

#### **CROOK COUNTY WORK SESSION AGENDA**

Wednesday, March 27, 2024 at 9:00 am

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

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

#### **PUBLIC COMMENT**

#### DISCUSSION

#### 1. Request to work with Insight Global to fill vacancies

Requester: Amy Albert

Presenters: Amy Albert / Stephen Chellis HR Generalist / Chief Information Officer

#### 2. Discussion regarding non-standard work scheduling policy

Requester: Andy Parks

Presenters: Andy Parks / Christina Hannigan / Amy Albert

#### 3. Teen Internship Grant from the State Library of Oregon acceptance, \$3600.00

Requester: Sarah Beeler Library Director

#### 4. Donation of land for small branch library in Paulina

Requester: Sarah Beeler Library Director

#### 5. Republic Services service update

Requester: Jacquie Davis

Presenters: Courtney Voss / Erika Haitsma (Lindberg)

Republic Services

#### 6. PBS Environmental Contract Amendment

7. Request to purchase a new transport car

Requester: Jacquie Davis Landfill Manager

#### Page 1

Requester: Erika Frickey

Juvenile Director

#### 8. Health Communications Subcontract

Requester: Katie Plumb

Health and Human Services Director

#### 9. Update on current Title III funds and eligible uses

Requester: Christina Haron Finance Director

#### 10. Request to expend up to \$300,000 of Title III Federal funds

Requester: Christina Haron
Presenter: Mitch Madden
Crook County Sheriff's Office

#### 11. Community Development Monthly Update

Requester: Will VanVactor

Presenters: Katrina Weitman / Randy Davis

#### 12. Update on ODA review of Central Oregon Crop Protection District

Requester: Tim Deboodt

Natural Resource Policy Coordinator

#### 13. Consider appointment to the Ag Extension Service District Advisory Board

Requester: Kim Herber

Ag Extension Service District Manager

#### 14. Consider appointments to the Budget Committee and the Compensation Committee

Requester: Andy Parks

Contract County Administrator

#### 15. Consider appointment of community member to the local public safety coordinating council (LPSCC)

Requester: Kari Hathorn

District Attorney / LPSCC Chair

#### ADMINISTRATOR REPORT

#### **COMMISSIONER UPDATES**

#### **EXECUTIVE SESSION**

The Crook County Board of Commissioners will now meet in executive session for the purpose of consulting with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

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

16. ORS 192.660(2)(h) Consulting with Counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

#### **NOTICE AND DISCLAIMER**

The Crook County Board of Commissioners is the governing body of Crook County, Oregon, and holds work sessions to deliberate upon matters of County concern. As part of its efforts to keep the public apprised of its activities, the Crook County Board of Commissioners has published this PDF file. This files contains the material to be presented before the County Board of Commissioners for its next scheduled work session.

Please note that while County staff members make a dedicated effort to keep this file up to date, documents and content may be added, removed, or changed between when this file is posted online and when the County Board of Commissioners meeting is held. The material contained herein may be changed at any time, with or without notice.

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Please also note that this file does not contain any material scheduled to be discussed at an executive session, or material the access to which may be restricted under the terms of Oregon law.

If you are interested in obtaining additional copies of any of the documents contained herein, they may be obtained by completing a Crook County Public Records Request form. Request forms are available on the County's website or at the County Administration office at 203 NE Court Street, in Prineville.

#### **Additional Items**

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

Contact: Seth Crawford (seth.crawford@co.crook.or.us (541) 447-6555) | Agenda published on 03/25/2024 at 1:35 PM

#### AGENDA ITEM REQUEST



ETT. 1882
Date:
Meeting date desired:
Subject:
Background and policy implications:
Budget/fiscal impacts:
244864, 11644 1111 Pacies
Requested by:
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):





# Company Background.

Insight Global is a premier provider of staffing, professional, and consulting services providing customized talent solutions to our government and Fortune 1000, client base. We believe in becoming a true business partner to our clients.

\$4B

1,700+

70+

ANNUAL REVENUE

COMPANY RECRUITERS

INT'L OFFICES

23 YEARS

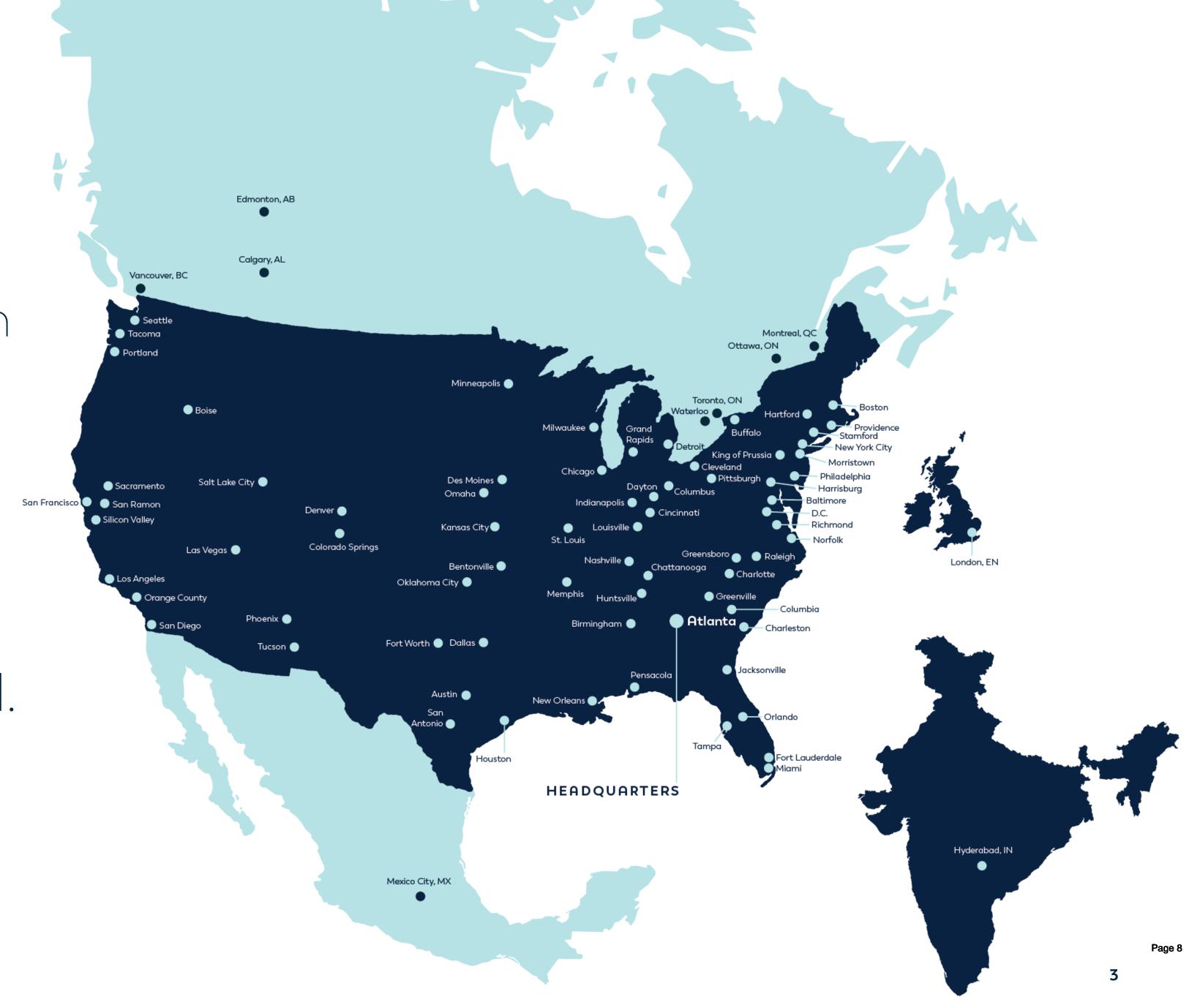
UNMATCHED CUSTOMER SERVICE

100%

ORGANIC GROWTH

# Our Footprint.

Insight Global provides services to our clients with over 1,600 account managers, more than 1,700 recruiters in 70+ offices, and four Evergreen Delivery Centers around the world.



# Broad reach and scale.

2<sup>ND</sup> LARGEST IT STAFFING AGENCY 46,852 PLACEMENTS MADE (2023) ACCESS TO DEEP ALUMNI BENCH

# Proprietary technology.

AUTOMATED POSTING TO LEADING JOB SITES

PROPRIETARY CANDIDATE DATABASE

AI & ML DRIVEN MATCHING

Aculture of core.

EMPOWERING CONSULTANT SUPPORT



# Providing Solutions to our State and Local Governments.

At Insight Global, we believe that relationships built on trust and collaborative partnerships ensure long-term success. We offer robust solutions for the everchanging, complex issues our communities face through our ability to recruit, retain, and manage a diverse workforce. With Insight Global's support, State and Local Government organizations can focus on the critical mission of serving their communities, while relying on us to provide comprehensive solutions.

34 STATE CONTRACTS 240+ STATE AND LOCAL ENTITIES SUPPORTED

#### **Key Support Areas**

- CIO Organizations
- Health / Human Services
- Transportation
- Public Works
- Emergency Management
- Department of Education
- K-12 Education
- Immigration / Housing / Homelessness



\$2551

IN 2023 REVENUE



## Cooperative Agreements.

Unlock efficiency and procure services through one of our cooperative agreements.

We know that the procurement process and finding the right candidate can be time consuming and daunting tasks, that's why we've made it our mission to simplify the process.

#### **GOVMVMT COOPERATIVE CONTRACT**

Name: Contingent Staffing Services and Recruitment Process Outsourcing (RPO)

Contract #: 23-21-IG

Scope: IT, Non-IT, Healthcare

Services: Staff Aug, Direct Placement, RPO, Professional Services

Insight Global - GOVMVMT

#### **OMNIA PARTNERS COOPERATIVE CONTRACT**

Name: Information Technology (IT) Temporary & Professional Services Contract

Contract #: 2021003051 Scope: IT, Non-IT (Flexible)

Services: Staff Aug, Direct Placement, Professional Services

Insight Global - OMNIA

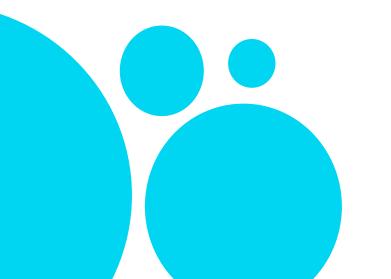
#### **GSA MULTPLE AWARD SCHEDULE**

Name: Multiple Award Schedule

Contract #: GS-35F-0247Y

Scope: SIN 54151S - IT Professional Services Services: Staff Aug, Professional Services

<u>Insight Global - GSA Advantage</u>



# STAFFING SERVICES

# Staffing Service Offerings.

#### **CONTRACT & DIRECT STAFFING**

Thanks to Insight Global's pipeline of 1,700 recruiters and 250K candidates, we can fill your needs quickly and easily, in as little as 48 hours. We offer contract, contract to hire, and direct placement staffing.

#### **EXCLUSIVE STAFFING PARTNERSHIP**

Prime is our offering to be an exclusive staffing provider to a client, providing a dedicated account support team to recruit and deliver all talent needs.

#### RETAINED & EXECUTIVE SEARCH

Our Retained Search model is designed to provide recruitment solutions for our clients' most critical roles. Whether a high priority niche skillset, leader, or executive, our consultative approach ensures our clients' needs are met with the highest level of client service.

#### RECRUITMENT PROCESS OUTSOURCING

As an RPO provider, we act as an extension of our clients' Human Resources or Talent Acquisition departments to fill their full-time engagement needs. Our solutions vary from bulk to exclusive to direct placement hiring onsite.

# Whatever you need, we've got you.

Our conviction and commitment to our clients runs deep. No matter what it takes, we're devoted to fueling the success of your business.



#### **Short-term Contracts**

Sure, it's about finding someone who fits on paper, but we all know it's so much more than that. Even when it's a short engagement, we are committed to finding the right fit.



#### Long-term Contracts and Contract-to-Hire

Long-term contracts are about finding the right culture fit for your team; candidates with the chops and work ethic to deliver. If they fit like family, you can convert to a permanent employee at any time.



#### Permanent Hire

There's an art to finding the right person for an organization and team. We take great joy in finding "the one" for any given role, from the C-suite to an entry-level position and everything in between.



### Consultant Benefits.

Your consultants matter. Let us be the company to take care of them.

Consultants are the backbone of our company. We give it our all so they can give it their all... and it shows.

91%

CONSULTANT SATISFACTION

Our companywide efforts to improve the consultant experience ultimately impacts our customers' experience.

62%

NPS SCORE (30% INDUSTRY AVG)

We help our consultants plan for their future. We also provide access to HSA, FSA, and DCFSA services.

401K

Our Light the Future college scholarship program was founded to support the children of IG consultants.

\$100K+
IN ANNUAL SCHOLARSHIPS

The Insight Global Family Foundation (IGFF) supports our people facing unplanned financial hardships.

\$4.5\M
IN ASSISTANCE

We invest in our people by offering free mental health counseling services, regardless of insurance.

FRE

MENTAL HEALTH COUNSELING

# Diversity, Equity, Inclusion & Belonging

Our mission is to offer transformational solutions that drive organizational change, a culture of belonging, and better business results. We offer custom workshops, off-site leadership training, and consulting & change management.



# Apply Proven DEIB Initiatives That Separate You From The Pack.

DEIB initiatives—when done right—work. We partner with you to design and implement proven programs that foster a more diverse, equitable, and inclusive culture within your organization that results in high engagement and high growth. We'll work with you to create a plan that's tailored to your business and help you see it through, start to finish.

#### **Custom Workshops**

Foster inclusion and belonging through in-person and virtual workshops.

#### Off-Site Leadership Training

Learn how to cultivate belonging alongside other leaders with a mission to care for a diverse workforce.

#### Consulting & Change Management

Evolve your current DEIB policies through evidence-based best practices with direct and sustainable impact.

### Our Culture.

# We live our values. It's what makes us, us.

As an organization, we're making progress towards promoting gender equality in leadership positions, embracing diversity, and making a positive impact on society. We've created internal groups to help us achieve these goals, and we're excited about the positive changes we're seeing.

#### Women's Leadership Council

The WLC was formed to celebrate and increase our women in leadership. As an organization made up of over 70% women, we are dedicated to empowering our best leaders to meet their greatest potential.

#### **Sustainability Council**

As a service company, our carbon footprint is relatively small compared to businesses that manufacture products. However, we strongly believe that it is our responsibility to educate our employees on best practices, decrease our carbon footprint, and enhance our positive impact on the planet.

#### **Diversity Council**

We are dedicated to achieving real diversity, equity, inclusion, and belonging in our company because we recognize the incredible value that DEIB brings to the personal, professional, and financial development of our people. We still have work to do, but we're proud to share what we're doing to advance DEIB at Insight Global.

### Employee Network Resource Groups (ENRGs)

ENRGs create a sense of belonging and community throughout Insight Global. Our ENRGs are voluntary, employee-led groups collectively comprised of more than 700 members who share various identity characteristics or consider themselves allies of a particular affinity group.

#### Philanthropic Impact

We provide our employees with time and volunteer opportunities to impact their communities, partner with national charity organizations to broaden our reach, and fundraise year-round.

#### OneWorld Health Partnership

Our partnership with OneWorld Health allows us to be the light globally. OWH supports communities in developing countries to fund the construction and operation of healthcare facilities.

#### **Family Foundation**

For our own employees to shine their light, we need to take care of them. That's why we created the Insight Global Family Foundation (IGFF). The Foundation is a grantmaking non-profit created because of our company's Shared Value: "We Take Care of Each Other."

#### Be The Light Tour: Mobile Career Center

The Be The Light Tour is Insight Global's full-service, mobile career center. The Tour's mission is to empower and serve communities by providing direct access to job-readiness resources and career-building strategies. As a true vehicle of hope, we aim to promote economic sustainability and opportunity for everyone. Our goal is to impact 15,000 lives by 2025.



# Our Shared Values Shape Everything We Do.

We're a company that cares for others. We're also a company that people can anchor to in moments of triumph, struggle, and everything in between. Our Shared Values are the fabric of our company. This is who we are, what we live by, and what shapes everything we do.

Our Shared Values bind us together and create a framework for how we treat one another, our business partners, and our communities. They define us when we are the best versions of ourselves.

When making our biggest and boldest decisions, we look to our Shared Values. They are the North Star by which we navigate. They are also the language we use to hold each other accountable in our words and deeds every day. Therefore, they are foundational to our concept of governance.

# EVERYONE MATTERS

WE TAKE CARE OF EACH OTHER

LEADERSHIP IS HERE TO SERVE

HIGH CHARACTER AND HARD WORK ABOVE ALL ELSE



### Accolades.



#### STAFFING INDUSTRY ANALYSTS

22<sup>ND</sup> LARGEST GLOBAL STAFFING FIRM 2023





#### STAFFING INDUSTRY ANALYSTS

2<sup>ND</sup> LARGEST IT STAFFING FIRM 2023





#### FORTUNE

BEST WORKPLACES FOR MILLENNIALS 2022



#### FORTUNE

BEST WORKPLACES
FOR CONSULTING AND
PROFESSIONAL SERVICES
2022





BEST WORKPLACES FOR WOMEN 2022

FORTUNE





#### CLEARLYRATED

BEST OF STAFFING CLIENT AWARD 2023





#### CLEARLYRATED

BEST OF STAFFING TALENT AWARD 2022



6TH LARGEST DIRECT PLACEMENT STAFFING FIRM 2023

SIA







#### Agenda Item Request

Date:

March 20, 2024

#### Meeting dates desired:

March 27, 2024, work session

#### Subject:

Non-standard work scheduling policy

#### **Background and policy implications:**

The County's departments have varying service delivery requirements and schedules. As a result, work schedules vary from department to department as do work requirements across the organization from office to field work. Departments handled their scheduling to meet their needs, including the use of alternative schedules. Differences between departments were created as there was not a consistent County-wide policy to assist and guide department directors with decision-making for scheduling that was supported by leadership.

During the past several years, through various channels the County has received considerable feedback regarding non-standard work hours and scheduling. In response to the feedback, administration and human resources staff collaborated with department directors to create a framework for each position in the County for non-standard work scheduling alternatives. This effort addresses the changing needs of the County and its employees, improves our ability to compete for top candidates in a challenging recruiting environment and assists in retaining our employees. The framework is intended to be an ongoing tool to assist management and employees with decision making around employee work schedules.

#### **Budget/fiscal impacts:**

This policy is anticipated to help reduce personnel costs due to reduced employee turnover.

#### **Legal Review:**

NA

#### Requested by:

Andy Parks, Contract County Administrator

#### **Presenters:**

Andy Parks, Contract County Administrator Christina Hannigan, Employee Resources Business Partner Sr. Amy Albert, Human Resources Generalist

#### Attachments

Draft policy

#### **Non-Standard Work Scheduling**

The County has received and considered feedback regarding non-standard work hours and scheduling. In response to that feedback, have collaborated with all department heads to create a framework for each position in the County for non-standard work scheduling alternatives. This effort is to address the changing needs of the County and its employees, improve our ability to compete for top candidates in a challenging recruiting environment and assist in retaining employees. The framework is intended to be an on-going tool to assist management and employees with decision making around employee work schedules.

Please note that the County realizes different departments have different needs regarding how, when, and where work is carried out. It is essential to remember that not all positions will qualify for non-standard work scheduling depending upon how, when, and where that work is performed. To re-emphasize, this program will only impact some positions in the County; many will remain in their current schedule.

Each employee seeking a non-traditional work schedule must communicate their request to their department head. If the department head and employee agree to a non-standard work schedule, the department head will coordinate with the Human Resources Director to ensure the approved schedule and program requirements are met and understood. A non-standard work schedule agreement will be created and signed by the employee, department head, and Human Resources Director with final approval by the County Administrator.

After the agreement is fully executed the Human Resources Department will ensure the terms of the agreement, including the schedule, is updated to the employees personnel records and time management and payroll systems. Any approved non-standard work schedule may be terminated at any time by the County with or without cause and with or without notice, including the entire program for all employees. Individuals participating in this program may be subject to additional requirements, such as a demonstration of work product, etc.

The use of non-standard work schedules must not reduce or alter services to public-facing departments. Public-facing departments must be open and adequately staffed to serve the public from 8:00 am to 5:00 pm Monday through Friday, including the lunch hour, and excluding holidays. The department head will ensure that their department is adequately staffed to abide by these hours unless written approval from the County Administrator has been provided for an exception.

The five work schedules are as follows:

- On-Site
- Flexible
- Compressed
- Remote
- Hybrid

Examples of each schedule type are provided below:

**On-Site:** Jobs that fall into the <u>On-Site classification</u> must be performed in person at a formally designated site or sites due to the nature of the work being completed. For example, a building inspector must inspect buildings on the building site, and it cannot be performed in a different location, such as the office or home office. Additionally, an equipment operator cannot work from a place other than the site where their project is located. The above examples do not comprise an all-inclusive list of on-site positions.

**Flexible:** A <u>Flexible classification</u> allows the department head to assign work to an employee outside of the standard schedule, i.e., rather than working 8:00 am to 5:00 pm, an employee may work 6:00 am to 2:00 pm or 12:00 pm to 9 pm or other such arrangements. The department head must still meet the department staffing requirements to maintain customer service to residents when considering a flexible schedule.

**Compressed:** A <u>Compressed classification</u> allows an employee to stack their hours into fewer days, i.e., working four, 10-hour shifts rather than the standard five 8-hour shifts, or a different combination of hours to equal full-time work in fewer days within the pay period. If a department has more than one employee who works four 10-hour shifts, the department head may schedule the workdays on a rotating basis, i.e., a Monday through Thursday or Tuesday through Friday schedule, or some other variation of days to maintain customer service requirements.

\* All employees must abide by the required meal and rest break laws. An employee may not skip these breaks to shorten their day.

**Remote:** A <u>remote classification</u> allows an employee to be supervised and perform all their work duties effectively from a location other than the office; this is most commonly achieved through a home office. If a remote classification is approved, the employee must demonstrate a formally designated work area free from interruptions, i.e., family members and pets, and maintain comparable to or better than the County office internet service to carry out their tasks without service disruptions.

\*The County may require evidence of these requirements before approving this arrangement.

**Hybrid:** A <u>hybrid classification</u> allows the employee to work remotely and onsite; a regular schedule of where an employee works and on which days must be designated; once approved, this will become the employee's standard work schedule.

\* Department heads with participating staff must submit an employee schedule and keep documentation on the program's effectiveness over the pilot program period. This includes but is not limited to leadership and management challenges and effectiveness, team collaboration, and employee performance. The department head will provide periodic check-ins to the County Administrator and Human Resources Director, frequency TBD.

#### **Administration**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Executive Assistant	х		Х		
Administrative Assistant	Х				

The Administration office is open to the public 8 am – 5 pm Monday through Friday.

#### Assessor

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Appraiser II	X	Х	X	X	
Assessment Tech	X	Х	X	х	
Chief Deputy	х	Х	Х	Х	
Chief Deputy Appraiser	Х	Х	Х	х	
Senior Appraiser	Х	Х	X	х	

The Assesor's office is open to the public 8 am – 5 pm Monday through Friday.

3 of 4 Appraisal staff work Monday through Thursday, 10-hour shifts (7 am - 5:30 pm) and the 4<sup>th</sup> works Tuesday through Friday (7 am - 5:30 pm).

#### **Bowman Museum**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Collection Assistant	X	X			
Collection Assistant	X	Х	Х	X	
Director	X	Х	Х		

The Bowman Museum is open to the public as follows:

Winter Hours: Summer Hours:

10 am – 5 pm Tuesday through Friday 10am – 5 pm Monday through Friday

11am – 4pm Saturday and Sunday 11am – 4pm Saturday and Sunday

#### Clerk

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Chief Deputy Clerk	Х	Χ			
Record Clerk Sr.	Х	Χ			
County Clerk	Х	Х	Х		

The Clerk's office is open to the public 8 am - 5 pm daily, rotating time off for lunch breaks during the day.

The Clerk's office is open to the public 7 am – 8 pm on Election Day, with only myself and my Election Deputy working the long hours, often at the office until closer to 9 or 9:30 pm because we must complete ballot tallies, etc.

#### **Community Development**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Assistant Building	Χ	X			
Official					
Building Inspector	Χ	X			
Building Inspector Sr.	X	X			
Building Official	X	Х			
Code Compliance	X	Х		x	
Officer					
Director	Х	Х	Х		
Office Assistant	Х	Х			
Onsite Supervisor	X	X			
Operations Manager	X	X			
Permit Tech	X	Х			
Permit Tech Sr	X	X			
Planner	X	Х	Х		
Planning Tech Sr	X	Χ			
Plans Examiner	X	Χ			
REHS Environmental	Х	Χ			
Health					
Sanitarian	Χ	Χ	Х	Х	
Administrative Clerk	Χ	Χ			
Assistant Planner	Χ	Х	Х		

The Community Development office is open to the public  $8\,am-4\,pm$  Monday through Thursday and 8am-12pm on Friday.

#### **District Attorney**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Assistant Chief Deputy	Х	Х	Χ	Х	
DA					
Chief Deputy DA	Χ	Χ	Χ	X	
Deputy District	Х	Х	Χ	X	
Attorney					
GJ Assistant	Χ	Χ	Χ	X	
Legal Assistant I	Х	Х	Χ	X	
Legal Assistant II	Х	Х	Х	X	
Office Manager	Χ	Χ	X	X	
Operations Manager	Х	Χ	X	X	Х
Support Enforcement	Х	Х	X	X	
Officer					
Victim Advocate	Х	Х	Х	Х	
Victim Advocate	Х	Х	х	Х	
Supervisor					

The District Attorney's office is open 8 am – 5 pm Monday through Friday.

#### **Extension**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Manager	Х	Х	х		
Program Assistant	Х	Х	Х		

The Extension office is open from 8 am to 5 pm, Monday through Friday.

We occasionally flex our time if we have a meeting in the evening or an event.

#### **Facilities**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Director	X	Χ	Х	X	
Maintenance Tech	Х	Х		Х	
Maintenance Tech II	Χ	Х		х	
Administrative	Х		Х		
Assistant					

The Facilities office is open 8 am – 5 pm Monday through Friday.

#### **Fairgrounds**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
<b>Facilities Coordinator</b>	X	X		X	
Maintenance	X	Х		Х	
Custodian					
Manager	Х	Х	Х	Х	
Office Assistant	Х	Х	х	х	

Fairgrounds Office: Winter 7-4 Summer 8-5

Employees:

Office Winter 7-4 Summer 8-5 Shop Winter 6-4 Summer 6-5

#### **Finance Department**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Payroll & Benefits	Х	X	X	X	
Administrator					
Accountant –	Х	X	X	Х	
Accounts Payable					
Budget Analyst	X	X	X	X	
Customer Accounts	X	Х	X	Х	
Tech					
Director	Х	X	X	Х	
Tax Collector	Х	X	X	X	
Senior Accountant	X	X	X	X	
Accounting Manager	х	х	Х	X	

The Finance Department is open 8am – 5pm Monday through Friday and we do not close for lunch.

A proposed flex schedule includes a 9/80 work schedule that consists of a total of eight nine-hour days, one eight-hour day, and one day off spread over a two-workweek period or two 4 hour workdays with two half days off. More specifically, a 9/80 work schedule has employees working 80 hours over nine days (hence the name: 9 days/80 hours) rather than the usual 10 days (assuming a five-day workweek).

Flex schedules would not apply during tax season as all employees are needed in the office 8-5 to process everything timely.

#### **Health Department**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Administrative	Х	Х	Х	Х	
Assistant					
Administrative Clerk	Х	Х	Х	Х	
Clinic Nurse	Х	Х	Х	Х	
CD Coordinator	Х	Х	Х	Х	
Clinical Admin	Х	х	х	х	
Assistant					
Communicable	Х	Х	X	X	
Disease Specialist					
Community Outreach	Х	X	X	х	
Specialist					
Director	Х	X	X		
Health Strategist I	Х	X	X	х	
Health Strategist II	Х	X	Х	x	
Health Strategist III	Х	X	X	x	
Health Strategist III –	Х	X	X	x	Х
Epidemiologist					
Family Health Services	Х	X	X		
Supervisor					
Modernization	X	X	X		
Manager					
Nurse Practitioner	X	X	X	x	
Office Manager	Х	X	X		
Patient Accounts Tech	X	X	X	х	
Preparedness	X	X	Х	x	
Coordinator					
Prevention & Health	Х	X	X	х	
Lead					
RN – Public Health	X	X	X		
Nurse					
Deputy Director	X	X	X		
Clinic Supervisor	X	Χ	Χ		
Finance Manager	Х	Х	Х		
WIC Certifier	Х	Х	Х	x	
Environmental Health	х	х	Х		
Specialist					

The Health Department is open 8 am – 5 pm Monday through Friday.

#### **Veteran Services**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
VSO Assistant	Х	Х	х		
Veteran Service	Х	х	х		
Officer					

The Veterans Services office is staffed 8am – 5pm Monday through Friday. Open to the public 8am – 12pm Monday through Friday.

#### **Human Resources**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Director	Х	х	х		
Generalist	Х	Х	х	х	

The Human Resources office is open to the public 8am – 5pm Monday through Friday.

#### IT/GIS

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Tech	X	X	X	X	
Systems	X	X	Х	X	
Administrator					
GIS Analyst	Х	X	X	X	
Applications	Х	X	Х	X	
Manager					
CIO	X	X	X		
Business Analyst	Х	х	Х	Х	

The Information Technology office is open 8am – 5pm Monday through Friday.

#### Juvenile

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Counselor	Х	Χ	х	X	
Director	Х	X	Х	Х	
Level 7	Х	X	Х	Х	
Office Manager	Х	х	Х	х	

Juvenile's published open office hours to the public are 8 am to 5 pm Monday through Friday. Office staff is currently working 7 am to 5:30 pm, with half off on Monday and the other half off on Friday. The Director works regular shift hours of 8 am to 5 pm.

#### Landfill

Position	Onsite	Flexible	Hybrid	Compressed	Remote
<b>Equipment Operator</b>	X	X		X	
Field Operations	Χ	Χ		Х	
Lead					
Operations Manager	Х	X	х		
Scale Attendant	Х	X			
Admin Assistant	х	х	х		

The Landfill is open to the public Monday – Saturday 8:00 a.m. – 4:00 p.m. Closed on holidays to the public.

The Landfill's operating schedule is Monday – Saturday 8:00 a.m. – 4:30 p.m.

Staff's set schedule is as follows:

Manager: Monday – Friday 8 a.m. – 4:30 p.m.

Landfill Lead / Mechanic: Monday – Friday 8 a.m. – 4:30 p.m. Full time scale attendant: Monday – Friday 8a.m. – 4:30 p.m.

Part time scale attendant: Friday & Saturday 8 a.m. – 4:30 p.m. additional/other days and hours as

needed with a limit if three days per week.

Operator 1: Monday – Friday – 8 a.m. – 4:30 p.m.

Operator 2: Tuesday – Saturday 8 a.m. – 4:30 p.m.

Operators 3, 4, and 5: Rotating shifts between Monday – Friday and Tuesday – Saturday 8 a.m. – 4:30

p.m.

The Landfill is open holidays to Republic Services except for Christmas Day and New Years Day. We have two employees working on those days.

We must have a minimum of two operators at the weekend.

Weather conditions may require staff to come in early to prepare scales and grounds. Other occasional timelines or projects require us to work additional hours as well.

#### **Legal Counsel**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Administrative	Х	Χ	х	X	
Assistant					
Asst County Counsel	Х	Χ	Х	Х	
County Counsel	Х	Х	Х	х	

The Legal office is open to the public 8am – 5pm Monday through Friday.

#### Library

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Adult Services	Х	Χ	Х	Х	
Librarian					
Assistant Library	X	Χ	Х	X	
Director					
Catalog Services	Х	X	Х	Х	
Librarian					
Children's Services	Х	Χ	х	Х	
Customer Services	Х	Х		X	
Specialist					
Director	Х	Х	х	X	
Library Aide	Х	Χ		Х	
Library Tech	Х	Χ		X	
Operations Manager	Х	Х	Х	х	

The Library is open Monday through Friday, 9 am – 7 pm and on Saturdays from 10 am – 4 pm. The Director works Tuesday – Friday, 8 am – 7 pm. Employee work schedules change depending on whether or not a person works until 7 pm or it is their turn to work on a Saturday.

#### **Road Department**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Administrative Clerk	Х	Х	Х	Х	
Driver/Operator	Х			Х	
Flagger	Х			Х	
Office Manager	X	X	Х	X	
Road Superintendent	X	Х	Х	X	
Shop Mechanic	Х	Х		X	
Working Foreman	х	х		х	

The Road Department has currently nineteen employees on a Compressed, On-Site, Flexible classification schedule allowing all staff to work Monday through Thursday 6:30 am - 4:30 pm. Employees have the flexibility when instruction has been given from either the Road Foreman or the Road Superintendent to either adjust their hours depending on weather or emergent situations. At this point no employees are classified as Hybrid, or Remote.

#### **Sheriff**

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Chief Admin Deputy	X	Х	Х	Х	
Corrections Deputy	Х				
Tech Deputy	Х	Х		Х	

Emorgonov Managor	Х	V	V	Х	
Emergency Manager		Х	Х		
Jail Nurse	Х	Х		X	
Lieutenant	Χ	х		X	
Medical Assistant	Χ	Х		X	
Office Deputy	Χ	Х		х	
Patrol Deputy	Χ				
Parole/Probation	Χ				
Deputy					
Patrol Sargent	Χ				
Reserve Deputy	Χ				
SAR Coordinator	х	Х		X	
Tech Deputy Evidence	Χ	Х		X	
Transitions Deputy	Χ	Х		X	
Under Sheriff	Χ	Х	Х	X	
Work Crew Coordinator	Х	Х		X	

Sheriff's Office front office is open 8-5 Monday – Friday Parole and Probation front office is open 7-5 Monday – Friday

#### Weeds

Position	Onsite	Flexible	Hybrid	Compressed	Remote
Weedmaster	х	Х	Х	х	

The Weed Control department is open 6:30am – 4:30pm Monday through Thursday.

#### AGENDA ITEM REQUEST

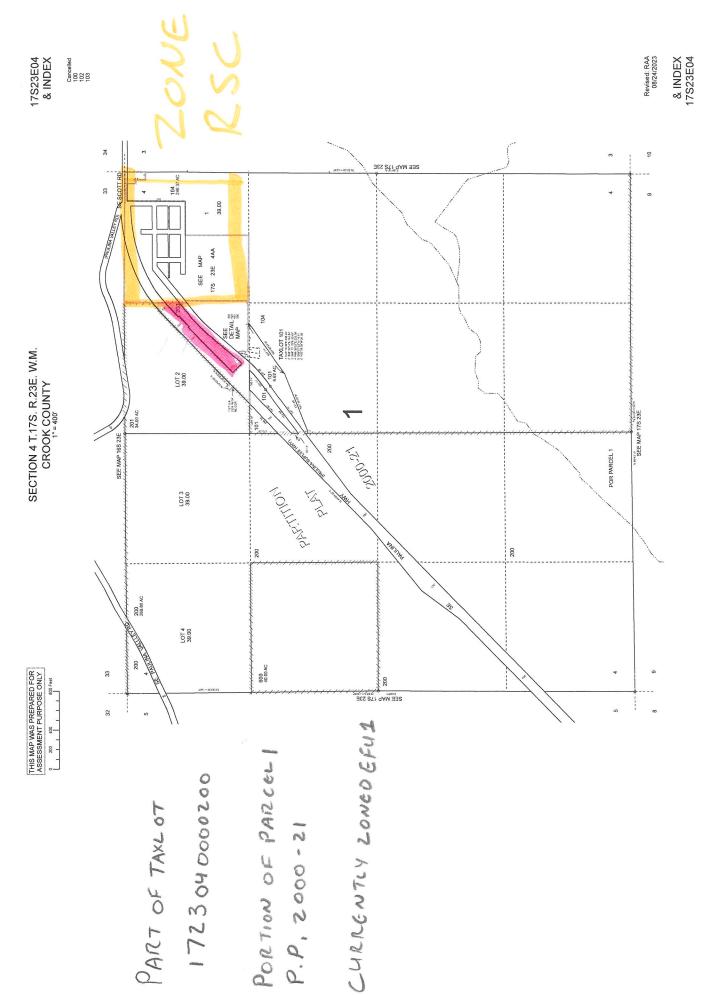


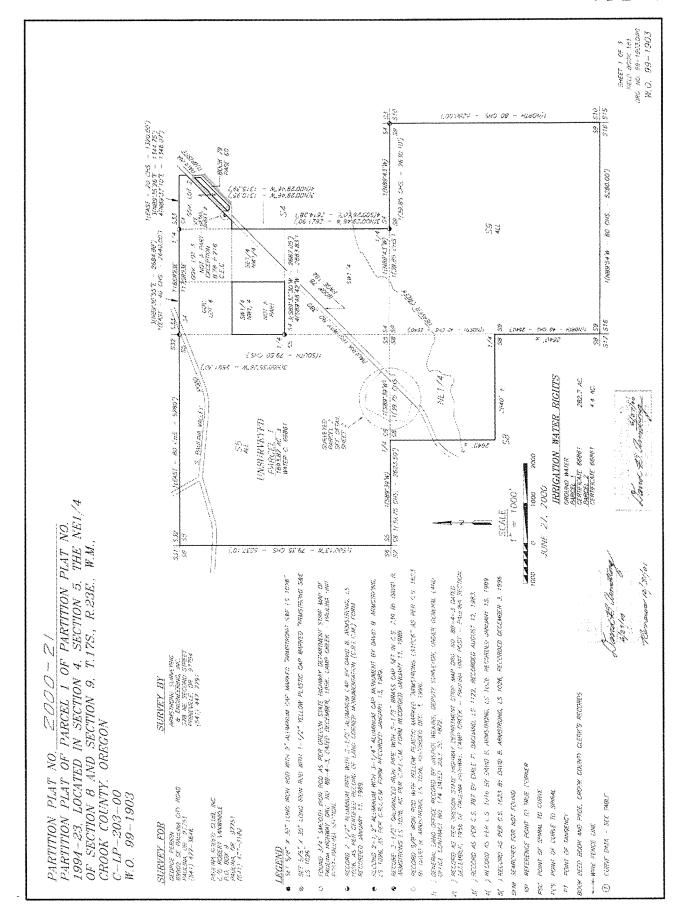
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Background and policy implications:
Budget/fiscal impacts:
Requested by:
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):

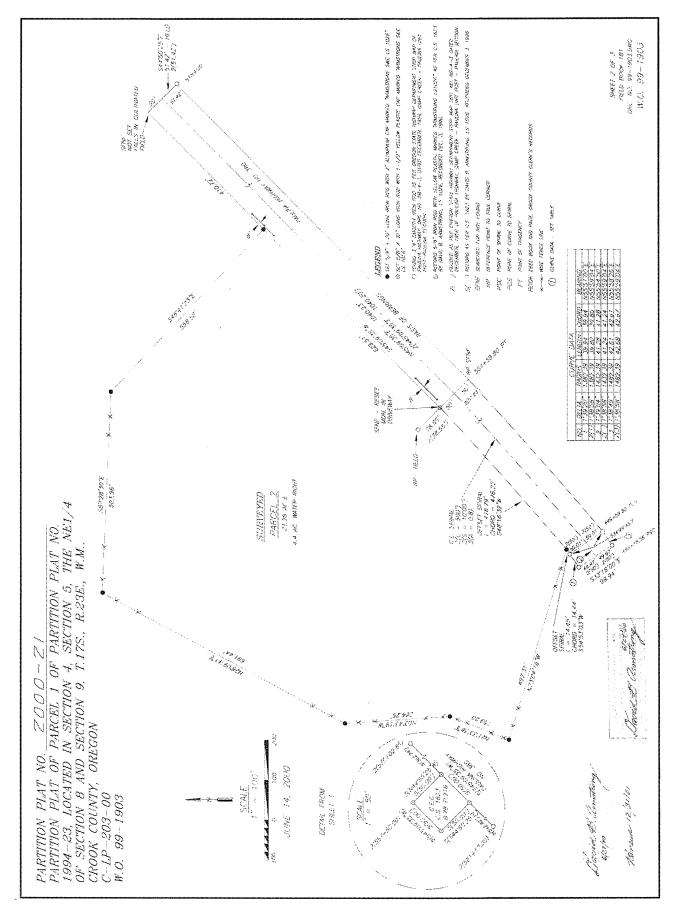
#### **AGENDA ITEM REQUEST**



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## Barndominium ADU House Plan Plan 62685DJ







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#### AGENDA ITEM REQUEST



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Meeting date desired:
Subject:
Background and policy implications:
Budget/fiscal impacts:
Requested by:
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):



Judge Crawford and Commissioners,

On March 5, we submitted to the first outline of a service improvement plan to outline the ways that we will better serve Crook County moving forward. The first draft of the document outlines the issues that the County identified as needing particular focus. We've made progress toward addressing some of those issues and will continue to submit updates to the Landfill Director Davis and Judge Crawford monthly. The following pages reflect the issues identified and the status of our efforts to address those issues as of March 19, 2024. By the time that we discuss these issues with you at work session, we will have made further progress.

We appreciate your engagement and willingness to work with us towards meaningful improvement. Please don't hesitate to contact me or Courtney Voss (Municipal Manager: 2159090267 / <a href="cvoss@republicservices.com">cvoss@republicservices.com</a>) if you want us to add additional issues or items to this document. We are dedicated to demonstrating that we are the best possible partner for the County and our customers and sincerely welcome your feedback and direction.

Sincerely,

Erica Lindberg General Manager Republic Services

Issue	Resolution	Status	
CRC does not understand Prineville or Crook County. Customers must be able to interact with someone in the office. The local office should replace the CRC.	<ol> <li>Republic Services reopened the local office 2 days per week (Every Monday and Friday). We are evaluating reopening the office 5 days a week.</li> <li>Republic Services is evaluating ways to embed a local office and local customer service team into the CRC model. (The CRC takes more than 17,000 calls from Crook County each year. The overwhelming majority of those calls are for issues that can be resolved by the CRC agent with no or very limited interaction with the local team. For context, in 2023, only 983 calls were escalated such that they would require a local team member to take action. The most cost effective and efficient model for Crook County will likely be a hybrid approach that utilizes a local customer service center/office and call center model)</li> <li>All training documents and instructions for CRC agents will be reviewed for accuracy and clarity.</li> </ol>	Analysis and determination about local office to be made by May 1. COMPLETE  Full time staff person (5 days per week) added to forecast and proposed for implementation effective July 2024.  CRC + Local Office Training and Workshops with CRC Director 3/21 and 3/22. To be attended by Landfill Director and Judge SC.  Training and instruction document review by 4/1.  All KMT documents currently under review by local team. Division supervisor participating in CRC supervisor review calls.	
The CRC does not know that Republic Services provides service to or operates Paulina Transfer Station.	<ol> <li>CRC documents updated and agents educated.</li> <li>Mailing list for all Paulina area property owners generated.         Mailing to all property owners inviting them to sign up for notifications will occur by April 1.     </li> <li>Sign instructing customers to contact local office for information will be posted at Paulina.</li> <li>Site visit to evaluate possibility for addition of cardboard container on 3/15.</li> </ol>	CRC documents updated 3/3. COMPLETE - NEED TO STRESS TEST SYSTEM. Mailing list and signage to be	

		complete by April
		1.
		Signage at site
		reflects local
		phone number.
		Need to discuss
		need for
		additional
		signage with
		Landfill Director.
		May not be
		necessary.
		Generated
		mailing list using
		property owner
		records.
		Requested mailer
		/ flyer design for
		use on social
		from design
		team.
		Will offer
		residents
		cardboard /
		comingle (?)
		recycling during
		operational hours
		using truck/trailer
		and 96-gallon
		carts until
		volume/demand
		can be evaluated.
		Need to work
		with Landfill
		Director/County
		on contract
		provisions and
		terms.
		Site visit 3/15.
		COMPLETE
Customers are confused by	Residential customers will be asked to update contact	Residential
the Holiday Schedule.	information to ensure they receive service alerts.	contact
The Holiday Schedule.	<ol> <li>Republic Services is evaluating a Crook County/Prineville</li> </ol>	information
	specific webpage to make important schedule information	and a transition
	easier to find. Will also reinstate annual calendar and	April. Email
	recycle guide mailing.	notifications
	recycle balac mailing.	Hothications

3. Information will be distributed to local media and to City 3/25. Postcard early April. and County. **Determination** about webpage and schedule for calendar/mail by **May 1 COMPLETE** Added Website and Mailings to forecast and proposed for implementation effective July 2024. Holiday schedule to local media, City and County by 3/11. Delayed to align with reroute/route balance customer notifications and calendar mailings. **Checked Central** Oregonian and social for evidence of inaccurate information. Planning for service related press notifications for Christmas and New Years Day. Waterhole needs to be 1. Operations Supervisor is working with driver to facilitate OS to complete serviced on scheduled same day service for this customer. OS is also conducting Waterhole Site service day, even if site visit to evaluate placement or service alternative for visit by 3/11.COMPLETE container is temporarily customer container. blocked when driver arrives. 2. All commercial customers in Crook County received a request from Republic Services to update the local office Waterhole service with current contact information (week of March 5). This placement isn't information is being used to help us contact commercial an option. 1<sup>st</sup> on customers to sign them up for Automated Customer route isn't an option. Solution Notifications (ACN) which are designed specifically for for customer is Page 54 commercial customers. These notifications will end of route drive dramatically improve the commercial customer experience in Crook County/Prineville. Goal is to have at by whenever

	least 75-percent of commercial customers signed up for these notifications by June 1.	possible and implementation and use of ACN.  ACN sign ups April and May 2024. Commercial mailing distributed. Cheyenne completing training program for ACN. Evaluate possible partnership with Chamber or EDCO for outreach?
Roadways identified by Republic Services as unsafe to service must be serviced like all other customers. No alternative service solution is acceptable.	1. The only road that is currently subject to an alternative service model resulting from unsafe road conditions is Grizzly Mountain. The other roads identified are still being serviced. Should the roads get worse, every effort will be made to encourage the responsible property owners to invest in the required road maintenance. Republic is exploring investing in additional service vehicle types to support service to residents in difficult to access areas. Every effort will be made to service customers, including using different/new service vehicle types. If Republic Services is unable to service customers on a privately owned roadway, we will alert the County and seek direction and conversation about how to proceed.	Ongoing
Drivers are leaving area around carts and containers messy. This is especially true in Powell Butte and for the boxes that leave the Mill and Facebook.	<ol> <li>Operations Supervisor and Manager have discussed these issues with the drivers and will remind drivers of their responsibility to do this on an ongoing basis.</li> <li>Fleet Manager is evaluating the use of Wind Guards on trucks in Powell Butte to reduce blow back during windy conditions.</li> <li>OS and OM talked to the driver for Mill/Facebook boxes and addressed overloading.</li> <li>Muni, GM, OM to discuss overloading of Mill/Facebook boxes with customers and instruct customer that boxes will not be hauled if over full. Additional capacity will be offered.</li> </ol>	Update 2 and 4 by 5/1.  Driver education ongoing.  Customers responsible for Overloaded Boxes received notification week of 3/18. Driver for boxes received instruction. Page 55 Modification will be made to boxes

		to reduce contamination from flying out. Maintenance is still looking at wind guards as an option.
Too many customers are being missed. Customers need to be compensated for those misses.	<ol> <li>Rerouting. Because the region has experienced growth, some of the routes are too long for a driver to successfully complete. We will undertake a rerouting process in April that will result in routes that are appropriately sized. We will need to work closely with the City and the County to ensure customers are clear about any changes to their service days.</li> <li>Adding Driver Headcount. We've added an additional driver headcount to ensure that all routes are covered. Any assistance that the City and County can play in helping us to identify and recruit drivers would be appreciated.</li> <li>Deploying SOS support. Until open positions can be filled, we've tapped into the regional network of Republic Services drivers from other areas in Oregon, Idaho and Colorado. These drivers (SOS Drivers) are in town providing support to complete routes until we can fill open positions locally.</li> <li>Evaluating options for LDs/Credits. We are evaluating ways that customers can be compensated for a missed service. We recognize the impact that a missed service can have and will develop some possible solutions for your consideration.</li> </ol>	Rerouting in April.  Evaluating options for LDs and/or credits for customers. Will present possible options by April 1. Pulled samples from other markets.  Currently utilizing SOS support, added driver headcount. Aim to be fully staffed by May 1.



Andy Parks County Administrator 203 NE Court Street Prineville, OR 97754

Dear Mr. Parks,

Please find enclosed Republic Services' 2023 annual financial information and projected information for 2024.

Detailed information can be reviewed in the attached financial information. Significant line items on the revenue and expense lines are noted below.

#### Revenue:

In 2023, collection revenue increased by \$354,780 or 17.4% compared to 2022 due to growth in Commercial and Residential revenues.

#### Expenses:

Overall, expenses increased by \$245,729 or 12.9% due to growth in revenue along with other impacts. Below are details highlighting the significant increases by category.

2023 increases compared to 2022 by category: Labor Costs increased by \$135,616 or 16.8% due to annual merit wage increases. This line item includes the centralized call center expense; Franchise fees increased by \$10,397 or 17.0% as a result of an increase in revenue; Truck repairs increased by \$40,650 or 55.5% as we experienced higher costs to repair our trucks; Disposal cost increase by \$57,580 or 16.8% as a result of an increase in volume along with gate rate price per ton increases at the landfill; Miscellaneous cost increase of \$16,521 or 20.3%. This cost category includes safety equipment and training, physicals of our employees, and management fees from our corporate and area teams. Bad debts increased by \$8,149 or 434.1% this is due to residents or business owners not paying their bills; and Business meals and travel expenses increasing by \$10,645 or 296.1%. This is for bringing in help from outside our market to get our customers serviced.

In 2023, Net Income was at \$194,772 with a margin of 8.1%.

Please be advised, Republic Services will be requested a rate increase of 10% effective July 1, 2024.

With a 10% rate increase we anticipate Revenue to increase by \$312,083 or 11.5%. This includes a 2.5% volume growth factor added.

With expenses, we anticipate the increase to be at \$242,967 or 10.1%. In our projection, we increased expenses at CPI W/S/T index of 5.55%; however, there are some expense categories that will increase at a higher rate. Those expenses include: Labor is expected to increase by \$75,091 or 8.0%. This increase will account for the volume growth, additional wage increases for our frontline teams, additional headcount adds, and also includes the centralized call center expense. Disposal costs are expected to increase by \$104,470 or 20.7%. This is a result of volume growth projections and gate rate increase. Depreciation of trucks is expected to increase by \$15,557 or 9.2% as a result of the division receiving new diesel trucks. Fuel is expected to increase by \$10,542 or 7.3%. Franchise Fees are expected to increase by \$7,287 or 11.5% as a result of expected revenue growth.

In 2024, we anticipate Net Income to be at \$250,614 with a margin of 9.24%.

We believe the price increase is necessary to cover these costs and maintain the quality and sustainability of our franchise operations within the jurisdiction. We understand the price increases can be challenging for the franchise and our customers; however, we believe the increase is necessary to ensure the long-term viability of our operations. We remain committed to providing our customers with high-quality services while working hard to manage costs.

Thank you for your consideration of our request. If you have any questions or concerns, please do not hesitate to contact us.

Sincerely, Erica Lindberg General Manager Republic Services

# CROOK COUNTY STATEMENT OF SOLID WASTE FRANCHISE OPERATIONS AS REQUIRED BY COUNTY ORDINANCE 161

Republic Services (Prineville Disposal)		Actual 2023
REVENUE FROM OPERTIONS:  Commercial Residential Commercial Fiber Sales Other  Total Franchise Revenues	\$ \$ \$	557,060 1,840,817 1,609 - 2,399,486
OPERATING EXPENSES:    Labor Costs:    Wages - Others    Payroll Taxes/Pension    Health Insurance  Disposal Fees    Office Expenditures Fuel and Oil    Interest Expense - Equipment    Insurance    Franchise Fees    Licenses and Permits    Professional Fees (Legal and Others)    Property Taxes - Equipment    Repairs and Maintenance    Rent Expense    Utilities and Telephone    Depreciation    Other:	***	727,485 91,215 124,734 400,346 11,362 133,177 - 85,393 71,647 17,445 - 5,862 23,603 55,972 19,488 153,649
Advertising Auto and Vehicle Expense Bad Debts Business Meals and Travel Contributions Dues and Subscriptions Miscellaneous Recycling - Direct Cost	\$ \$ \$ \$ \$ \$ \$ \$	6,600 90,337 10,026 14,239 3,828 3,147 97,937 3,875
Total Operating Expenses	\$	2,151,369
Income Taxes	\$	53,345
NET INCOME	\$	194,772

# CROOK COUNTY STATEMENT OF SOLID WASTE FRANCHISE OPERATIONS AS REQUIRED BY COUNTY ORDINANCE 161

Republic Services (Prineville Disposal)	F	Projection 2024		Projection 2025	
REVENUE FROM OPERTIONS: Commercial Residential Commercial Fiber Sales Other	\$ \$ \$	629,512 2,080,238 1,819	\$ \$ \$	648,398 2,142,646 1,873	
Total Franchise Revenues		2,711,570		2,792,917	
OPERATING EXPENSES:  Labor Costs:  Wages - Others	¢	792,114	\$	815,878	
Payroll Taxes/Pension Health Insurance Disposal Fees	\$ \$ \$	94,303 132,108 504,816	\$ \$ \$	97,132 136,071 519,961	
Office Expenditures Fuel and Oil Interest Expense - Equipment	\$ \$ \$	14,492 143,719 - 88,809	\$ \$ \$	14,927 148,031 -	
Insurance Franchise Fees Licenses and Permits Professional Fees (Legal and Others)	\$ \$ \$	80,934 18,413	\$ \$ \$	91,473 83,731 18,966 -	
Property Taxes - Equipment Repairs and Maintenance Rent Expense Utilities and Telephone	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	6,187 24,913 59,079 20,570	\$ \$ \$	6,373 25,661 60,851 21,187	
Depreciation Other:	\$	169,207	\$	174,283	
Advertising Auto and Vehicle Expense Bad Debts Business Meals and Travel Contributions Dues and Subscriptions Miscellaneous Recycling - Direct Cost	\$ \$ \$ \$ \$ \$ \$ \$	6,966 97,161 10,583 15,030 4,040 3,322 103,377 4,193	\$ \$ \$ \$ \$ \$ \$ \$	7,175 100,076 10,900 15,480 4,161 3,421 106,479 4,318	
Total Operating Expenses	\$	2,394,336	\$	2,466,535	
Income Taxes	\$	66,619	\$	93,345	
NET INCOME	\$	250,614	\$	233,037	

#### AGENDA ITEM REQUEST



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Date:
Meeting date desired:
Subject:
Background and policy implications:
Budget /ficeal impacts:
Budget/fiscal impacts:
Requested by:
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):

## SIXTH AMENDMENT TO PROFESSIONAL SERVICES CONTRACT

This Sixth Amendment to the Professional Services Contract (hereinafter "Amendment 6") is made and entered into this 3rd day of April, 2024, by and between Crook County, a political subdivision of the State of Oregon (hereinafter "County") and PBS Engineering and Environmental Inc. (hereinafter "Contractor"), collectively the "Parties."

#### RECITALS

- A. County and Contractor are parties to a Professional Services Contract dated May 16, 2018, as amended, for services including environmental monitoring for the Crook County Landfill (hereinafter the "Contract").
- B. County's environmental monitoring needs are ongoing. The Parties wish to update the Contract to reflect the current requested scope of services and adjust the fee schedule.

#### **AGREEMENT**

NOW, THEREFORE, for good and valuable consideration, receipt of which is hereby acknowledged, the Parties agree as follows:

- 1. <u>Additional Services</u>. Contractor will continue to provide the services for the fees described on Exhibit A (revising the Contract's Exhibit D), attached to and made a part of this Amendment 6 (hereinafter the "Ongoing Services")
- 2. <u>Reaffirmation</u>. Except as modified by this Amendment 6, all terms and conditions of the Contract and any prior amendments are reaffirmed and remain unmodified and in full force and effect.

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3. <u>Counterparts</u>. This Amendment 6 may be executed in one or more counterparts, including electronically transmitted counterparts, which when taken together shall constitute one in the same instrument. Facsimiles and electronic transmittals of the signed document shall be binding as though they were an original of such signed document.

IN WITNESS WHEREOF, the Parties have executed this Amendment 6 to be effective the date first set forth above.

For Contractor	For Crook County
PBS ENGINEERING AND ENVIROMENTAL INC.	Board of Commissioners
By: Signature Signature	Seth Crawford, County Commissioner Date:
Title: Sv. Przest Manager  Date: March 19, 2024	Susan Hermreck, County Commissioner Date:
	Brian Barney, County Commissioner Date:

# **Exhibit A**

Professional Services Contract dated 5/16/18 - Exhibit D, revised for 2024 labor and laboratory prices Revised Cost Estimate for Crook County Landfill Environmental Services

\$61,790		Total Estimate for Year 2024(Items 1b, 2b,3,4a,5,6)	
\$36,960		lotal SelVi Monitoring	
066'6\$		Fourth Quarter SEM Event December 2024 and Annual Reporting	
\$8,990		Third Quarter SEM Event September 2024	
066'8\$		Second Quarter SEM Event June 2024	
066'8\$	P4	First Quarter SEM Event March 2024	9
\$2,400	P3	Total LFG quarterly monitoring	5
		(Not Included in Estimate)	
\$175	As Needed	Analysis of dissolved trace metals (up to per sample)	
\$22,430		Total GW Monitoring	
\$3,600	P2, T1	Deq Split Sampling Event - GW sample anlysis (Fall)	<b>4</b> a
\$10,100	P2, T1	Annual sampling and reporting (Fall)	ന
\$1,910	P1, T2	GW and Leachate Sample Analysis (Spring)	<b>2</b> p
	P1, T2	DEQ Split Sample GW and leachate sample analysis (Spring)	2a
\$6,820	P1,T1	Semi-annual sampling and reporting (Spring)	1b
	P1, T1	DEQ Split Sampling Semi-annual sampling and reporting (Spring)	1a
2024 Quote	Task	Cost Estimate	ltem
	PBS Phase &		

# Notes:

Fall Sampling Analysis: Assumes DEQ Split Sampling for all parameters (Groups 1B thru 3) 3 GW samples + 1 Dup. Spring Sampling Analysis: Assumes 3 GW samples + 1 Duplicate +1 Trip Blank for VOCs+ 2 leachate samples



#### **AGENDA ITEM REQUEST**



Date:

03/19/24

Meeting date desired:

#### Subject:

The Juvenile Department needs to purchase a new transport car to replace an older car in the fleet that has over 200K miles.

#### **Background and policy implications:**

We currently have a vehicle in our fleet with over 200K miles. This vehicle has continued to have issues over the last year which include the heat not working and the loss of one door's ability to open, which puts staff and community members in an unsafe situation. We drive youth around the state and need a reliable vehicle and it is time to replace our SUV.

#### **Budget/fiscal impacts:**

The new vehicle purchase was approved and 53K was allocated in the Juvenile Department budget for this fiscal year. The new vehicle's (Dodge Durango) proce is just under 50K, which allows us to purchase an after market law enforcement partition.

#### Requested by:

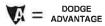
Erika Frickey Juvenile Department 541-447-5161

#### **Presenters:**

Erika Frickey Juvenile Department

Legal review (only if requested):

**Elected official sponsor (if applicable):** 















MSRP \$42,000

MSRP \$38,860

MSRP \$40,800

#### POWERED BY J.D. POWER

icing				
MSRP	\$43,670	\$42,000	\$38,860	\$40,800
Options MSRP	\$0	\$0	\$0	\$0
Destination Fee	\$1,595	\$1,395	\$1,595	\$1,390
ıel Economy				
Fuel economy - city (mpg)	18	N/A	20	21
Fuel economy - highway (mpg)	25	N/A	27	27
Fuel economy - combined (mpg)	21	N/A	23	23
Recommended fuel	Regular unleaded	Regular unleaded	Premium unleaded	Regular unleaded
Fuel tank (gal.)	24.6	N/A	17.9	18.5
wertrain				
Engine liters (L)	3.6	2.5	2,3	3.5
Cylinders	V-6	1-4	I-4	V-6
Horsepower (hp)	293 @ 6,400RPM	328 @ 5,500RPM	300 @ 5,500RPM	284 @ 6,400RPM
Orive type	All-wheel	All-wheel	Four-wheel	Four-wheel
Fransmission	8-speed automatic	8-speed automatic	10-speed automatic	9-speed automatic
tertainment				
Radio	AM/FM/Satellite	SiriusXM with 360L AM/FM/Satellite	SiriusXM AM/FM/Satellite	SiriusXM AM/FM/Satellit
External digital nemory control	Yes	Yes	SYNC 3	NissanConnect
/oice activated audio control	Yes	Yes	SYNC 3	Siri Eyes Free/Google Assistant
Speakers	6	6	6	6

Veights				
GVWR (lbs.)	6,500	N/A	6,160	5,900
Payload (lbs.)	1,420	N/A	N/A	N/A
Towing capacity (lbs.)	6,200	1,500	5,300	3,500
Gross combined weight rating (GCWR) (lbs.)	N/A	N/A	N/A	11,100
apacities				
Seating capacity	5	7	7	8
Passenger volume (cu.fl.)	106	N/A	153	149
Maximum rear cargo volume (cu.ft.)	85	98	88	80
mited Warranty				1.00
Basic months	36	36	36	36
Basic distance (miles)	36,000	36,000	36,000	36,000
Powertrain months	60	60	60	60
Powertrain distance (miles)	60,000	60,000	60,000	60,000
Roadside assistance months	60	60	60	36
Roadside assistance distance (miles)	60,000	60,000	60,000	36,000



Date/Time:

Mar 12, 2024 12:28 PM

Buyer:

Crook County Juvenile Depar

Phone:

C: (541) 447-5161

Phone:

Address:

305 NE 3rd St

Prineville, OR 97754

#### 2023 Dodge Durango, Body Type: Sport Utility

Color:

Эray,

Cash	Balance Due
\$ Down	
\$0	\$49,637

MSRP/Retail	\$48,420.00
Selling Price	\$48,420.00
Trade Difference	\$48,420.00
Government Fees	\$441.50
Proc/Doc Fees	\$285.00
SERVICE CONTRACT	\$2,999.00
Subtotal (Selling Price +	\$52,145.50
Total Taxes	\$421.41
Rebates	\$2,930.00
Total Balance Due	\$49,636.91

X	× WH
Customer Signature	Manager Signature
Date	Date

By signing this authorization form, you certify that the above personal information is correct and accurate, and authorize the release of credit and employment information. By signing above, I provide to the dealership and its affiliates consent to communicate with me about my vehicle or any future vehicles using electronic, verbal and written communications including but not limited to eMail, text messaging, SMS, phone calls and direct mail. Terms and Conditions subject to credit approval. For Information Only. This is not an offer or contract for sale.

MIN

# **DURANGO SXT BLACKTOP AWD**

THIS VEHICLE IS MANUFACTURED TO MEET SPECIFIC UNITED STATES REQUIREMENTS. THIS VEHICLE IS NOT MANUFACTURED FOR SALE OR REGISTRATION OUTSIDE OF THE UNITED STATES.

MANUFACTURER'S SUGGESTED RETAIL PRICE OF THIS MODEL INCLUDING DEALER PREPARATION

\$42,140 Base Price:

DODGE DURANGO SXT AWD
Exterior Calen Dosgray of Sqt Clear-Coat Exterior Paint
interior Calen Black Marient Color. Which Sign Interior Calen Black Marient Color Williams and the Calendar State of State

Heavy-Duty 4-Wheel Anti-Lock Disc Brakes 4-Wheel Traction Control

Blind-Spot and Cross-Path Detection

Selectable Steering Modes ParkView® Rear Back-Up Camera Front Door Passive Entry and Lock Push-Button Start

Senby Key® Theft Deterrent System Tire Pressure Monitoring Display Rear—Seal Reminder Alert

8–N'ay Power Divier and Manual Passenger Seats
——Way Power Lumbar Adjustable Driver Seat
2nd—Power Lumbar Adjustable Driver Seat
Tungsten Interior Access Sitisch
Uconnect® 4 with 8 4–Inch Touch Screen Display Compact Spare Tire 24.6-Gallon Fuel Tank INTERIOR FEATURES

Integrated Votec Command
Sinds/Mowth E-Month Radio Sub Call 800-643-2112
Steating-Wheel-Mounted Audio Corthols
Perforated Leather-Wrapped Steering Wheel
Cloth Burdet-Seats Wind Shaff Insert
Air Conditioning with 3-Zone Automatic Temp Control
Ludony Front and Rear Floor Mas Full-Function Media Hub with 2 USB Plus Aux Port Google Android Auto\*\*\*

18-Inch x 8.0-Inch Painted Aluminum Wheels 265/60R18 BSW All-Season LRR Tires 5-Passenger Seating EXTERIOR FEATURES

ssembly Paint/Part of Entry: DETROIT, MICHIGAN, U.S.A.

THIS LABEL IS ADDED TO THIS VEHICLE TO COURTY WITH FEDERAL LAW. THE LABEL CAMPOT BE REMOVED OR ALTERED PRIOR TO DELIVERY TO THE ULTHANTE PURCHASER. "STATE ANDOR LOCAL TAKES IF ANY LICENSE AND THE FEETS AND DEALEST SUPPLIED AND STALLED OFFICIAL AND ACCESSIVES ARE NOT INCLINED IN THE MAINTENEST SUPPLIED AND INCLINED AND ACCESSIVE ACCESSIVE AND ACCESSIVE ACCESSIVE AND ACCESSIVE AND ACCESSIVE ACCESSIVE ACCESSIVE ACCESSIVE ACCESSIVE ACCESSIVE ACCESSIVE AND ACCESSIVE ACCE

The safety ratings above are based on Federal Government tests of particular vehicles equipped with certain features and options. The performance of this vehicle may differ.

Star ratings range from 1 to 5 stars (\* \* \* \* \* \*) with 5 being the highest.
Source: National Highway Traffic Safety Administration (NHTSA)
www.safetrcar.gov or 1–635–327–4236

Bi-Function LED Projector Headlamps
LED Daytime Running Headlamps
Heated Minrors with Fold-Away
Bright Side Roof Rails
Inlegrated Roof Real Crossbars

OPTIONAL EQUIPMENT Plays Replace Standard Equipment)
Destroyer Gray Clear-Coat Exterior Paint
Clustomer Preferred Package 28A

Heated Steering Wheel Heated Front Seats SXT Blacktop Group Gloss-Black Badges Body-Color Rear Fascia Body-Color Rear Fascia

\$1,995

\$395

Body-Color Lower Fascia Body-Color Wheel Lip Molding Body-Color Sili Molding

Black Roof Rails 265160R20 BSW All-Season LRR Tires 20-Inch x 8,0-Inch Black Noise Aluminum Wheels

Heavy-Duty Engine Cooling Trailer Brake Controller Class IV Receiver-Hitch

2nd-Row 60 / 40 Fold and Tumble Seat Rear Load-Leveling Suspension 3rd Row Seating Group Remote Folding Third-Row Headrests 7—Passenger Seating Black Tubular Side Steps by Mopar®

fueleconomy, gov

\$450

\$650

Destination Charge

\$48,420 TOTAL PRICE: \*

5YEAR / 60,000 MILE

POWERTRAIN WARRANTY

For more information visit: www.dodge.com or call 1-800-4ADODGE

Fuel Economy and Environment

Gasoline Vehicle

FCA US LLC

Fuel Economy These estimates reflect new EPA methods beginning with 2017 models,

Standard SUV 4WD range from 14 to 102 MPGe. The best vehicle rates 132 MPGe. 18 25 cfy highway

MPG

\$2,500

You Spend

over 5 years compared to the average new vehicle. in fuel costs

Smog Rating (aitpipe only)

Fuel Economy & Greenhouse Gas Rating tailpipo only

4.8 gallons per 100 miles

combined city/hwy

Annual fuel COSt

\$2,100

\$1,195

٥

This vehicle emits 430 grams CO2 per mile. The best emits 0 grams per mile (tailpipe only). Producing and distributing fuel also creates emissions, learn more at fueleconomy,gov. driving conditions and how you drive and maintain your cost \$8,000 to fuel over 5 years. Cost estimates are MPGe is miles per gasoline gallon equivalent. Vehicle

OR Code™

े **ट** 

FOR VEHICLES IN THIS CARLINE: U.S./CANADIAN PARTS CONTENT: 70% PARTS CONTENT INFORMATION GOVERNMENT 5-STAR SAFETY RATINGS \*\*\*\*

MEXICO: 19%
NOTE: PARIS CONTENT DOES NOT INCLUDE FINAL
ASSEMBLY, DISTRIBUTION, OR OTHER
NON-PARTS COSTS. MAJOR SOURCES OF FOREIGN PARTS CONTENT:

> \*\*\*\* \*\*\*\*

Based on the risk of injury in a frontal impact. Should ONLY be compared to other velkides of similar size and weight.

Passenger

Frontal Crash

Basad on the combined ralings of frontal, side and rollover. Should ONLY to compared to other vehicles of similar size and weight.

Overall Vehicle Score

FOR THIS VEHICLE: FINAL ASSEMBLY POINT: DETROIT, MICHIGAN, U.S.A.

ENGINE: UNITED STATES TRANSMISSION: UNITED STATES COUNTRY OF ORIGIN:

\*\*\*\* \*\*\*\*

Front seat Rear seat

Based on the risk of injury in a side impact.

Crash Side

\*\*\*

Based on the risk of rollover in a single-vehicle crash.

Rollover

Ask for Mopar Vehicle Protection for your vehicle. We Built II, We Back II. VEHICLE A PRODUCT OF FCA US LLC

Page 68



Date/Time:

Jan 10, 2024 10:02 AM

Buyer:

Crook County Juvenile Depar Salesperson: Austin Warr

Phone:

C: 5414475161

Address:

305 NE 3rd St

Prineville, OR 97754

#### 2023 Dodge Durango, Body Type: Sport Utility PC673018

Color: Vapor Gray, 35 Miles VIN:1C4RDJDG4PC673018

Cash	Balance Due
\$ Down	
\$0	\$45,680

\$49,520.00
\$3,000.00
\$46,520.00
\$46,520.00
\$441,50
\$285.00
\$2,999.00
\$50,245.50
\$386.11
\$4,952.00
\$45,679.61

X	× WH
Customer Signature	Manager Signature
Date	Date

By signing this authorization form, you certify that the above personal information is correct and accurate, and authorize the release of credit and employment information. By signing above, I provide to the dealership and its affiliates consent to communicate with me about my vehicle or any future vehicles using electronic, verbal and written communications including but not limited to eMail, text messaging, SMS, phone calls and direct mail. Terms and Conditions subject to credit approval. For Information Only. This is not an offer or contract for sale.

**ROBERSON MOTORS INC** 3100 RYAN DR SE

possibly and the property

**Configuration Preview** 

SALEM/ OR 973015061 Salesoposin

feet to distant

Date Printed: Estimated Ship Date: 2024-01-09 8:17 PM

VIN: VON:

Quantity:

TB4119

Status:

BA - Pending order

**FAN 1:** 

48979 State of Oregon

FAN 2:

**Client Code:** 

Bid Number: PO Number:

Sold to:

**ROBERSON MOTORS INC (61749)** 

3100 RYAN DR SE SALEM, OR 973015061 Ship to:

ROBERSON MOTORS INC (61749)

3100 RYAN DR SE

SALEM, OR 973015061

a sections as a number Vehicle:

#### 2024 DURANGO PURSUIT VEHICLE AWD (WDEE75)

	Sales Code	Description		MSRP(USD)
Model:	WDEE75	DURANGO PURSUIT VEHICLE AWD		43,075
Package:	22Z	Customer Preferred Package 22Z		0
area mare a conservant	EZH	5.7L V8 HEMI MDS VVT Engine		3,115
等品类的基本分类的经验	DFD	8-Spd Auto 8HP70 Trans (Buy)		0
Paint/Seat/Trim:	PXJ	DB Black Clear Coat		0
120 m k skipk st	APA	Monotone Paint		0
Separation of the	*C5	Cloth Bucket Seats w/ Shift Insert	2	2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	-X9	Black	· · · · · · · · · · · · · · · · · · ·	0.00
Options:	4ES	Delivery Allowance Credit	į.	0
35 (42	MAF	Fleet Purchase Incentive	뤗	0
forder.	ADL	Skid Plate Group	- # N	350
Lold to	GXE	Entire Fleet Alike Key (FREQ 3)	3 1	350
MOBERSON MOTORS MOL	LNF	Black Left LED Spot Lamp	ē.	640
1100 RYAN DE DE	CW6	Deactivate Rear Doors/Windows		90
SALEM, OR 9730 (S91	4DH	Prepaid Holdback		0
A STATE OF THE STA	5N6	Easy Order		0
14 B C 18	4FM	Fleet Option Editor	्रा अदिक के पुरुषक कि एवं	0
	4FT	Fleet Sales Order		0
	170	Zone 70-Phoenix Arizona		0
Citatian	4EA	Sold Vehicle		0
Non Equipment:	4FA	Special Bid-Ineligible For Incentive		0
Bld Number:	TB4119	Government Incentives		0
Discounts:	YG1	7.5 Additional Gallons of Gas		0
Destination Fees:	e alia			1,595
G 178545 W SH	8.6			1.9
	0	Market Control	Total Price	49 215

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Expenses a re-

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Total Price:

Order Type: Scheduling Priority: 1-Sold Order Salesperson: Customer Name: 1 Customer Address: THE REST OF THE Instructions:

PSP Month/Week;

**Build Priority:** 

99

Note; This is not an invoice. The prices and equipment shown on this priced order confirmation are tentative and subject to change or correction without prior notice. No claims against the content listed or prices quoted will be accepted. Refer to the vehicle invoice for final vehicle content and pricing. Orders are accepted only when the vehicle is shipped by the factory.

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100

ROBERSON MOTORS INC 3100 RYAN DR SE SALEM, OR 973015061

#### **Configuration Preview**

Date Printed:

AMOUNTLY !

2024-01-09 8:18 PM

VIN:

Quantity:

1

**Estimated Ship Date:** 

Strate of the Section

VON:

Status: FAN 1; BA - Pending order 48979 State of Oregon

FAN 2:

AN 2:

Client Code: Bid Number:

PO Number:

TB4119

Sold to:

ROBERSON MOTORS INC (61749)

3100 RYAN DR SE-SÄLEM, OR 973015061 Ship to:

ROBERSON MOTORS INC (61749)

3100 RYAN DR SE

SALEM, OR 973015061

Vehicle:

#### 2024 DURANGO PURSUIT VEHICLE AWD (WDEE75)

	Sales Code	Description		MSRP(USD)
Model:	WDEE75	DURANGO PURSUIT VEHICLE AWD		43,075
Model: Package:	2BZ	Customer Preferred Package 2BZ		0
OTHER SPECIAL TOUR	ERC	3.6L V6 24V VVT Engine Upg I w/ESS		0
的自己的唯一和自己的自己的自己	DFT	8-Spd Auto 850RE Trans (Make)		0
Paint/Seat/Trim:	PXJ	DB Black Clear Coat		0
Cinte Polistect	APA	Monotone Paint		0
Cahmated Originates	*C5	Cloth Bucket Seats w/ Shift Insert	A 40	0
nitaro no	-X9	Black	2±°s sec. ≥	The Street of Congress
Options:	4ES	Delivery Altowance Credit	2 2 2	0
000 H	MAF	Fleet Purchase Incentive	201 1 100 2046	0
ACS TAILED	LNF	Black Left LED Spot Lamp	make gat o	640
Salti to:	CW6	Deactivate Rear Doors/Windows	September 1	90
ROBERSON MOTORS INC	(6174GXE	Entire Fleet Alike Key (FREQ 3)		350
STOS RYAN OR SE	ADL	Skid Plate Group		350
SALEM, OR 973015061	4DH	Prepaid Holdback		0
	5N6	Easy Order	www.new.atmass.com	0
ifopiche;	4FM	Fleet Option Editor	Section 1	0
	4FT	Fleet Sales Order		0
241 3 ur	170	Zone 70-Phoenix Arizona		0
\$6000 a 16 000 page 194 p	4EA	Sold Vehicle		0
Non Equipment:	4FA	Special Bid-Ineligible For Incentive		0
Bld Number:	TB4119	Government Incentives		ò
Discounts:	YG1	7,5 Additional Gallons of Gas		Ö
Destination Fees:		And a second distance of the second distance		1,595
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	No. 74	Superior for the superior supe	T-4-1 D-1	40.400

Total Price:

46.100

Order Type: Scheduling Priority: Salesperson:

Instructions:

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Customer Address:

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Customer Name:

Fleet 1-Sold Order

USA

DOM: F

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STATE FOR BUILDING

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PSP Month/Week: Build Priority:

99

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Note: This is not an invoice. The prices and equipment shown on this priced order confirmation are tentative and subject to change or correction without prior notice. No claims against the content listed or prices quoted will be accepted. Refer to the vehicle invoice for final vehicle content and pricing. Orders are accepted only when the vehicle is shipped by the factory.

Page 71

Page 1 of 1

20 to 7 or 12

ROBERSON MOTORS INC 3100 RYAN DR SE SALEM, OR 973015061

#### **Configuration Preview**

Date Printed:

**Estimated Ship Date:** 

2024-01-09 8:19 PM

Quantity:

BA - Pending order

VON:

Status: FAN 1:

48979 State of Oregon

FAN 2:

**Client Code:** 

**Bid Number:** PO Number:

TB4119

Sold to:

Ship to: **ROBERSON MOTORS INC (61749)** 

3100 RYAN DR SE SALEM, OR 973015061

5<sup>1</sup> 502 91545 938

THE PROPERTY OF State of States

3 . 1 1434

ROBERSON MOTORS INC (61749)

3100 RYAN DR SE SALEM, OR 973015061

Vehicle:

2024 (DS6T98)

	Sates Code	Description			MSRP(USD	)	
Model:	DS6T98				50,038	5	
Package:	26D	Customer Preferred Packa	ge <b>2</b> 6D		(	)	
	EZH	5.7L V8 HEMI MDS VVT E	ngine		(	)	
211 h di Cuci dan Maari	DFK	8-Spd Auto 8HP70 Trans (	Buy-US)		(	)	
Paint/Seat/Trim:	PXJ	Diamond Black Crystal P/C	;		200	)	
3 ដែល មានមកក្	APA	Monotone Paint		a X %			
Wolfer afted Chilps (1946)	*D7	Cloth Front Bench / Vinyl R	lear Seat	3 3 1965	55	167	
	-X8	Black/Diesel Gray		36, 31	gumorganifica in C	ANTINA ANTINA	
Options:	4DH	Prepaid Holdback		* · ·	(	)	
·	4ES	Delivery Allowance Credit		19 19 11 6	(	)	
	MAF	Fleet Purchase incentive		. P	5 - 5 - 5	1	
Sold for	5N6	Easy Order		THE WE'D		1	
ROBERSUM MOTORS INC	4FM	Fleet Option Editor	21 - 12 - Valid		(		
FIGURYAN DRISE	4FT	Fleet Sales Order					
#A: EM, OR \$13015061	170	Zone 70-Phoenix Arizona			(		
	4EA	Sold Vehicle			{		
Non Equipment:	4FA	Special Bid-Ineligible For Ir	centive	ā!	(		
Bid Number:	TB4119	Government Incentives	100(11170		(	, )	
Discounts;	YGE	5 Additional Gallons of Gas	2		F11876	, )	
Destination Fees:	475	o rioditional Gallons of Gac	,		1,995	,	
312 152 1539	क्षित	ingan' pre			1,55	<u>'</u>	
- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	-2419	a to the man		Total Price	e: <u>52.28</u> f	-	
V 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	4.74	Control of the second of the second		TOTAL PRICE	e. <u>52,26;</u>	3.00 3.00	
Order Type:	Fleet	1975 1975 1975	PSP Month/Week:		₹**		
Scheduling Priority:	1-Sold Order	(2510)99a (25)		00	70	007	
Salesperson:	1-30iq Order		Bulld Priority:	99	59	991.	
Customer Name:	425°	SHOPPING Free			) <i>V</i>		~ /
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Note: This is not an invoice. The prices and equipment shown on this priced order confirmation are tentative and subject to change or correction without prior notice. No claims against the content listed or prices quoted will be accepted. Refer to the vehicle invoice for final vehicle content and pricing. Orders are accepted only when the vehicle is shipped by the factory.

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# 2023 Dodge Durango Citadel PC691496



VIN: 1C4RDJEG0PC691496 Odometer: 8 Color: DB Black Clearcoat Body Type: Sport Utility

\$59,320.00	\$11,702.00	\$404.00	\$250.00	\$494.00	0.00	\$443.22	0.00	0.00	0.00	\$49,209.22
MSRP/Retail	Total Savings + Rebate	Government Fee	Proc/Doc Fee	Accessories	Service Contract	Total Taxes	Trade Allowance	Trade Payoff	Cash Down	Amount Financed

Itemized Accessories Wheel Locks: \$95, Theft Guard: \$399

The above signed hereby agrees and acknowledges review of this document by sales staff and approves the Items purchased. While we make every effort

information. Factors such as final price, down payment, accessories, fees, credit score and history will affect the final payment and amount financed. On Approved Credit. All sales are pending review and are not final until an OADA contract is signed by an agent of Gresham Chrysler Dodge Jeep Ram.

to verify the information prior to presenting figures, typographical errors do occur from time to time. Figures are based on the best known available

# **AGENDA ITEM REQUEST**



Date:

3/19/2024

#### Meeting date desired:

3/27/2024

# Subject:

Health Communications Subcontract

# **Background and policy implications:**

Crook County Health & Human Services advertised for a communications project subcontract in February 2024. The project solicitation was distributed via LinkedIn and several professional organizations including the Central Oregon Health Council, Oregon Coalition of Local Health Officials, and the Roundhouse Foundation. Applications were due March 4<sup>th</sup> and one was submitted.

The application was reviewed by six members of the HHS leadership team, resulting in an 85% average score with follow-up questions for the applicant. Overall, the leadership team recommends moving forward with developing and offering a contract for the proposal submitted by JSC Consulting, LLC

#### Budget/fiscal impacts:

Project proposal is for \$50,000. This amount is budgeted for in state public health modernization funds that have been granted to the county in FY24.

# Requested by:

Katie Plumb, Health & Human Services Director kplumb@crookpublichealthor.gov 541-447-5165

# Presenters:

Katie Plumb, Health & Human Services Director

# Legal review (only if requested):

Legal review and contract development is in progress

# **Elected official sponsor (if applicable):**



#### CROOK COUNTY HEALTH & HUMAN SERVICES DEPARTMENT

# Health and safety for everyone in Crook County

375 NW Beaver St., Suite 100 Prineville, OR 97754 Telephone: (541) 447-5165 Fax (541) 447-3093 https://co.crook.or.us/health



# **Solicitation**

Crook County Health Department

Crook County, a political subdivision of the State of Oregon, is seeking price quotes for a marketing services professional to advance public health services in Crook County. This solicitation is made pursuant to ORS 279B.070.

# **Background**

Crook County is a rural county in Central Oregon consisting of the towns of Prineville, Powell Butte, Post, and Paulina. According to the 2022 United States Census Bureau, Crook County is an area of 2,979 miles of land and contains 26,375 persons. The population of the county has grown by 26% since the 2010 Census, and many neighboring communities in Central Oregon have also experienced a significant population increase. More than 94% of Crook County' population is classified as White, and 8% is classified as Hispanic/Latino.

According to the United States Census Bureau the median household income of the county, in 2022 dollars, was \$74,969. For comparison, the median household income in the neighboring Deschutes County was \$82,042. Approximately 11% of the population living in Crook County falls below the poverty line. 90.3% of the population 25 years and older have graduated high school, 67% of adults (age 25-44) had completed some post-secondary education, including vocational/technical schools, junior colleges, or four-year colleges. This includes those who had and had not attained degrees.

According to Data USA, the most common jobs held by residents of Crook County are office and administrative support roles (1,258 people), construction and extraction occupations (773 people), and sales and related roles (720 people). Many residents commute to Bend and other neighboring cities for higher paying work opportunities. Additionally, many residents choose to own homes in Crook County and work in higher paying regions because the median home price is significantly lower by comparison.

Prineville is the oldest town in Central Oregon with logging and railroad roots. In 2010, Facebook (Meta) broke ground on a data center in Prineville and has continuously expanded their facilities ever since. The Prineville Meta Data Center is one of the largest of Facebook's data facilities at 4.6 million square feet. Apple has also built smaller data centers in Prineville with plans to expand.

A communications survey was conducted by the Crook County Health Department in 2018-2019 with 72 surveys received from individuals who utilize department services. A majority, 62.5%, of respondents were WIC clients, clients of a federal supplemental nutrition program for women, infants, and children. 90% of those surveyed have access to the internet. Nearly all, 86.1% of respondents, report visiting the Crook County Health Department Facebook Page "Never" or "Not Very Often."

Currently, Crook County Health Department communicates with the public and publishes useful information utilizing Facebook, Instagram, and the county website, with most social media efforts directing users back to the Health Department website. Survey respondents were recently given the opportunity to vote in favor for the means of communication that they would prefer to be contacted through to hear about events. **61% favored text message**, 45% Facebook, 30% email, and 26% website. Instagram, Radio, and Newspaper were favorited by less than 5% of respondents.

The Crook County Health Department does not have an individual dedicated solely to marketing and communications. Currently, there is a staff member who is responsible for most of the social media design and all website & social media updating. If a staff member wishes to make a post or update website information, they must submit a document through an automated process in SharePoint. From there, submitted posts must be approved by a member of department leadership and can then be uploaded by our staff member.

With a population of 8% Latinx/Hispanic, the Health Department receives many clients whose first language is not English. The Health Department has one staff member who is bilingual in English & Spanish and any translation requests need to be formally requested. This can take multiple weeks to get translated, and oftentimes social media posts are not created in time to go through this process. It is a priority of the Health Department to engage these audiences as well as other underserved populations including rural residents, LGBTQ+, disabled, and more.

The Crook County region can be classified as predominately politically conservative with 73.1% of residents voting for Republican candidate Donald Trump in the 2020 election, 24.6% voting for Democratic candidate Joe Biden, and 1.5% voting for Libertarian candidate Jo Jorgensen. With this combination of political, ethnic/racial, and LGBTQ+ backgrounds, Crook County Health Department wants to meet the community where they are to effectively support health.

- Sources utilized for background information:
  - Cancer Screening Report
  - o Deschutes County Census Bureau QuickFacts
  - Crook County Census Bureau QuickFacts
  - Data USA: Crook County
  - Meta Data Center Prineville
  - o Crook, Oregon | County Health Rankings & Roadmaps

# **Project Needs**

Communicate effectively with Crook County Health Department staff and public health partners in the county to discuss campaign options. The final products must be accessible to Crook County Health Department staff upon completion.

- Accessibility (literacy levels, language, identity inclusion, ability, colors & font, captions for videos)
- **II. Cultural responsivity:** Inclusivity of different races, languages, social classes, etc. in a respectful way to engage all variety of people in the community.
- **III. Equity Plan:** outside of the box ideas for reaching minority groups who may need translation or better accessibility to resources without the ability to access a computer. ... ie. text features

- IV. Website design consultation: We are seeking design expertise to ensure that users can effectively access information via our website when using mobile devices
- ٧. Social Media Develop and implement a process and training for staff that would increase social media content and sustainability. Develop branding parameters for social media content that can be sustainably implemented.
  - a. Increase Social Media traffic/engagement
  - b. Links to website to drive traffic to CCHD page Purpose of content is to drive people to seek more information by visiting website or calling coordinator.
- VI. Text message outreach: Develop system for implementing text message outreach to clients and the general public
- Support the updating of CCHD Communications & Equity Plans to integrate new processes VII. and systems for client outreach and support.
- VIII. Measurements of success: Data and analytics tracking implemented from beginning to end.

# **Project Resources**

This project is funded by monies granted from Oregon Health Authority to support Public Health Modernization. Communications is a foundational capability for governmental public health. Foundational capabilities are the knowledge, skills, and abilities needed to successfully implement foundational programs. The Oregon Public Health Modernization Manual outlines the vision, core system functions, roles, deliverables, and critical tools and resources for communications as a foundational capability.

The budget for this project is ≤\$50,000. These funds can be used for personnel, materials and supplies, travel, media buys, content development, and other resources that contribute to achieving the goals of this project. The department has an additional \$5,000 for media buys as needed.

# Timeline:

March 4, 2024 5:00 pm	Project Proposals Due to Crook County Proposals should include:  • proposed timeline and activities to complete project  • evaluation plan  • examples of past work meeting needs like this project  • and proposed budget ≤\$50,000		
March 20, 2024	Notification to Contractors		
June 30, 2024	End of project with possibility for extension and additional funding		

#### NOTES:

- 1. All proposals submitted in response to this Solicitation shall become the property of Crook County and may be utilized in any manner and for any purpose by Crook County. Be advised that proposals and all documents submitted in response to this Solicitation are subject to public disclosure as required by applicable state and/or federal laws.
- 2. If you intend to submit any information with your proposal which you believe is confidential, proprietary or otherwise protected from public disclosure (trade secret, etc.), you must separately Page 77

bind and clearly identify all such material. The cover page of the separate binding must be red, and the header or footer for each page must provide as follows: "Not Subject to Public Disclosure." Where authorized by law, and at its sole discretion, Crook County will endeavor to resist disclosure of properly identified portions of the proposals. Please do not mark the entire proposal as confidential.

- 3. Proposals must include a proposed scope of services and fee schedule. It is expected that the compensation for the awarded contract shall not exceed \$25,000 or the agreed upon budget.
- 4. Proposals must include a statement whether the bidder is an Oregon resident bidder pursuant to ORS 279A.120(1), and if so, the bidder's Oregon address.
- 5. The successful proposing firm will be engaged as an independent contractor, and not as an employee. The successful proposing firm will be responsible for providing all tools, equipment, and personnel necessary to complete the project. No employee benefits or workers compensation coverage will be provided by the County.
- 6. This is <u>not</u> a public works contract subject to ORS 279C.800 et seq. or the Davis-Bacon Act (40 U.S.C. 276A).
- 7. All of the applicable provisions of Oregon law relating to public contracts are, by this reference, incorporated in and made a part of this Solicitation.
- 8. No bid security is required.
- 9. If a contract is awarded, the County shall award the contract to the offeror whose quote or proposal will best serve the interest of the county, taking into account price as well as considerations, including, but not limited to, experience, expertise, suitability for a particular purpose and contractor responsibility.
- 10. All bidders must be "Equal Opportunity Employers" and comply with the appropriate provisions of state and federal law. All bidders shall be required to comply with ORS 656.017 regarding workers' compensation unless they meet the requirements for an exemption under ORS 656.126.
- 11. By submitting a proposal, the offeror certifies that, to the best of its knowledge, it is not in violation of any tax law of the State of Oregon.
- 12. The successful proposing firm shall be responsible for all federal, state and local taxes, if any, applicable to any payments received pursuant to this Solicitation, including but not limited to income tax, payroll tax, social security and self-employment tax. County shall not withhold, pay, or in any other manner be responsible for payment of any taxes on behalf of the firm.

To be considered for this solicitation, proposals must be received no later than 5:00 p.m. on March 4, 2024, either delivered in person, mailed to or e-mailed to **Katie Plumb**. Contact **Katie Plumb** with any questions or clarifications for proposals:

#### **Katie Plumb**

Health & Human Services Director Crook County Health Department 375 NW Beaver Street Suite 100 Prineville, OR 97754

Office: 541-447-5165 Cell: 541-233-9177

# kplumb@crookpublichealthor.gov

#### RIGHTS RESERVED BY THE COUNTY

The County reserves the right, in its sole discretion, to pursue any or all of the following actions:

- a) Issue addenda.
- b) Request additional information and/or clarification from bidder(s).
- c) Permit the timely correction of errors and waive minor deviations.
- d) Issue subsequent proposals based on refinements of concepts proposed in response to the bid invitation.
- e) Withdraw the Solicitation.
- f) Extend the time for submittal of proposals.
- g) Select the bidder that, in the judgment of the County and any evaluation process notwithstanding, is most likely to succeed in delivering the goods and services desired by the County.
- h) Take whatever other action it deems best in its interest.
- i) The County reserves the right to conduct interviews with bidders to further facilitate ranking pursuant to the criteria.
- j) To reject any and all proposals not in compliance with all prescribed public contracting procedures and requirements, reject for good cause any proposals upon the finding that it is in the public interest to do so, and waive any and all informalities.
- k) The request for bids does not obligate the County to accept any proposal, negotiate with any bidder, award a contract, or proceed with the development of any project described in response to this invitation.
- I) All proposals and bids shall become the property of the County and will not be returned to the bidder.
- m) This invitation does not and shall not commit the County or any of its agents to enter into any agreement, pay any costs incurred in the preparation of any response, or procure or contract for any services or supplies. The County reserves the right to accept or reject any or all responses to the invitation, to request proposals from any, all or none of the applicants or any other individual, or to delay or cancel the request for bids, in part or in its entirety, if it is in the best interests of the County to do so. Responses to this invitation are entirely voluntary and made with this knowledge.
- n) It is the policy of Crook County to provide equal employment opportunity for all persons in compliance with federal and state laws without regard to race, color, religion, sex, age, national origin, physical or mental disability.

Public Health Modernization Compliance Consultant Solicitation Proposal Review March 2024 SUMMARY

Proposer Name	JSC consulting
Reviewers	Stephanie, Camille, Joie, Kim, Micheala, Tom
Date	03/19/24

- 1. Budget and Project Timeline (5 total possible points)
  - a. Are budget categories reasonable?
  - b. Are budgeted expenses reasonable?
  - c. Is the timeline reasonable and achievable?

Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Average
5	4	3	4	5	5	4.33

- 2. Relevant Experience (4 total possible points)
  - a. Do they have the kind of experience we need?
  - b. Can they do the job?

Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Average
4	4	4	4	4	2	3.67

- 3. Scope of Basic Services (5 total possible points)
  - a. Is their proposal reasonable to achieve our project goals?
  - b. Do you like how they propose to conduct the project?
  - c. Is it clear what we will be expected to do to help coordinate?

Reviewer	Reviewer	Reviewer	Reviewer	Reviewer	Reviewer	Averege
1	2	3	4	5	6	Average
5	4	4	4	5	4	4.33

- 4. Campaign reach (5 total possible points)
  - a. Will we be able to reuse/adapt campaign materials for future use for Central Oregon partners?
  - b. Is the campaign appropriate for the target audience (low-income Central Oregon adults)?

Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Average
5	4	3	3	5	3	3.83

- 5. What additional questions do you have for the proposer?
  - None The proposal was written well and very thoroughly.
  - I am not sure about the reuse/adaptation of material for the future. I would like to see more examples of how the proposer would make sure this is being accomplished.

- How will you reach the community that does not have access to text messages or social media?
- No further questions. I feel confident in this application

# JSCONSULTING

# **Strategic Communications Plan RFP**

Crook County Health Department 375 NW Beaver St STE 100 Prineville, OR 97754

Proposal Submitted by: Jason Carr President, JSC Consulting March 4th, 2024

Attachments:
RFP Response
Past Project Examples\*\*\*

\*\*\*For proprietary reasons, the first communications plan example refers to "A & B Company." This is to protect the identity of the company; however, the information within the communications plan is not subject to any kind of non-disclosure agreement.



#### INTRODUCTION

The purpose of this Communications and Marketing Plan is to outline strategies and tactics aimed at advancing public health services in Crook County, Oregon. Through targeted communication efforts, we aim to engage diverse populations within the county, promote health equity, and increase awareness of available resources and services offered by the Crook County Health Department (CCHD).

#### SITUATION ANALYSIS

Demographic Profile: Crook County is a rural area with a population of 26,375 people, predominantly White (94%) with an 8% Hispanic/Latino population. The median household income is \$74,969, and 11% of the population lives below the poverty line.

- Current Communication Channels: The CCHD currently utilizes Facebook, Instagram, and its website for communication. However, engagement on social media platforms is low, and there is a need for improvement in reaching diverse communities and underserved populations.
- Staffing and Resources: The department lacks dedicated personnel for marketing and communications. Translation services for non-English speakers are limited and time-consuming.

# **GOALS & OBJECTIVES**

- <u>Increase Awareness:</u> Raise awareness of CCHD services and resources among Crook County residents, particularly underserved populations.
- <u>Enhance Engagement:</u> Increase engagement with the CCHD on social media platforms and the website.
- <u>Promote Health Equity:</u> Ensure equitable access to health information and resources for all residents, regardless of race, ethnicity, language, or socio-economic status.

# **TARGET AUDIENCES**

- Residents of Crook County
- Underserved populations including Hispanic/Latino, rural residents, LGBTQ+, and individuals with disabilities
- Healthcare providers and community organizations



# **PROJECT NEEDS**

# I. Accessibility:

- <u>Literacy</u>: Develop content in plain language to ensure readability for all literacy levels.
- <u>Language</u>: Provide multilingual resources and translation services to accommodate diverse language preferences.
- <u>Identity Inclusion:</u> Ensure representation and inclusion of diverse identities, including race, ethnicity, gender identity, and sexual orientation, in all communication materials.
- <u>Ability:</u> Ensure accessibility features such as alt text for images, closed captions for videos, and compatibility with screen readers.
- <u>Colors & Font:</u> Use high-contrast colors and legible fonts to enhance readability for individuals with visual impairments.
- <u>Captions for Videos:</u> Provide captions for all videos to make content accessible to individuals with hearing impairments.

# II. Cultural Responsivity:

- <u>Inclusivity:</u> Incorporate cultural sensitivity and diversity in messaging and imagery to engage all segments of the community respectfully.
- <u>Language Diversity:</u> Offer materials in multiple languages to accommodate different linguistic backgrounds.
- <u>Social Class Inclusion:</u> Address social determinants of health and socioeconomic disparities in communication efforts.

# III. Equity Plan:

- <u>Text Features:</u> Implement SMS text messaging services to reach minority groups who may not have access to computers or the internet.
- <u>Community Outreach:</u> Conduct community events and outreach programs in underserved neighborhoods to provide resources and information directly to residents.
- <u>Collaboration:</u> Partner with local community organizations and leaders to amplify messaging and reach marginalized populations.

# IV. Website Design Consultation:

- <u>Mobile Optimization:</u> Ensure the website is mobile-responsive for easy access on smartphones and tablets.
- <u>User Experience (UX):</u> Improve navigation and usability to enhance the user experience for visitors accessing the site on mobile devices.



# V. Social Media:

- <u>Process and Training:</u> Develop training programs for staff to increase social media content creation and sustainability.
- <u>Branding Parameters:</u> Establish branding guidelines to maintain consistency and professionalism across social media platforms.
- Increasing Traffic/Engagement: Implement strategies such as targeted advertising, interactive content, and community engagement initiatives to increase social media traffic and engagement.

# VI. Text Message Outreach:

- <u>System Development:</u> Develop a text message outreach system to provide timely updates, reminders, and health tips to clients and the general public.
- <u>Automation:</u> Implement automated messaging systems to streamline communication processes and reach a wider audience effectively.

# VII. Support for Updating CCHD Communications & Equity Plans:

- <u>Integration of New Processes:</u> Provide support and guidance in integrating new communication processes and systems into existing CCHD plans.
- <u>Capacity Building:</u> Offer training and resources to CCHD staff to ensure they are equipped to effectively implement communication strategies and equity plans.

# VIII. Measurements of Success:

- <u>Data and Analytics Tracking:</u> Implement robust data tracking systems to monitor the success of communication efforts from beginning to end.
- Key Performance Indicators (KPIs): Track metrics such as website traffic, social media engagement, outreach event attendance, and client feedback to measure the impact of communication initiatives.

#### STRATEGIES & TACTICS

- <u>Diversified Communication Channels:</u> Based on local survey results regarding communication preferences, focus communication channels on direct text messages, Facebook, the website, and in-person community events.
- <u>Multilingual Outreach:</u> Enhance translation services to provide information in Spanish and other languages spoken by minority communities. Develop multilingual marketing materials and ensure accessibility for non-English speakers.



- <u>Community Partnerships:</u> Collaborate with local organizations, schools, and businesses
  to disseminate health information and promote CCHD services. Establish partnerships
  with healthcare providers to reach a wider audience.
- <u>Content Development:</u> Create engaging and informative content tailored to the needs and interests of the target audiences. Content should be culturally sensitive, relevant, and easy to understand.
- <u>Social Media Campaigns:</u> Develop targeted social media campaigns focusing on key health issues, events, and initiatives. Encourage user-generated content and community participation.
- Website Optimization: Improve the usability and accessibility of the CCHD website, particularly for mobile users. Ensure that information is easy to find and navigate, with clear calls to action.
- <u>Text Message Outreach:</u> Implement a text message outreach system to provide timely updates, reminders, and health tips to residents and clients.

# IMPLEMENTATION PLAN

- <u>Phase 1:</u> Conduct a thorough review of existing communication channels and resources. Develop a comprehensive content calendar and communication strategy.
- <u>Phase 2:</u> Launch multilingual outreach efforts and community partnerships. Begin implementing social media campaigns and text message outreach.
- <u>Phase 3:</u> Evaluate the effectiveness of communication strategies through data analysis and feedback. Make adjustments as needed to optimize engagement and reach.

# **EVALUATION & MEASUREMENT**

- Track key performance indicators (KPIs) such as website traffic, social media engagement metrics, and community feedback.
- Conduct surveys and focus groups to assess awareness and perception of CCHD services among target audiences.
- Monitor progress towards goals and objectives outlined in the plan, making adjustments as necessary.



# PROJECT BUDGET PROPOSAL

# 1. Personnel: \$25,000

• JSC Consulting Project Management of Project

# 2. Content Development: \$8,000

Copywriting and Content Creation: \$2,000

• Graphic Design and Multimedia Production: \$2,000

• Translation Services: \$2,000

• Website Optimization and Mobile Design: \$2,000

# 3. Outreach and Engagement: \$10,000

Social Media Advertising Budget: \$3,000

Community Events and Outreach Programs: \$3,000

Printing and Distribution of Marketing Materials: \$2,000

• SMS Text Messaging Service Subscription: \$2,000

# 4. Training and Capacity Building: \$2,000

Staff Training Workshops: \$1,000

• Capacity Building Resources and Materials: \$1,000

# 5. Miscellaneous Expenses: \$5,000

• Software and Tools for Data Analytics Tracking: \$1,000

• Travel Expenses for Community Outreach: \$1,000

• Contingency Fund: \$3,000

# **Total Project Budget: \$50,000**

Note: The proposed personnel budget is capped at \$25,000, with careful allocation of resources to maximize the effectiveness of communication and marketing efforts for the Crook County Health Department. The contingency fund is included to account for any unforeseen expenses or additional needs that may arise during the project.



#### **METHODOLOGY & OPTIONS**

JSC Consulting proposes a communications and outreach plan with three phases:

- 1. Develop strategic communications and outreach plan
- 2. Create and produce all content to support goals and objectives & deploy tactics and schedule all messaging and outreach activities
- 3. Monitor, assess, and track outcomes and create a final report for CCHD

#### **TIMELINE**

- Strategy Development and Preparation April 2024
- Implementation and Launch of Campaigns May 2024
- Monitoring, Evaluation, Final Report June 2024

# **TIMING & PERSONNEL EXPENSE**

PHASE 1: Develop a Strategic Communications Plan

- 30 days April 1st 31st
- Work to begin when the agreement is signed and finalized

PHASE 2: Create content and deploy tactics, messages, and outreach

- Content Creation = 15 Days (May 1st May 15th)
- Tactic Deployment = 15 Days (May 15th May 31st)

PHASE 3: Track, monitor, assess tactics and draft final report

- 30 Days: June 1st June 30th
- Final report with outcomes submitted by June 30th, 2024

The fee for Phase #1 is \$10,000 to be paid when the communications plan is approved

The fee for Phase #2 is \$10,000 to be paid when content creation, outreach activities, and other project services have been planned and finalized

The fee for Phase #3 is \$5,000 to be paid when JSC Consulting submits final report



# **JOINT ACCOUNTABILITIES**

Health Department accountabilities include:

- Ability to contact you as needed for questions and direction
- Interface one-on-one at least once per month to debrief & evaluate progress
- Access to confidential information as it relates to CTE programs and decisions

# JSC Consulting accountabilities include:

- Provide a monthly report on progress, deliverables, and any issues/concerns
- Continuously coordinate with Director Katie Plumb on needs/deliverables
- Report back on new ideas if any changes to the communications plan are needed
- Meeting all deadlines agreed upon and immediately reporting any threats to the program
- Respond to all emails, texts, and phone calls within 90 minutes unless on vacation

#### We both will be accountable for:

- Immediately informing the other of any new developments that might materially affect the
- success of the effort

**Terms:** The consulting contract is \$50,000 total with personnel income not to exceed \$25,000 and will be paid in three phases with an invoice submitted to Crook County Health Department after each phase is complete.

**Expense reimbursement:** We charge expenses as actually accrued and bill after each month. Payment is due upon presentation of an invoice. We charge for reasonable travel and related expenses. We do not charge for administrative support, courier, postage, phone, and so forth. You may postpone and reschedule with our approval without penalty so long as you maintain the existing payment schedule. The quality of work is guaranteed, and if our work is not consistent with the quality expressed in the accountabilities section, we will refund your full fee. Your signature below indicates the acceptance of the option checked and your agreement with all provisions and terms specified in the proposal.



# Communications Plan for: A & B Company Jason Carr, JSC Consulting April, 2021

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# **Executive Summary**

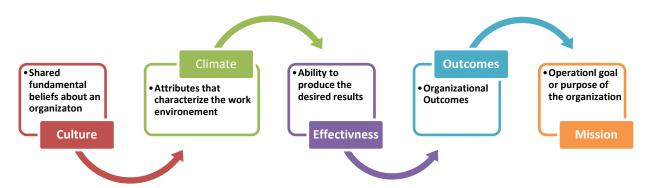
A&B Company is a manufacturer of high-technology products and has been in business since the 1990s. The company grew fast and has been very profitable over the past 10 years. In year ten of the company's existence they went public. Since that time, A&B Company lost its place as a market leader that it held for more than 15 years, dropping from #2 down to #12. Revenue, profit margin, and stock value all declined.

This communications plan is designed to address three critical deficiencies of the company's culture and climate that were discovered after a company-wide assessment and survey. They include: a lack of risk-taking, management flow of information, and openness and transparency. It was also determined that A&B Company is highly hierarchical. These internal issues are causing a lack of innovation, which company leaders believe is negatively impacting the company.

We will address these areas by discussing the current and desired states of the company, the business goals, and then the key strategies, and communication tactics that will help A&B Company move from a hierarchical culture to an innovative culture that encourages risk-taking, openness, and strong communications.

#### **Business Goals**

With market share dropping to dangerously-low levels, A&B Company was motivated to discover the source of this decline and right the ship. A full assessment of the current state of the company and surveys conducted revealed a lack of innovation due to internal issues. One of the main issues that rose to the top is a lack of support within the company for risk-taking, which is a direct result of the current culture and climate within A&B Company. This impacts an organization's effectiveness to achieve the desired results, outcomes, and fulfill the mission.



Culture is described as the shared fundamental beliefs about an organization, and climate includes the attributes that characterizes the work environment such as co-worker relations, physical working conditions, trust, and accountability (Petronio, 2021). According to Cameron & Quinn (2011), the sustained success of firms has "less to do with market forces than with company values, less to do with competitive positioning than with personal beliefs, and less to do with resource advantages than with vision" (pg. 20).

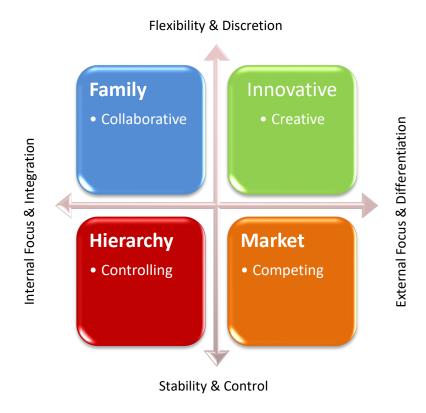
These are all functions of culture and climate that impact the effectiveness of an organization. If culture and climate are poor and the organization is failing to meet its mission, then that's an indication that something is out of alignment. In the case of A&B Company, this misalignment directly affecting the company's performance, bottom line, and competitiveness in the market.

#### **COMPETING VALUES FRAMEWORK**

The culture and climate of A&B Company is assessed using two indicators of effectiveness. There are two dimensions with competing values that outline the major indicators of effective organizations. These two dimensions form four quadrants that represent a distinct set of organizational effectiveness indicators (Cameron & Quinn, 2011).

- 1. The organization emphasizes flexibility, discretion and dynamism or emphasize stability, order, and control.
- 2. The organization emphasizes an internal orientation, integration, and unity from criteria that emphasizes an external orientation, differentiation, and rivalry.

To better understand how climate and culture impacts organizational effectiveness, these competing values are further defined using a four-quadrant system. Each quadrant represents basic assumptions, orientations, and values that comprise an organizational culture, which allow us to diagnose the organizations cultural strength, type, and congruence (Cameron & Quinn, 2011).



- Family Culture Flexibility & Discretion Internal/Internal Focus & Integration
- Hierarchical Culture Internal Focus & Integration/Stability & Control in Decision-Making
- Market Driven Culture External Focus & Differentiation/Stability & Control in Decision-Making
- The Innovative Culture External Focus & Differentiation/Flexibility & Discretion in Decision-Making

#### **CURRENT STATE OF A&B COMPANY**

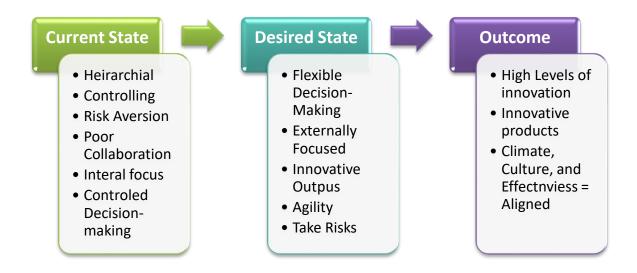
Based on the research and findings of the company survey, it has been determined that A&B Company is very hierarchical where decision-making is tightly controlled, the climate is stable and predictable, employees have high risk-aversion, and there's poor collaboration and cooperation (Petronio, 2021).

- Organizational Culture: Hierarchical
  - High controlled decision-making
  - o Internally focused work environment
- Climate: Stable & Predictable
  - o Efficiency, Consistency, Uniformity
  - o Risk aversion, poor communications flow, poor cooperation, and collaboration
  - Inability to innovate at high levels
- Organizational Effectiveness: Poor
  - Mission: Innovative products
  - Culture, climate, and effectiveness: Not aligned

# **Desired State of A&B Company**

A&B Company wants return to its dominate and profitable state before going public. To improve its place in the market, increasing innovation is the desired outcome. Changes to both the culture and climate are necessary to improve effectiveness and create organizational alignment.

- Organizational Culture: Innovative
  - Flexible decision-making
  - Externally focused on customer and client
- Climate: Visionary
  - o Innovative outputs, transformation, agility
  - Permission to take risk, strong collaboration
- Organizational Effectiveness: High
  - o Mission: Innovative products
  - Culture, climate, and effectiveness: Aligned



If A&B Company wants to become a more innovative company, it must change its current cultural orientation from hierarchical to ad-hoc and market-driven and away from hierarchical. The current state of internal focus & integration with lots of stability and control over decision-making, must be replaced with an external focus with more flexibility and discretion in decision-making. Recent survey results showed three main problematic areas. If scores by employees and management are above 70% that's considered acceptable. Scores below 70% are unacceptable.

# Survey Results – Low Scores (Below 70% is unacceptable)

- 1. Management of Flow within Company:
  - a. Employee satisfaction: 62%
  - b. Management satisfaction: 77%
  - c. Gap: 15%
- 2. Trust & Openness
  - a. Employee satisfaction: 62%
  - b. Management satisfaction: 82%
  - c. Gap: 20%
- 3. Support for risk-taking in my department
  - a. Employee satisfaction: 23%
  - b. Management satisfaction: 53%
  - c. Gap: 30%
- 4. Other areas receiving low scores:
  - a. Intergroup cooperation
  - b. Poor implementation
  - c. Risk-averse environment
  - d. Rule driven
  - e. High rule orientation
  - f. Confusion in A&B direction (Petronio, 2011).

# Survey Results – High Scores (Above 70% is acceptable)

- 1. Autonomy in decision-making
  - a. Employee satisfaction: 95%
  - b. Management satisfaction: 95%
  - c. Gap: 0%
- 2. Individual support and understanding of cross-directorate collaboration
  - a. Employee satisfaction: 86%
  - b. Management satisfaction: 95%
  - c. Gap: 10%
- 3. Satisfaction with work/life balance
  - a. Employee satisfaction: 90%
  - b. Management satisfaction: 85%
  - c. Gap: 5%
- 4. Challenge of Work:
  - a. Employee satisfaction: 81%
  - b. Management satisfaction: 92%
  - c. Gap: 11% (Petronio, 2011).

The areas with high results are positive indicators that can help with innovation and should be maintained; however, our goal is to address the problem areas. Based on the survey results, we believe the main drivers of innovation in A&B Company include:

- Support for risk-taking
- Improved management of information flow
- Trust & openness

These are addressed as our business goals – the outcomes desired – along with what and how we will measure. We have provided an outline and context for how this will be accomplished.

BUSINESS GOAL (OUTCOMES)	WHAT TO MEASURE	HOW TO MEASURE	
Improve Risk-Taking	Likelihood of Risk-Taking vs. Consequence of not risk-taking (How likely is the risk to materialize and the consequence is the impact on the organization)	After each project is completed, employees will rank the likelihood of taking risk on a scale of 1-9. Scores in the range of 7,8,9 are considered acceptable. Anything 6 and below is considered unacceptable. The Consequence of not taking risk will also be scored 1-9. Scores rated 1,2,3 are considered acceptable. Scores above 4 are considered unacceptable.	
Improve Management of Information Flow	How do employees feel about the following?  1. Accuracy 2. Timeliness 3. Reliability 4. Form & detail 5. Availability	Employees will be surveyed quarterly and asked to rate the five areas of communication on a scale of 1-5, with 1 being low (unacceptable) and 5 being high (acceptable).	
Improve Trust & Openness	How employees feel about the company, their relationship with co-workers and supervisors, their ability to make a difference, and feel validated for their work.	Survey employees once per year with using 7-point scale between strongly disagree and strongly agree. Survey items will include: overall trust, organization competence, integrity, goodwill, transparency, accountability, and opportunity for employees to contribute.	

#### 1. Improve Risk-Taking of Employees

Likelihood is simply how likely the risk is to materialize, and consequence is the impact on the organization. Data is collected from the observations of the managers/employees closest to the risk. Their real-life views are the major input into this equation (ICAEW, 2021).

Risk severity can be calculated as likelihood multiplied by consequence. It is measured through using a risk rating. This has likelihood (from very low to very high. To calculate the "risk score" values are assigned for both the likelihood and consequences axes from 1 (very low) to 9 (very high). Those risks that have the highest scores are the ones that require the closest attention as they pose the greatest threats to innovation and success (ICAEW, 2021).

# 2. Improve Management of Information Flow

The most important route for communication is the vertical flow. The vertical flow follows the chain of the company hierarchy, traveling up and down between the supervisors and subordinates (Nousianen, 2008). Most organizational communications happens vertically and flows downwards as orders, rules and directives. This means communication upwards is limited and very little feedback travels from the lower-level employees to upper management. Innovative organizations, which is the desired outcome for A&B Company, allow for free-flowing communications that encourages employees to give feedback, suggest ideas, and improve the existing process (Nousianen, 2008).

#### 3. Improve Trust and Openness

Building a culture of trust is what makes a meaningful difference. Employees in high-trust organizations are more productive, have more energy at work, collaborate better with their colleagues, and stay with their employers longer than people working at low-trust companies. They also suffer less chronic stress and are happier with their lives, and these factors fuel stronger performance (Zak, 2017).

As part of our goal to measure the risk-taking of employees and the management of information flow, we will survey employees once per year. Each of the questions developed will using 7-point scale between strongly disagree and strongly agree. Survey items will include: overall trust, organization competence, integrity, goodwill, transparency, accountability, and opportunity for employees to contribute.

#### **IMPORTANCE OF MEASUREMENT**

Conflict often occurs when there isn't a clear direction provided by management or information to back up the claims about why a certain direction should be taken. Surveys provide an opportunity to gather information about culture and climate that might not be fully known or realized through typical day-to-day interactions. This information is used to justify changes or new instituting new opportunities.

If leaders fail to understand the behavior of their organization, the ability to change culture and climate becomes extremely difficult. As Kotter & Cohen (2021) explains, the most fundamental problem in all stages organizational change is shifting employee behavior. Change is more likely to be accepted if qualified and quantified why the change is necessary.

Kotter & Cohen (2021) also makes valuable point that you must "go after the emotions with concrete and almost smellable evidence, not just the abstractions so favored by the rational mind." This is another reason why measuring goals is so important. Human nature tends to deviate, in my experience, towards abstraction. Providing leaders and employees with qualitative and quantitative evidence can assist organizations with making change. If there's good evidence to support a change of direction, employees and customers are more likely to accept it.

# **Stakeholder Objectives and Analysis**

The leadership and decision-making structure of A&B Company is hierarchical, and so is its culture. This section outlines the stakeholders who will be directly involved with instituting change within A&B Company to become more innovative, or stakeholders directly affected who will benefit from the change. The first major group of stakeholders are all the employees that exist within the company. We will categorize them into multiple groups:

#### **Executive Management**

President/CEO, Chief Operating Officer, Chief Finance Officer, Chief Manufacturing Officer, Chief Distribution Officer, Chief Science & Research Officer, Chief Information Officer and Chief Human Resource Director (Petronio, 2021). This group recognized the decline in revenue and competitive, paid for a consulting firm to undergo a company-wide analysis using a survey. They are motivated to change the culture and climate of A&B Company to improve profits and market advantage. Not doing so could jeopardize their own jobs and future success of the company.

# **Middle Management**

These managers are responsible for the various departments, projects, manufacturing, and delivery that occurs at A&B Company. Middle management is responsible for both vertical flow of information (up to executives and down to line workers) and horizontal communication (out and between line workers, other managers, and project teams). This group plays an important link and ensuring that all changes to the organization's culture and climate are properly communicated and implemented.

#### **Line Workers**

These are the employees who work under middle management and carry out the daily tasks and objectives in each department. Survey results showed large gaps between how line workers felt about aspects of the company versus management. These workers are the primary drivers of improving innovation, so they play a vital role in improvement the culture, climate, and effectiveness of A&B Company.

#### **Investors**

Shareholders have lost money due to the decline innovation, market share, profit margin, and market position. They are motivated to see A&B Company improve and increase its competitive edge. Investors will not only track the efforts closely, but they also have the ability to provide resources for A&B Company executives to implement the change need to make improvements.

#### **Suppliers/Vendors**

As a manufacturing company, A&B Company relies on various suppliers and vendors in order to manufacture the products that go to market. The company's relationship with these external stakeholders is extremely important. If the company is losing money and market share, that means the business of the suppliers and vendor is also suffering. Improving the culture and climate of A&B Company has a direct impact.

#### **Customers**

Customers expect the products and services they purchase to be produced efficiently, on time, and within budget. It's important for A&B Company to maintain strong, trusting relationships with their customers in order to improve sales and market share. Customers could easily switch to another company if they aren't satisfied with the customer service or products manufactured.

BEHAVIORAL OBJECTIVES	WHAT TO MEASURE	HOW TO MEASURE
Executive Management  - Improve communication with middle management  - Provide additional training and resources for all employees  - Maintain relationships with investors	Executive Management  - Frequency of communication  - Effectiveness of communication  - Outcome of training on culture and climate  - Resources provided by investors	Executive Management  - Number of meetings, emails, intra-company memos, updates on company website  - Number of employees opening/reading messages  - Number of Employees responding to surveys and attending events/trainings  - Gap flow of information gap between employees and management by 10%  - Budget for training, communication activities, and cultural improvement increases by 50%.
Middle Management  - Improve horizontal communication with line workers  - Increase team meetings and collaborative activities  - Encourage employees to take risks	Middle Management  - Increase employee's knowledge about goals & objectives  - Satisfaction with training & activities  - Frequency employees take risks	Middle Management  - Track awareness of goals and objectives through quarterly surveys  - Require employees to take surveys after every training & activity  - Risk-taking increases in each department by 10%
Line Workers  - Respond to all surveys  - Attend all trainings/group activities  - Take more risks  - Be more collaborative with managers and co- workers	Line Workers  - Participation in surveys and trainings/activities  - Satisfaction with surveys/training  - Frequency of risks taken on projects  - Relationships with managers/co-workers	Line Workers  - Responses to surveys is above 90%  - At least 80% satisfaction with training/activities  - Risk-taking improves by 50%  - Reduce gap in trust/openness by 10%

	Investors	Investors
Investors - Provide more resources for culture/climate improvement	<ul> <li>Amount of money invested in cultural change activities</li> </ul>	- Increase in cultural change budget by 50%
Suppliers/Vendors  - Maintain existing accounts  - Increase share of existing accounts	Suppliers/Vendors  - Number of existing accounts maintained - Number of new accounts created	Suppliers/Vendors  - Maintain no less than 90% of existing accounts - Increase new accounts by 20%
Customers  - Increase business with A&B Company  - Increase referrals of new customers  - Promote A&B Company on social media	Customers  - The increase of business with existing customers  - Number of positive referrals  - Frequency of mentions and promotion on social media	Customers  - Profits by existing customers increase 20%  - Positive referrals increase by 15%  - National awareness on social media increase by 10%

# **Communication Goals**

STAKEHOLDERS	BEHAVIOR OBJECTIVE	COMMUNICATION GOALS	WHAT TO MEASURE	HOW TO MEASURE
Executive Management		and understanding about	respond to and understand mission, goals, and objectives	Line worker scores on how well middle management explains and communications mission, goals, and objectives using a 1-5 scoring method with 1 being poor and 5 being excellent

	#2	All employees will appreciate the increase access to training and resources and feel that it's helping them be more successful, team oriented, and encouraged to take risks.	at trainings and willingness to take on new challenges and	Self-assessments on trainings and personal contributions to individual work and team projects.
	#3	Investors will have confidence that the executive team is making the necessary changes and making the right investments in cultural change to improve market share and profits.	each quarter after budget reviews and feedback about change	Quarterly surveys and online feedback sheets about executive management performance
Middle Management	#1	Line workers feel confident that middle managers are sharing information adequately and know where to go for timely and helpful resources.	Line workers are opening sharing information with coworkers and company surveys scores improve around horizontal communication.	Number of clicks and openings on company email, websites, and social media and higher communication scores on company surveys
	#2	All company employees are satisfied with improved and frequency of both companywide and departmental training and collaborative group activities.	# of employees attending trainings and group activities and satisfaction with resources offered.	Data tracking employee attendance at trainings/team activities and surveys with feedback loops about quality of training and activities
	#3	All employees feel confident they are allowed and encouraged to take risks and don't have to ask permission every time they believe taking a risk will benefit the company.		Collect data on frequency of risk taking and compare number of times those risks failed or succeeded.

Line Workers	#1	the time and effort to fill out surveys, because they know	# of employees taking surveys and their satisfaction level that the surveys are useful	Track satisfaction scores with surveys and the number of times feedback on surveys are implemented by management or other groups
	#2	attend training and team activities, because believe they're valuable, and that	Number of times individual employees attending meetings and activities, and their satisfaction with them.	
		, ,	taking occurred and their success or failure.	Self-assessment and management assessment on success or failure of risk-taking; how it helped the company or lessons learned if it failed.
	#4	on their co-workers and teams to succeed and believe the company encourages and invests in team collaboration.	Successful projects or increase profits due directly to team contributions or crossdepartmental collaboration.	Track the number of projects that succeed and increase profitability in all departments where team collaboration played a significant role.
Investors	#1	more resources into the cultural change efforts, because they trust executive management will be successful.	Track return on investment for how risk-taking, improvement of information flow, and improved openness is helping the company.	Compare quarterly the company's profit margin connected with resource allocation for change initiatives.

Suppliers/ Vendors	#1	confident in the future of A&B	maintained.	Track accounts and survey suppliers & vendors quarterly to ensure satisfaction with products and services.
	#2	Suppliers and vendors are encouraged and please with A&B Company's improvement and open new accounts.	Existing customers who are willing to open new accounts.	Satisfaction surveys are completed by suppliers and vendors after each order or shipment is fulfilled – measuring both employee relations and company efficiency.
Customers	#1	Customers believe they can trust A&B Company and want to increase their business because of their improved reputation.	Increased number of customers and their satisfaction with the company.	Customer surveys after each purchase with feedback on experience and employee interactions.
	#2	Customers are willing to referral new customers, because they believe A&B Company is both a good value and treats their employees with respect.	Number of new referrals and willingness to continue with referrals.	Track the number of referrals every time a new customer orders a product and service and why the accepted the referral.
	#3	Customer satisfaction is so high, new and existing customers are willing to share their positive experiences on social media and other people should do business with A&B Company.	what is being said	Use social media analytics to track mentions and positive comments and what specifically customers are saying.

# Strategic Approach

This section describes the types of communication that must be deployed to successfully influence the stakeholders. The type of change the project requires of the stakeholder will dictate this overall strategy. We revisit the drivers of innovation with low scores. The most significant were trust and openness and support for risk-taking. Both had gaps between employee and management satisfaction of 20% and 30% respectively.

#### Survey Results – Low Scores (Below 70% is unacceptable)

1. Management of Flow within Company:

a. Employee satisfaction: 62%b. Management satisfaction: 77%

c. Gap: 15%

2. Trust & Openness

a. Employee satisfaction: 62%b. Management satisfaction: 82%

c. Gap: 20%

3. Support for risk-taking in my department

a. Employee satisfaction: 23%b. Management satisfaction: 53%

c. Gap: 30%

We will address all three drivers in our table that outlines the types of communication required, what communication tools will be used and how they'll be deployed. First, I think it's important to address the importance of strong leadership in this effort Petronio (2021), outlined a number of leadership attributes that are important in organizations. Given the issues plaguing A&B Company, I think it's important to briefly discuss how the attributes of problem solving, emotional resilience, and practicality will help all employees involved meet the challenge of improving A&B Company's culture:

**Problem Solving** - Obviously, changes or challenges require problem solving. Leaders who lack the ability to sense change and build appropriate responses, are unlikely to realize success or keep morale high on teams. Proactive problem solvers and learners help to avoid a fatalistic culture built on passive acceptance where learning becomes more difficult as the rate of change increases (Schein & Schein, 2017).

**Emotional Intelligence** - We all know that crises tend to increase stress and anxiety, which can cause people's performance to suffer. As Schein & Schein (2017) argues, the need to reduce anxiety in crises is important because if people collectively learn how to reduce anxiety, "they are more likely to remember what they have learned and to ritually repeat that behavior to avoid anxiety" (pg. 190).

**Practicality** - This is about having a good balance between being practical and visionary, tough and compassionate, and being appropriately factual and intuitive (Waterson, et al, 2014). A leader who can balance and use all of these is likely to be the anchor everyone needs in the storm. Practical people are less likely to get their feelings hurt and can relate well with others.

TYPES OF	EXAMPLES
Transmitted Messages Official messages transmitted or made available for lookup. These create a foundation of information about changes.	<ul> <li>Face to face – meetings, presentations, formal/informal.</li> <li>Company Newsletter Monthly updates that provide information on the company's mission, goals, and objectives.</li> <li>Intra-company Website In-depth content, segmented by department.</li> <li>Microsoft Teams: Use existing team channels to share information, improve collaboration, and develop relationships with employees</li> <li>Company Facebook Page: Keeps employees updated on all external efforts, customer relations, and what's being said about the company.</li> </ul>
The Big Picture and Support  Activities that show employees how their actions support organizational goals, and how support systems (such as trainingand performance management) enable their actions.	Organizational support systems:      Training & group activities     Cross-departmental collaboration     After-action review meetings for all completed projects     Monthly visit by executives will all departments     Weekly updates from Human Resources     Quarterly company after-hour events
Collaboration Employees support what they help create. Inclusion in decision-making and creating Communities of Practice that allow staff to directly share ideasand lessons learned.	<ul> <li>Online networking, and systematic approaches to feedback and input:         <ul> <li>Each department meets weekly on Microsoft Teams to share successes, failures, and share ideas</li> <li>All projects are reviewed by another team before submission for feedback and suggestions</li> <li>Weekly Q&amp;A about any issue or concern with management</li> <li>Anonymous suggestion/feedback survey available daily on the company's intranet site</li> </ul> </li> </ul>
Opinion Leaders  Leadership actions underpin the other three types of communication. Leaders' actions and words must match and support managers as key communicators. Employees look mainly to their peers and managers in shaping their opinions.	Formal and informal conversations, many of which can be planned and tracked through the communication planning processes, such as:  • Coffee with the manager every Friday morning • Problem-solving group meeting every Monday • "How to be a Risk-Taker" monthly training • Customer horror-story hour. Bi-weekly session to share experiences with difficult customers • Department review of all new proposed company policies and how they might hurt/help work flow

# **Overview of Communication Tactics**

A&B Company is utilizing six communication tools to help operationalize the communications strategy. These tools are a combination of internal and external tools. They are meant to target the key business goals of improving risk-taking, managing flow of information, and openness and transparency. The goal of each of these tools is improve and increase employee engagement, enhance knowledge and understanding of the company's mission and objectives, and improve employee morale and satisfaction both vertically and horizontally. Three channels are specially for internal uses for employees, but the four external channels serve as another resource and communication tool for employees.

APPLICATION	INTERNAL/ EXTERNAL	MESSAGE CONTENT	SPECIFIC AUDIENCE	GOAL
Microsoft Teams	Internal	All employees and departments utilize Microsoft Teams for projects, document sharing, team collaboration, and virtual meetings.	All employees	Improve internal communication and collaboration.
Newsletter	Internal	Monthly newsletter providing big-picture view of company news, successes, human resource updates, and employee/team highlights.	All employees	Consistent vehicle for company information
Intra- Company Website	Internal	One-stop shop for all employee information. Employees can access all available communication channels. Nobody can say "they didn't see" or "read about" something. Employees are responsible for checking this page.	All Employees	Easy access to information and necessary resources
Company Website	External	company targeted at existing	Employees, suppliers, customers, and general public	Resource for customers, suppliers, and vendors.

Facebook	External		Engage with customers and the public
LinkedIn	External	job-seekers,	Engage with business partners, competitors, and potential employees

# **Current Communication & Assessment Tactical Plan**

ACTIVITY	AUDIENCE/ PARTICIPANTS	OBJECTIVE OR MESSAGE	DELIVERY DATE	STATUS	COMM. VEHICLE	RESPONSIBILITY & ACCOUNTABILITY
Organization Culture Survey	Internal/All	Communication Plan	5/15/21	Closed	Email	Executives of A&B Company
Collaboration Workshops	Internal/All	Collaboration & information flow	Optional, daily meetings at 9am	Open	Microsoft Teams	Employees of A&B Company
Generate Monthly Newsletter	Internal/All	Information flow	First Monday of Each Month	Open	Email & Print	Communications Department
Weekly Q&A Session	Department Mangers & Employees	Improve transparency and openness	Every Monday	Open	Face-to- Face Meeting	Middle Management
Coffee with the Manager	Internal/All	Improve employee relations	Every Friday	Open	Face-to- Face Meeting	Executives and Middle Management
How to be a Risk-Taker Monthly Seminar	Internal/All	Improve and encourage risk-taking	Last Wednesday of each month	Open	Face or	Executives and Middle Management

After Hour Events	Internal/All	Improve employee relations and morale	Last Friday of every Quarter	Open		Executives & Middle Managers
Monthly Company Giveaway	External	Customer relations	First Monday of each Month	Open	Website, Facebook	Communications
Weekly "Did You Know?" Challenge	External/Internal	Customer/employee relations – fun question about the company.	Every Tuesday	Open	Facebook	Communications
Company Success Story/earnings report	External	Flow of information, customer, supplier, employee relations	2 <sup>nd</sup> & 4 <sup>th</sup> Thursday of each month	Open	LinkedIn	Communications
Weekly HR Update	Internal	Flow of information, openness & transparency	Every Monday	Open		Human Resources/ Communications
Lessons Learned Workgroup	Internal	Improve risk-taking, free flow of information, openness	Third Tuesday of each month	Open	Face or	Executive and Middle Management

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### **Grizzly Mountain HomeLink Program**

Communications Plan August 5th, 2020

#### BACKGROUND

The Crook County School District (CCSD) plans to develop a new homeschool program that provides options and flexibility for families while schools are closed due to COVID-19. The School District currently serves about 2,932 students. Still, it faces the possibility of an exodus of students because parents may opt for other online charter schools that provide money and resources to buy school supplies and choose their own curriculum. The school district receives \$9,038 per student annually in funding from the State of Oregon. With budget shortages looming because of the economic downturn, the school district needs to convince parents that this new program is worth considering to avoid losing students and additional funding.

#### **External Environment**

Crook County is home to just under 25,000 residents. It's a rural ranching and farming community with conservative values. According to school district records, there are 250 students currently homeschooled in the county. These tend to be conservative Christian families who are skeptical of government intervention and want the freedom to educate their children as they see fit. They can often be critics of public education and funding, but they still connect with public schools through clubs, music, and sports. It's possible they can be allies and help the school district build this new homeschool program.

#### <u>Industry</u>

The public school system is the dominant force in public education and has enjoyed a monopoly in education for many years. Traditional alternatives were typically homeschooling, charter schools, or private schools. However, the rise of technology and video capabilities has created a market for online charter schools that children can attend no matter where they live. However, over half a million students still attend public schools in Oregon. The most recent count provided by the Oregon Department of Education for the 2019-20 school year shows 582,611 students enrolled at the beginning of the school year.

#### Competition

In Oregon alone, there are 20 online charter schools for families to choose from, and most provide a yearly stipend of \$1,000 to buy supplies and curriculum. These are direct competitors for the traditional brick-and-mortar school districts. The per-child stipend is a significant incentive that could drive students from our school district to independent charter schools.



#### Stakeholder Research

Three important stakeholder groups should be considered: Homeschool families, existing families with children in the public school system, and the Crook County School District.

Homeschool families are typically tight-knit groups that prefer to live quiet, subdued lives. They aren't traditionally active in local civic groups or community events. According to a report by the U.S. Census Bureau, their social interactions are generally connected to their church and homeschool community. The Department of Education, nearly 80% of parents surveyed chose homeschooling over concerns about safety in public schools due to drugs and negative peer pressure. 17% reported dissatisfaction with public schools, while another 16% desired to provide their children with religious instruction.

"Other Families" is a new group of parents considering the homeschool option based mainly on concerns about the COVID-19 pandemic. Phone calls, emails, and direct conversations with these families have revealed they either have previous homeschool experience, that their children attended a charter school at some point in the past, or they have always considered homeschool as an option but simply never made the decision. The pandemic has provided a strong incentive to consider the possibility. This is more qualitative information since there's no hard data on this population group.

The other stakeholder group is the **Crook County School District Board of Directors**. The district was motivated to start this program for two reasons: to build a strong relationship and connection with homeschool families and to prevent a loss of students to competitors, which could also negatively affect the district's budget and its ability to fund services. The school board must remain convinced that this program is worthwhile and that the district can support it financially and politically. The school district has hired former Crook County High School science teacher Jonny Oelkers to lead the program. Mr. Oelkers not only brings public education experience to the table, but his wife has been homeschooling their five children, and they are very connected with the homeschool community.

- The traditional homeschool family is the backbone of the program (existing families)
- Existing homeschool families may be initially skeptical, given their concerns about engaging the public school system.
- The families most likely to consider the program are the "other families" in our stakeholder groups.
  - Middle-class families with a stay-at-home parent, usually a mom
  - Larger family sizes in the 4-6 person range
- Some single moms calling 10 and under can be home alone
- Typical mindset or worldview
  - Mostly Conservative Christians



- Some liberal/environmental
  - Natural could be anti-vaccination
- The anti-vaccine movement is growing within the homeschool community

#### The Organization

Crook County School District is a public school district servicing just under 3,000 students, as mentioned earlier. The district has a solid reputation in the community, and most parents and community members have praised its response to the closure of schools and the pandemic.

#### The Service

The school district historically services students inside school buildings and classrooms. The pandemic is forcing the school district to begin the 2020-21 school year online, which is a significant concern for parents who need to work or require daycare and worry online education may not be sufficient for their children. This has promoted the school district to launch its new homeschool program called the Homeschool Partner Program.

#### **Promotions**

Homeschool families tend to recruit new families through word of mouth. The school district must develop ways to inform families about the new program. Most community members would never consider a public school system offering a homeschool option. The school district must reach out directly to existing homeschool families for feedback. They are local experts in the field and can be a valuable resource.

#### Resources

Existing homeschool families are an important resource and can help persuade other families to join the district's program. The school district is a significant resource committed to developing the program, providing staff, and offering homeschool families a stipend for each child to compete with the other schools. The program's new coordinator, Jonny Oelkers, is the point of contact for families and the community. His ability to reach out directly to existing homeschool families and talk with "other families" will benefit the school district.

#### Situation Analysis

CCSD is motivated to be more flexible and provide parent choice with educational models while retaining student enrollment. Due to COVID-19, more families want to consider a variety of options, including leaving the school district entirely for a different program. Given the number of choices available to families - including online charter schools - the school district has an opportunity to adapt and build a program that could potentially serve hundreds of students in the future, create a positive relationship with the homeschool community, and prevent financial loss if students leave.



The program CCSD offers should be high quality in terms of customer service, flexibility, and access to resources; otherwise, losing families to other programs is a real possibility. This is the primary challenge. There is a small window of opportunity to prove that the program is worth families considering and that the Homeschool Partner Program is a viable option.

#### **Opportunity**

CCSD can revolutionize how education is delivered by focusing on parent choice, personalized education, and servicing homeschool families while preserving the traditional school model for most students in the community.

#### **GOAL & OBJECTIVES**

**Goal:** Build a homeschool program that enhances the school district's reputation and prevents a reduction in student enrollment to other options.

#### Objectives:

- Directly reach out to existing homeschool families and "Other Families" with a first-year target enrollment of 100 students
- Convince at least 25% of those families to consider the Homeschool Partner Program
- Retain at least 50% of the families who are considering another option to stay with CCSD
- Raise awareness by scheduling at least 3 Community Forums by September 1st through Zoom or in-person meetings, if allowed
- Build a reputation that CCSD is innovative and responsive to local families
- Ensure that existing homeschool families come to trust the CCSD Homeschool Partner
   Program and help the district promote it in the future

#### BIG IDEA, KEY PUBLICS, MESSAGES, STRATEGIES, AND TACTICS

**Big Idea:** Attract more homeschool families to the program by providing families with a yearly stipend of \$1,000 per child to buy curriculum, equipment, and activities.

- Big Strategy Idea: Offering a stipend to families is not only creative but also
  extraordinarily unique within public school systems. It's rare for school funding to be
  given directly to parents to support their child's education at home. But the closure of
  schools because of COVID-19 has opened a window to try new ideas. This incentive
  competes with other online charter schools and helps convince our families that the
  school district is serious about developing this program and offering choice and
  personalized education.
- Visual representation: Produce videos to advertise the homeschool program by following homeschooled families at home and hearing their testimonials.
- Slogan/Hashtag: #educatewithchoice



#### **Key Publics**

- Traditional homeschool families. This public includes all families currently
  homeschooling within the Crook County School District. The U.S. Department of
  Education reports that the average homeschool student comes from a family where
  nearly 70% of parents have vocational training or a college degree and that 82% live
  well above the poverty line.
  - Self-interest: conservative, Christian, rural, skeptical of government, personalized education, and choice.
  - o Opinion leaders: Friends, family, pastors, fellow church members
  - o Channels: Word-of-mouth, social media, and websites
- Other Families. They are more inclined to try the homeschool option because of school closures and COVID-19. This group is similar in demographics to the homeschool group. Typically, they are middle class, well-educated, and above the poverty line. They tend to be less concerned with religious instruction and skeptical of government.
  - Self-interests: Health and safety of their children, personalized education, hands-on learning experience, choice of curriculum
  - Opinion Leaders: Mothers tend to drive the decision, friends, family, the small business community, Chamber of Commerce
  - Channels: Social media, website, direct email, opinion leaders
- School District Board of Directors. Supporting a new program like this in the middle of
  a pandemic comes with many challenges. The school board is concerned about the
  additional resources deployed and the unknown risks associated with starting a new
  program. However, the board has been initially supportive but wants consistent updates,
  an overview of the strategy, a communications plan, and tracking the number of students
  enrolled in year one.
  - Self-interests: Community support, retaining students, politics, school budget
  - Opinion Leaders: Other elected officials, business owners, civic organizations
  - Channels: School district communications, local media, word-of-mouth, opinion leaders

#### Messages, Strategies, and Tactics

#### Homeschool Family Message Design

**Primary message:** Maintain parent choice and personalized education, and enjoy the full support and services of the Crook County School District

#### Secondary messages:

 The new Grizzly Mountain HomeLink is a unique, local option providing services and support for Crook County homeschooled students and families



- The school district will provide \$1,000 per student to purchase supplies, buy curriculum, and schedule field trips.
- Manage your children's education and enjoy access to technology resources, after-school clubs, and sports
- Educate your child safely from home while the COVID-19 pandemic remains a concern
- Tell your other homeschool families about this personalized, local option
- Find us on Facebook under "Grizzly Mountain HomeLink"
- #educatewithchoice

#### Homeschool Family Message Delivery

**Strategy one:** Raise awareness within the homeschool community that families can enjoy a local option that protects their freedom of educational choice.

#### Tactics:

- Direct phone calls by using the school district's list of current homeschooled families, informing them about the program, and assessing their interest
- Launch a new website dedicated to the Grizzly Mountain HomeLink program:
  - Mission/vision statement
  - Curriculum options
  - o Program design
  - Financial support for families
  - Homeschool testimonials
  - Contact information and personal bio for program coordinator
- Direct them to the Grizzly Mountain HomeLink Facebook page and use social media to deliver key messages and updates
- Email a copy of the mission statement, vision, and key objectives of the program
- Send a brochure outlining curriculum options and services provided by the school district
- Follow-up phone calls if hesitant at first and to get feedback about how the program's offerings and potential shortcomings

#### "Other Families" Message Design

**Primary message:** Stay connected to the Crook County School District while having more control of the future of your child's education at home

#### Secondary messages:

- Grizzly Mountain HomeLink is a new, local option providing services and support for Crook County families who want to consider other options
- Keep your child safe at home while choosing a curriculum that best fits their learning style
- Manage your children's education and enjoy access to technology resources, after-school clubs, and sports
- Enjoy hands-on field trips and learning modules that apply to the real world
- Have more control over your child's educational experience



- Find us on Facebook under "Grizzly Mountain HomeLink"
- #educatewithchoice

#### "Other Families" Message Delivery

**Strategy one:** Raise awareness about the new educational option offered to families who want to consider other options and keep their children safe and free of negative peer pressure.

#### Tactics:

- Survey all families in the school district about their educational preferences and include a place for parents to leave phone numbers and emails for future contact.
- Call all families who want more information about the program
- Use the school district's internal email system to target families with an introductory letter and brochure about the homeschool option
- Create videos with existing homeschool families that promote the benefits and explain what an average day is like
- Utilize the new Grizzly Mountain HomeLink program Facebook page to target weekly messages for this key public
- Tag relevant posts with the hashtag: #educatewithchoice
- Follow-up phone calls if hesitant at first and to get feedback about how the program's offerings and potential shortcomings

#### School Board Message Design

**Primary message:** Retain and grow student enrollment that protects the district's budget through a new innovative homeschool program that provides choice for local parents.

#### Secondary messages:

- Prevent the loss of student enrollment by offering the Grizzly Mountain HomeLink
- The school district is being proactive and responding to community needs
- Homeschooling is a growing option with new online charter schools
- Like small businesses, the school district believes in personal choice
- We support parents who think the traditional school model isn't working for their child
- Schools need to be innovative as Covid-19 keeps schools closed
- Tag relevant posts with the hashtag: #educatewithchoice

#### School Board Message Delivery

**Strategy one:** Inform the community that the school board supports parent choice and recognizes the opportunity to prevent budget cuts if students leave for other options.

- Use school board meetings to announce public support for the program
- YouTube video interviews with each board member explaining why they support the program and its importance to the school district.
- Develop a press kit with information about the program with quotes from board members
- The School Board chair promotes the program at a future Chamber of Commerce Breakfast meeting



- School board members write letters to the editor of the local newspaper
- Provide informational materials to the Economic Development office for use in business attraction efforts

#### **Key Performance Indicators**

Key Performance Indicators (KPIs) are essential for measuring the success and effectiveness of your communication and outreach efforts. Here are some KPIs tailored to each target audience:

#### **Homeschool Family Message:**

- Number of Inquiries: Track the number of inquiries received through phone calls, emails, website visits, and social media messages.
- Enrollment Rate: Measure the percentage of homeschooling families who enroll in the Homeschool Partner Program after being contacted or informed about the initiative.
- Participant Satisfaction: Conduct surveys or feedback forms to gauge participant satisfaction with the program's services, support, and resources.
- Social Media Engagement: Monitor metrics such as likes, shares, comments, and follower growth on social media platforms to assess engagement levels.
- Referral Rate: Track the number of new families enrolled in the program as a result of referrals from existing participants.

#### "Other Families" Message:

- Awareness Level: Measure the increase in awareness about the Homeschool Partner Program among families considering alternative education options, using surveys or polls.
- Conversion Rate: Track the percentage of families who express interest in the program and subsequently enroll their children.
- Effectiveness of Communication Channels: Analyze the response rates and engagement levels from different communication channels like phone calls, emails, videos, and social media.
- Community Feedback: Evaluate feedback received from families regarding the program's benefits, challenges, and areas for improvement.
- Attendance at Informational Events: Monitor the attendance and participation rates at informational sessions or webinars organized to promote the program.



#### **School Board Message:**

- Public Perception: Measure public sentiment towards the Homeschool Partner Program through sentiment analysis of media coverage, social media mentions, and online discussions.
- Media Coverage: Track the number of media mentions, articles, and interviews related to the program in local newspapers, websites, and TV/radio stations.
- Community Support: Assess the level of support and endorsement from community leaders, organizations, and stakeholders through surveys or qualitative feedback.
- School Enrollment Rates: Monitor changes in school enrollment numbers to evaluate the impact of the program on retaining students within the district.
- Partnership Engagement: Measure the number of partnerships formed with local businesses, organizations, and institutions to promote the program and support homeschooling families.

Regularly monitoring these KPIs will provide valuable insights into the effectiveness of your messaging strategies and help identify areas for optimization and improvement.



### **Agenda Item Request**

Date:

March 19, 2024

#### Meeting date desired:

March 27, 2024 – Work Session Discussion

#### Subject:

Provide update on current Title III funds and eligible uses. Projects must be initiated for all funds by September 30, 2025. Funds not obligated by Sept. 30, 2026 must be returned to the Treasury.

#### **Background and policy implications:**

The County receives Title III funds under the Secure Rural Schools Act. Since 2000, Congress has reauthorized the Secure Rural Schools through other laws. Depending on the year, the reauthorizations extended or amended the program. Funds received under Title III are required to be used to carry out activities under the Firewise communities program, reimburse the participating county for search and rescue and other emergency services, including firefighting and law enforcement patrols on public lands, cover training costs and equipment purchases directly related to the emergency service provided on public lands, develop and carry out community wildfire protection plans, and provide or expand access to broadband telecommunications services.

In years when the Secure Rural Schools Act is reauthorized by Congress, Title III payments are made from the Forest Service to states. States then distribute the payment to all eligible counties.

"Old' Funds received before 2016 were much less restricted, "New" Funds received 2016 and forward are significantly restricted in eligible uses.

#### **Budget/fiscal impacts:**

See attached breakdown for current balance and anticipated projects utilizing Title III funds.

#### Requested by:

Christina Haron, CPA, Crook County Finance Director

christina.haron@crookcountyor.gov

#### **Presenters:**

Christina Haron, CPA, Crook County Finance Director

#### Legal review (only if requested):

NA

Old Funds Obligated	Balance as of February 2024		12,658.02	New Funds Obligated	Balance as of February 2024		551,338.24
		Obligated				Obligated	551,338.24
	FY24 Weed Dept		12,658.02	FY24	OLWF		551,338.24
	FY24 Crooked River Weed Management		12,658.02	FY24	CWPP	65,000.00	486,338.24
	FY25 Weed Dept & Crooked River Weed Mgmt?	10,000.00	2,658.02	FY24	Weed Dept & Crooked River Weed Mgmt	30,000.00	456,338.24
	Remaining Balance	_	2,658.02	FY25	Weed Dept & Crooked River Weed Mgmt	30,000.00	426,338.24
				FY26	Weed Dept & Crooked River Weed Mgmt	30,000.00	396,338.24
				FY27	Weed Dept & Crooked River Weed Mgmt	30,000.00	366,338.24
				FY24	SAR Drones	40,000.00	326,338.24
				FY24/25	Mobile Incident Command?	300,000.00	26,338.24
					Remaining Balance	_	26,338.24

Highlighted items are pending and have not been approved by the Crook County Board of Commissioners.

▶ Working with Us ▶ Secure Rural Schools Program ▶ Secure Rural Schools - Categories

### Secure Rural Schools - Categories

The Secure Rural Schools Act breaks payments into three distinct categories, or Titles:

- Title I for roads and schools
- **Title** II for projects on Federal lands
- Title III for county projects.

Below is an explanation of each:

#### Title I - Roads & Schools

Counties generally receive the majority of Secure Rural Schools funds under Title I, which is designated for the benefit of public schools and public roads. In years when the Secure Rural Schools Act is reauthorized by Congress, Title I payments are made from the USDA Forest Service to states. States then distribute the payment to all eligible counties. The funds must be passed through to local governmental entities for use at the county level (but not necessarily to county governments themselves). Each state must spend the funds on road and school programs, and state law sets forth how the payments are to be allocated between road and school projects. The state laws differ widely, generally ranging from 30% to 100% for school programs.

### Title II - Special Projects on Federal Lands

Counties typically receive 20% or less of Secure Rural Schools funds under Title II, which are used by willing Federal agencies, State and local governments, private and nonprofit entities, and landowners for protection, restoration and enhancement of fish and wildlife habitat, and other natural resource objectives on Federal land and on non-Federal land where projects would benefit these resources on Federal land.

Rather than being distributed to the State, Title II funds are retained by the Forest Service and are allocated to specific projects that have been reviewed and recommended by a local **Page 120** Resource Advisory Committee.

Resource Advisory Committees must initiate (recommend) Title II projects by September 30, 2025. Project funds must be obligated by Sept. 30, 2026

#### **Title III - County Projects**

Funds received under Title III are used to:

- carry out activities under the <u>Firewise</u> Communities program
- reimburse the participating county for search and rescue and other emergency services, including firefighting and law enforcement patrols
- cover training costs and equipment purchases directly related to the emergency service
- develop and carry out community wildfire protection plans.
- provide or expand access to broadband telecommunications services

In years when the Secure Rural Schools Act is reauthorized by Congress, Title III payments are made from the Forest Service to states. States then distribute the payment to all eligible counties.

There is a required 45-day public comment period before using Title III funds. Eligible counties must first publish in a publication of local record a proposal that describes the intended use of the county funds. The county also must submit the proposal to any Resource Advisory Committee for the participating county. Counties are required to certify use of Title III funds.

#### **Certification of Funds**

Counties are required to certify use of Title III funds.

- The appropriate official of a county that receives funds under Title III shall submit an annual certification that the funds have been expended for the uses authorized under section 302(a) of the Act.
- Certification is to be made by February 1 of the year following the year in which the expenditures were made.
- The certification may be in the form of conventional correspondence such as a letter, and at
  the option of the certifying official, attached tables, or similar graphic display. Or, the
  certification may employ the optional form OMB 0596-0220 (PDF, 39 KB).

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Certification of expenditures of Title III funds received from the Forest Service may be submitted by:

**E-mail** (preferred method): <u>SM.FS.asc\_asr@usda.gov</u>

Please type Title III certification/County Name/State Name subject line. **Example:** Title III certification/Delta County/Colorado.

#### **MAIL**

Find out more about <u>Title III with our FAQs</u>.

### **Secure Rural Schools**

Payments
Archived Payments
The Act
Title Categories
Payments to Counties Bankhead-Jones
Contact

### **Related Content**

Payments in Lieu of Taxes U.S. Department of the Interior

Bureau of Land Management Oregon and California Railroad Revested Lands

Bankhead-Jones Farm Tenant Act Payments for grasslands

### **Working with Us**

Home ► Working with Us ► Secure Rural Schools Program ► Title III FAQs

### Title III FAQs

#### Allowable uses - frequently asked questions

#### When must funds be obligated?

The Authority to initiate Title III projects for counties is September 30, 2025, and to obligate Title III funds by September 30, 2026. Any county funds not obligated by Sept. 30, 2026, must be returned to the U.S. Treasury.

#### Returning Title III Funds to U.S. Treasury - Instructions

### What search and rescue and other emergency services, including firefighting and law enforcement, may be reimbursed using Title III funds?

Under P.L. 115-141, section 302(a)(2) provides that Title III funds may be used to reimburse counties for search and rescue and other emergency response activities, including firefighting and law enforcement patrols, performed on national forests and the specified BLM lands in western Oregon and paid for by the county. Specifically, the following expenses paid for by the county may be reimbursed in proportion to the amount attributable to these emergency response services performed on a national forest or the specified BLM lands:

- Salary or wages of emergency response personnel deployed during an emergency response.
- Replacement of equipment, material and supplies expended, damaged or destroyed during an emergency response.
- Repair of equipment damaged during an emergency response.
- Maintenance of vehicles, equipment, and facilities during an emergency response.
- Purchase of capital equipment such as the purchase of a fire engine, a search-and-rescue snowmobile, or other emergency response equipment.
- Expenses of training personnel to respond to emergencies on national forests.
- Expenses of equipment and supplies to be kept on hand for response to emergencies on Page 123 national forests.

- Expenses of non-disposable personal protective equipment and electronic aids such as GPS devices in anticipation of responding to emergencies.
- Purchase of equipment for 911 emergency systems.

### What are examples of search and rescue and other emergency services expenses that may not be reimbursed?

- Expenses for capital improvements such as construction of a fire station or emergency services dispatch center.
- Purchase of land (real estate) such as for a fire station or an airport to be used primarily for fire suppression on national forest and other nearby forested lands.
- Maintenance or upgrade of an airport, dispatch center or other facility used primarily for emergency services.
- Repair or reconstruction of a road after a storm event.
- Salary or wages of fire patrols or emergency response personnel during routine duties and scheduled patrols.
- Maintenance or operating costs of fire patrol and emergency response equipment during routine duties and scheduled patrols.
- Development or maintenance of a 911 emergency system, unless carried out under a community wildfire protection plan.

May a county use Title III funds for the development of a 911 emergency system including mapping of county roads, naming roads, locating structures and improvements on mapping system, developing data bases for emergency 911 system?

No. Title III funds may not be used for the development or maintenance of a 911 emergency response system, unless carried out under a community wildfire protection plan.

Relevant data gathered during an authorized use such as a <u>Firewise Communities</u> program community assessment or as part of the development of a community wildfire protection plan in coordination with the Forest Service may be shared with 911 system administrators.

# Can Title III funds be used for hazardous fuel reduction projects that are identified in an approved community wildfire protection plan?

Yes. Activities to implement a community wildfire protection plan are authorized uses of Title III funds. For example, creating fuel breaks outside the <a href="https://example.com/homeignition

Activities such as hazardous fuel reduction or treatments to improve forest health and resilience to wildfire, insect and disease that are recommended in a community wildfire protection plan and benefit national forest lands also may be considered by resource advisory committees for funding under Title II.

### What activities to carry out community wildfire protection plans may be reimbursed using Title III funds?

A county may use Title III funds to carry out community wildfire protection plans (CWPPs), including but not limited to paying for the cost of:

- Hazardous fuels reduction projects such as creating fuel breaks outside the home ignition zone, creating water sources for fire-fighting purposes, and establishing a 911 emergency response system.
- Wildfire mitigation assessments of the homes in an at-risk neighborhood identified in the CWPP.
- Tree removal, tree trimming, or removal of dried grass and brush and other such vegetation identified as contributing to fire risk in the CWPP.
- Removing hazardous fuels along powerline rights-of-way identified in the CWPP, regardless
  of the person or entity responsible for the removal.
- Conducting a community volunteer work day focused on implementing fire mitigation measures outlined in a CWPP.

#### What activities may be carried out under the Firewise Communities program?

The Act is very specific. Consistent with the Government Accountability Office recommendations, a county's use of Title III funds for <u>Firewise</u> activities must be limited to providing specific wildfire-related education or wildland fire mitigation assistance to homeowners. Specifically, section 302(a)(1) authorizes Title III funds to be spent on Firewise Communities program activities that:

- educate homeowners in fire-sensitive ecosystems about techniques in siting (positioning or locating) a home, constructing a home, landscaping and maintenance around a home that will decrease the risk of injury or death and decrease the risk of damage or destruction of a home as a result of a wildfire in the area surrounding a home, or
- 2. assist homeowners in implementing these techniques.

Examples of education assistance to homeowners include:

• Disseminating Firewise information with door hangers, print or radio advertisements;

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- · Making Firewise information available at community events;
- Holding Firewise educational workshops for homeowners;
- Creating or distributing videos on Firewise principles related to the home ignition zone and fire-resistant building materials; and
- Outfitting and staffing Firewise trailers or mobile units to educate homeowners about the Firewise principles related to the home ignition zone and fire-resistant building materials.

Examples of mitigation assistance to homeowners include:

- Assisting communities with Firewise planning, including conducting a Firewise community assessment;
- Hosting "clean-up days' to encourage homeowners to remove brush and other vegetation from around their homes;
- Assisting communities with applications for Firewise Communities recognition;
- Providing grants or partial funding for removal of vegetation from around homes;
- Salary and transportation costs for youth crews removing vegetation from around homes;
- Supervision, transportation and related costs for parolees or prisoners removing vegetation from around homes; and
- Providing chippers to treat hazardous vegetation within the home ignition zone.

### May a county expend Title III funds for Firewise activities in communities that are not a Firewise Communities/USA Recognized Site?

Section 302(a)(1) limits authorized activities to those activities "under the Firewise Communities program." We interpret this language as limiting a county's use of Title III funds to the following activities:

- Activities carried out in a community that is Firewise Community/USA Recognized Site.
- Activities carried out by a community to become recognized as a Firewise Communities/USA Recognized Site.
- Activities necessary to renew recognition as a Firewise Communities/USA Recognized Site.

Activities aimed at recognition or renewal should occur within 12 months or less of recognition or renewal to be authorized uses of Title III funds.

Counties are not eligible for recognition as a Firewise Community/USA Recognized Site under the Firewise Community Program. However, counties can successfully support small communities, subdivisions and neighborhoods in their jurisdictions in the recognition process.

To become recognized, communities must undertake the following five actions:

- 1. Complete a community assessment and create a plan.
- 2. Form a Firewise Board or Committee.
- 3. Hold a Firewise Day event.
- 4. Invest a minimum of \$2/capita in local wildfire mitigation projects. (Volunteer hours, equipment use, time contributed by agency fire staff, and grant funding can be included.)
- 5. Submit an application to the Firewise Communities Program via their state liaison.

A county may use Title III funds in providing assistance or support of a community's Firewise Communities/USA recognition process, including:

- Conducting or assisting with community assessments;
- Helping the community create an action plan;
- Assisting with an annual Firewise Day;
- Assisting with treating vegetation within the home ignition zone; and
- Communicating with the state liaison and the national program to ensure a smooth application process.

Communities must renew their status annually to retain recognition as a Firewise Community/USA Recognized Site. Counties can assist in ensuring an annual Firewise Day takes place and can help fund or support projects in the home ignition zone to make homes less vulnerable to wildfires.

Can Title III funds be spent to reimburse a participating county for search and rescue or other emergency services performed on National Park Service or Bureau of Land Management lands?

No. Emergency services that are reimbursed with Title III funds must be performed on national forests and certain Bureau of Land Management (BLM) lands in Oregon.

Title III funds may be used to reimburse a participating county for emergency services on Federal land as defined in the Act. The Act's definition of Federal lands does not include national grasslands, national parks, wildlife refuges, BLM public domain lands or other lands administered by the Department of the Interior except for revested Oregon and California Railroad and reconveyed Coos Bay Wagon Road grant lands administered by the BLM in western Oregon.

#### What are examples of emergency services?

**Page 127** 

The Secure Rural Schools Act specifically cites search and rescue and firefighting as examples of emergency services. Other examples include responding to flooding, tsunamis, landslides,

avalanches, tornadoes or other high-wind events, and medical emergencies to provide first-aid or to prevent risk of human injury or death or damage to property. The response must take place during or immediately following the emergency event.

Title III funds may be used to reimburse a participating county for emergency services carried out on Federal land in response to the COVID-19 National Emergency.

Routine sheriff's patrols of national forest roads and campgrounds, clean-up after a flood event, "mop-up" after a wildfire is contained and similar follow-up actions not carried out during or immediately following the emergency event are not emergency services as envisioned in the Secure Rural Schools Act.

### Can Title III funds be spent on planning protection of communities not directly adjacent to national forest lands but adjacent to other federal lands?

Community wildfire protection plans have various footprints and often address lands not directly adjacent to national forests that share the same fireshed as national forest lands. Firesheds are lands around a community where wildfire ignitions could cause fires to spread into the community. Title III funds received from the Forest Service may be used to fund the planning. if Forest Service employees are involved in developing or updating a community wildfire protection plan that addresses national forest lands and other federal, state, county, municipal, tribal or private lands all within the same fireshed,

If BLM personnel are involved in developing or updating a community wildfire protection plan that addresses O&C and Coos Bay Wagon Road lands and other federal, state, county, municipal, tribal or private lands, all within the same fireshed, Title III funds received from the BLM may be used to fund the planning.

### Can Title III be used to fund community wildfire protection plans without coordination with the Secretary concerned?

No. The Act specifically requires community wildfire protection plans developed with Title III funding to be coordinated with the Secretary concerned. Title III may be used to fund the development or updating of a community wildfire protection plan in coordination with Forest Service or BLM personnel, as appropriate to the source of the Title III payment, acting on behalf of the Secretary for the purpose of this section of the Act.



### **Agenda Item Request**

#### Date:

March 19, 2024

#### Meeting date desired:

March 27, 2024 – Work Session Discussion & April 3, 2024 Board of Commissioners Meeting

#### Subject:

Request to expend up to \$300,000 of Title III (Secure Rural Schools) Federal funds to upfit a Mobile Incident Command Post (MICP). Anticipated spending is \$270,000 but request includes \$30,000 for contingency to be returned to Title III Fund if not spent to account for supply chain changes.

#### **Background and policy implications:**

The Sheriff's Office received the donation of a Class A motor home from the OSU Crook County Extension that is already set up with workspaces, HVAC, power, water, CAT 5 & CAT 6 data cable with only 25,000 miles.

P.L. 115-141, section 302(a)(2) provides that Title III funds may be used to reimburse counties for search and rescue and other emergency response activities, including firefighting and law enforcement patrols, performed on national forests and the specified BLM lands in western Oregon and paid for by the county. Purchase of capital equipment such as a fire engine, or other emergency response equipment is specifically listed as eligible for reimbursement in proportion to the amount attributable to response on national forest or BLM lands. This vehicle would be attributed 100% to emergency response on public lands.

#### **Budget/fiscal impacts:**

Funds have already been appropriated for Title III spending in FY24 and this project is within the appropriated Title III funds. Anticipated spending of \$250,000 in FY24 would require a supplemental budget to move funds from currently budgeted Materials and Services to Capital Outlay.

Discussion of anticipated future costs and maintenance is also included in attached proposal.

#### Requested by:

Christina Haron, CPA, Crook County Finance Director

<u>christina.haron@crookcountyor.gov</u>

#### **Presenters:**

Mitch Madden, Lieutenant, Crook County Sheriff's Office

#### Legal review (only if requested):

NA Page 129



SHERIFF JOHN GAUTNEY

### **Mobile Incident Command Post**

### Cost breakdown of estimated Title III funds - \$270,000

(rounded to nearest thousand)

#### - Vehicle graphics wrap (estimated at \$15,000):

- Remove old OSU Extension graphics and replace with newly designed CCSO
   MICP graphics. Add touch-up paint to areas that cannot be wrapped.
- The MICP was driven to Rip Q and Driving Force so employees could accurately estimate the cost of removal/installation of graphics.
- Ouotes Received
  - Rip Q (Madras): \$14,000
  - **Driving Force (Bend):** \$21,000
  - Dana Signs (Redmond): Correspondence has been sent to Dana Signs requesting quotes and have received no response.

#### - Interior/Exterior equipment installation (estimated at \$50,000):

- Installation of interior divider wall, wall mounted bunks (overnight operations), consolidate work stations, power supply (solar, batteries, power inverters, power control station, etc.) I.T. equipment (computers, Starlink, radios, monitor screens, telecommunications.
- o Installation of exterior equipment, cook station, AC unit, window replacement, repeater antenna mast, radio antennas, emergency red/blue lights, off road LED, perimeter LED work lights, equipment shield on roof.
- o P&RS and Pro RV requested and were given an opportunity to walk through the MICP to understand the work to be performed/required.
- Quotes Received
  - Performance and Repair Specialties P&RS (Prineville): \$53,000
  - Pro RV Repair (Prineville): \$ Pending
  - **Big Country RV (Bend):** Correspondence has been sent to Big Country RV requesting quotes and have received no response.

#### - I.T. Equipment (estimated at \$205,000):

- CCSO currently contracts with the City of Prineville for I.T. services. Their I.T. department furnishes CCSO with I.T equipment such as computers, radios, cameras, and internet/data.
- o I.T personnel are up to date with technology trends and fully understand our equipment needs with the MICP. I.T. equipment will be purchased/coordinated by I.T. Manager James Wilson. The City of Prineville complies with procurement requirements per their policies.
- Scope and Cost Estimate
  - \$227,935 Significant savings expected due to overlap with P&RS quote



**SHERIFF JOHN GAUTNEY** 

# Mobile Incident Command Post (MICP)





SHERIFF JOHN GAUTNEY

### **PROPOSAL**

Date: February 9, 2024

To: County Judge Seth Crawford, Commissioner Brian Barney, Commissioner Susan Hermreck

From: Lieutenant Mitch Madden

Subject: Request for Title III money for Mobile Incident Command Post (MICP)

Cc: Sheriff John Gautney, Undersheriff Bill Elliott, Emergency Manager Andy Pearson, Crook

County Finance Director Christina Haron

#### **DESCRIPTION:**

The Crook County Sheriff's Office is an organization dedicated to providing the highest quality of emergency services to our community. Our organization believes in embracing change and adopting innovative ideas that will help improve our effectiveness in the community. To ensure we uphold our mission statement and values and maintain our unwavering commitment to the community, the Crook County Sheriff's Office needs a Mobile Incident Command Post (MICP).

The MICP will enhance our response capabilities specifically to search and rescue missions, wildfires, flooding, other natural disasters, and medical emergencies and effectively provide a vital resource to mitigate the risk of human injury/death or damage to property on authorized federal land.

The MICP would be primarily assigned to the Emergency Management Division of the Crook County Sheriff's Office, being made available to Search and Rescue and the Patrol Division for the coordinated response to the above-listed circumstances.

The Crook County Sheriff's Office provides emergency services to an area of 2,991 square miles with approximately 1,500 square miles of public/federal land (Ochoco National Forest)/BLM protected land). Within the county's jurisdiction, there are hundreds of miles of Forest Service and/or BLM roads, campgrounds, trailheads, OHV trails, mining claims, lakes, and rivers, all of which attract visitors/hunters numbering in the tens of thousands each year.

The Crook County Sheriff's Office is responsible for the operation of Search and Rescue (CCSOSAR) as required by the Oregon Revised Statute and falls under the Emergency Management Division. CCSOSAR is a 501C3 organization and currently has 55 SAR volunteers with no paid/employed members.



SHERIFF JOHN GAUTNEY

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SHERIFF JOHN GAUTNEY

#### **EXECUTIVE SUMMARY:**

The Crook County Sheriff's Office recognizes that the efficacy of emergency response efforts hinges upon swift and coordinated actions. A Mobile Incident Command Post emerges as a pivotal asset in navigating the complexity of an incident especially in remote (Federal) areas of Crook County. By seamlessly integrating advanced technology, logistical support, and communication capabilities, it not only facilitates rapid deployment and coordination of resources, but also enhances situational awareness and decision-making prowess.

The Crook County Sheriff's Office and Emergency Management follow the Federal Emergency Management Agency (FEMA) National Incident Management System (NIMS) protocol. An essential function of NIMS is the establishment of an [mobile] Incident Command Post which is one of four NIMS Command and Coordination structures.

The MICP will operate under the FEMA NIMS/ICS guidelines for emergency services and will also allow command personnel and staff to have a safe and secure location to rally/recuperate during a large-scale event.

#### Objective #1: (Develop a Comprehensive IT/Communication System)

- Implement a mobile incident command post equipped with state-of-the-art communication technology.
- Ensure seamless communication between emergency response teams (Search and Rescue/Patrol), government agencies, and relevant stakeholders during crisis situations.
- Utilize satellite communication, mobile networks, and other advanced technologies to establish reliable communication channels.

#### Objective #2: (Enhance Coordination and Response Capabilities)

- Facilitate real-time data sharing and collaboration among response teams, Command, and involved agencies.
- Utilize GIS mapping and tracking systems to monitor incidents and allocate resources effectively.
- Quickly address threats & hazards.
- Coordinate plans and determine current and future needs of the operation.
- Provide training and support to personnel to maximize the effectiveness of the Mobile Incident Command Post in emergency situations on Federal Lands.



SHERIFF JOHN GAUTNEY

#### **AGING EQUIPMENT:**

The Crook County Sheriff's Office has outgrown our Incident Command trailer, which is a converted bumper pull cargo trailer. The Incident Command trailer falls short in many critical areas of an ICS incident, which have drastically evolved since the inception of the Command trailer in 2005.

The Incident Command Trailer has been used countless times during emergencies in the National Forest and BLM Land specific to Search and Rescue missions, wildfires, and other natural disasters.

There are two drawbacks to the Incident Command Trailer. First, the trailer can only be towed by a ¾ ton or 1-ton truck. Currently, Search and Rescue only has one ¾ ton truck, that is capable of towing, which is used to tow the snowmobile and ATV trailer. Towing either the ATV trailer or snowmobile trailer prevents CCSOSAR from deploying the Incident Command Trailer. Second, the Incident Command Trailer does not provide essential amenities that are critical during an incident such as a standalone power generator, bathroom, sink, fresh water, cooking capabilities, and sleeping quarters.

The current Incident Command Trailer contains communication/IT equipment that is beyond service life. The trailer itself is also showing signs of deterioration after years of use; floor tiles are dislodging from the floor, cabinets are broken, the outside sunshade is inoperable, roof/roof vents leak, stabilization jacks no longer ascend or retract, and rodents have infested it.

Separate from the Incident Command Trailer is the Mobile Communications vehicle (Comms Van). This vehicle is a converted 1980's ambulance from Crook County Fire & Rescue and has served as a vital role in emergency communications for decades. Unfortunately, due to major mechanical issues, this vehicle is no longer serviceable and remains "offline".

The new Mobile Incident Command Post would combine the capabilities of the Incident Command trailer and the Comms Van together under one roof.





SHERIFF JOHN GAUTNEY

#### **DEMONSTRATED NEED:**

As previously discussed in this proposal, the Crook County Sheriff's Office is responsible for emergency response to incidents on Federal Lands. Many times, our response is also in coordination with Crook County Fire & Rescue as the Federal Lands (USFS and BLM) are within the Crook County Fire & Rescue Ambulance Service Area (ASA).

CCSO's response to emergencies in these areas, or even other areas of the county, range from minor to major incidents with multiple agencies within Crook County responding. CCSO has also responded to Search and Rescue missions outside of Crook County to assist other agencies such as the Wheeler County Sheriff's Office, Jefferson County Sheriff's Office, and the Grant County Sheriff's Office.

On average, between eight and fifteen Search and Rescue volunteers respond to a Search and Rescue incident (Rescue, Fire, or other natural disaster) along with two or three CCSO patrol deputies.

With the large number of personnel and equipment responding to an incident, it is imperative that the resources report to one central location i.e. a Mobile Incident Command Post.

In 2023, CCSOSAR responded to 38 Search and Rescue missions, of which 29 occurred on Federally controlled land/water. The Search and Rescue missions consisted of overdue/stuck motorist typically with more than one adult sometimes accompanied by a child, lost/injured recreationalist (hunter, ATV, hiker), suicidal/overdose in need of rescuing, one drowning at Prineville Reservoir (Bureau of Reclamation) and three wildfire evacuations.

Additional 2023 CCSOSAR statistics:

- 2,258 hours responders expended.
- 53 rescued adults
- 9 rescued children
- 18 rescued animals
- 10 SOS cell calls/GPS fixes.

CCSO responded to several wildfires on USFS and BLM land in 2022 and 2023. The fires required the response of CCSO patrol deputies and CCSOSAR for evacuation purposes.

The 2022 Cowboy Fire in Juniper Canyon (BLM protected land) is a great example of how a Unified Command is needed from both a fire perspective, but also a law enforcement/search and rescue perspective. The fire expanded quickly from BLM land onto private land. CCSO was tasked with coordinating evacuations due to the Level 3 (GO NOW) order given. This fire



#### SHERIFF JOHN GAUTNEY

required additional overnight support as the fire flared back up due to humidity, fuels, wind, and hot temperatures.

In 2023, CCSO responded to the Johnson Creek Fire which encompassed USFS, ODF, and BLM fire resources. During this fire, CCSOSAR was deployed to make Level 1 (BE READY) notifications to home/property owners surrounded by USFS land. This was a coordinated effort via a Unified Command between fire, law enforcement, and search and rescue personnel. This fire was also an overnight operation due to the continued push/burning of the fire.

CCSO also responded to a separate wildfire in the McKay Creek area (USFS land). Deputies and search and rescue responded to this fire and gave Level 1 (BE READY) notifications to campers in the area. This too was an overnight operation.

The Ochoco National Forest is becoming a nationally known destination for recreational enthusiasts with large events becoming more popular.

There have been many other instances where large scale events occurred on or around USFS land in the Ochoco National Forest. In 2017, the eight-day eclipse-Symbiosis event occurred at Big Summit Prairie. While this event was held on private land within the Ochoco National Forest, there was a tremendous amount of spill over from that event that occurred on National Forest Service land.

The drastic increase in population (estimated to 80-100,000 people) at Big Summit Prairie was an immediate shock to local resources, despite additional resources brought in specifically for this event. I was tasked with patrolling the event during dayshift and I must say that we were completely understaffed.

The Sheriff's Office deputies were assigned to work 12-hour day and graveyard shifts at Big Summit Prairie, which ended up being closer to 14-16 hour shifts each day. Deputies responded to harassments, assaults, sex crimes, drug overdoses, missing persons, suicidal persons, aggravated thefts (theft where monetary value exceeds \$10,000).

One of the frustrating pieces of this event was not having a location for law enforcement to go and escape the people, heat, dust, and smoke during this event. A Mobile Incident Command Post would have been CRUCIAL to our coordinated efforts for response, and a morale boost for staff during this event.

Big Summit Prairie also sees the yearly Oregon Star Party which attracts hundreds of people each year. While this event has not yet proven to be a problem, there is still the possibility of a large-scale incident coming from this event.



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Chief Matt Smith-Crook County Fire & Rescue also recognizes the benefits and need of a MICP:

"A Mobile Incident Command Post with restrooms, the ability to rest staff and a robust communication system will be a game changer when managing incident(s) in Crook County. I can think of many times in my career that a Mobile Incident Command Post resource like this would have been utilized at its full potential.

The efficient communications and logistical support that a Mobile Incident Command Post will bring to an incident will allow emergency crews to focus on the problem and will help bring it under control quickly and with fewer personnel.

Emergencies on the federal lands of Crook County happen regularly. Many times, these emergencies are complicated and require a high degree of coordination between local, state, and federal resources. They are mostly located in areas with limited communications and a long way to bring logistical support.

A Mobile Incident Command Post will bring the ability to set up communications for emergency crews in the field while bringing everything needed to support those crews both during the initial operational period and for large scale incidents, support them over a number of days."

Currently, there is no regional MICP available to CCSO that could use during an incident. CCSO has applied for SPIRE grants through the Oregon Department of Emergency Management but has been unsuccessful in obtaining a grant to implement an MICP. The closet "regional" MICP that is set-up for our needs is in Klamath County. If CCSO is granted the Title III fund, CCSO would also be available for mutual aid assistance to other neighboring counties such as Wheeler, Jefferson, Grant, and Harney Counties.





SHERIFF JOHN GAUTNEY

#### **BENEFITS:**

The MICP will bolster the resilience and effectiveness of emergency response operations, ensuring the safety and well-being of both responders and those in need in the below listed areas:

- 1. **Mobility:** It can be quickly deployed to different locations within Crook County, allowing for rapid response to emergencies across various terrains and environments on Federal Lands.
- 2. **Communication:** Equipped with advanced communication technology, it enables seamless coordination between rescue teams, agencies, and command centers.
- 3. **Real-time data access:** Provides access to real-time data and information, such as maps, weather updates, and situational awareness, aiding in decision-making and resource allocation.
- 4. **Media and Citizen updates:** Would be able to immediately disseminate safety information out to media resources or citizens directly as information changes. Increases or decreases in evacuation levels could be released directly from on-scene personnel at the MICP.
- 5. **Command and Control:** Serves as a centralized command hub where key personnel can oversee and coordinate rescue efforts efficiently.
- 6. **Resource Management:** Helps in managing and deploying resources effectively, including personnel, vehicles, equipment, and supplies.
- 7. **On-site support:** Offers a base of operations for personnel involved in search and rescue missions, fire evacuations, or other large-scale incidents on Federal Land by providing shelter, workspace, and essential amenities.
- 8. **Versatility:** Can be customized and adapted to various emergency scenarios, enhancing overall effectiveness and responsiveness.





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#### **COST SUMMARY:**

CCSO aims to install a robust IT infrastructure within the MICP, featuring workstations, software solutions to support data analysis, mapping, and decision-making during emergency operations. The MICP will also be equipped with advanced communications systems, satellite connectivity, and integrated technology to facilitate real-time information exchange.

#### 1. MICP vehicle:

a. The Crook County Sheriff's Office has procured a Class A motor home from the OSU Crook County Extension. The motor home is already set up with workspaces, freshwater tank/sink, black tank, HVAC, and power. This vehicle already has CAT 5 & CAT 6 networking data cable ran throughout the MICP, thus saving additional costs. The odometer also shows approximately 25,000 miles, which for the year of this vehicle is low.

#### 2. Vehicle modifications:

- a. The inside structure of the MICP will need to be modified to fit our agency's needs.
  - i. One dividing wall/door for two separate working areas. One room will be a Command/Conference room for sensitive briefings. This room will also have fold down/wall mounted bunks for overnight operations.
  - ii. Installation of small bathroom as the existing bathroom was removed.
  - iii. CCSO will re-finish the exterior of the motorhome with CCSO decals.
  - iv. This work can be completed with local businesses in Crook County.

#### 3. Star link in motion:

- a. Star link in motion will provide the MICP with the capability of having cellular/WIFI capabilities in remote areas (Federal Lands) with little to no cellular/internet capabilities. Thus, providing a link for the Incident Commander to communicate with outside community partners who are not on scene during an incident.
- b. Star link will allow CCSO Drone pilots to operate Drone Sense during Search and Rescue missions. Drone Sense also allows CCSO Command Staff to view a Search and Rescue mission in real time enhancing coordination efforts.

#### 4. Communications:

a. The MICP will be equipped with Motorola APX 8500 radios, HAM radios, IP throw phone, and mobile hot spots, ensuring seamless connectivity for communications during an incident for law enforcement, fire, and Search and Rescue volunteers.



### SHERIFF JOHN GAUTNEY

**b.** The MICP will also be equipped to activate as a standalone radio repeater with a telescoping mast.

#### 5. Mobile Dispatch:

a. The MICP will also provide the capability to be a mobile dispatch center during a large-scale incident. The small dispatch console in the MICP will allow a diversion of an increased workload from the Crook County 9-1-1 dispatch center during a large-scale incident.

#### 6. Emergency Equipment and Supplies:

a. The MICP will be stocked with essential emergency equipment, including medical supplies, first aid kits, and resources for shelter and support services during an incident.

#### 7. IT equipment installation:

a. The Crook County Sheriff's Office currently contracts IT services with the City of Prineville. CCSO will elicit the expertise of IT for the professional installation of IT equipment and security. Discussions with IT Manager James Wilson regarding the MICP have already developed at the time of this proposal. Computer-I.T equipment has a life expectancy of 5-7 years with communications equipment being 10-12 years. CCSO will cover the replacement of the equipment in the future through Crook County 9-1-1/City of Prineville I.T.



The overall cost to outfit the MICP to a "deployable" status to include interior/exterior structural modifications, emergency lighting, power, graphics wrap, and I.T. equipment is \$270,000.

Research was conducted through the State of Oregon, specifically government auction websites for vehicles already set up as a Mobile Incident Command Post. There were no vehicles up for auction that would fit our needs. It should also be noted that vehicles up for government auction are high-mileage vehicles that tend to have significant drive-train issues and are otherwise unsafe.



SHERIFF JOHN GAUTNEY

#### **FUNDING RESOURCE:**

#### **Title III-County Projects:**

The Secure Rural Schools program provides critical funding for schools, roads, and other municipal services to more than 700 counties across the United States and Puerto Rico.

The Forest Service was established in 1905 with 56 million acres of land. By 1910, the amount of National Forest Service land tripled to 172 million acres. Today, the agency manages approximately 196 million acres. Congress ratified the Act of May 23, 1908, as a measure to support rural counties whose tax base was limited by the growing amount of Federal land. A portion of Forest Service funds generated through multi-use activities, such as grazing, timber production, and special use permits, are distributed to eligible counties to help maintain local roads and schools.

By the year 2000, after decades of declining agency revenues, Congress passed the Secure Rural Schools and Community Self Determination Act to help stabilize the funds available to rural counties.

Payments are divided into three distinct categories, or Titles: Title I for roads and schools, Title II for projects on Federal lands, and Title III for county projects. – USDA Forest Service (Secure Rural Schools Program).

Funds received under Title III are used to:

- 1. Carry out activities under the Firewise Communities program.
- 2. Reimburse the participating county for search and rescue and other emergency services, including firefighting and law enforcement patrols.
- 3. Cover training costs and equipment purchases directly related to the emergency service.
- 4. Develop and carry out community wildfire protection plans.
- 5. Provide or expand access to broadband telecommunications services.

**Question:** What search and rescue and other emergency services, including firefighting and law enforcement, may be reimbursed using Title III funds?

**Answer:** Under P.L. 115-141, section 302(a)(2) provides that Title III funds may be used to reimburse counties for search and rescue and other emergency response activities, including firefighting and law enforcement patrols, performed on national forests and the specified BLM lands in western Oregon and paid for by the county. Specifically, the following expenses paid for



#### SHERIFF JOHN GAUTNEY

by the county may be reimbursed in proportion to the amount attributable to these emergency response services performed on a national forest or the specified BLM lands:

- Salary or wages of emergency response personnel deployed during an emergency response.
- Replacement of equipment, material and supplies expended, damaged, or destroyed during an emergency response.
- Repair of equipment damaged during an emergency response.
- Maintenance of vehicles, equipment, and facilities during an emergency response.
- Purchase of capital equipment such as the purchase of a fire engine, a search-and-rescue snowmobile, or other emergency response equipment.
- Expenses of training personnel to respond to emergencies on national forests.
- Expenses of equipment and supplies to be kept on hand for response to emergencies on national forests.
- Expenses of non-disposable personal protective equipment and electronic aids such as GPS devices in anticipation of responding to emergencies.
- Purchase of equipment for 911 emergency systems.

**Question:** What are examples of search and rescue and other emergency services expenses that may not be reimbursed?

#### **Answer:**

- Expenses for capital improvements such as construction of a fire station or emergency services dispatch center.
- Purchase of land (real estate) such as for a fire station or an airport to be used primarily for fire suppression on national forest and other nearby forested lands.
- Maintenance or upgrade of an airport, dispatch center or other facility used primarily for emergency services.
- Repair or reconstruction of a road after a storm event.
- Salary or wages of fire patrols or emergency response personnel during routine duties and scheduled patrols.
- Maintenance or operating costs of fire patrol and emergency response equipment during routine duties and scheduled patrols.
- Development or maintenance of a 911 emergency system, unless carried out under a community wildfire protection plan.



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Question: What are examples of emergency services?

**Answer:** The Secure Rural Schools Act specifically cites search and rescue and firefighting as examples of emergency services. Other examples include responding to flooding, tsunamis, landslides, avalanches, tornadoes or other high-wind events, and medical emergencies to provide first-aid or to prevent risk of human injury or death or damage to property. The response must take place during or immediately following the emergency event.

Title III funds may be used to reimburse a participating county for emergency services carried out on Federal land in response to the COVID-19 National Emergency.

Routine sheriff's patrols of national forest roads and campgrounds, clean-up after a flood event, "mop-up" after a wildfire is contained and similar follow-up actions not carried out during or immediately following the emergency event are not emergency services as envisioned in the Secure Rural Schools Act.

- USDA Forest Service (Secure Rural Schools Program) website.





### CROOK COUNTY SHERIFF'S OFFICE

SHERIFF JOHN GAUTNEY

#### **MICP MANAGEMENT:**

MICP training, maintenance, and development are critical components in ensuring effective emergency response operations. Training personnel on the operation and utilization of the MICP is essential to maximize its efficiency during emergencies. Regular maintenance checks, including equipment inspections and software updates, are necessary to keep the MICP in optimal working condition.

Deployment procedures will be well-defined and practiced ensuring swift and efficient setup during emergencies, allowing for seamless coordination and communication among response teams. Practical training, meticulous maintenance, and strategic deployment of the MICP contribute significantly to enhancing overall emergency response capabilities.

The ongoing maintenance checks, including equipment inspections, will be the primary responsibility of the Emergency Manager and Patrol Lieutenant. The MICP will be parked/housed at the Crook County Sheriff's Office Emergency Operations Center. Ongoing maintenance consists of but is not limited to, oil, lube, coolant, winterization, and miscellaneous office supplies that should cost approximately \$2,000/year. The Crook County Sheriff's Office will cover this cost.

# Crook County Sheriff's Office

Mobile Incident Command Post

Lieutenant Mitch Madden



"Honor \* Service \* Justice"

"ABOVE ALL INTEGRITY"

# Patrol & Emergency Services

- CCSO patrol is the first-in response agency to prevent human injury/death or damage to property to include Federal lands.
- CCSO SAR:
  - Required by ORS
  - Emergency Management Division
  - 501C3 Volunteer organization
  - 55 SAR volunteers
  - Vast majority of SAR call-outs occur on Federal lands



# Patrol & Emergency Services cont.

- In 2023, CCSO SAR responded to 38 separate missions with 29 search and rescue missions on federally controlled land.
  - Missions consisted of overdue/stuck motorists, lost/injured recreationalist, suicidal/overdose, drowning, and wildfire evacuations.
- Average of 15 SAR volunteers and two patrol deputies respond to SAR missions.
  - 2,258 hours responders expended
  - 53 rescued adults
  - 9 rescued children
  - 18 rescued animals
  - 10 SOS cell calls/GPS fixes

# Patrol & Emergency Services cont.

- Wildfires
  - CCSO patrol and CCSO SAR responded to several wildfires in 2022 and 2023 that required evacuation notifications (LEVEL 1, 2, AND 3). Law Enforcement/Fire overnight operation
    - 2022 Cowboy Fire (BLM land in Juniper Canyon)
      - Level 3 evacuation order given
    - 2023 Johnson Creek Fire
      - Level 1 notification given to Mill Creek residents
      - 2023 McKay Creek Fire
        - Level 2 evacuation to area campgrounds



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# Patrol & Emergency Services cont.

- Major events
  - 2017 Symbiosis-Eclipse event
    - 8 days at Big Summit Prairie (private land) spill over onto Federally controlled land
    - Increased population of 100,000 at Big Summit Prairie
    - Incidents; harassment/assault, sex crimes, drug overdoses, missing person, suicidal person, aggravated thefts.
    - 4 deputy patrols day and night 14-16 hour shifts due to call volume
    - No where for law enforcement to go to escape heat, dust, and smoke.
  - Oregon Star Party
    - Attracts hundreds of people each year
    - Event has not been a problem, but high likelihood of large-scale incident.

### Lack of Preparedness

- Current CCSO Incident Command trailer
  - Converted 2005 cargo trailer
  - Requires at least a ¾ ton truck to tow (SAR has one)
  - Flooring, roof vent, cabinets have greatly deteriorated
  - Aging communication equipment/equipment no longer serviceable.
  - Cannot properly manage/sustain a multi-hour/multiday operation

day operation



### Lack of Preparedness cont.

- SAR Communications vehicle
  - Converted 1980's Ambulance
  - Served as vital role in emergency communications for SAR & HAM for decades
  - Major mechanical issues and is no longer serviceable.
     Has remained parked "offline" for about 4 years



# **MICP**

Moving us forward into the future

### Into the future

The MICP will enhance our response capabilities specifically to search and rescue missions, wildfires, flooding, medical emergencies and effectively provide a vital resource to mitigate the risk of human injury/death or damage to property on authorized federal lands.



### Mobile Incident Command Post

- Objective 1:
  - Develop a Comprehensive IT/Communications System
    - Implement MICP equipped with state-of-the-art communications technology.
    - Develop seamless communication between government agencies, emergency response teams, and other stakeholders.
    - Utilize satellite communication, mobile networks, and other advanced technologies to establish reliable communication channels.

### Mobile Incident Command Post

- Objective 2
  - Enhance Coordination and Response Capabilities
    - Provide training and support to maximize the effectiveness of the MICP.
    - Facilitate real-time data sharing and collaboration among.
       response teams, command, and involved agencies.
    - Quickly address threats & hazards.
    - Determine current and future needs to the operation.
    - Develop a self-contained vehicle to sustain a multi-day operation where staff can rally and recuperate.

### Benefits

- Mobility
  - Quick deployment across various terrains.
- Communication
  - Seamless coordination between rescue teams.
- Real-time Data access
  - Situational awareness aiding in decision-making.
- Media/Citizen updates
  - Disseminate information quickly and efficiently.

- Command & Control
  - Command hub/Coordination of rescue efforts.
- Resource Management
  - Effectively deploy resources.
- On-site support
  - On-site shelter, workspace, essential amenities.
- Versatility
  - Customized and adapted to various emergencies.



# MICP Plan

A robust plan surrounded by adaptability

### Cost Summary

- MICP vehicle:
  - CCSO has procured a Class A motor home from the OSU Crook County Extension.
  - Already outfitted with CAT 5 & CAT 6 networking data cable.
  - Odometer: 25,000 miles.
  - Work spaces, freshwater tank, black tank, HVAC, & power.





### Cost Summary cont.

- Vehicle modifications
  - Interior modifications to fit current and future agency needs.
  - Two separate working areas divided by wall.
  - Fold down bunks for overnight operations.
  - Antenna mast
  - Emergency lights/off road lights/scene lighting.
  - Can be completed by local businesses in Prineville.

### Cost Summary cont.

- I.T. Infrastructure
  - Starlink in motion
    - Ability to function as a command hub with WIFI capabilities in remote-geographic locations with little to no cellular service.
    - Drone sense capabilities.
  - Radio communications
    - Motorola APX, HAM radios, mobile repeater.
  - Mobile Dispatch
    - Mobile dispatch center during large-scale incidents/events.
       Diversion of increased workload from Crook County 9-1-1.
  - I.T shelf life
    - Computer/monitor life expectancy: 5-7 years
    - Radio communications life expectancy: 10-12 years

# Quotes

Interior/Exterior construction, Graphics wrap, I.T. Equipment Adjustments/prioritization subject to change quotes

# Performance & Repair Specialties

- Located in Prineville.
- Specializes in off-road vehicle equipment, wiring, diagnostics, and custom fabrication.
- Experience with RV installations.
- Currently outfitting CCSO patrol vehicles.
- Capable of outfitting MICP to CCSO's desired needs.
- Visually inspected bus
- \$53,000.00

# Rip Q Graphics

- Located in Madras.
- Experience with vehicle graphics on emergency vehicles.
- The business has capability to work on MICP graphics in their in-house large vehicle bay.
- Removal and installation of graphics; \$14,000.00

# City of Prineville I.T

- Currently contracted by CCSO for I.T services.
- Provides MDT, radio, in-car dash camera systems.
- Maintains/upgrades Crook County VHF & 7/800 mhz radio system.
- Over 30 years of experience in I.T field.
- Will be crucial for future I.T upgrades in the MICP.
- Estimated I.T equipment cost: \$228,000

# Questions?

#### PUBLIC NOTICE NOTICE OF PUBLIC COMMENT PERIOD

Crook County hereby gives notice that it intends to expend funds in accordance with Title III of P.L. 106-393, Secure Rural Schools and Self Determination Act, as required under Section 302 (5)(b) of the same reauthorized in 2014.

The county intends to expend up to \$300,000 in federal funds for the purpose of upfit for a Mobile Incident Command Post (MICP) using the Class A Motor Home already owned by the Crook County Sheriff's Office.

A Mobile Incident Command Post emerges as a pivotal asset in navigating the complexity of an incident especially in remote (Federal) areas of Crook County. By seamlessly integrating advanced technology, logistical support, and communication capabilities, it not only facilitates rapid deployment and coordination of resources, but also enhances situational awareness and decision-making prowess.

The MICP will enhance emergency response capabilities specifically to search and rescue missions, wildfires, flooding, other natural disasters, and medical emergencies and effectively provide a vital resource to mitigate the risk of human injury/death or damage to property on authorized federal land.

The MICP would be primarily assigned to the Emergency Management Division of the Crook County Sheriff's Office, being made available to Search and Rescue and the Patrol Division for the coordinated response to the above-listed circumstances with other agencies including Crook County Fire and Rescue and Wildland Fire crews.

Public comments regarding this project are requested and may be submitted in writing to County Commissioner Board Chair Seth Crawford, 300 NE Third St., Prineville, OR 97754 by Friday, May 24, 2024, at 5pm Pacific Time.

#### **AGENDA ITEM REQUEST**



Date:

March 20, 2024

#### Meeting date desired:

March 27, 2024

#### Subject:

CDD Monthly Update

#### **Background and policy implications:**

Update on Department services, including permit and application activity.

#### **Budget/fiscal impacts:**

N/A

#### Requested by:

Will Van Vactor will.vanvactor@crookcountyor.gov | 541.447.3211

#### **Presenters:**

Katrina Weitman Randy Davis

#### Legal review (only if requested):

n/A

#### **Elected official sponsor (if applicable):**

### Community Development Department

Mailing: 300 NE Third St. RM 12, Prineville, OR 97754 ☐ Phone: 541-447-32



#### **MEMO**

TO: Crook County Court

FROM: Will Van Vactor, Director

Randy Davis, Building Official

DATE: March 20, 2024

SUBJECT: Community Development Activity Update

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

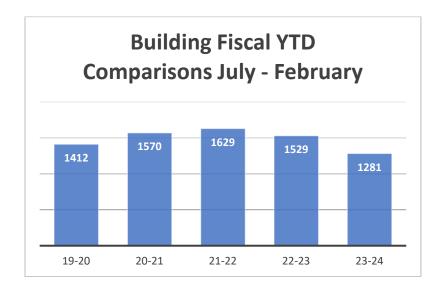
#### **Building:**

#### Permits issued summary (February):

Permit Type	Number of Permits
New Residential Dwellings (Site Built or	17
Manufactured)	
Commercial (plumbing, electrical, structural,	34
etc.)	
Residential Permits (plumbing, electrical,	76
mechanical etc.)	
Residential Structural (shops, etc.)	18
Other (e.g. demo)	3
TOTAL	148

#### **Comparisons:**

Time Frame	Permits
February 2024	148
February 2023	155
YTD 2024	280
YTD 2023	324
Fiscal YTD 2023-2024	1281
Fiscal YTD Comparison 2022-2023	1529



#### **Active Permits:**

Permit Type	Amount Still Active as of end of February
Dwellings (Site Built or Manufactured)	198
Other Residential Permits	724
Commercial Permits	269

#### **Daily Inspections:**

Inspection Type	Amount this month
Residential	620
Commercial	186
All	806

#### **Larger Projects Under Construction:**

Justice Center	
CCO5&6 Data Center	
Apple Data Center	
Hangars at Airport	
Museum	
OID Project	
Area H & I of Prineville Campus	
Advantage Dental Remodel	
C.O.P. Prineville Campus "H" Occupancy	
14 unit RV Park	
R-2 Construction – 22.840 sq ft Industrial Building with Office Space	

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Page 3	

10,064 sq ft Industrial Building	
PRN1 Retrofit	
Perma Patch	
USFS Rappel Towers	
Mail Box Store	

#### **Larger Projects Under Review or Incoming:**

Butcher Block	
F-5 Smokehouse	
Food Bank	
Humane Society – Dog Wing Addition	
T.I. Crooked Roots change to The Patio	
Crook Co Fire & Rescue	
Crook Co Fire & Rescue Annex	
St Charles T.I Procedure Room Change to Triage	
Cessna Dr T.I. – Metal Fab and Powder Coating	
Cessna Dr – Data Mining Facility, Bit Coin	

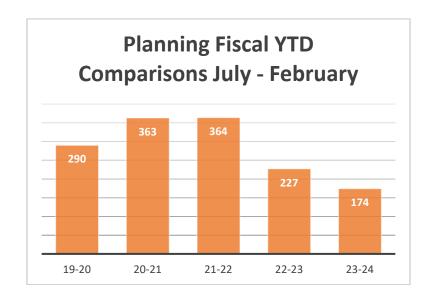
#### Planning:

#### Applications received (February):

Application Type	# of Applications (February 2024)	YTD
Appeals	0	0
Variance	0	0
Site Plan Review	9	22
Land Partition	0	1
Combine/Un-Combine Lots	1	1
Road Approach	0	0
Agricultural Exempt	0	0
Boundary Line Adjustment	2	3
Destination Resort	0	0
Conditional Use	0	1
Miscellaneous (Temporary		
Hardship Two-year renewals)	2	4
Sign	0	0
Extension	0	0
Subdivision	0	0
Amendment	0	1
Road Name/Rename	0	0
Vested Right	0	0
TOTAL	14	33

#### **Comparisons:**

Time Frame	Permits
February 2024	14
February 2023	35
YTD 2024	32
YTD 2023	60
Fiscal YTD 2023-2024	174
Fiscal YTD Comparison 2022 - 2023	228



#### **Notable Land Use Applications:**

Request	Status
Huston Agri-Tourism	Denied – In Appeal Period
Dollar General	Accepted – In Review

#### **Notable City Land Use Applications:**

Request	Status

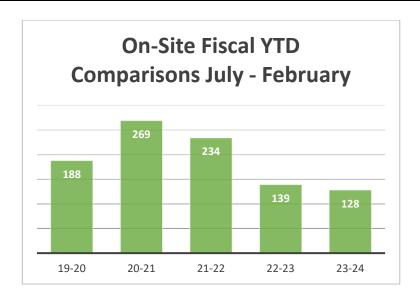
#### On-Site:

#### Applications (February):

Application Type	Number of Applications
Residential Authorization	6
Commercial Authorization	0
Construction Permit (Residential)	4
Construction Permit (Commercial)	0
Repair (Major) - Residential	0
Repair (Minor) - Residential	2
Repair (Major) - Commercial	0
Repair (Minor) - Commercial	0
Residential Site Evaluation	1
Commercial Site Evaluation	0
Alteration (Minor) – Residential	0
Alteration (Major) – Residential	1
Alteration (Minor) - Commercial	0
TOTAL	14

#### **Comparisons:**

Time Frame	Permits
February 2024	14
February 2023	13
YTD 2024	26
YTD 2023	26
Fiscal YTD 2023-2024	128
Fiscal YTD Comparison 2022 - 2023	139



Crook County Court RE: CDD Activity Update March 20, 2024 Page 6\_\_\_

#### **Code Compliance:**

#### Case Load (Total violations from open cases):

	Building	Land Use	Waste	Septic
Year				
YTD 2024	45	44	40	8

#### Activity:

Case Opened in February: 38 Case Closed in February: 1

#### AGENDA ITEM REQUEST



ETT. 1882
Date:
Meeting date desired:
Subject:
Background and policy implications:
Budget/fiscal impacts:
Requested by:
. ,
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):

#### AGENDA ITEM REQUEST



ETT. 1882
Date:
Meeting date desired:
Subject:
Background and policy implications:
Budget/fiscal impacts:
Requested by:
. ,
Presenters:
Legal review (only if requested):
Elected official sponsor (if applicable):

### GENERAL APPLICATION TO SERVE ON A CROOK COUNTY COURT-APPOINTED BOARD OR COMMITTEE

Position applied for:	Ag Extension Service District Advisory Board	
Name:	Hunter Neuharth	
Address:		
Phone Number:		
Email:		
Please list any relevant	experience you may have that would make you effective in the position:	
I am a Crook County livestock and hay producer with a degree in Economics with a enfaces in Environmental Studies. I am a member of the Crook County Livestock association, Oregon Cattleman association and on the Crook County Nonlethal Wolf Depredation Subcommitte. I interact with wildlife biologist on the state, federal and local level. My ranch produces and shows 4-H Steers every year. We actively cut junipers for both fire supression and improve native habitat. I work routinely with certified agronomists on both irrigated and dry land crops.		
Why do you wish to ser	ve in this position?	
I wish to serve this posi	ition because I am passionate in alot of programs the Extension Service has to offer. I e great feed back to all the programs and give critical insight to budgetary matters.	

### GENERAL APPLICATION TO SERVE ON A CROOK COUNTY COURT-APPOINTED BOARD OR COMMITTEE

Position applied for:	Budget Committee
Name:	Gary E. Bellah
Address:	
Phone Number:	
Email:	
Please list any relevant	experience you may have that would make you effective in the position:
<ul><li>2, Five years of prepari</li><li>3. Five years of prepari</li><li>4. Five years of prepari</li><li>Services.</li></ul>	paring and presenting budgets for the City of Dallas Texas Vehicle Services.  In and presenting budgets for the City of Salem Oregon Vehicle Services.  In and presentings for the City of Eugene Oregon Vehicle Services.  In and presenting budgets for Mawarid Services in Saudi Arabia City Cleaning  In and presenting budgets for First Vehicle Services City Vehicle Services.
Why do you wish to see	rve in this position?
yhe community I love a	dicated 26 years to community service, Since retirement I wish to continue to serve and belive I can help with the knowledge I have attained so that our community gets ble at the most efficient cost to each and every taxpayer.

### GENERAL APPLICATION TO SERVE ON A CROOK COUNTY COURT-APPOINTED BOARD OR COMMITTEE

Position applied for:	
Name:	
Address:	
Phone Number:	
Email:	
Please list any relevant experience you may have that would make you effective in the position:	

Why do you wish to serve in this position?

#### January 20, 2024

#### Memo on Crook County Governance and Budget Committee Opportunities

Dear Crook County Court & Christina Haron; Finance Director,

I would like to humbly ask for an appointment to a four year term on the Crook County Budget committee by providing some concepts and solutions that I believe would have a tremendous impact on your governance.

Firstly, and MOST importantly, it is impossible to govern any entity without a clear set of objectives and goals. I am not currently aware of any that exist, nor were there any during my time in the Crook County Finance office. This is a massive opportunity! Without these goals and objectives, there is little meaningful work that the budget committee can accomplish.

Goals can be created through community visioning exercises which include town halls, surveys, and facilitated community events. They should then be prioritized and refined by the Court with the expertise and input from County staff (including the Administrator). Goals should be published and tied to all financial reporting, marketing, and human resource activities. Presentations in work sessions should address how the data supports the goals.

For Example, let's use the goals of

Community Engagement Staff Culture Fiscal Pride

As a member of the budget committee, I would be looking for:

- Is the budget document formatted to be friendly to the public who we must assume have no expertise? (See CEC annual mailer as an example)
- Does the format communicate the planned activities and programs in a way that engages the community (is it posted online, are capital project budgets and results given out, is it SIMPLE)?
- Does the budget communicate how expenditures are contributing towards these goals long-term (5-10 year plans)?
- Are there simple charts and graphs that summarize financial activities?
- Does it communicate results of spending that have positively improved
  - Community Engagement (marketing campaigns, town halls, mailers)
  - Staff culture (staff survey engagement, committee results, staff retention rates)
  - **Fiscal Pride** (increased budget contingency allocation, equitable grant fund allocation).

I ask, how do you analyze a budget's success without metrics to compare it to? How do you make decisions on funding when there are no long-term goals you are trying to achieve? I would strongly assert that a balanced budget is way too low of a bar.

The budget committee and the finance office who prepares the budget can only create a framework. It is the job of the County Court to determine what that framework is designed to support and make decisions that help achieve the goals. I would suggest ad hoc committees be established to create a set of objectives to meet these goals.

### For Example -

**Fiscal Pride** Committee - one commissioner, the administrator, the finance director, a member of the public.

**Community Engagement** Committee - one commissioner, the administrator, a department director, marketing expert, a member of the public.

**Staff Culture** Committee - one commissioner, the administrator, three department directors, HR Director, a member of the public.

The committees would define what tasks need to be taken to achieve the goals.

### For Example: Fiscal Pride

- 1. Timely Quarterly SIMPLIFIED performance based reporting of Department expenditures.
- 2. Quarterly capital construction progress reporting to the community with SIMPLIFIED financial data.
- 3. Grant appropriations, uses, and results to the public on the impact to the public.

I insisted on the City Council of Maupin, OR and their long-time Mayor going through this process as part of their January onboarding of new council members. This is not a hard process to go through, it does not require expensive consultants. It just takes a commitment by the leadership to sit down and have some conversations. It takes the leadership committing to screening all their decisions, presentations, data collection, and financial reporting through this framework.

I am passionate about goal setting. I could probably yammer on for a century. Thank you for giving me the opportunity to express my expertise to the Court. It takes your action at the top of the food chain to impact real change throughout the organization. The work is not hard, but it takes a solid commitment to obsessively self reflect and review the business of the County through a community developed lens - shared goals - to make progress,

Christine (Qristy) Kurtz Citizen

### **Christine Kurtz**



#### **EXPERIENCE**

### Recycled Chic Consignment, Portland OR

Managing Owner

October 2010 - September 2016

### Transportation Security Administration, Redmond OR

Training Manager, Roberts Field Airport

February 2017 - September 2019

### City of Maupin, Maupin OR

City Recorder, CFO, HR Director

July 2020 - February 2021

### **Crook County, Prineville OR**

Senior Accountant / Budget Analyst

February 2021 - December 2021

### Redmond Proficiency Academy, Redmond OR

**Business Manager** 

December 2021 - Current

### **EDUCATION**

### Portland State University, Portland OR

Bachelors of Science in Business Management & Human Resources With Honors, Business Honors Program

September 2005 - June 2007

### Oregon State University Cascades, Bend, OR

Post-Baccalaureate Certificate Accounting

September 2018 - June 2020

Additional Work Experience & References Provided Upon Request

### **SKILLS**

Assertive Communicator

**Business Administration** 

Organized

Efficient Multi Tasker

Prompt & Reliable

Strategic Thinker

Highly Personable

Sales Expertise

Member of Crook County Quilt

Guild - Historian

4H Sewing Club Leader

Sewing & Design High School

Teacher

**Fund Accounting** 

Municipal Budgeting

**Payroll Processing** 

Quickbooks Online

Benefits Administration

Apple/Microsoft Office Tools

Networking

Staff Development

Research

Collaborative Problem Solving

Adult Education Trainer Information Technology

Implementation Expert &

Project Manager

**Human Resource Strategy** 

Member GFOA Member OASBO January 20, 2024

Christina Heron Crook County Finance Director

I would like to recommend Qristy Kurtz for membership on the Crook County Budget Committee.

After knowing Qristy for several years now, I can attest to both her abilities and her character. While it's easy to identify individuals who are either analytical or creative, I find it more rare to interact with people who have the ability to do or be both. Qristy has that rare ability.

As a former financial executive, I was always searching for people who could look at accounting/finance issues from both a practical rules-based perspective, but also look at the same issues from a fresh "problem solving" approach.

Qristy will be a valuable member of any group of team!

Sincerely,

Dave Piotrowski Bend, OR 970-769-6528



January 22, 2024

Dear Christina Heran,

I am writing to highly recommend Qristy Kurtz to serve on the Crook County Budget Committee. As the Business Manager for the Redmond Proficiency Academy (RPA), Qristy has proven herself to be a highly skilled and knowledgeable professional in the areas of governmental accounting, budgets, and financing.

Qristy is an exceptional team member who has effectively led the Personalized Learning, Inc. (PLI) Finance Committee, demonstrating her ability to work collaboratively with others to achieve common goals. I have been impressed with her professionalism, diligence, and expertise in budgeting and finance, as well as her ability to manage grants and oversee complex financial operations.

Prior to her role at RPA, Qristy served in accounting roles in municipal and county governments in Oregon, where she gained invaluable experience in governmental accounting and budgeting. She is talented, intelligent, and a quick study, who enjoys a challenge and is never afraid to roll up her sleeves and get the job done.

As someone who has served on Budget Committees of this nature, I am confident that Qristy will be a positive addition to the Crook County Budget Committee. She has a proven track record of success in managing finances and budgets, and I believe her expertise in this area will be invaluable to the committee's work.

In conclusion, I highly recommend Qristy Kurtz for a position on the Crook County Budget Committee. She is a dedicated, talented, and highly qualified professional who will be an asset to the committee and to the community as a whole.

Sincerely

Jon Bullock

Position applied for:	Crook County Budget Committee	
Name:	R. Scott Tibbs	
Address:		
Phone Number:		
Email:		
Please list any relevant	experience you may have that would make you effective in the position:	
To whom it may concern, Some of my qualifications for this committee include thefollowing: Local business owner/operator for the past 25 years. (Lamonta Mini Storage LLC & Prineville Secure Boat and RV Storage LLC)  Les Schwab Distribution Center Operations Manager - Role was responsible for managing +/-200 million dollars in inventory, 165 direct reports and overall operational strategy and annual operational budgeting.  Les Schwab IT Infrastructure Manager - Role was responsible for all IT infrastructure departments, IT		
vendor negotiations and multi million dollar annual budgets spanning the entire Les Schwab organization.  Why do you wish to serve in this position?		
Having recently retired involved in my commu	from a 27 year career at Les Schwab I am seeking opportunities to become more unity. This budget committee seat seems like a great fit given my experience and involved in the community.	

Position applied for:	Crook County Budget Committee
Name:	Stpehen L Brown
Address:	
Phone Number:	
Email:	
Please list any relevant	experience you may have that would make you effective in the position:
Serve as family office ( Actively coordinate with Have initiated and over	founded and owned financial advisory service CFO to multiple high net worth families th tax, legal, trust and asset professionals daily reseen numerous municipal finance activities throughout Oregon risors, Crook County Economic Development Association
Why do you wish to sen	rve in this position?
	rapid change in demographics and income of this county, and wish to contribute the y, organic growth of the community and it's assets.

Crook County Budget Committee

Deschutes County Elected Officials Compensation Committee 2018 - 2022 Former EDCO Board, EDCO Executive Committee, EDCO Board President

11		
Name:	William R. Anderson	
Address:		
Dhana Numban		
Phone Number:		
Email:		
Please list any relevant experience you may have that would make you effective in the position:		
CEO, Mid Oregon Federal Credit Union, 1994 to 2023 Retired.		
Crook County Elected Officials Compensation Committee 2023		
Prineville Railroad Commission - 2023 - current		
Deschutes County Budget Committee approx. 2018 to 2022		

Accounting and Business Management Degrees

Multiple credit union industry boards

Position applied for:

Multiple non-profit community boards

Rotary International 1998 - current

Council President, Scouting, BSA - 2022 - Current

Why do you wish to serve in this position?

My wife and I moved to Powell Butte in April of 2022. Prior to that we lived in Deschutes County for 33 years. In my role as CEO of Mid Oregon FCU, and my involvement with Economic Development for Central Oregon, I have been involved with and have a good understanding of all the communities throughout Central Oregon.

Commulnity service is something I have always been committed to and enjoy. I have a deep appreciation for Crook County and now that we reside here, I have an interest in being involved in the community.

Position applied for:	Compensation Committee	
Name:	Jo McCabe	
Address:		
Phone Number:		
Email:		

Please list any relevant experience you may have that would make you effective in the position:

I have previous experience in management of personnel and budget in the healthcare setting both in acute care and within CCHD. I have managed local the Emergency Department, Surgical Services and the Nursing Float pool at St. Charles Prineville. Having worked in rural healthcare I understand that sometimes compensation comparisons are not comparing apples to apples as rural areas have very different challenges and nuances that need to be recognized and accounted for when comparing areas simply based on numbers important details get overlooked.

Why do you wish to serve in this position?

I would like to contribute to the county being able to recruit and retain strong performing employees. This serves our community through foundational stability and secure services we provide to and for our residents in Crook County. I also recognize that sometimes solutions are not successful just because more bodies are hired, we need to look at as aspects and not assume more money is the save all for every challenge. I would like to be able to have open and honest discussions with fellow members and consider all angles prior to making recommendations or decisions.

Committee Position

r obition applied for.		
Name:	Joel Hoff	
Address:		
Phone Number:		
Email:		
Please list any relevant experience you may have that would make you effective in the position:		
-Assistant Superintendent - Crook County School District		
-Director of School Ir	nprovement - Crook County School District	

-Assistant Principal - Crook County High School

-Crook County Young Life Committee

-Prineville Kiwanis

Position applied for:

-KIDS Center Board of Directors

Why do you wish to serve in this position?

As a resident deeply invested in the well-being and future of our county, I believe that contributing my time, skills, and dedication to this committee would be a meaningful way to give back and make a positive impact. As Crook County continues to grow, it is imperative that we implement common sense and fiscal responsibility in order to maintain our community's rich traditions and values.

Serving on this committee aligns with my values of service and civic responsibility. I am dedicated to giving back to my community and serving wherever there is need. By volunteering my time and expertise, I hope to play a role in having a meaningful and lasting impact on our county's future.

Crook County is a special place and I am genuinely excited about the prospect of serving on the county committee and contributing to the betterment of our community. I am committed to dedicating myself to this role and working collaboratively with fellow committee members to achieve our shared objectives.

Position applied for:	Company too Committee
Name:	Fordy Sieur
Address:	
***	
Phone Number:	
Email:	
Please list any relevan	t experience you may have that would make you effective in the position:

1984-2015 President/OLDRON of Codesing Dusiness that held USOS/USFS GOVERNMENT Contracts for over 25 years, plus ofter mojor Contracts.
Let USDO USES GOVERMENT CONTROLS TOW
over 25 years, plus offer mojor Conficets.
2001-2015 OWNER ) due kase of the Lage at Suttle Loke
Employed 50-400 people @ each invibit.

Why do you wish to serve in this position?

As a Central Original Since 1959, I have witnessed
Many that serve to make our Communicio grout and
Many that Serve to make our Communicion great and I feel obliged to do my fact in Serving My
Community.
d

Position applied for: Crook County Elected Officials Compensation Comr

Name: William R. Anderson

Address:

Phone Number:

Email:

Please list any relevant experience you may have that would make you effective in the position:

CEO, Mid Oregon Federal Credit Union, 1994 to 2023. - Retired.

Crook County Elected Officials Compensation Committee 2023

Prineville Railroad Commission - 2023 - current

Deschutes County Budget Committee approx. 2018 to 2022

Deschutes County Elected Officials Compensation Committee 2018 - 2022

Former EDCO Board, EDCO Executive Committee, EDCO Board President

Accounting and Business Management Degrees

Multiple credit union industry boards

Multiple non-profit community boards

Rotary International 1998 - current

Council President, Scouting, BSA - 2022 - Current

Why do you wish to serve in this position?

My wife and I moved to Powell Butte in April of 2022. Prior to that we lived in Deschutes County for 33 years. In my role as CEO of Mid Oregon FCU, and my involvement with Economic Development for Central Oregon, I have been involved with and have a good understanding of all the communities throughout Central Oregon.

Commulative service is something I have always been committed to and enjoy. I have a deep appreciation for Crook County and now that we reside here, I have an interest in being involved in the community.

### AGENDA ITEM REQUEST



	E81.1881
	Date:
	3/20/24
	Meeting date desired: 4/3/24
	Subject:  Consider appointment of community member to local public safety coordinating council (LPSCC).
	Background and policy implications:  ORS 423.560 requires the board of county commissioners to appoint at least one lay citizen to the LPSCC board. Two citizens have submitted applications. The current LPSCC board supports both community members
	Budget/fiscal impacts: None
	Requested by:
	Kari Hathorn, District Attorney, LPSCC Chair
	Presenters:
	Kari Hathorn
ı	egal review (only if requested):
	n/a

**Elected official sponsor (if applicable):** 

Kari Hathorn



### Kari Hathorn Crook County District Attorney

300 NE Third Street, Prineville, OR 97754 (541) 447-4158 / (541) 447-6978 (Fax) www.co.crook.or.us/dista

March 20, 2024

Crook County Board of Commissioners 203 NE Court Street Prineville, Oregon 97754

Re: LPSCC Citizen Member Appointment

### Commissioner Crawford, Commissioner Hermreck and Commissioner Barney:

In 1995, Senate Bill 1145 required every county to convene a Local Public Safety Coordinating Council (LPSCC). While LPSCCs across the state engage in a variety of activities to improve system-wide communication and collaboration, their primary purpose is to:

- Coordinate local criminal justice policy and planning;
- Make recommendations to the county board of commissioners regarding the use of state and county resources to supervise local offenders;
- And since 2014, develop and approve their county's Justice Reinvestment Grant program.

LPSCC membership must include key local public safety system partners, including a police chief, the sheriff, the district attorney, a circuit court judge, a defense attorney, the director of community corrections, a county commissioner, the juvenile department director, the health department director, a mental health director, a community based non-profit victim services provider, at least one lay citizen, a city councilor or mayor, a city manager, a representative of the Oregon State Police, and a representative of the Oregon Youth Authority.

ORS 423.560 requires the board of county commissioners to appoint at least one lay citizen to the LPSCC board.

Currently the Crook County LPSCC board has a vacancy for the citizen member. Two applicants have submitted applications for the vacant position for a lay citizen member: Debra Patterson and Laurie Medina. I have submitted their applications for your review. The LPSCC board supports both community members.

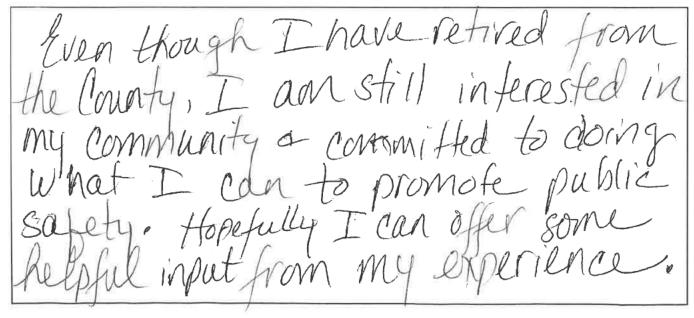
Regards,

Kari Hathorn District Attorney LPSCC Chair

Position applied for:	LOCAL PUBLIC Safety Coor. Cover.
Name:	Debra Patterson
Address:	
Phone Number:	
Email:	
Please list any relevant	t experience you may have that would make you effective in the position

I was employed with the Crook Co. Juv. ept for 44 years, + worked closely with EA & other community partners. I ticipated in LPSCC while wi the

Why do you wish to serve in this position?



Position applied for:	LPSCC/Citizen position
Name:	laura (Laurie) medina
Address:	
Phone Number:	
Email:	

Please list any relevant experience you may have that would make you effective in the position:

I worked for 5 years at Deschutes County Circuit Court 50 I have a good understanding of court procedure. I worked as a Legal Assistant with Bend Attorney Grouf for 10 years which gave me a deef understanding of criminal law as well as public safety. I am an active volunteer with Deschutes County Sheriff's Office as well as currently attending Crook County Sheriff's Office Coliver's Academy,

Why do you wish to serve in this position?

as a fairly new (7 months) resident of Prineville, I am retired and would love to be involved with the community, I feel like this particular position would be a good fit.