjusted 2019-20	YTD 2019-20 1/31/20	2019-20 Estimate
Resources			
Beginning fund balance	3,580	3,182	3,200
Current year resources			
Miscellaneous	40,800	32,264	41,000
Total current year resources	40,800	32,264	41,000
Total resources	44,380	35,446	44,200
Requirements			
Materials and services	28,380	17,975	28,400
Transfers	13,000	-	13,000
Total requirements	41,380	17,975	41,400

Victim's Panel Fund 315

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	9,914	10,892	11,890	12,000
Current year resources				
Licenses, permits and fees	4,060	3,900	4,500	3,000
Miscellaneous	129	233	200	200
Total current year resources	4,189	4,133	4,700	3,200
Total resources	14,103	15,025	16,590	15,200
Requirements				
Materials and services	3,211	3,045	16,590	15,200
Total requirements	3,211	3,045	16,590	15,200

Jail Construction Fund 389

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	2,342,300	12,859,565	10,000	1,052,100
Current year resources				
Miscellaneous	262,718	201,984	-	21,200
Transfers	-	-	1,000,000	-
Debt proceeds	15,093,686	-	-	-
Total current year resources	15,356,404	201,984	1,000,000	21,200
Total resources	17,698,704	13,061,549	1,010,000	1,073,300
Requirements				
Personnel services	-	12,347	10,000	6,200
Materials and services	660,262	57,019	-	-
Capital outlay	3,984,850	11,940,064	350,000	433,000
Transfers	-	-	650,000	634,100
Other requirements				
Total requirements	4,645,112	12,009,430	1,010,000	1,073,300

Computer Purchase Reserve Fund 401-0010

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	137,878	54,177	-	2,700
Current year resources				
Charges for services	31,445	28,736	30,000	27,600
Miscellaneous	1,065	435	500	200
Current year resources	32,510	29,171	30,500	27,800
Total resources	170,388	83,348	30,500	30,500
Requirements				
Capital outlay	116,279	80,600	30,500	30,500
Contingency	-	-	-	-
Total requirements	116,279	80,600	30,500	30,500

401-0031 FIRE RETARDENT FUND					
	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 BUDGET	2018/19 PROPOSED
BEGINNING FUND BALANCE	1	1	1	0	0
TRANSFERS IN	(6,440)	0	25,000	25,000	0
TOTAL REVENUE	(6,440)	1	25,001	25,000	0
MATERIALS & SERVICES	(6,440)	0	0	25,000	0
TOTAL EXPENSES	(6,440)	0	0	25,000	0

401-0037 ABHA CAPITATION FUND					
	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 BUDGET	2018/19 APPROVED	2018/19 ADOPTED
BEGINNING FUND BALANCE	558,803	116,269	110,900	0	0
ABHA DISTRIBUTIONS	56,303	0			
TOTAL REVENUE	615,106	116,269	110,900	0	0
MATERIALS & SERVICES	500,000		110,900		
RESERVED FOR FUTURE		117,300			
TOTAL EXPENSES	500,000	117,300	110,900	0	0

Insurance Reserve Fund 401-0080

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	183,658	162,819	166,020	166,200
Current year resources				
Miscellaneous	1,783	3,357	2,000	3,000
Total current year resources	1,783	3,357	2,000	3,000
Total resources	185,441	166,175	168,020	169,200
Requirements				
Materials and services	22,827	-	-	-
Transfers	-	-	-	169,200
Other requirements	-	-	168,020	-
Total requirements	22,827	-	168,020	169,200

Fund closed to General Fund June 30, 2020

Ergonomic/Safety Reserve Fund 401-0081

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	37,127	92,542	143,340	148,400
Current year resources				
Miscellaneous	103,527	160,603	195,840	195,400
Total current year resources	103,527	160,603	195,840	195,400
Total resources	140,654	253,145	339,180	343,800
Requirements				
Materials and services	11,101	12,154	195,840	5,500
Transfers	-	-	-	189,900
Total requirements	11,101	12,154	195,840	195,400

Bicycle Fund 401-0105

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	233,957	275,090	330,990	360,500
Current year resources				
Intergovernmental	38,259	79,053	40,000	70,000
Miscellaneous	2,530	6,337	5,000	6,000
Total current year resources	40,789	85,390	45,000	76,000
Total resources	274,746	360,480	375,990	436,500
Requirements				
Capital outlay	-	-	375,990	-
Transfers	-	-	-	436,500
Total requirements	-	-	375,990	436,500

Note:

Balance transferred to Road Fund June 30, 2020, fund closed

Road Improvement Fund 401-0106

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	186,111	6,652	6,790	6,800
Current year resources				
Miscellaneous	532	137	140	100
Total current year resources	532	137	140	100
Total resources	186,643	6,789	6,930	6,900
Requirements				
Capital outlay	180,000	-	-	-
Transfers	-	-	-	6,900
Other requirements	-	-	6,930	-
Total requirements	180,000	-	6,930	6,900

Note:

Fund balance transferred to Road Fund June 30, 2020, fund closed

Weed Control Reserve Fund 401-2320

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	228,213	245,371	209,580	257,500
Current year resources				
Miscellaneous	2,222	4,988	2,500	4,800
Transfers	25,000	11,706	-	-
Total current year resources	27,222	16,694	2,500	4,800
Total resources	255,435	262,065	212,080	262,300
Requirements				
Capital outlay	10,371	4,522	212,080	-
Transfers	-	-	-	262,300
Total requirements	10,371	4,522	212,080	262,300

GIS/IT Reserve Fund 401-9432

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	57,391	58,108	59,200	59,300
Current year resources				
Charges for services	60	24	-	-
Miscellaneous	584	1,198	1,000	900
Total current year resources	644	1,222	1,000	900
Total resources	58,035	59,330	60,200	60,200
Requirements				
Materials and services	-	-	20,000	20,000
Capital outlay	-	-	40,200	40,200
Transfers	-	-	-	-
Contingency	-	-	-	-
Total requirements	-	-	60,200	60,200

Note:

Fund closed effective June 30, 2020

Assessor Fleet Replacement Fund 420-0201

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	24,653	6,327	9,250	13,300
Current year resources				
Charges for services	8,792	9,613	6,000	5,000
Miscellaneous	50	-	-	-
Total current year resources	8,842	9,613	6,000	5,000
Total resources	33,495	15,940	15,250	18,300
Requirements				
Materials and services	4,030	2,661	5,000	3,000
Capital outlay	23,138	-	-	-
Transfers	-	-	-	15,300
Reserved	-	-	10,250	-
Total requirements	27,168	2,661	15,250	18,300

Note:

Fund balance transferred to general fund June 30, 2020, fund closed June 30, 2020

Small Fleet Replacement Fund 420-2803

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	62,327	50,416	61,950	67,000
Current year resources				
Miscellaneous	33,472	29,116	26,000	27,000
Sale of property	6,436	2,027	2,000	-
Transfers	-	-	11,000	11,000
Total current year resources	39,908	31,143	39,000	38,000
Total resources	102,235	81,559	100,950	105,000
Requirements				
Materials and services	26,695	15,926	16,500	20,000
Capital outlay	25,083	-	30,000	35,100
Transfers	-	-	-	49,900
Other requirements	-	-	54,450	-
Total requirements	51,778	15,926	100,950	105,000

Note:

Fund balance transferred to general fund and fund closed June 30, 2020

703 FAIRGROUNDS SPECIAL PROJECTS FUND						
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 YTD 12/31/18	2018/19 Estimate	2019/20 Proposed Budget
BEGINNING FUND BALANCE	17,870	13,928	1,205	1,265	1,276	0
COMMUNITY REVENUE	0	455	0	0	0	0
CONTRIBUTIONS/DONATIONS	53,233	45,129	1,000	0	0	0
TOTAL REVENUE	71,102	59,512	2,205	1,265	1,276	0
MATERIALS & SERVICES	1,113	338	350	75	105	0
MATERIALS & SVCS TOTAL	1,113	338	350	75	105	0
RESERVED FOR FUTURE	56,077	57,918	1,855	0	0	0
TOTAL RESERVES	56,077	57,918	1,855	0	0	0
CAPITAL OUTLAY	0	0	0	0	1,171	0
CAPITAL OUTLAY TOTAL	0	0	0	0	1,171	0
TOTAL EXPENSES	57,190	58,256	2,205	75	1,276	0

Community Development Vehicle Replacement Fund

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Estimate	2020-21 Proposed Budget
Resources					
Beginning fund balance	36,926	20,859	-	8,000	15,200
Current year resources					
Charges for services	47,999	65,733	55,000	60,000	-
Miscellaneous	1,488	4,780	-	600	-
Total current year resources	49,487	70,513	55,000	60,600	-
Total resources	86,413	91,372	55,000	68,600	15,200
Requirements					
Materials and services	20,165	29,205	25,000	23,000	-
Capital outlay	45,390	54,387	30,000	30,400	-
Transfers	-	-	-	-	15,200
Total requirements	65,555	83,592	55,000	53,400	15,200

Eliminate use of reserve fund for community development vehicles - transfer balance to a new Community Development Fund in FY 2021

Fairgrounds Capital Projects Fund 704

	2016-17 Actual	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources					
Beginning fund balance	19,941	19,032	22,929	45,803	78,400
Current year resources					
Transient room taxes	67,569	74,599	79,725	76,000	63,600
Intergovernmental	-	8,925	-	-	-
Miscellaneous	127	280	1,400	500	800
Total current year resources	67,695	83,804	81,125	76,500	64,400
Total resources	87,636	102,836	104,054	122,303	142,800
Requirements					
Materials and services	-	-	40,353	47,303	49,200
Capital outlay	68,604	79,908	77,041	75,000	50,300
Transfers	-	-	-	-	43,300
Other requirements	-	-	-	-	-
Total requirements	68,604	79,908	77,041	75,000	93,600

This fund will be closed with a transfer in fiscal year 2020 to Fund 701

Airport Fund 705

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources				
Beginning fund balance	-	-	358,410	355,100
Current year resources				
Miscellaneous income	-	1,232	2,001	2,900
Debt proceeds	-	367,263	-	-
Transfers	-	143,500	150,000	93,000
Total current year resources	-	511,995	152,001	95,900
Total resources	-	511,995	510,411	451,000
Requirements				
Materials and services	-	156,853	150,000	90,600
Debt service				
Principal	-	-	-	-
Interest	-	-	360,411	360,400
Total debt service	-	-	360,411	360,400
Total requirements	-	156,853	510,411	451,000

***Close fund to Facilities Fund**

Landfill Reserve Funds

	2017-18 Actual	2018-19 Actual	Adjusted 2019-20 Budget	2019-20 Estimate
Resources				
Beginning balance	881,385	1,200,435	2,006,547	2,013,500
Current year resources				
Miscellaneous	9,513	126,163	7,000	-
Transfers	346,293	1,126,993	-	-
Total current year resources	355,806	1,253,156	7,000	-
Total resources	1,237,191	2,453,591	2,013,547	2,013,500
Requirements				
Materials and services	38,263	8,500	-	-
Capital outlay	-	176,837	-	-
Transfers	-	254,709	2,013,547	2,013,500
Total requirements	38,263	440,046	2,013,547	2,013,500

Fund balance as of June 30, 2020 transferred to Landfill Fund, and this fund closed.

Glossary

Actual

Actual, as used in the fund summaries, revenue summaries, and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a budgetary basis, and thus excludes depreciation and amortization and includes principal payments on debt.

Adopted Budget

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget *adopted* by the County Court. The adopted budget becomes effective July 1. Subsequent to adoption; the County Court may make changes throughout the year.

Approved Budget

Approved, as used in the fund summaries, revenue summaries, represents the proposed budget with changes made by the budget committee, if any.

Assets

Resources having a monetary value and that are owned or held by an entity.

Beginning Fund Balance

The beginning balance is the residual non-restricted funds brought forward from the previous financial year (ending balance).

Bond or Bond Issue

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Bond Funds

Established to account for bond proceeds to be used only for approved bond projects.

Budget

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a since fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specifiscal year whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

Budget Calendar

A schedule of key dates followed by a government in the preparation and adoption of the

budget.

Budget Committee

A group comprised of the elected officials plus an equal number of concerned citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

Budget Document

A written report that shows a government's comprehensive financial plan for a specified period, usually one year, that includes both the capital and the operating budgets.

Budget Message

Written explanation of the budget and the County's financial priorities for the next fiscal year; prepared by the County Judge.

Capital Improvement

A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

Capital Improvement Project

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as parks, streets, bridges, drainage, street lighting, water and sewer systems and master planning.

Capital Outlay

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

Capital Projects

Major repairs, improvements or additions to the County's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

Charges for Service

Includes a wide variety of fees charged for services provided to the public and other agencies.

Comprehensive Plan

An official statement of the goals, objectives and physical plan for the development of the County. Contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of county development.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by county court upon the approval of a resolution. The County separates contingencies into those that are designated for specific purposes and undesignated.

Debt Service

Interest and principal on outstanding bonds due and payable during the fiscal year.

Debt Service Fund

A fund established to account for the accumulation of resources and for the payment of general long-term debt principle and interest that are not services by the Enterprise funds. It does not include contractual obligations accounted for in the individual funds.

Department

Led by a general manager, this combination of divisions of the County share specific and unique sets of goals and objectives (i.e., Sheriff, Health and Human Services, Veteran's Office, Library, etc.).

Designated Contingency

Amounts set aside for anticipated non-recurring cash flow needs. This includes items such as moving and remodeling, major building repairs, emergency management, and capital project or equipment purchases.

Employee Benefits

Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is this is the government's share of costs for social security and the various pension, medical and life insurance plans.

Ending Fund Balance

The residual, non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Funds

Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is that the service is self-sufficient, with all

costs supported predominantly by user charges.

Estimated

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

Expenditures

Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

Fees

Charges for specific services levied by local government in connection with providing a service, permitting an activity, or imposing a fine or penalty.

Fiscal Management

A government's directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

Fiscal Year

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The Crook County fiscal year is July 1 through June 30.

Five-Year Financial Plan

An estimation of revenues and expenses of the City's operations for the next five-year period.

Fixed Assets

Includes equipment, vehicles, furniture and fixtures, computer hardware and software with a cost basis in excess of \$5,000.

Full-Time Equivalent (FTE)

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The fulltime equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Fund

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The balance of net financial resources that is spendable or available for appropriation.

General Fund

This is the primary operating fund of the County. It exists to account for the resources devoted to finance the services traditionally associated with county government.

General Long-term Debt

Represents debt payable that is not classified as a liability of a given fund or secured by a specific revenue source other than the general revenues or property taxes of the issuer. General Obligation (GO) bonds are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). Usually this is issued to pay for building repairs and improvements.

Goal

The result or achievement toward which effort is directed; aim; end.

Grant

A contribution that is made by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, veteran's services, or capital projects).

Infrastructure

Public domain fixed assets such as roads, bridges, streets, sidewalks, and similar assets that are immovable.

Intergovernmental Revenues

Levied by one government, but shared on a predetermined basis with another government or class of governments.

Levy

Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

Line Item Budget

The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program. Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Materials and Services

Expendable items purchased for delivery and county services. This classification includes supplies, repair and replacement parts, small tools, maintenance and repair materials that are not of a capital nature, and outsourced services.

Mission

Defines the primary purpose of the County and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

Non-Operating Budget

Part of the budget composed of the following items: Reserves, contingencies, capital projects, and debt service payments.

Objective

A target to be accomplished in specific, well defined and measurable terms, and that is achievable within a specific time frame.

Operating Budget

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Revenue

Funding received by the government as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services, capital outlay, and debt service.

Outstanding Debt

The balance due at any given time which resulted from the borrowing of money or from the purchase of goods and services.

Performance Measure

Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services

The salaries and wages paid to employees, in addition to the County's contribution for fringe benefits such as retirement, social security, and health and workers' compensation insurance.

Property Tax

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the services provided by the County.

Project Manager

An individual that is responsible for budgeting and managing projects to their completion.

Proposed Budget

A financial document that combines operating, non-operating and resource estimates prepared by the Budget Officer, which is submitted to the public, budget committee and County Court for review and approval.

Resources

Includes revenue, inter-fund transfers, borrowing proceeds and beginning fund balance.

Retained Earnings

An equity account that reflects the accumulated earning of an enterprise or internal service fund.

Revenue

Funds received by the City from either tax or non-tax sources.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as photocopy service.

Tax Levy

The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

Tax Rate

The amount of tax levied for each \$1,000 of assessed valuation.

Tax Revenue

Includes property taxes, hotel and motel room tax.

Tax Roll

The official list showing the amount of taxes levied against each property.

Transfers

Appropriation category used in the County's budget, which includes amounts distributed from one fund to pay for services provided by another fund. The general fund may also transfer funds to any other fund if desired by the County Court.

Unappropriated Ending Fund Balance

An account which records a portion of the fund balance. It must be segregated for future use and is not available for current appropriation or expenditure.

Unreserved Fund Balance

The portion of a fund's balance that is not restricted for a specific purpose. It is available for general appropriation.

User Fees

The fee charged for services to the party or parties who directly benefits. They are also referred to as Charges for Service.

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CROOK COUNTY FISCAL YEAR 2021 BUDGET DEVELOPMENT CALENDAR

- January 3, 2020: Distribute Budget Calendar
- January 15: Budget kick-off meeting
- January 27: Distribute current and projected FTEs; update budget actuals
- March 9: Approve departmental salary schedules and total compensation costs
- March 10: Update County Court on budget progress - work session
- March 13: Update compensation information to HTE; enter line item information to google sheets
- March 16: Estimate fiscal year 2020 year-end revenue and expenditures
- March 25: Review preliminary FISCAL YEAR 2020 revenue and expenditure estimates and FISCAL YEAR 2021 revenue forecasts, review goal setting issues and budget priorities
- March 30-April 6: Departments review personnel costs and enter line item amounts for materials and services, current year capital outlay and capital projects into google sheets
- April 9-23: Consultant review year-end revenue and expenditure estimates
- April 20-27: Provide and publish "Notice of Budget Committee Meeting" (ORS 294.426)
- April 20-27: Budget narratives completed and submitted to consultant
- May 5-21: Budget Committee meetings to read, release, and approve budget
- May 20-June 15: Submit Notice of Budget Hearing to local paper
- May 26-June 16: Publish "Notice of Budget Hearing" (ORS 294.438, 294.448)
- June 9-30: Public hearing; adopt budget; levy taxes (ORS 294.456)
- July 1: Adopted budget goes into effect

AFFIDAVIT FOR PUBLISHING, BUDGET HEARING LB-1

FORM LB-1		NOTICE OF BUDGET HEARING		
<p>A public meeting of the Crook County Court will be held on June 30, 2020 at 9:00 am at the Crook County Courthouse Annex, 320 NE Court St., Prineville, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020 as approved by the Crook County Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at Crook County Finance Department, 200 NE Second St., Prineville, Oregon, between the hours of 8 a.m. and 5 p.m. or online at co.crook.or.us. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the</p>				
Contact: Debbie Palmer		Telephone: 541-4 Email: debbie.palmer@co.crook.or.us		
FINANCIAL SUMMARY - RESOURCES				
TOTAL OF ALL FUNDS	Actual Amount 2018-19	Adopted Budget This Year 2019-20	Approved Budget Next Year 2020-21	
Beginning Fund Balance/Net Working Capital	48,847,938	35,567,231	38,650,500	
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	11,389,791	8,222,260	2,673,500	
Federal, State & all Other Grants, Gifts, Allocations & Donations	15,916,951	14,039,113	14,702,000	
Revenue from Bonds and Other Debt	888,132	0	0	
Interfund Transfers / Internal Service Reimbursements	4,041,925	3,637,140	16,003,300	
All Other Resources Except Current Year Property Taxes	3,395,453	377,335	16,091,300	
Current Year Property Taxes Estimated to be Received	8,574,518	8,869,400	8,788,700	
Total Resources	93,054,708	70,712,478	96,909,300	
FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION				
Personnel Services	14,579,894	18,426,122	19,886,800	
Materials and Services	16,617,489	15,059,488	18,842,800	
Capital Outlay	12,948,376	9,292,874	7,619,400	
Debt Service	694,300	1,067,310	1,222,300	
Interfund Transfers	4,041,925	2,941,135	15,180,100	
Contingencies		3,527,140	8,000,800	
Special Payments		0	1,065,100	
Unappropriated Ending Balance and Reserved for Future Expendit	44,172,724	24,029,737	25,092,000	
Total Requirements	93,054,708	70,712,478	96,909,300	
ANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM				
Name of Organizational Unit or Program				
FTE for that unit or program				
Assessor	640,377	689,085	1,091,700	
FTE	8.00	8.00	8.00	
Clerk	302,392	571,215	671,600	
FTE	3.00	3.00	3.00	
Finance	621,877	661,500	1,043,900	
FTE	6.00	6.00	7.00	
Maintenance	562,933	708,900	708,900	
FTE	2.00	4.00	4.00	
Health and Human Services	2,392,557	2,675,481	3,245,400	
FTE	23.00	25.00	24.73	
Natural Resources	0	50,000	56,900	
FTE	0	0	0.50	
Legal	0	346,225	432,200	
FTE	0.00	3.00	3.00	
Administration	525,641	572,600	604,800	
FTE	5.00	4.00	4.07	
Human Resources	648,630	489,665	523,200	
FTE	6.00	3.00	3.00	
Library	825,006	1,185,114	2,095,200	
FTE	12.00	11.00	10.63	
Community Development	2,125,495	2,233,070	2,957,000	
FTE	18.00	22.00	24.90	
Sheriff's Office	7,473,459	10,059,900	11,838,700	
FTE	55.00	57.00	66.56	
District Attorney	1,099,046	1,221,680	1,569,700	
FTE	12.00	13.00	14.50	
Juvenile	765,041	831,900	986,800	
FTE	8.00	8.00	8.80	
IT-GIS	711,559	997,095	1,426,800	
FTE	5.00	5.00	5.00	
Non-departmental	21,689,164	18,786,631	4,316,300	
FTE	0.00	0.00	0.00	
Road	4,168,506	19,445,214	22,164,900	
FTE	19.00	18.00	18.80	
Veterans	294,292	234,137	293,200	
FTE	3.00	3.00	3.00	
Surveyor	44,508	126,800	125,600	
FTE	0.00	0.00	0.00	
Taylor Grazing	0	41,400	46,900	
FTE	0.00	0.00	0.00	
Open Campus		193,600	183,200	
FTE	0.00	0.00	0.00	
Fairgrounds	711,301	730,403	707,100	
FTE	4.00	4.00	4.70	
Landfill	2,572,793	4,054,528	5,389,800	
FTE	9.00	9.00	9.00	
Weed Control	196,997	430,035	493,100	
FTE	1.00	1.00	1.00	
Airport	510,410	3,375,210	2,677,000	
FTE	0.00	0.00	0.00	
Video Lottery			137,700	
FTE			0.00	
Mental Health			2,790,000	
FTE			0.00	
Special Transportation			433,700	
FTE			0.00	
Title III			581,200	
FTE			0.00	
Tourism			36,400	
FTE			0.00	
Facilities			12,160,200	
FTE			5.88	
GO Debt Service			545,000	
FTE			0.00	
Law Library			52,000	
FTE			0.00	
School			312,500	
FTE			0.00	
Not Allocated to Organizational Unit or Program	44,172,724		14,917,600	
FTE			0.00	
Total Requirements	93,054,708	70,712,488	96,909,300	
Total FTE	199.00	207.00	226.07	
STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *				
A number of funds previously included in non-departmental have been segregated to provide increased transparency.				
PROPERTY TAX LEVIES				
	Rate or Amount Imposed 2018 - 19	Rate or Amount Imposed This Year 2019 - 20	Rate or Amount Approved Next Year 2020 - 21	
Permanent Rate Levy (rate limit \$3.8702 per \$1,000)	3.8702	3.8702	3.8702	
Local Option Levy	0.0600	0.0600	0.0600	
Levy For General Obligation Bonds	515,800	525,035	570,000	
STATEMENT OF INDEBTEDNESS				
LONG TERM DEBT	Estimated Debt Outstanding on July 1,		Estimated Debt Authorized, But Not Incurred on July 1	
General Obligation Bonds	\$9,835,000		\$0	
Other Bonds	\$9,580,000		\$0	
Other Borrowings	\$0		\$0	
Total	\$19,415,000		\$0	
* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.				
150-504-073-2 (Rev. 11-18)				

RECORDING COVER SHEET (Please print or type)
This cover sheet was prepared by the person presenting the instrument for recording. The information on this sheet is a reflection of the attached instrument and was added for the purpose of meeting first page recording requirements in the State of Oregon, and does NOT affect the instrument. ORS 205.234

Crook County Official Records **CJ2020-044**
Commissioners' Journal
No Fee **07/15/2020 10:34:08 AM**



I, Cheryl Seely, County Clerk for Crook County, Oregon, certify that the instrument identified herein was recorded in the Clerk records.
Cheryl Seely - County Clerk



After recording return to: ORS 205.234(1)(c)
Eric Blaine, County Counsel
Crook County Courthouse
300 NE 3rd Street
Prineville, OR 97754

1. Title(s) of the transaction(s) ORS 205.234(1)(a)
Order 2020-37 Amendment #1, adopting Crook County Budget as amended, beginning July 1, 2020, making appropriations, imposing and categorizing ad valorem taxes, and closing unnecessary funds.

2. Direct party(ies) / grantor(s) Name(s) ORS 205.234(1)(b)
Crook County Court
300 NE 3rd Street
Prineville, OR 97754

3. Indirect party(ies) / grantee(s) Name(s) ORS 205.234(1)(b)

4. True and actual consideration:
ORS 205.234(1) Amount in dollars or other
\$ _____
Other: N/A

5. Send tax statements to: ORS 205.234(1)(e)
N/A

6. Satisfaction of lien, order, or warrant:
ORS 205.234(1)(f)
 FULL PARTIAL

7. The amount of the monetary obligation imposed by the lien, order, or warrant: ORS 205.234(1)(f)
\$ N/A

8. Previously recorded document reference: _____

9. If this instrument is an original and being re-recorded, complete a Re-Recording Coversheet in place of this Basic Coversheet and attach it to this instrument: ORS 205.244(2)

Q

**Notice of Property Tax and Certification of Intent to Impose a
Tax, Fee, Assessment or Charge on Property**
To assessor of Crook County

**FORM LB-50
2020-2021**

Check here if this is an amended form.

* Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

The Crook County Court has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of Crook County County. The property tax, fee, charge or assessment is categorized as stated by this form.

<u>200 NE 2nd Street</u> Mailing Address of District	<u>Prineville</u> City	<u>OR</u> State	<u>97764</u> ZIP code	<u>07-02-2020</u> Date
<u>Dabble Palmer</u> Contact Person	<u>Treasurer</u> Title	<u>541-447-8664</u> Daytime Telephone	<u>dabble.palmer@co.crook.or.us</u> Contact Person E-Mail	

CERTIFICATION - You must check one box if your district is subject to Local Budget Law.

The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.

The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	
1. Rate per \$1,000 or Total dollar amount levied (within permanent rate limit)	1	3.8702/\$1,000	
2. Local option operating tax	2	.06/\$1,000	
3. Local option capital project tax	3		Excluded from Measure 5 Limits Dollar Amount of Bond Levy
4. City of Portland Levy for pension and disability obligations	4		
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001	5b.	570,000	
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.	570,000	

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000	6	3.8702
7. Election date when your new district received voter approval for your permanent rate limit	7	
8. Estimated permanent rate limit for newly merged/consolidated district	8	

PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Museum/Historical Society Operating Levy	11-06-2018	2019-20	2022-23	.06/\$1,000

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

**The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.

