



County Administration

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Crook County Board of County Commissioners

Friday, December 5, 2025 at 1:00 PM

Crook County Annex | 320 NE Court St. | Prineville OR

Members of the public and media are welcome to attend in person or via Zoom: 1-253-215-8782; Meeting ID: 959 6347 2310; Passcode: 288212

Commissioners: Brian Barney, Chair; Susan Hermreck; Seth Crawford

Special Session Agenda

Public Comment

Please note that each speaker is limited to a maximum of 5 minutes. This guideline helps ensure that everyone has an equal opportunity to speak.

Discussion

- 1. Review of Core Services for the Administration, Finance, Legal, and Human Resources Departments**
Will VanVactor, County Manager

Executive Session

- 2. None scheduled.**

Notice and Disclaimer

The Crook County Board of Commissioners is the governing body of Crook County, Oregon, and holds public meetings (generally on the first and third Wednesday of each month) 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 County Commissioners has published this PDF file. This file contains the material to be presented before the Board of County Commissioners for its next scheduled regular meeting.

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Additional Items

Additional items may be discussed that arise too late to be included as a part of this notice. For information about adding agenda items, please contact the County Administration office at (541) 447-6555. Crook County encourages persons with disabilities to participate in all programs and activities. This event/location is accessible to people with disabilities. If you need accommodation to make participation possible, please call (541) 447-6555.

Contact: Brian Barney (brian.barney@crookcountyor.gov) (541) 447-6555 | Agenda published on November 17, 2025.

Core Services

Core services in the public sector refer to the fundamental and essential functions that a government department or agency provides to fulfill its mission and serve the community. These services are vital for ensuring public welfare, security, and the effective administration of governmental responsibilities.

They typically include:

- Primary Functions Critical to Mission Fulfillment
- Legally Mandated or Required Services
- Essential Public Goods and Services
- Operational Sustainability

Key Characteristics:

- Centrally Aligned with Mission and Community Needs
- Subject to Public Expectation and Demand
- Prioritized in Strategic and Financial Planning
- Foundation of Public Trust and Accountability



Crook County

Crook County Finance: Core Services



Finance

Mission and Core Purpose

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



Crook County Finance

Core Services-Overview

- *Essential Functions:*
 - *Financial Operations:* Collect revenues, Tax Collection and Distribution, Process payments, Manage budget, Ensure timely and accurate payroll processing, Monitor cash flow, and Maintain Financial Transparency and Compliance
 - *Financial Strategy & Oversight:* Handle investments, Provide financial analysis, and Oversee debt management
- *Impact:* Ensures that Crook County meets its financial obligations and operate efficiently within the boundaries of applicable laws.



Finance – Core Services

Revenue Collection and Accounts Receivable

- *Description:* Oversees the accurate and timely collection of County revenues, including property taxes and other revenue streams. Maintains accurate accounting records in accordance with GAAP and GAAFR standards and ensures the County has the funds necessary to deliver services. Implements internal controls to safeguard public resources and prevent errors or fraud.
- *Key Activities:*
 - *Property tax billing and collection for the County and taxing districts*
 - *Management of other revenue streams, including grants and intergovernmental revenue*
 - *Reconciliation of revenue activity with the County's accounting system*
 - *Monitoring cash inflows and reporting trends*
 - *Internal controls to prevent misappropriation, errors, or improper reporting*
- *Impact:* Reliable revenue collection ensures stable funding for County operations and contributes to financial sustainability. Delays or inaccuracies could create funding gaps, impair service delivery, and reduce public trust.
- *Alignment with BOC Goals and Priorities:* (Goal #2), (Goal #4), and (Goal #5)



Finance – Core Services

Accounts Payable and Vendor Management

- *Description:* Ensures the timely, accurate, and compliant processing of payments to County vendors, contractors, and service providers. Maintains positive vendor relationships, supports efficient County operations, and ensures financial transactions align with County policy and legal requirements.
- *Key Activities:*
 - *Processing vendor invoices and issuing payments*
 - *Managing vendor files and maintaining compliance-related documentation*
 - *Monitoring accounts payable and cash outflows*
 - *Implementing internal controls to prevent fraud and payment errors*
 - *Collaborating with departments to ensure proper procurement and invoice approvals*
- *Impact:* Timely vendor payments support uninterrupted services, protect the County's reputation, and ensure compliance with financial policies. Expenditures made outside of allowable requirements for grants or other restricted revenue could result in reduction or elimination of funding streams. Inefficiencies or delays could disrupt operations or damage vendor relationships.
- *Alignment with BOC Goals and Priorities:* (Goal #2), (Goal #4), and (Goal #5)



Finance – Core Services

Budget Development, Financial Planning, and Debt Management

- *Description:* Manages the County’s annual budgeting process, evaluates financial performance, prepares long-term financial forecasts, and oversees County debt obligations. Ensures resources are allocated effectively and that financial decisions support both current needs and long-term infrastructure plans.
- *Key Activities:*
 - Development of annual operating and capital budgets
 - Ongoing monitoring of departmental budget performance
 - Long-term financial forecasting and scenario modeling
 - Issuance and management of County bonds and debt instruments
 - Debt service coordination and compliance with bond requirements
- *Impact:* Informs strategic decision-making and ensures the County maintains fiscal health. Proper budgeting and debt management support sustainable operations and critical capital investments; mismanagement could lead to shortfalls or increased financial risk.
- *Alignment with BOC Goals and Priorities:* (Goal #1), (Goal #2), (Goal #3), and (Goal #6)



Finance – Core Services

Payroll, Benefits Administration, and Asset Management

- *Description:* Responsible for timely, accurate payroll processing and benefits administration for County employees. Manages County assets, including tracking, insurance coverage, and valuation, to maintain accurate records and support operational and capital planning.
- *Key Activities:*
 - Processing payroll in compliance with labor laws and County policy
 - Administering employee benefits (health, retirement, supplemental plans)
 - Maintaining asset insurance coverage
 - Managing depreciation schedules and asset valuation
 - Coordinating with departments to ensure accurate reporting of equipment and property
- *Impact:* Accurate payroll promotes employee satisfaction and supports uninterrupted public service delivery. Effective understanding of assets across the County protects the County's property, meets audit and reporting requirements, and informs long-term capital needs.
- *Alignment with BOC Goals and Priorities:* (Goal #1), (Goal #2), (Goal #3), (Goal #6)



Finance – Core Services

Financial Reporting, Audit, Compliance, and Policy Development

- *Description:* Ensures transparency, accuracy, and accountability through financial reporting, audit coordination, internal controls, grant compliance, and policy development. Supports County leadership, departments, and external stakeholders with reliable financial information and consistent financial procedures.
- *Key Activities:*
 - Preparation of annual financial statements and other required reporting including MSRB reporting for bond issuances
 - Internal and external reporting on County financial operations
 - Grant reporting and compliance monitoring, including 2 CFR 200 requirements
 - Coordination of annual audits and responses to auditor findings
 - Development and implementation of financial policies and procedures
 - Oversight of internal controls to prevent fraud, waste, or non-compliance
- *Impact:* Supports informed decision-making and maintains public trust by ensuring accurate, transparent financial operations. Strong internal controls and policies mitigate financial and legal risks and ensure compliance with all applicable regulations.
- *Alignment with BOC Goals and Priorities:* (Goal #2), (Goal #3), and (Goal #5)



Performance & Partnerships

- *Key Metrics:*
 - Revenue Collection
 - Accounts Payable
 - Budgeting & Financial Planning
 - Payroll Processing
 - Investment and Cash Management
 - Debt Management
 - Financial Statement, Audit & Compliance
 - Internal Service Satisfaction
- *Strategic Partnerships:*
 - County Departments, State and Federal Agencies, External Auditors, Vendors & Contractors, and Investment Advisors



Finance Funding Overview

- Finance Operations:
 - *Staffing Needs:* Increasing demand for financial services may require additional staffing or external consulting, particularly during ERP implementation. The auditors included a note to the financial statements about the shrinking pool of accountants in the workforce.
 - *Technology Improvements:* Continued investment in financial software, automation tools, and data analytics capabilities to improve efficiency, reduce errors, and support long-term financial planning.
 - *Training & Development:* Ongoing training for staff on new financial regulations and procedures to ensure compliance and efficiency.
 - *Economic Conditions:* Fluctuating property tax revenues and other income sources may impact the County's budget, requiring adjustments to spending and forecasting.



Conclusion

- *Questions?*



Crook County

Office of Legal Counsel: Core Services



Crook County Office of Legal Counsel

Mission and Core Purpose

- *Mission:* The Office of Legal Counsel provides timely, strategic, and cost-effective legal services to the Board of Commissioners, County departments, and commissions, ensuring County operations comply with law, reduce risk, and support transparent, accountable governance.



Crook County Office of Legal Counsel

Core Services-Overview

- *Essential Functions:*
 - Provide legal advice, representation, and document review for the Board of Commissioners, county departments, and commissions.
 - Advise on county operations and compliance, representing the county in civil matters, preparing and reviewing contracts and policies, supporting code enforcement, and guiding adherence to public records, public meetings, and ethics laws.
- *Impact:* Ensures consistent, timely, and effective legal support across all county functions.



Crook County Office of Legal Counsel – Core Services

General Civil Legal Representation & Advice

- *Description:* Serve as legal counsel to the County, Board of Commissioners, departments, and commissions for civil legal matters, protecting the County's legal interests and promoting compliance.
- *Key Activities:*
 - Provide written and verbal legal opinions, guidance, and interpretations
 - Advise on constitutional, statutory, regulatory, and policy questions
 - Respond to and manage tort claims and civil legal demands
- *Impact:* Reduces exposure to risk and liability.
- *Alignment w/BOC Goals and Priorities:* Supports outstanding service, transparency, and countywide compliance.



Crook County Office of Legal Counsel – Core Services

Contract, Ordinance, and Policy Review

- *Description:* Ensure legal sufficiency, compliance, and enforceability of County contracts, ordinances, and major policies.
- *Key Activities:*
 - Draft, review, and approve contracts, agreements, intergovernmental agreements, ordinances, and resolutions.
 - Advise on collective bargaining, property transactions, and procurement compliance.
 - Periodically updates the County's online code, to correspond with ordinances passed by the Board of Commissioners.
- *Impact:* Promotes effective use of public funds, reduces legal risk, and ensures transparency.
- *Alignment w/BOC Goals and Priorities:* Supports legal integrity and financial sustainability.



Crook County Office of Legal Counsel – Core Services

Public Records, Public Meetings, and Governance Compliance

- *Description:* Guide the County in compliance with Oregon Public Meetings Law and Public Records Law (ORS Ch. 192), fostering transparency and openness.
- *Key Activities:*
 - Review agendas for legal sufficiency; guide departments on notice and executive session procedures.
 - Respond to, and process, public records requests and provide related training.
 - Respond to ORS 192.705 allegations on behalf of County boards, committees, and officials.
- *Impact:* Prevents legal violations and instills public trust.
- *Alignment w/BOC Goals and Priorities:* Promotes transparency, accountability, and communication.



Crook County Office of Legal Counsel – Core Services

Employment, Ethics, and Personnel Law

- *Description:* Advise on employee and official discipline, termination, and ethics compliance (ORS Ch. 244), and train staff on employment law and ethical conduct.
- *Key Activities:*
 - Guide investigations and disciplinary actions
 - Ensure compliance with state ethics law, coordinate mandatory trainings, and attend discipline proceedings.
- *Impact:* Minimizes litigation risk and ethical violations.
- *Alignment w/BOC Goals and Priorities:* Enhances organizational integrity, fairness, and workforce stability.



Crook County Office of Legal Counsel – Core Services

Code Enforcement, Litigation, and County Representation

- *Description:* Prosecutes County Code violations, represents the County in litigation, and provides general legal defense.
- *Key Activities:*
 - File and manage civil litigation, administrative appeals, and responses to lawsuits.
 - Handle nuisance abatement and ordinance prosecutions.
- *Impact:* Protects the County and upholds local standards.
- *Alignment w/BOC Goals and Priorities:* Promotes quality of life and safety, meets statutory obligations.



Crook County Office of Legal Counsel – Core Services

Preventative Legal Services, Risk Management & Training

- *Description:* Provide advice, training, and risk assessment to reduce the likelihood of legal challenges or non-compliance.
- *Key Activities:*
 - Develop and provide legal training on contracting, records law, public meetings, ethics, etc.
 - Participate in risk management reviews and insurance-related processes (as needed/integrated with other departments).
- *Impact:* Proactively reduces exposure and legal risk; supports other departments' success.
- *Alignment w/BOC Goals and Priorities:* Ensures ongoing organizational effectiveness and legal compliance.



Performance & Partnerships

- *Key Metrics:*
 - Percentage of internal customers rating Legal Counsel service as "Good" or better (Target: 75%+)
 - Percentage of public records requests acknowledged within 5 working days (Target: 100%)
 - Percentage of project files opened within 1 business day (Target: 90%)
- *Strategic Partnerships:*
 - Board of Commissioners, County Manager, County Departments, and State and Federal Agencies



Legal Counsel Funding Overview

- Legal Counsel Operations:
 - **Personnel:** \$521,000 for 3 FTE
 - **Materials & Services:** Legal research, software, continuing legal education, office supplies.
 - **Funding:** Funding by internal service charges (cost allocation model)



State Mandates for Legal Counsel

- *General Civil Legal Representation & Advice:* Counties must act lawfully and defend/represent the county and its officials in civil matters.
- *Contract, Ordinance, and Policy Review:* Public contracting, procurement, and county ordinance authority require legal review for compliance.
- *Public Records, Public Meetings & Governance Compliance:* Counties must comply with Oregon Public Records and Meetings law; counsel ensures compliance.
- *Employment, Ethics, and Personnel Law:* Compliance with state personnel processes and public ethics requirements; legal counsel is essential.
- *Code Enforcement, Litigation, and County Representation:* Not required, but permitted by law. Otherwise, legal duties fall to the DA's office (ORS 8.690).
- *Preventative Legal Services, Risk Management & Training:* Not mandated but critically important for compliance, risk mitigation, and staff training.



Conclusion

- Questions?



Crook County

Crook County Human Resources: Core Services



Human Resources

Mission and Core Purpose

- *Mission: To develop, implement, and support programs and processes that add value to Crook County and its employees—enhancing welfare, empowerment, growth, and retention—while aligning with county initiatives, values, and strategies.*
- *Purpose: To be a trusted partner in achieving Crook County’s mission—empowering its workforce, ensuring compliance, and fostering a culture of growth and respect.
“People are the heart of public service.”*



Human Resources– Core Services

Service Area 1

- *Key Activities: Recruiting, Staff and Workforce Planning*
- *Impact:* By attracting and retaining qualified talent, upholding fair and compliant hiring practices, ensuring operational safety, planning for future workforce needs, and fostering a diverse and resilient employee base, these responsibilities collectively empower the county to operate efficiently and serve the community with integrity and effectiveness.
- *Alignment with BOC Goals and Priorities:* Upholding fair and compliant hiring practices reflects the Board's commitment to transparency, ethical behavior, and legal compliance.



Human Resources– Core Services

Service Area 2

- *Key Activities: Employee Relations and Legal Compliance*
- *Impact:* By strategically managing recruitment, ensuring legal compliance, conducting thorough screenings, analyzing workforce needs, and supporting retention, and succession planning, the county builds a safe, equitable, and future-ready workforce that delivers high-quality public services.
- *Alignment with BOC Goals and Priorities:* Creating an environment of compliance, equity, and succession planning, aligns well with the BOC's goals of empowerment of staff and building trust.



Human Resources— Core Services

Service Area 3

- *Key Activities: Employee Benefits and Compensation and HR System Management*
- *Impact:* By administering equitable compensation and comprehensive benefits, maintaining accurate employee records through effective HR systems, and leveraging modern technology to enhance efficiency, the county strengthens workforce retention, transparency, compliance, and overall operational effectiveness.
- *Alignment with BOC Goals and Priorities:* The implementation of a new self-serve HRIS system aligns with the goal of creativity and innovation. Ensuring the county provides comprehensive compensation and benefits aligns with the enhancing the health, safety and quality of life within the county.



Human Resources– Core Services

Service Area 4

- *Key Activities: Training and Performance Development*
- *Impact:* Human Resources drives employee growth and organizational effectiveness by delivering ongoing professional development, essential training, and fair performance evaluations that strengthen skills, enhance productivity, and support continuous improvement.
- *Alignment with BOC Goals and Priorities:* Fostering employee growth aligns with empowering staff and enhancing quality of life.



Performance & Partnerships

- *Key Metrics:*
 - Human Resources Performance Measures:
 - Achieve **75%** of internal departments rating HR services as “Good” or higher in overall satisfaction.
 - Maintain an average time-to-fill of **60 days** for vacant positions.
 - Keep the average advertising cost per new hire at **\$1,750**.
 - Ensure **100%** completion of all required employee compliance training.
 - Reduce countywide employee turnover to **12%**.
- *Strategic Partnerships:*
 - Internal
 - County Leadership and Department Heads
 - External
 - National Public Relations Association(NPELRA)
 - Society of Human Resources Management



Human Resources Funding Overview

- *Human Resources Performance Measures:*
 - **Personnel: \$428K (3 FTE)**
 - **Materials & Services: \$274K**
 - **Capital Outlay: \$70 (NeoGov)**



State & Federal Mandated Services – Human Resources

Human Resources Mandates:

- **Equal Employment & Anti-Discrimination Laws**
 - Title VII of the Civil Rights Act of 1964, EPA, ADEA, ADA, PDA
- **Wage & Hour, Pay, and Timekeeping**
 - FLSA, Tax withholdings
- **Safety & Health**
 - OSHA, Workers Compensation
 - Workers' Compensation Laws
(state regulated, but mandatory nationwide).
- **Benefits, Leave, and Employee Protections**
 - FMLA, ERISA, COBRA, HIPAA, PWFA, PUMP Act
- **Labor Relations & Union Laws**
 - NLRA, Taft-Hartly, LMRDA
- **Immigration & Employment Eligibility**
 - E-Verify (built into NeoGov)

Oregon State Mandates:

- Oregon Family Leave Act (OFLA)
- Paid Leave Oregon
- Oregon Equal Pay Act
- Oregon Workplace Fairness Act
- Oregon Sick Time Law
- Oregon Safe Employment Act (OSEA)
- Oregon Veterans' Preference Laws
- Oregon Whistleblower Protection
- Oregon Smoke-Free Workplace Rules
- Oregon Background Check, Fingerprinting, and Criminal History Laws
- State-specific marijuana and drug-testing laws



Human Resources Conclusion

- *Questions?*



Crook County

Crook County Administration & Board of Commissioners: Core Services



Administration

Mission and Core Purpose

- *Mission: Provide executive leadership, set strategic priorities, safeguard fiscal stewardship, and ensure departmental accountability to enhance the health, safety, livability, and service experience of Crook County citizens.*
- *Purpose:*



Administration– Core Services

County Governance & Strategic Leadership

- *Description:* Serve as the legislative and policy-setting body; set organization-wide strategic direction and priorities.
- *Key Activities:*
 - Adopt and review county policies and ordinances.
 - Develop and monitor strategic planning.
 - Conduct and oversee public meetings and hearings.
- *Impact:* Provides stable, forward-looking direction and ensures alignment with community needs.
- *Alignment with BOC Goals and Priorities:* Directly aligns with Goals 1 (outstanding service), 3 (collaborative culture), 4 (quality of life), and 5 (communications).



Administration– Core Services

Executive Oversight & Departmental Administration

- *Description: Supervise County Manager and lead executive management across county departments.*
- *Key Activities:*
 - Appoint department heads.
 - Evaluate and support management performance.
 - Coordinate organizational initiatives.
- *Impact: Ensures effective implementation of Board policies and operational excellence.*
- *Alignment with BOC Goals and Priorities: Directly aligns with Goals 1 (outstanding service), 3 (collaborative culture), and 4 (quality of life).*



Administration– Core Services

Budget, Fiscal Stewardship, & Resource Planning

- *Description: Administer county budget, develop financial plans, and ensure efficient use of resources.*
- *Key Activities:*
 - Oversee annual and supplemental budgets.
 - Conduct five-year financial forecasts.
 - Steward internal service cost recovery.
- *Impact: Preserves financial sustainability and enables prioritized investments.*
- *Alignment with BOC Goals and Priorities: Goals 2 (financial sustainability), 6 (facilities plan).*



Administration– Core Services

Internal Services & Organizational Support

- *Description:* Direct administrative support including personnel, HR, compensation, and internal communications.
- *Key Activities:*
 - Administer compensation schedule.
 - Provide HR oversight for 225 employees.
 - Coordinate major capital project planning and facilities management.
- *Impact:* Ensures effective implementation of Board policies and operational excellence.
- *Alignment with BOC Goals and Priorities:* Goals 2, 6. Directly aligns with Goals 1 (outstanding service), 2 (financial sustainability), 5 (communications), and 6 (facilities plan).



Administration– Core Services

Communications & Public Engagement

- *Description:* Lead public information efforts, ensure effective citizen engagement, and provide regional representation.
- *Key Activities:*
 - Develop/implement communications strategy.
 - Organize public forum and information dissemination.
 - Represent county at regional boards and committees.
- *Impact:* Promotes transparency, fosters public input, and builds public trust.
- *Alignment with BOC Goals and Priorities:* Directly aligns with Goals 1 (outstanding service) and 5 (communications).



Performance & Partnerships

- *Key Metrics:*
 - 75% satisfaction rate among internal customers.
 - 75% citizen satisfaction with transparency and service quality.
 - Timely budget adoption and financial reporting in accordance with state law.
 - Strategic plan and annual report delivered on schedule.
- *Strategic Partnerships:*
 - All county departments and elected officials.
 - Association of Oregon Counties (AOC), regional boards, legislative bodies.
 - Local municipalities, civic groups, and the general public.



Administration Funding Overview

- Administration Operations:
 - Maintaining competitive compensation to support recruitment and retention.
 - Managing organizational and fiscal impacts of inflation and revenue transitions.
 - Balancing short-term needs with long-term strategic investments (e.g., capital projects, technology).
 - Adapting to potential changes in federal and state funding sources.



Conclusion

- *Questions?*



Next Steps

- Continue review of core service descriptions for all departments
- Refine descriptions based on feedback
- After review of all department core services descriptions, all core services will be presented for acceptance by the Board



Department Core Services Statement

Department Name:

Finance Department

Department Mission Statement:

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

Describe Essential Functions:

The Finance Department is integral to the County's daily operations and fiscal health. Essential functions include collecting revenues, processing payments, managing the budget, ensuring timely and accurate payroll processing, handling investments, monitoring cash flow, and maintaining financial transparency and compliance. The department also provides financial analysis, handles liability and property insurance, and oversees debt management, ensuring that Crook County meets its financial obligations and operates efficiently within the boundaries of applicable laws.

Core Services Overview:

Service Area #1 – Revenue Collection and Accounts Receivable

Description:

Oversees the accurate and timely collection of County revenues, including property taxes and other revenue streams. Maintains accurate accounting records in accordance with GAAP and GAAFR standards and ensures the County has the funds necessary to deliver services. Implements internal controls to safeguard public resources and prevent errors or fraud.

Key Activities:

- Property tax billing and collection for the County and taxing districts
- Management of other revenue streams, including grants and intergovernmental revenue
- Reconciliation of revenue activity with the County's accounting system
- Monitoring cash inflows and reporting trends
- Internal controls to prevent misappropriation, errors, or improper reporting

Impact:

Reliable revenue collection ensures stable funding for County operations and contributes to financial sustainability. Delays or inaccuracies could create funding gaps, impair service delivery, and reduce public trust.

Alignment with BOC Goals and Priorities:

- **Goal #2:** Supports financial sustainability through accurate and efficient revenue collection.
- **Goal #4:** Ensures community services are funded through timely and reliable revenue flow.
- **Goal #5:** Promotes transparency in revenue reporting and reconciliation.

Service Area #2 – Accounts Payable and Vendor Management

Description:

Ensures the timely, accurate, and compliant processing of payments to County vendors, contractors, and service providers. Maintains positive vendor relationships, supports efficient County operations, and ensures financial transactions align with County policy and legal requirements.

Key Activities:

- Processing vendor invoices and issuing payments
- Managing vendor files and maintaining compliance-related documentation
- Monitoring accounts payable and cash outflows
- Implementing internal controls to prevent fraud and payment errors
- Collaborating with departments to ensure proper procurement and invoice approvals

Impact:

Timely vendor payments support uninterrupted services, protect the County's reputation, and ensure compliance with financial policies. Expenditures made outside of allowable requirements for grants or other restricted revenue could result in reduction or elimination of funding streams. Inefficiencies or delays could disrupt operations or damage vendor relationships.

Alignment with BOC Goals and Priorities:

- **Goal #2:** Maintain financial sustainability through accurate financial processing.
- **Goal #4:** Ensures continuity of services by supporting vendor relationships and helping to ensure grant and restricted spending compliance.
- **Goal #5:** Strengthens transparency and communication through clear payment processes.

Service Area #3 – Budget Development, Financial Planning, and Debt Management

Description:

Manages the County's annual budgeting process, evaluates financial performance, prepares long-term financial forecasts, and oversees County debt obligations. Ensures resources are allocated effectively and that financial decisions support both current needs and long-term infrastructure plans.

Key Activities:

- Development of annual operating and capital budgets
- Ongoing monitoring of departmental budget performance
- Long-term financial forecasting and scenario modeling
- Issuance and management of County bonds and debt instruments
- Debt service coordination and compliance with bond requirements

Impact:

Informs strategic decision-making and ensures the County maintains fiscal health. Proper

budgeting and debt management support sustainable operations and critical capital investments; mismanagement could lead to shortfalls or increased financial risk.

Alignment with BOC Goals and Priorities:

- **Goal #1:** Aligns budgets with community needs and supports high-quality services.
- **Goal #2:** Protect long-term financial sustainability through forecasting and debt oversight.
- **Goal #3:** Encourages interdepartmental collaboration during the budget process.
- **Goal #6:** Ensures financial capacity for long-term facility and infrastructure plans.

Service Area #4 – Payroll, Benefits Administration, and Asset Management

Description:

Responsible for timely, accurate payroll processing and benefits administration for County employees. Manages County assets, including tracking, insurance coverage, and valuation, to maintain accurate records and support operational and capital planning.

Key Activities:

- Processing payroll in compliance with labor laws and County policy
- Administering employee benefits (health, retirement, supplemental plans)
- Maintaining asset insurance coverage
- Managing depreciation schedules and asset valuation
- Coordinating with departments to ensure accurate reporting of equipment and property

Impact:

Accurate payroll promotes employee satisfaction and supports uninterrupted public service delivery. Effective understanding of assets across the County protects the County's property, meets audit and reporting requirements, and informs long-term capital needs.

Alignment with BOC Goals and Priorities:

- **Goal #1:** Supports consistent service delivery by ensuring employees are paid accurately and on time.
- **Goal #3:** Enhances workplace culture through dependable payroll and benefits administration.
- **Goal #2:** Safeguards County resources through proper asset tracking and insurance.
- **Goal #6:** Supplies accurate asset data for long-term planning.

Service Area #5 – Financial Reporting, Audit, Compliance, and Policy Development

Description:

Ensures transparency, accuracy, and accountability through financial reporting, audit coordination, internal controls, grant compliance, and policy development. Supports County leadership, departments, and external stakeholders with reliable financial information and consistent financial procedures.

Key Activities:

- Preparation of annual financial statements and other required reporting including MSRB reporting for bond issuances
- Internal and external reporting on County financial operations
- Grant reporting and compliance monitoring, including 2 CFR 200 requirements
- Coordination of annual audits and responses to auditor findings
- Development and implementation of financial policies and procedures
- Oversight of internal controls to prevent fraud, waste, or non-compliance

Impact:

Supports informed decision-making and maintains public trust by ensuring accurate, transparent financial operations. Strong internal controls and policies mitigate financial and legal risks and ensure compliance with all applicable regulations.

Alignment with BOC Goals and Priorities:

- **Goal #5:** Strengthens communication and transparency through clear financial reporting.
- **Goal #2:** Protect financial sustainability through strong controls and compliance.
- **Goal #3:** Promotes organizational consistency through well-designed financial policies.

Performance Metrics & Service Delivery Standards

- **Revenue Collection:** Timeliness of tax statement mailing by October 25th each year with no late mailings.
- **Accounts Payable:** On-time payments to vendors processed within 1 week of invoice presentation to Finance for payment
- **Budgeting & Financial Planning:** Compliance with Oregon Budget Law with approval of the County budget no later than June 30th, reporting of variance of actual vs. budgeted expenditures to stakeholders monthly, no later than the 15th of the next month except year-end reporting. Year-end reporting draft by the 15th of next month and final completed after final audit adjustments, and multi-year financial forecasts developed and updated annually. Annual achievement of the GFOA Distinguished Budget Presentation Award.
- **Payroll Processing:** 100% of payroll disbursements made on time per payroll schedule, completion of required tax filings and payments by IRS/State reporting deadlines, and benefit remittances by company deadlines.
- **Investment and Cash Management:** 100% compliance with investment policy including increasing investment earnings in alignment with policy, maintaining Crook County's liquidity target of no less than \$20 million, 100% compliance with minimum fund balance requirements, or plans to remedy deficiencies and achieve return on investment target.
- **Debt Management:** Timeliness of debt payments made 100% on or before due date, no bond or debt covenant violations, and all continuing disclosure filing requirements completed by required deadlines.
- **Financial Statement, Audit & Compliance:** Successful audit completion on or before March 30 (preferably before January 31) with "clean" audit opinion meaning no material

weaknesses and no significant deficiencies. All prior audit findings resolved within 12 months.

- **Internal Service Satisfaction:** County departments rate satisfaction with Finance at 80% or better, and 90% or more of internal participants who rate the annual budget process as “good” or better.

Key Partnerships:

- **Other County Departments:** Collaboration to gather data and ensure accurate financial reporting.
- **State and Federal Agencies:** Compliance with state and federal financial regulations.
- **External Auditors:** Work with auditors to ensure proper compliance, audits, and financial transparency.
- **Vendors & Contractors:** Coordination to ensure payments and contracts are managed according to county policies.
- **Investment Advisors:** For guidance on managing County investments in compliance with policies.

Potential Budgetary Considerations:

- **Staffing Needs:** Increasing demand for financial services may require additional staffing or external consulting, particularly during ERP implementation. The auditors included a note to the financial statements about the shrinking pool of accountants in the workforce.
- **Technology Improvements:** Continued investment in financial software, automation tools, and data analytics capabilities to improve efficiency, reduce errors, and support long-term financial planning.
- **Training & Development:** Ongoing training for staff on new financial regulations and procedures to ensure compliance and efficiency.
- **Economic Conditions:** Fluctuating property tax revenues and other income sources may impact the County’s budget, requiring adjustments to spending and forecasting.

Additional Notes (Optional):

- As the Finance Department continues to improve transparency and collaboration, we anticipate enhanced communication channels with other departments, which will lead to more effective resource allocation and utilization and stronger relationships across the organization.
- The department is committed to implementing new technologies to improve efficiency and improve service delivery, along with continually improving transparency to both internal and external stakeholders.

Finance Mandatory Services

Service /Function Area	Specific Task/Duty	Statutory Requirement?	Statutory Reference	Frequency / Threshold
Tax Collection & Collector Duties	Designate tax collector	Yes	ORS 311.055	Once per election cycle / appointment
	Bond for tax collector	Yes	ORS 311.060	Upon appointment
	Deputies / clerical staff	Yes	ORS 311.065	Ongoing
	Receipt, recording, deposit of collected taxes	Yes	ORS 311.385	Immediately / 1 business day for in-person; 30 days for mail
	Distribute collected taxes to taxing districts	Yes	ORS 311.390	Monthly / per assessor certificate
Budget & Financial Planning	Adopt County budget	Yes	ORS 294.338	Annually by June 30
	Monitor budget vs. actual expenditures	No (Discretion)	N/A	Monthly (internal policy)
	Multi-year financial forecasts	No (Discretion)	N/A	Annual or as needed
	GFOA Distinguished Budget Award	No (Discretion)	N/A	Annual
Accounts Payable / Vendor Management	Process vendor payments in accordance with warrants and appropriation	Yes	ORS 294	Ongoing
	Vendor payment turnaround policy (e.g., 7 days)	No (Discretion)	N/A	Ongoing
	Maintain vendor files and compliance documentation	Partial	ORS 294 (general accounting compliance)	Ongoing
	Publication of expenditure schedule >\$500	Yes	ORS 294.250	Monthly
	Publication notice (where to find schedule)	Yes	ORS 294.250	Monthly
	Process payroll	Yes	Labor law	No less than monthly
Payroll Processing / Benefits	File payroll taxes / benefits remittances	Yes	IRS/State law	Per federal/state deadlines
	Comply with statutory investment limits	Yes	ORS 294.035–294.047	Ongoing
Investment & Cash Management				

	Maintain minimum fund balance per policy	No (Discretion)	N/A	Ongoing
	Monitor ROI against target	No (Discretion)	N/A	Ongoing
Debt Management	Make debt service payments on time	Yes	ORS 287 / bond covenants	Per debt schedule
	Comply with bond covenants	Yes	ORS 287	Ongoing
	File required continuing disclosure	Yes	SEC / ORS 294	Per filing schedule
Financial Statement, Audit & Compliance	Prepare annual financial statements	Yes	ORS 294	Annually
	Coordinate annual audit	Yes	ORS 294	Annually
	Resolve prior audit findings	Partial	ORS 294	Within 12 months
	Internal controls & discretionary reporting (dashboards, internal variance reports)	No (Discretion)	N/A	Ongoing
Treasurer / County Financial Management	Maintain general ledger, reconcile accounts	Yes	ORS 294	Monthly / ongoing
	Internal financial reporting (variance analysis, management memos)	No (Discretion)	N/A	Monthly / quarterly
Treasurer / Fund Custody & Disbursement	Receive and accurately record all moneys payable to the county (taxes, grants, fees, special district receipts, etc.)	Yes	ORS 294 general statute for custody of funds and fund accounting / warrant rules	Ongoing (every receipt)
	Maintain proper bookkeeping, ledgers, reconcile receipts/disbursements, maintain voucher & warrant numbering, ensure disbursements only on valid warrants matched to orders/vouchers	Yes	ORS 294 (e.g. warrant/payment provisions, numbering)	Ongoing / continuous
	Invest county funds only in approved securities	Yes (with statutory limitations)	ORS 294.035–294.046	At time of investment, maturity date

	per statutory investment rules		investment provisions	compliance, ongoing oversight
	Credit interest appropriately: interest from general cash pools to general fund; interest on specific fund investments to that fund; interest on funds held for other municipal corporations to their accounts	Yes	ORS 294.080 (interest disposition)	When interest is earned and credited
	Segregate and manage funds received for special districts / service districts / school districts / other non county municipal corporations — maintain separate accounts or funds when statute requires	Yes (for specific statutory funds/districts)	e.g. ORS 451.580 (public health districts), ORS 294.187 (Assessment & Taxation Fund), and related statutes	Upon receipt of funds; ongoing maintenance
	Manage bond or debt proceeds properly: hold in special funds, disburse only for authorized purposes, track accounting and disbursement, ensure compliance with bond covenants/statute	Yes	ORS and bond related statutes for local debt; includes ORS 294 provisions for use of proceeds	At issuance and over life of bonds
	Ensure that disbursements (warrants) do not exceed appropriation or exceed lawful authorized purpose (i.e. prevent unlawful expenditure)	Yes	ORS 294 general expenditure control & appropriation law	Every voucher/warrant/payment
	Perform special statute tasks such as depositing and remitting certain funds (e.g. for Assessment & Taxation Fund) to state or other entities as required by statute	Yes	ORS 294.187	Quarterly or as statute dictates

Department Core Services Statement

Crook County Office of Legal Counsel

Department Mission Statement:

The Office of Legal Counsel provides timely, strategic, and cost-effective legal services to the Board of Commissioners, County departments, and commissions, ensuring County operations comply with law, reduce risk, and support transparent, accountable governance.

Describe Essential Functions:

The Office of Legal Counsel provides legal advice, representation, and document review for the Board of Commissioners, county departments, and commissions. Core functions include advising on county operations and compliance, representing the county in civil matters, preparing and reviewing contracts and policies, supporting code enforcement, and guiding adherence to public records, public meetings, and ethics laws. The office also coordinates staff training on legal topics and ensures consistent, timely, and effective legal support across all county functions.

Core Services Overview:

Service Area 1: General Civil Legal Representation & Advice

- **Description:** Serve as legal counsel to the County, Board of Commissioners, departments, and commissions for civil legal matters, protecting the County's legal interests and promoting compliance.
- **Key Activities:**
 - Provide written and verbal legal opinions, guidance, and interpretations.
 - Advise on constitutional, statutory, regulatory, and policy questions.
 - Respond to and manage tort claims and civil legal demands.
- **Impact:** Reduces exposure to risk and liability.
- **Alignment with BOC Goals and Priorities:** Supports outstanding service, transparency, and countywide compliance.

Service Area 2: Contract, Ordinance, and Policy Review

- **Description:** Ensure legal sufficiency, compliance, and enforceability of County contracts, ordinances, and major policies.
- **Key Activities:**
 - Draft, review, and approve contracts, agreements, intergovernmental agreements, ordinances, and resolutions.

- Advise on collective bargaining, property transactions, and procurement compliance.
- Periodically updates the County's online code, to correspond with ordinances passed by the Board of Commissioners.
- **Impact:** Promotes effective use of public funds, reduces legal risk, and ensures transparency.
- **Alignment with BOC Goals and Priorities:** Supports legal integrity and financial sustainability.

Service Area 3: Public Records, Public Meetings, and Governance Compliance

- **Description:** Guide the County in compliance with Oregon Public Meetings Law and Public Records Law (ORS Ch. 192), fostering transparency and openness.
- **Key Activities:**
 - Review agendas for legal sufficiency; guide departments on notice and executive session procedures.
 - Respond to, and process, public records requests and provide related training.
 - Respond to ORS 192.705 allegations on behalf of County boards, committees, and officials.
- **Impact:** Prevents legal violations and instills public trust.
- **Alignment with BOC Goals and Priorities:** Promotes transparency, accountability, and communication.

Service Area 4: Employment, Ethics, and Personnel Law

- **Description:** Advise on employee and official discipline, termination, and ethics compliance (ORS Ch. 244), and train staff on employment law and ethical conduct.
- **Key Activities:**
 - Guide investigations and disciplinary actions
 - Ensure compliance with state ethics law, coordinate mandatory trainings, and attend discipline proceedings.
- **Impact:** Minimizes litigation risk and ethical violations.
- **Alignment with BOC Goals and Priorities:** Enhances organizational integrity, fairness, and workforce stability.

Service Area 5: Code Enforcement, Litigation, and County Representation

- **Description:** Prosecutes County Code violations, represents the County in litigation, and provides general legal defense.
- **Key Activities:**
 - File and manage civil litigation, administrative appeals, and responses to lawsuits.
 - Handle nuisance abatement and ordinance prosecutions.
- **Impact:** Protects the County and upholds local standards.
- **Alignment with BOC Goals and Priorities:** Promotes quality of life and safety, meets statutory obligations.

Service Area 6: Preventive Legal Services, Risk Management & Training

- **Description:** Provide advice, training, and risk assessment to reduce the likelihood of legal challenges or non-compliance.
- **Key Activities:**
 - Develop and provide legal training on contracting, records law, public meetings, ethics, etc.
 - Participate in risk management reviews and insurance-related processes (as needed/integrated with other departments).
- **Impact:** Proactively reduces exposure and legal risk; supports other departments' success.
- **Alignment with BOC Goals and Priorities:** Ensures ongoing organizational effectiveness and legal compliance.

Performance Metrics & Service Delivery Standards:

- Percentage of internal customers rating Legal Counsel service as "Good" or better (Target: 75%+)
- Percentage of public records requests acknowledged within 5 working days (Target: 100%)
- Percentage of project files opened within 1 business day (Target: 90%)

Key Partnerships:

- Board of Commissioners
- County Manager & Department Directors
- Human Resources, Finance, Community Development, and other County Departments

- State and Federal regulatory agencies

Potential Budgetary Considerations:

- **Personnel:** \$521,000 for 3 FTE
- **Materials & Services:** Legal research, software, continuing legal education, office supplies.
- **Funding:** Funding by internal service charges (cost allocation model)

Statutory Mandate Matrix:

Core Service Area	State-mandated?	Statute/Authority	Summary of Mandate
General Civil Legal Representation & Advice	Indirect	ORS 294.100; ORS 203.145	Counties must act lawfully and defend/represent the county and its officials in civil matters.
Contract, Ordinance, and Policy Review	Indirect	ORS Ch. 279; ORS 203.035	Public contracting, procurement, and county ordinance authority require legal review for compliance.
Public Records, Public Meetings & Governance Compliance	Indirect	ORS Ch. 192	Counties must comply with Oregon Public Records and Meetings law; counsel ensures compliance.
Employment, Ethics, and Personnel Law	Indirect	ORS 236.010-.262; ORS Ch. 244	Compliance with state personnel processes and public ethics requirements; legal counsel is essential.
Code Enforcement, Litigation, and County Representation	Indirect	ORS 203.145	Not required, but permitted by law. Otherwise, legal duties fall to the DA's office (ORS 8.690).
Preventative Legal Services, Risk Management & Training	No direct mandate	N/A	Not mandated but critically important for compliance, risk mitigation, and staff training.

Department Core Services Statement

Department Name:

Human Resources

Department Mission Statement:

It is the mission of the human resources department to develop, implement and support programs and processes that add value to Crook County and its employees, leading to improved employee welfare, empowerment, growth and retention, while ensuring alignment with county initiatives, values, strategies and the needs of Crook County.

Describe Essential Functions:

Human Resources plays a critical role in both internal operations and ensuring compliance with legal and safety standards. Here's a breakdown of the essential functions HR must fulfill for both the organization's internal functioning and the broader public's safety and well-being.

- HR is responsible for recruiting, hiring, and onboarding employees to ensure the organization has the appropriate talent to meet its operational needs and to ensure that hiring practices comply with anti-discrimination laws (e.g., Equal Employment Opportunity, ADA).
- HR fosters a workplace environment that values diversity and promotes inclusivity across all organizational levels.
- HR organizes training programs to develop employee skills, improve job performance, and ensure legal compliance in job roles.
- HR is responsible for designing and administering competitive compensation and benefits packages (salary, healthcare, retirement plans, etc.).
- HR ensures The County complies with all relevant labor laws (local, state, federal, and international laws, where applicable).
- HR manages workplace conflicts and promotes positive relations between employees and between employees and management.
- HR oversees employee evaluations, feedback processes, and performance improvement plans to ensure employees are performing to the standards expected of them.
- HR supports and nurtures The County's culture, driving change management initiatives, and promoting leadership development.

Core Services Overview:

The core services of human resources are designed to ensure effective management of personnel, compliance with laws and regulations, and efficient delivery services.

Recruitment and Staffing:

- Managing job postings, recruitment campaigns, and selection processes.

- Ensuring compliance with equal employment opportunity (EEO) policies and other legal requirements.
- Conducting background checks and screenings.

2. Employee Benefits and Compensation:

- Administering salary structures, pay scales, and benefits such as health insurance, retirement plans, and paid time off.
- Ensuring compensation is equitable and in line with government pay policies.

3. Training and Development:

- Providing ongoing professional development opportunities to improve employee skills and job performance.
- Offering training in areas such as leadership, legal compliance, safety protocols, and technical skills.

4. Employee Relations and Conflict Resolution:

- Addressing grievances, complaints, and conflicts between employees or between employees and management.
- Ensuring compliance with labor laws, collective bargaining agreements (if applicable), and addressing workplace issues such as harassment.

5. Performance Management:

- Developing and implementing performance appraisal systems to assess employee performance.
- Providing feedback, coaching, and corrective action when needed to enhance employee performance and productivity.

6. Compliance and Legal Services:

- Ensuring The County adheres to all federal, state, and local employment laws, including labor laws, anti-discrimination regulations, and workplace safety standards.
- Managing workers' compensation and handling any employment-related legal issues.

7. Workforce Planning:

- Analyzing current staffing levels and forecasting future needs based on strategic goals, budget, and policy requirements.

- Managing workforce diversity, retention strategies, and succession planning.

8. **HR IT System Management:**

- Maintaining employee records and managing HR systems that track benefits, training, and performance data.
- Using HR technology to improve efficiency and accuracy in HR processes.

Performance Metrics & Service Delivery Standards:

Success in delivering core services for Human Resources is typically measured by evaluating a combination of factors related to efficiency, effectiveness, employee satisfaction, and alignment with organizational goals.

- **Surveys and Feedback:** Regular employee surveys and feedback mechanisms help gauge the satisfaction of employees with HR services such as recruitment, training, benefits, and conflict resolution.
- **Retention Rates:** High retention rates, especially of top talent, often indicate that HR practices around recruitment, development, and employee engagement are effective.
- **Diversity and Inclusion:** The success of diversity and inclusion efforts can be evaluated by analyzing the diversity of candidates recruited and the inclusivity of the hiring process.
- **Competitive Pay and Benefits:** HR's success can be measured by how well compensation packages are structured in comparison to industry standards and whether employees feel adequately compensated.
- **Risk Mitigation:** Ensuring minimal risk related to employee disputes, discrimination, and harassment claims demonstrates the effectiveness of HR in creating a fair and respectful workplace.
- **Resolution of Employee Issues:** Success is also measured by how quickly and effectively HR resolves conflicts, complaints, and grievances. A low number of unresolved or escalated issues is an indicator of good HR performance.
- **Organizational Culture:** HR's ability to foster a positive organizational culture is key to success. This can be assessed through employee morale, alignment with The County's values, and overall workplace atmosphere.
- **HR Metrics and Analytics:** Data-driven insights that align HR activities with business outcomes, such as turnover trends, productivity levels, and employee engagement, are important indicators.

Key Partnerships:

- **Finance/Accounting:** HR works closely with finance to manage payroll, budgeting for salaries and benefits, and ensuring compliance with tax and labor laws. They also rely on finance for forecasting and cost management related to HR functions.

- **Legal:** The legal department helps HR stay compliant with labor laws, regulations, and contracts. They assist in employee disputes, policy creation, and ensuring that The County follows legal guidelines regarding hiring, firing, and workplace conditions.
- **Information Technology:** HR relies on IT for implementing and maintaining HR software systems, such as Human Resource Information Systems (HRIS), and performance management tools. IT also supports the security of employee data and digital communication platforms.
- **Elected Officials:** HR in government agencies often needs to navigate the political landscape. Elected officials can influence or advocate for certain HR policies or programs, particularly when it comes to matters like diversity initiatives, employee retention, or workforce development.

Potential Budgetary Considerations:

- **Budget Cuts**
- **Increased Demand for Services**
- **Compliance Requirements**
- **Attrition and turnover costs**

Department Core Services Statement

Department Name:

Administration & Board of Commissioners

Department Mission Statement:

The Administration and Board of Commissioners provide executive leadership, set strategic priorities, safeguard fiscal stewardship, and ensure departmental accountability to enhance the health, safety, livability, and service experience of Crook County citizens.

Describe Essential Functions:

The Administration Department fulfills its mission by providing countywide legislative and policymaking direction and by appointing, supporting, and overseeing the County Manager to ensure effective administration of all county operations, programs, and departments. It develops and implements the county's annual budget and long-range financial plans, maintains transparent and accessible government for the public, and oversees critical internal services—such as human resources, compensation, communications, and capital project oversight—that are necessary for Crook County to operate effectively and safely.

Core Services Overview:

Service Area 1: County Governance & Strategic Leadership

- **Description:** Serve as the legislative and policy-setting body; set organization-wide strategic direction and priorities.
- **Key Activities:**
 - Adopt and review county policies and ordinances.
 - Develop and monitor strategic planning.
 - Conduct and oversee public meetings and hearings.
- **Impact:** Provides stable, forward-looking direction and ensures alignment with community needs.
- **Alignment with BOC Goals and Priorities:** Directly aligns with Goals 1 (outstanding service), 3 (collaborative culture), 4 (quality of life), and 5 (communications).

Service Area 2: Executive Oversight & Departmental Administration

- **Description:** Supervise County Manager and lead executive management across county departments.
- **Key Activities:**
 - Appoint department heads.
 - Evaluate and support management performance.
 - Coordinate organizational initiatives.
- **Impact:** Ensures effective implementation of Board policies and operational excellence.
- **Alignment with BOC Goals and Priorities:** Directly aligns with Goals 1 (outstanding service), 3 (collaborative culture), and 4 (quality of life).

Service Area 3: Budget, Fiscal Stewardship, & Resource Planning

- **Description:** Administer county budget, develop financial plans, and ensure efficient use of resources.
- **Key Activities:**
 - Oversee annual and supplemental budgets.
 - Conduct five-year financial forecasts.
 - Steward internal service cost recovery.
- **Impact:** Preserves financial sustainability and enables prioritized investments.
- **Alignment with BOC Goals and Priorities:** Goals 2 (financial sustainability), 6 (facilities plan).

Service Area 4: Internal Services & Organizational Support

- **Description:** Direct administrative support including personnel, HR, compensation, and internal communications.
- **Key Activities:**
 - Administer compensation schedule.
 - Provide HR oversight for 225 employees.
 - Coordinate major capital project planning and facilities management.
- **Impact:** Ensures effective implementation of Board policies and operational excellence.

- **Alignment with BOC Goals and Priorities:** Goals 2, 6. Directly aligns with Goals 1 (outstanding service), 2 (financial sustainability), 5 (communications), and 6 (facilities plan).

Service Area 5: Communications & Public Engagement

- **Description:** Lead public information efforts, ensure effective citizen engagement, and provide regional representation.
- **Key Activities:**
 - Develop/implement communications strategy.
 - Organize public forum and information dissemination.
 - Represent county at regional boards and committees.
- **Impact:** Promotes transparency, fosters public input, and builds public trust.
- **Alignment with BOC Goals and Priorities:** Directly aligns with Goals 1 (outstanding service) and 5 (communications).

Performance Metrics & Service Delivery Standards:

- 75% satisfaction rate among internal customers.
- 75% citizen satisfaction with transparency and service quality.
- Timely budget adoption and financial reporting in accordance with state law.
- Strategic plan and annual report delivered on schedule.

Key Partnerships:

- All county departments and elected officials.
- Association of Oregon Counties (AOC), regional boards, legislative bodies.
- Local municipalities, civic groups, state and federal elected officials and the general public.

Potential Budgetary Considerations:

- Maintaining competitive compensation to support recruitment and retention.
- Managing organizational and fiscal impacts of inflation and revenue transitions.
- Balancing short-term needs with long-term strategic investments (e.g., capital projects, technology).
- Adapting to potential changes in federal and state funding sources.

Administration Mandated Service Matrix

Service/Function	Mandated/Discretionary	Primary Funding Source(s)	ORS/OAR Statute Reference(s)
Adopt county budget, conduct hearings	Mandated	General Fund	ORS 294.305-.565
Appoint Budget Officer and Budget Committee	Mandated	General Fund	ORS 294.331, 294.414
Annual financial audit	Mandated	General Fund	ORS 297.405-.555
Appoint BOPTA pool	Mandated	General Fund	ORS 309.067
Oversee/administer elections funding	Mandated	General Fund	ORS 246.250(2)
Appoint Medical Examiner	Mandated	General Fund	ORS 146.065
Provide office/facilities to Sheriff	Mandated	General Fund	ORS 206.180
Appoint Tax Collector	Mandated	General Fund	ORS 311.055
Keep county records/minutes	Mandated	General Fund	ORS Ch. 192
Sale/management of county lands	Mandated	General Fund/Other	ORS 271, 275
Public Contracting Authority	Mandated	General Fund	ORS 279A-279C
Emergency mgt./appoint program manager	Mandated	General Fund/Grants	ORS 401.305
Local Public Safety Coordinating Council (LPSCC)	Mandated	General Fund	ORS 423.560-.565
Set compensation/# for county officers/employees	Mandated	General Fund	ORS 204.116, 204.601
DDAs compensation	Mandated	General Fund	ORS 8.760
Policy on homeless encampment removal	Mandated	General Fund	ORS 195.500
Quasi-judicial (land use) hearings	Mandated	General Fund	ORS 215.406, 197.175

Legislative advocacy/intergovernmental relations	Discretionary	General Fund	
Community/public information/engagement	Discretionary	General Fund	
Strategic planning and visioning	Discretionary	General Fund	
Organizational development, values, internal process upgrades	Discretionary	General Fund	
Special projects and initiatives (not state-mandated)	Discretionary	General Fund, Grants	
Customer service, constituent issue resolution (beyond minimum)	Discretionary	General Fund	
Support for other departments' special projects	Discretionary	General Fund	