

For Recording Stamp Only



Deschutes County Board of Commissioners  
1300 NW Wall St., Bend, OR 97701-1960  
(541) 388-6570 - Fax (541) 385-3202 - [www.deschutes.org](http://www.deschutes.org)

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## **MINUTES OF WORK SESSION**

### **DESCHUTES COUNTY BOARD OF COMMISSIONERS**

**WEDNESDAY, OCTOBER 7, 2015**

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*Present were Commissioners Anthony DeBone, Alan Unger and Tammy Baney. Also present were Tom Anderson, County Administrator; Erik Kropp, Deputy County Administrator; David Doyle, County Counsel; and, for a portion of the meeting, Nick Lelack and Peter Russell, Community Development Department and a media representatives of Bend Bulletin.*

*Chair DeBone opened the meeting at 1:30 p.m.*

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#### **1. Overview of Planning Commission's Recommendations for Goal 11 Exception for Southern Deschutes County:**

Present for this portion of the agenda were Peter Russell, Community Development Department Senior transportation planner, Eric Nigg and Robert Baggett of Oregon Department of Environmental Quality, and Jon Jinings of Department of Land Conservations and Development.

Mr. Russell reported on the Planning Commission recommendation to the BOCC. The Planning Commission held public hearings in July and August recommending the Goal 11 approval with one modification to include all of the recommendations from the 2013 steering committee. The major topics in the Planning Commission deliberation included concerns on imminent health

hazards. OAR 660-011-0060 references that a health hazard must be significant and imminent for a Goal 11 exception to be approved. Another item of concern is if there is evidence to demonstrate a health hazard. The Planning Commission has also reviewed the process of the goal exception if there is no imminent health hazard, the rationale in the size of the proposed area, real estate values and the option of sanitary districts.

Eric Nigg of ODEQ noted a documented health threat in south Deschutes County. He assured the BOCC they have met the burden of proof. DEQ does not want to wait for a health hazard, as the risk to public health is imminent. He pointed out the DEQ steering committee unanimously supports a Goal 11 Exception. The exception request meets the criteria set by ORS 660-011-0060. Jon Jinings of DLCD brought forward a unanimous recommendation to plan for the future rather than react, as this is an inevitable situation that can be avoided if acting now. The rule or proposal would offer relief and would serve this community well.

The next step is for the BOCC public hearing that will be held at 6:00 p.m. on October 28 at the SHARC in Sunriver. Discussion held on the options following that hearing in receiving additional testimony. Also reviewed were the recommendations from the steering committee.

## **2. CDD Fee Study and Performance Management Report**

Nick Lelack, Community Development Director presented to the Board a draft CDD Comprehensive User Fee Study and Operating Plan. He has taken the draft to the building and planning community to review the building and planning fees and performance measures. The study was completed by Capital Accounting Partners, LLC. The scope of the project was to calculate the full cost of department services and to develop a performance management structure by developing a five-year financial plan. The analysis looked at cost from an operational level. Staff cost and time relative to application or fee title was reviewed by position. Discussion held on building the reserve fund. Dave Givans, Internal Auditor, will be involved in reviewing that process for the fee schedule.

## **3. Other Items**

- Chris Doty, Public Works Director, reported that there are upcoming utilities improvements on China Hat and the traffic will be impacted because of the installation of a water line. Discussion held on the best way to do the improvements. The neighborhood association is aware of the project.

#### 4. Discretionary Grant Review – 2<sup>nd</sup> Quarter

Judith Ure, Management Analyst, reported on the 2<sup>nd</sup> Quarter Grant Applications.

- Boys and Girls Club submitted a fundraising application. They are asking for \$1500 for a Civil War Rally & Auction. This is possibly a joint fundraiser with EDCO. Commissioners Support the application but Ms. Ure will clarify the connection with EDCO.
- Central Oregon Council on Aging - requesting \$600 for a direct mail fund raising event. Commissioners expressed **Support**.
- Family Access Network- requesting \$2500 for the fundraising luncheon scheduled for April. Commissioners expressed **Support**.
- Hospice of Redmond – requesting \$2500 for the Festival of Trees event. Commissioners expressed **Support**
- Leadership Redmond - requesting \$1,200 discretionary grant for Leadership class of 15/16. Commissioners expressed **Support** at \$400 each
- Bend Spay and Neuter Project- requesting \$1,000 discretionary grant for the Free Rabies Outreach clinics. Commissioners expressed **Support**
- Latino Community Association – asking for support for events during the 2015 – 2016 year. This is not a typical grant application and request that they resubmit in the proper process and specify the event requesting funding.
- Other: Commissioner Baney reported she had purchased a bus ticket for \$195.50 to Denver for a member of the homeless community. She has the receipt and there was an additional charge of \$18 because the ticket was not for herself and there was an additional service fee of \$2.50. Discussion was to cover the expense from discretionary grant funds and submit as reimbursement. Commissioner Baney will submit the proper paperwork to Judith Ure.

#### 5. OTHER:

- Deputy County Administrator Erik Kropp explained there was an incident at the Southwest Transfer Station where a visitor was carrying a gun and created concern for the employee working there at the time. There is no signage of a weapons policy. A question was raised to the Commissioners if signage should be installed.
- Discussion was held on the recent shootings at Umpqua Community College in Roseburg, Oregon. Discussion was held on supporting the safety of our employees and the best approach for the community. Take Care / Be Aware safety training may be considered for employees as an effective solution to this type of situation.

- Discussion was held on the upcoming events on the calendar.

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*Being no other items discussed, the meeting was adjourned at 4:14 p.m.*

DATED this 23<sup>rd</sup> Day of November 2015 for the  
Deschutes County Board of Commissioners.

  
Anthony DeBone, Chair

  
Alan Unger, Vice Chair

  
Tammy Baney, Commissioner

ATTEST:

  
Recording Secretary



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## **WORK SESSION AGENDA**

### **DESCHUTES COUNTY BOARD OF COMMISSIONERS**

**1:30 P.M., WEDNESDAY, OCTOBER 7, 2015**

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1. Overview of Planning Commission's Recommendations for Goal 11 Exception for Southern Deschutes County – *Peter Russell*
2. CDD Fee Study and Performance Management Report – *Nick Lelack*
3. Discretionary Grant Review – 2<sup>nd</sup> Quarter – *Judith Ure*
4. Other Items

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PLEASE NOTE: At any time during this meeting, an executive session could be called to address issues relating to ORS 192.660(2) (e), real property negotiations; ORS 192.660(2) (h), litigation; ORS 192.660(2)(d), labor negotiations; or ORS 192.660(2) (b), personnel issues; or other issues under ORS 192.660(2), executive session.

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*Meeting dates, times and discussion items are subject to change. All meetings are conducted in the Board of Commissioners' meeting rooms at 1300 NW Wall St., Bend, unless otherwise indicated. If you have questions regarding a meeting, please call 388-6572.*

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# Work Session

(Please Print)

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**TO:** Board of County Commissioners

**FROM:** Peter Russell, Senior Transportation Planner

**DATE:** October 7, 2015

**SUBJECT:** Work session on amending the Deschutes County Comprehensive Plan to add an exception to Goal 11 (Public Facilities and Services) to allow for sewers in unincorporated lands in southern Deschutes County; amend language to Newberry Country Plan to prevent upzoning; and add a Goal 11 map indicating affected tax lots (File 247-000308-PA)

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### BACKGROUND

The proposed amendments to the Deschutes County's Comprehensive Plan are to allow rural sewers in unincorporated lands in southern Deschutes County. The exception would allow the option of sewers at varying scales, but would not require them.

Additionally, the proposed amendment would amend *Newberry Country: A Plan for Southern Deschutes County* to add Policy 9.1(a) to prohibit upzoning based on a successful Goal 11 Exception. The amendment would also update a section in the *Newberry Country* plan which had referenced a then-impending Steering Committee recommendation to instead identify the Steering Committee's recommendation to pursue a Goal 11 exception. Finally, a Goal 11 map would be added to the Comprehensive Plan which indicates the affected tax lots.

The Planning Commission (PC) held public hearings on July 23 at 2 and 5:30 p.m. in La Pine and on August 13 in Bend. The PC deliberated on Sept. 10 and recommended 7-0 that the Board of County Commissioners (Board) approve the Goal 11 Exception with one modification. The PC recommended the *Deschutes County Comprehensive Plan* be amended to include the Department of Environmental Quality Steering Committee recommendations in the July 2013 "South Deschutes/North Klamath County Groundwater Protection: Report and Recommendations." Those recommendations are provided verbatim at the end of this memo.

### MAJOR TOPICS IN PLANNING COMMISSION DELIBERATIONS

The PC deliberated for roughly an hour and discussed the following items at length. The PC requested staff to relay the PC's concerns to the Board. The concerns are presented in no particular order of importance.

#### 1. What is meant by "imminent" health hazard?

OAR 660-011-0060 references that a health hazard must be significant and imminent for a Goal 11 Exception to be approved. The PC debated how the term imminent did or did not

apply to the pollution of groundwater and whether time should be considered based on a geologic scale or more of the typical timeframe.

2. *Can a Goal Exception be approved without an imminent health hazard?*

The PC during the discussion of defining imminent also debated whether a health hazard was even necessary for a Goal 11 Exception. OAR 660-011-0060(9) states in relevant part:

“Appropriate reasons and facts for an exception for Goal 11 **include but are not limited to the following: (emphasis added)**

(a) *The new system, or extension of an existing system, is necessary to avoid an imminent and significant health hazard...*

(b) *The extension of an existing system will serve land, that by operation of federal laws, is not subject to Statewide Planning Goal 11...*

Essentially, the issue is whether the highlighted text is inclusive or exclusive as it pertains to (a) and (b). In other words, do either (a) or (b) need to be present or is a Goal 11 exception possible if neither (a) nor (b) is present.

3. *What is the rationale behind the size of the area proposed for the Goal 11 Exception?*

A few members of the PC expressed concern that the proposed area was fairly large. They felt there either needed to be more discussion justifying the size of the area or that the area could be shrunk to align more with the areas experiencing or expected to experience groundwater issues.

4. *Is there enough scientific evidence in the record to demonstrate a health hazard?*

The PC mulled the amount of research placed in the record with some debating whether the USGS reports are accurate and others desiring additional groundwater modeling and/or monitoring of wells.

5. *Relationship between Goal 11 and real estate values.*

Although not an approval criteria, some members of the PC stated their concerns about how the Goal 11 process might lead to falling prices for undeveloped lands. This was tied to a larger concern about the publicity of the groundwater issues in South County adversely affecting development in the subbasin.

6. *Compulsion to join a sanitary district or authority*

The PC requested that the Board consider adopting language in the Comp Plan text or findings addressing public concerns over property owners being forced to joined sanitary districts, as legally allowed.

## **NEXT STEPS**

The Board will hold a public hearing on Oct. 28 at 6 p.m. in the Sunriver Homeowners and Aquatic Recreation Center (SHARC) to accept testimony on the Goal 11 exception.

### **DEQ 2013 Steering Committee Recommendations:**

#### **Goal 11 Exception (Unanimously Approved 1/9/13)**

- Provide a Goal 11 exception for the at-risk areas in South Deschutes and North Klamath counties for the following reasons:
  - o Lots were platted prior to statewide goals requiring 10 acre rural lots (in Deschutes County.
  - South Deschutes County currently of 10271 non-sewer lots:
    - 6174 (60%) are 1 acre or less
    - 8737 (85%) are 2 acres or less
  - o North Klamath County currently of 4181 lots
    - 2177 (52%) are 1 acre or less
    - 3140 (75%) are 2 acre or less
  - o Provide better treatment opportunities than individual on site systems for the protection of groundwater, both in reducing nitrates and better treatment of other contaminants
    - This exception will allow the extension of sewers into the area
    - This exception will allow groups of citizens to implement public sewage treatment systems, such as cluster systems. These decentralized cluster systems would not require huge infrastructure expense
    - These centralized systems will allow better treatment of contaminants beyond nitrates and better treatment than ATT onsite systems.
    - This Goal 11 exception would not mandate a system be installed.

#### **Groundwater Monitoring (Unanimously Approved 3/5/13)**

- Request that DEQ design a testing program to determine whether there is a groundwater contamination problem, and if so, where it might be located.
  - o Tests first water
  - o Start with highest risk sections (neighborhoods) identified by (existing well test data, density, well depth). See MonitorCriteria.xlsx for simple ranking.
  - o Uses representative samples of the neighborhoods
  - o Do 10% – 20% of neighborhoods each year
    - If sample results from the first water test warrant it, increase the number of wells tested to possibly include additional first water wells and drinking water wells in the neighborhood. Alternatively, provide an on-demand targeted testing approach that tests source, receptor, and transport.
    - What should be tested for?
      - o Nitrates cheap test – 10 minute sample for nitrate testing only. Flush take sample.
      - o Retest wells with highest nitrate detection levels for other contaminants (such as pharmaceuticals...)
    - Monitoring managed by a sanitation authority with DEQ doing the monitoring until a sanitation authority is established.
    - Use this monitoring program in addition to the real estate transaction data
    - The DEQ should pursue all sustainable funding opportunities to support groundwater

monitoring in the area.

### **Governance (Unanimously Approved 4/2/13)**

Form a Sanitation Authority to protect the groundwater in the affected area spanning South Deschutes and North Klamath counties.

- The Authority will manage groundwater monitoring.
- The Authority will help with neighborhood implementation of community waste water systems (allowed under the Goal 11 exception).
- The Authority can assist in establishing Local Improvement District (LID), a special district or similar entity to finance community waste water systems for areas within the Authority where they are necessary.
- Authority will explore financing options that may include: grants, loans and taxes
- Provide required maintenance and management for community waste water systems within the Authority
- Ensure individual systems are maintained (pumped and serviced as necessary)
- Manage the overall basin nitrate load and risk to groundwater
- Monitor performance based standards for alternative solutions (see green solutions)

### **Livestock (Unanimously Approved 1/9/13)**

- In Deschutes County (Klamath has an ordinance) institute an ordinance that limits the number of livestock per acre to reduce risk to groundwater contamination. For instance Klamath ordinance is: R2 zone allows two large animals (horse, etc.) and 24 small animals (chickens, etc. not dogs or cats) PER ACRE.
- Provide education about how best to manage livestock to reduce risk to groundwater
  - o How to treat waste
  - o How to dispose of deceased livestock

### **Point Sources (Unanimously Approved 1/9/13)**

- Point Sources (nurseries, golf courses)
  - o Investigate establishing a permitting/groundwater monitoring program for all golf courses, nurseries and other point sources
- Commercial RV and Manufactured/mobile Home Parks.
  - o Require equivalent treatment as residential (ensure equal regulations and treatment for residence and commercial).
  - o Require a Water Pollution Control Facilities Permit for new and existing properties.

### **ATT Moratorium (Approved 7-1 on 6/4/13)**

- The moratorium will have an end date with specific community actions to include a Goal 11 exception, a monitoring program and a governance entity or substantial progress toward its creation must have been made. Five years seems reasonable. An extension might be necessary, based on progress made toward the above goals.
- When the Governance Entity is created, it will work with DEQ and the counties to determine what happens at the moratorium end date.  
South Deschutes/North Klamath Groundwater Protection Project Steering Committee  
State of Oregon Department of Environmental Quality 7
- During the moratorium, property owners that have to do a major repair have the option of installing an ATT or repairing or replacing existing systems without an upgrade. This is done with the understanding that if progress is not made toward program goals (listed above in paragraph 1), they will have to upgrade. The moratorium would extend to undeveloped lots that already have existing systems in place.

- The moratorium would apply to new development.

### **Disadvantaged Community Financing Solutions (Approved 7 - 1 on 6/4/13)**

- DEQ shall research how other states have established financial aid for sewage treatment solutions and propose an approach to use in Oregon.

### **Outreach and Community Education (Unanimously Approved 6/4/13)**

- With the delivery of these recommendations the Citizen Advisory Committee has completed our charter and will disband
- Prior to disbanding initial outreach materials will be developed
- To ensure ongoing community involvement with groundwater protection an outreach committee should be formed that will
  - o Identify and outreach opportunities
  - o Coordinate outreach delivery. Members from the current committee may be called on to participate in or lead the outreach events
  - o Maintain and improve outreach materials
- This committee should be made up of people with marketing/outreach interest and experience, and should be a small team of no more than 5 people with support from DEQ and the counties.
- This committee should have access to enough funding to make outreach successful

### **Alternative “Green” Solutions (Unanimously Approved 6/4/13)**

Disposing of human waste is a worldwide problem. There are many innovating approaches being developed. People in the affected areas must be able to use new approaches to treat human effluent.

In order to use current and future new technologies the DEQ must develop performance standards for treatment and any system that provides the necessary performance level should be acceptable if effective safeguards are in place to ensure the new systems are properly used and maintained. With the advent of Oregon grey water permitting a composting toilet solution should be acceptable. To ensure the toilets are used effectively:

- Inspection of composting systems could be added to or included in current grey water permit language; an additional fee for that inspection of the composting component might need to be considered.
- Language and parameters for disposal of the composted material is already established.
- The cost of permits for composting toilets should remain affordable.

## DEQ and the Goal 11 Exception Southern Deschutes County



Wednesday, October 7, 2015

Eric Nigg/Oregon Department of Environmental Quality



Chair \_\_\_\_ and commissioners. Thank you for having us here today. For the record my name is Eric Nigg and I'm a water quality manager with the Department of Environmental Quality located here in Bend.

I've come here to discuss the proposal before you for an exception to statewide planning goal 11 for a portion of Southern Deschutes County.

## Situation Summary

- There is a documented health threat in South Deschutes County
- A Goal 11 exception provides solutions and is not a mandate
- The exception request meets state criteria and should be approved by the Board of Commissioners



DEQ has concluded from the preponderance of studies, available evidence and local cases that the risk to public health from continued and increasing discharge of partially treated wastewater into shallow groundwater will increase over time and become a significant feature of the area.

DEQ's sole interest in the goal 11 exception is providing the greatest number of options to homeowners in the area under challenging conditions. DEQ's authority is not enhanced by a goal 11 exception. DEQ does have the ability to provide low interest loans to sewer districts for construction of sewer facilities; this does not have to be for a large facility to be competitive for loans

Our justification for the exception is based on existing rules and we are assured that we have met the burden of proof.

## Goal 11 Exception Criteria

- Sought under OAR 660-011-0060 (9)
- This says that “appropriate reasons and facts for an exception for Goal 11 include but are not limited to the following:
  - (a) “The new system, or extension of the system, is necessary to avoid an imminent and significant health hazard...”



We responded to existing rule rather than pursuing a legislative solution. DLCDS reading of its own rules assures us that this rule is not exclusive of other “reasons or facts for an exception” and that responding to a growing risk of a “significant health hazard” is entirely reasonable.

## Prior discussion and considerations

- Imminence of health concern
- Other solutions/alternatives
- Adequate science
- Region-wide nature of the exception area

While the above issues are important and have been debated by the public and Planning Commission, they are all justified and consistent with the Goal 11 criteria under Section 9.



We have stated that the increasing risk to public health is not imminent, but is inevitable. There is ample evidence that the risk will increase and that the public health threat will be imminent at some reasonably foreseeable time and a delayed response will be too late to control the risk.

Other solutions are both unpopular and insufficient. Currently approved individual onsite systems do not fully safeguard drinking water, but there will be no other choice should the exception not be adopted. We do continue to support the remaining recommendations of the steering committee that advised DEQ.

Multiple lines of evidence, including a basin-wide mathematical model of pollutant loading and area-wide well sampling support the conclusion that groundwater contamination has increased and will continue to increase with continued use and ongoing development.

The entire area is subject to the same conditions: relatively dense lot spacing; shallow groundwater; porous and rapidly draining soils; slow moving groundwater. These lead to a vulnerable shallow aquifer throughout the area.

## DEQ Perspective

- We should not wait for a health hazard to occur before acting
- The DEQ Steering Committee unanimously supported a Goal 11 Exception
- The exception offers the community other solutions to address the issue
- The exception request meets the criteria set by OAR 660-011-0060



If we wait, we will wish we had done this, but will have lost the advantage of time.

...as did the Planning Commission

DEQ has no special relationship with any of the local WWTP service providers. It will be up to these entities and nearby communities/neighborhoods to determine whether there are common interests and benefits of combining services. Again DEQ will be in a position to assist with funding under some circumstances.

This concludes my comments on the proposed rule exception and I'm happy to answer any questions.

Thank you.



## Community Development Department

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### MEMORANDUM

**DATE:** October 7, 2015  
**TO:** Board of County Commissioners  
**FROM:** Nick Lelack, Community Development Director  
**RE:** Community Development Department Comprehensive User Fee Study & Operating Plan

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The purpose of this work session is to present and discuss the draft Community Development Department (CDD) Comprehensive User Fee Study and Operating Plan, and to share input received from stakeholders.

Prior to the Board work session, CDD will conduct two stakeholder meetings – one focused on building fees and performance measures and the other on planning fees and performance measures.

# The Deschutes County Community Development User Fee and Operating Plan



Capital Accounting Partners, LLC  
October 2015

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## INTRODUCTION AND SCOPE

As part of its effort to manage its financial resources wisely, the Deschutes County engaged Capital Accounting Partners to prepare a detailed cost analysis of its Community Development Department fees. There were three primary objectives for the study:

- 1) Ensure that the County is fully accounting for all of its costs and recovering adequate revenues to reimburse the County for its expenses. Specific fees included planning, building, and environmental soils:
- 2) Develop a long term financial plan that will allow Departmental leadership the ability to project staffing needs, impact on costs, and plan for future programs and services;
- 3) Create a Balanced Scorecard that will assist the Department in two areas:
  - a. Managing daily operations; and
  - b. Communicating to the public the performance of the Department.

The process used for collecting and analyzing the data required active participation by the County's management and staff. We want to take this opportunity to recognize their participation, time, and effort to collect the data and discuss the analysis, results, and recommendations.

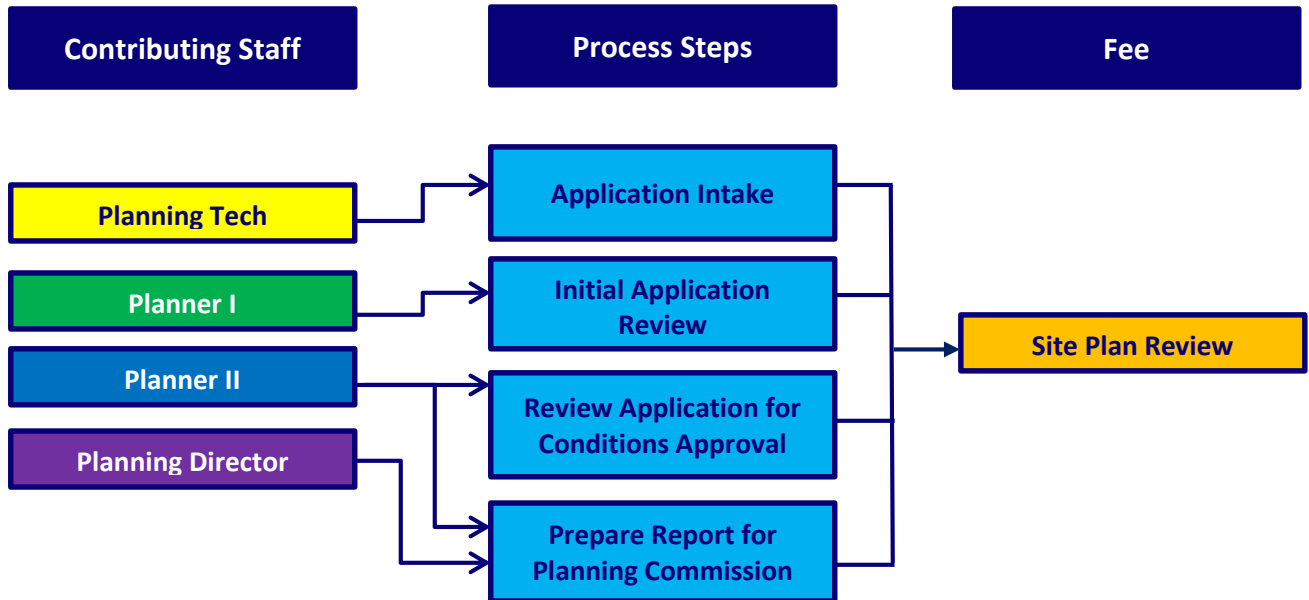


## SUMMARY OF COSTING METHODOLOGIES

### DRIVER BASED COSTING MODELS

Developing driver based costing models is a detailed and robust method of calculating the cost of a specific service. It is based on the principles of activity based costing so it seeks to understand cost at an operational level. The value of this approach means that we calculate cost as each staff position contributes time, effort, and energy toward the service. Graphically, the following figure illustrates this methodology.

## Hypothetical Illustration of a Driver Based Costing Model



**Step 1: Collect Data** – This first step involves discussions with staff to identify those positions within each department that provide and support direct services. It also involves collecting departmental budget and expenditure data, identifying the salary and benefits for each position, and identifying non-personnel expenditures, as well as any departmental and Countywide overhead. Specifically, the steps involve the following:

- **Identifying staff positions** – This includes identifying both position titles and names.
- **Calculating the number of productive hours** – For each position, vacation time, sick leave, paid holidays, professional development (training), routine staff meetings, and daily work breaks are deducted from the standard 2,080 annual hours. The result is a range of hours available for each position on an annual basis. This range is typically 1,250 to 1,600 hours. Factors that influence this range are length of service with the jurisdiction and local policies for holiday and personal leave time.
- **Identifying and allocating non-personnel costs** – Costs for materials and supplies are allocated to the salary and benefits for each position.
- **Assigning any other expenses that are budgeted in other areas** – There are often expenses that should be included with the total cost of services. Examples of such costs might include amortized capital expenses for vehicles and technology.
- **Identifying core business processes or activities** – This step also involves discussions with staff to understand, at an operational level, the work of the operating unit. Core business processes used to provide services are identified and then defined by the tasks that are involved. Processes are also organized by direct and indirect categories:

- **Direct processes and activities** – Those processes that directly contribute to the processing of an application or permit are first identified. Examples of a direct activity are electrical building inspection, application intake, and pre-application review.
- **Indirect processes and activities** – Those processes that support, but do not directly apply to the processing of a specific application or permit. An example of an indirect activity is customer service or staff training to maintain certifications. Most jurisdictions highly value customer service, but it is difficult to assign a specific cost or unit of time to an individual service.

**Step 2: Building cost structures** – This second step involves significant interaction with staff and the development of time estimates for both direct and indirect processes in each department. Specifically, this step is at the core of the analysis. There are three processes that comprise this step:

- **Gathering time estimates for direct processes** – By interviewing staff in individual and group meetings, an estimate of time was assigned to each service by the process that is indicated. For example, in processing planning fees the following specific steps are involved in the processing of these fees:

- Application intake;
- Application review for completeness;
- Review application for conformance with approval criteria;
- Prepare administrative decision on application or staff report for hearings body.

In this analysis, staff time is estimated and assigned to each step. The sum of all the process steps is the total time that is required to provide that specific service.

- **Assigning indirect and annual process time** – An annual time estimate is gathered from staff for those indirect or support processes in which they are involved. Some of these costs are assigned to the direct cost of a service on an allocated basis. Some might not be assigned at all. For example, in the case of planning fees, the costs associated with advanced planning have been identified but not allocated to the fees. Advanced planning has its own fee category, consistent with the current fee structure.
- **Calculating fully loaded hourly rates and the cost of service** – Once the total time for each direct and indirect service is estimated, the cost of service is calculated by using the fully loaded hourly rates for each staff member or position that is involved with the service. The fully loaded hourly rate for each employee is based on the employee's salary and benefit costs plus a share of non-personnel and County overhead costs divided by the employee's available work hours (i.e. 2,080 hours minus all leave hours). Thus, the direct and indirect cost by activity also includes departmental and county-wide overhead as well as non-labor costs. For this study, fiscal 2014-2015 budget expenses were used in all of the calculations.
- **Gathering activity or volume data** – A critical element in the analysis is the number of times a given service is provided on an annual basis. This is critical data for three reasons:
  - It allows a calculated projection of current revenue based on current prices. This is compared with actual revenue to see if there is a close match as the data should match.
  - It allows for a calculated projection of revenue at full cost. This is compared to actual expenditures to see if there is a close match as the data should match.
  - It allows for a calculation of total hours consumed. Hours consumed must closely match actual hours available.

If any of the three calculations do not approximate actual numbers, then time estimates and/or volume data need to be re-evaluated. These are critical quality checks for costing accuracy.

**Step 3: Calculating the full cost of services** – This third step calculates the full cost of service for each direct service in a department. In the previous step, the cost of service was calculated for each direct and indirect service. In this step, the cost layers are brought together to establish the full cost of service for a specific direct service, program, or activity. As previously mentioned the cost of each direct service is calculated. To determine the full cost of service, the cost of indirect services is allocated to each direct service. The indirect services costs are allocated to each direct service based on each direct services proportion of labor spent processing each permit and application. By summing the direct and allocated indirect costs and multiplying that by the activity data, a total cost of service is calculated for both an individual service and the operating unit as a whole.

The following chart illustrates an example of these calculations. This same process was used for planning fees, land development/environmental soils fees, and building fees.

**Hypothetical Illustration of Calculating the Cost of a Single Fee (service)**

Application or Fee Title	Assigning Staff Cost and Time				Totals
	Community Development Director	Planning Manager	Associate Planner	Executive Assistant	
<i>Signing Programs (Five or More Signs)</i>					
Pre-submittal meeting		0.5	0.5		1
Land Use Application Intake		0.25	0.25	0.25	0.75
Application Review		1	6.5		7.5
Development Review Committee (DRC)		0.5	2		2.5
Prepare for decision	0.5	1.25	5	1	7.75
Public hearing	0.33	0.33	2	0.33	2.99
Plan Check of accepted plans – post entitlement			1.25	0.5	1.75
<b>Total Time by Position</b>	<b>0.83</b>	<b>3.83</b>	<b>17.50</b>	<b>2.08</b>	<b>24.24</b>
<b>Calculated Full Loaded Hourly Rate</b>	<b>203.67</b>	<b>183.96</b>	<b>152.38</b>	<b>128.66</b>	
Total Direct Cost by Position	169	705	2,667	268	3,808
Total support or indirect costs assigned					\$ 574
<b>Total Cost Assigned</b>					<b>\$ 4,382</b>

**Step 4: Set cost recovery policy** – Once the full cost of service is calculated for each direct service in a department, the cost of service for that direct service is then compared to the revenue generated by the fee charged for the service. This cost recovery analysis identifies the cost recovery level for that direct service. Depending on County policies and other considerations, the level of cost recovery is a decision that should be made for each type or group of direct services. For example, the County might want to recover the full cost for building related permits, but might only want to recover 80% for planning permits.

#### **Step 5: Set fees**

Based on any new, existing, or revised cost recovery policies, the recommended fees can be established.

## SUMMARY RESULTS FOR COMMUNITY DEVELOPMENT – CURRENT COST STRUCTURE

We observe that as the County recovers from the recent recession cost structures are changing. In fact, we see this trend from all of our clients. Most municipal agencies cut their budgets “to the bone” during the recession and now costs are moderating upward. This means reserves are being rebuilt, staffing additions are being considered, and administrative support is increasing.

We also observe that the County has done a very good job maintaining the appropriate balance between costs and revenues. The following graphic illustrates our findings that while fees need to increase to match expenses, however, we normally see much more dramatic requirements for fee increases.

Division	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
Planning	\$ 1,026,200	\$ 757,550	(\$268,650)
Building	\$ 3,442,886	\$ 3,274,157	(\$175,593)
Environmental Soils	\$ 561,077	\$ 481,541	(\$79,536)
Advanced planning fee	\$ 621,953	\$ 410,000	(\$211,953)
Code compliance fee	\$ 320,729	\$ 255,000	(\$65,729)
Totals	\$ 5,972,844	\$ 5,178,248	(\$801,460)

This graphic illustrates our analysis that the Department is under recovering its costs. The two largest sources of under recovering costs is in the Planning program. Both current and Advanced Planning are not fully recovering costs. From our perspective, this is rather normal. We observe several reasons for this:

1. As our economy is recovering from the recent recession Cities and Counties both avoided any increase in fees. Now these programs are under recovering costs.
2. Recovering the cost of Advanced Planning is something most cities and counties struggle with. While many will have some kind of administrative fee for Advanced Planning that is added to Current and/or Building fees, many do not calculate the long term costs.
3. From our experience, Current Planning is a function where costs are consistently under recovered. In our view, the regulatory requirements often outpace any adjustments to fee pricing. These applications are increasing more complex and controversial. This results in more staff time to evaluate and respond to concerns of the public. As complexity goes up, so does staff workloads and fees are slow to catch up.
4. We find that in a tight budget environment, Advanced Planning is a function that is often delayed. Unfortunately, the result is often an uncertain development environment.

## ANALYSIS OF THE PLANNING DIVISION

### CURRENT PLANNING

Current Planning is responsible for reviewing land use applications for compliance with Deschutes County Code (DCC) and State law, including zoning, subdivision and development regulations, and facilitating public hearings with hearings officers and the Board of County Commissioners (BOCC). Based on our analysis, fees charged to Current Planning customers are insufficient to recover the cost of processing applications. For the reasons detailed above, we generally find that Planning operations generally show the greatest opportunity for cost recovery. This appears to be true with the County.

### ADVANCED PLANNING

Advanced Planning is responsible for planning for the future of Deschutes County, including developing and implementing land use policy with the Board of County Commissioners, Planning Commission, community and partner organizations. It is in charge of updating the County Comprehensive Plan and zoning regulations, coordinating with cities and agencies on various planning projects taking place in the region, and coordinating population forecasts with Portland State University and cities. Recovering the costs associated with long range planning is often a challenge. Some municipal agencies prefer for this to be a general fund obligation. Some prefer to make it an obligation tied to current planning fees while some spread it across all development services – planning, building and development engineering.

According to our analysis Advanced Planning cost \$621,953 (fiscal 14-15). The revenues to pay for Advanced Planning are derived from administrative fees added to Building permits. This revenue was projected to be \$410,000, which means that the Department is under recovering its costs for Long Range Planning.

## ANALYSIS OF THE BUILDING DIVISION

Deschutes County's Building Safety Division interprets and enforces the State-mandated Building Codes for the people of the community through a process of education and a clear and fair application of the Specialty Codes. There are two basic types of Building fees:

1. Fees that are calculated based on project valuation; and
2. Flat fees that are calculations of how much time effort and energy is required to provide the service. Typically these are inspections of mechanical, electrical, and plumbing projects.

Valuation based fees tend to maintain revenues because of the automatic inflationary adjustments inherent with development activity. Flat fees are often updated infrequently and therefore more prone to under recovery. From our analysis we see opportunities to adjust flat fees. However, we would not recommend any adjustment to those fees that are calculated based on the value of the project. These appear to be recovering an appropriate level of cost.



## ANALYSIS OF THE ENVIRONMENTAL SOILS DIVISION

The purpose of the Onsite Program is to provide the homeowner with a sewage treatment and dispersal system that is as trouble free as possible and that protects residents from health problems relating to exposure to surfacing sewage and prevent contamination of the water supply. As such, this division plays an important environmental role within the County.



Cost recovery for this program is currently recovering less than its total cost.

## COORDINATED SERVICES DIVISION

Coordinated Services Division is the main contact for customers visiting or contacting Deschutes County Community Development. Within the division, Permit Technicians serve customers, take phone calls and process related paperwork in support of all the department divisions. In our analysis, we allocated the cost of permit technicians and the “front counter” to Building, Planning, and Environmental Soils on an allocated basis. The majority of this cost was allocated to Building based on the work load demands from processing Building applications. In addition, it oversees the Code Enforcement function for the Department.

Code Enforcement is a subset of Coordinated Services. Within the County, Code Enforcement is paid for by an administrative fee attached to Building permits. Based on our analysis, projected fiscal 14-15 revenues were \$255,000 while actual costs for Code Enforcement were \$320,729.

In addition, the Department and the Coordinated Services Division supports an intentional high level of services. This includes satellite offices and partnering with smaller communities such as Sisters and the City of Redmond. While this is not unusual, our observation is that the Department proactivity creates opportunities to service the broader community.

## FIVE YEAR FINANCIAL PLAN

From our perspective, the Department is financially on fairly solid ground and improving. There are no major expenses looming on the horizon that will cause fees to go up dramatically. After several years of revenues dropping revenues seem to be rising. In addition, management is taking a very conservative approach to adding expenses such as additional staff. From our observation, they are waiting to add staff and additional cost until it is absolutely mandatory. Furthermore, they are waiting to add additional administrative staff until the final payment on the building has been made in fiscal 2016.

## RESERVES

Building reserves is the one area of long-term concern. During the recent recession reserves were depleted and the Department was dependent upon infusions from the County’s general fund. While reserves are gradually being rebuilt, it is our view that this is happening because budgeted positions are being delayed until absolutely necessary.

Furthermore, we see an opportunity to establish meaningful policy regarding reserves. This would include several components:

1. A target such as 9 or 12 months of operating expenses;
2. An upper limit such as 16 months;
3. A lower limit such as 6 months; and
4. Management polices when the upper and lower control limits are exceeded.

In our analysis, and in discussion with Department leadership we concluded that a reasonable target for reserves would be 9-12 months of operating expenses to be held in reserves. Furthermore, to target five years as a build up for this amount.

## WHY RESERVES?

Holding financial reserves for a commercial firm allows the firm to weather volatility in their market while maintaining a stable workforce. Furthermore, without adequate reserves the firm cannot invest in new technologies that will allow them to provide higher value products and services to their customers.

Readers may ask, why should the Community Development Department target reserves and why 9-12 months of operating expenses?

- 1) In the same way reserves help commercial firms provide a consistency of service during normal swings in their markets, so reserves for the Department will allow them to provide a consistency of service.
- 2) There is no general fund support. We find that frequently citizens and development associations feel that the general fund does or should support development services. However, the direction of the Deschutes County Community Development Department is to be fully self-supported. Outside an emergency, the County does not provide general fund support with the exception of Long Range Planning. Revenues from development fees must fully reimburse the Department for its expenses.
- 3) Technology enhancements. We frequently find municipal clients with no ability to fund technology upgrades. When the department has to go to the County Board of Commissioners for funding a new permitting system or an upgrade to the system, they need to get in line with every other funding request. However, when reserves are present, funding for these upgrades are available.
- 4) Maintaining institutional knowledge of regulations. Development related services are driven by regulations at the regional, state and even federal levels. Keeping a workforce that knows these regulations is critical for long-term sustainability.

## BALANCED SCORECARD – MANAGING LONG-TERM PERFORMANCE

We are pleased to report that leadership within the Deschutes County Community Development Department has demonstrated a clear intent to being a high performing organization. We have seldom seen this kind of commitment to high performance in the complex world of public service and the


tensions of engaging customers with competing demands. Furthermore, we have seldom observed the desire to adopt management tools that are common place in the private sector and apply them in the public sector.

While many public agencies are adopting measures as a way of reporting on their performance, few are using these measures either strategically or operationally. From our observation, few agencies use their performance measures to improve their operations or the value of their services to the public.

One tool that has enjoyed wide spread application in the private sector is a Balanced Scorecard (BSC). This BSC concept was first developed by Drs. Robert Kaplan and David Norton of the Harvard Business School. The concept is a method of aligning mission critical business process in cause and effect relationships that are aligned with both mission and vision. The result is an organization that understands what is critical to customers and a structure of performance measures that recognizes the complexities of a public agency.

A well-crafted Balanced Scorecard has four “perspectives”. In total, these perspectives provides a method of structuring performance reporting that comprehensively assesses total organizational performance.

To customize the four perspectives and make them applicable to the Department, we made the following modifications

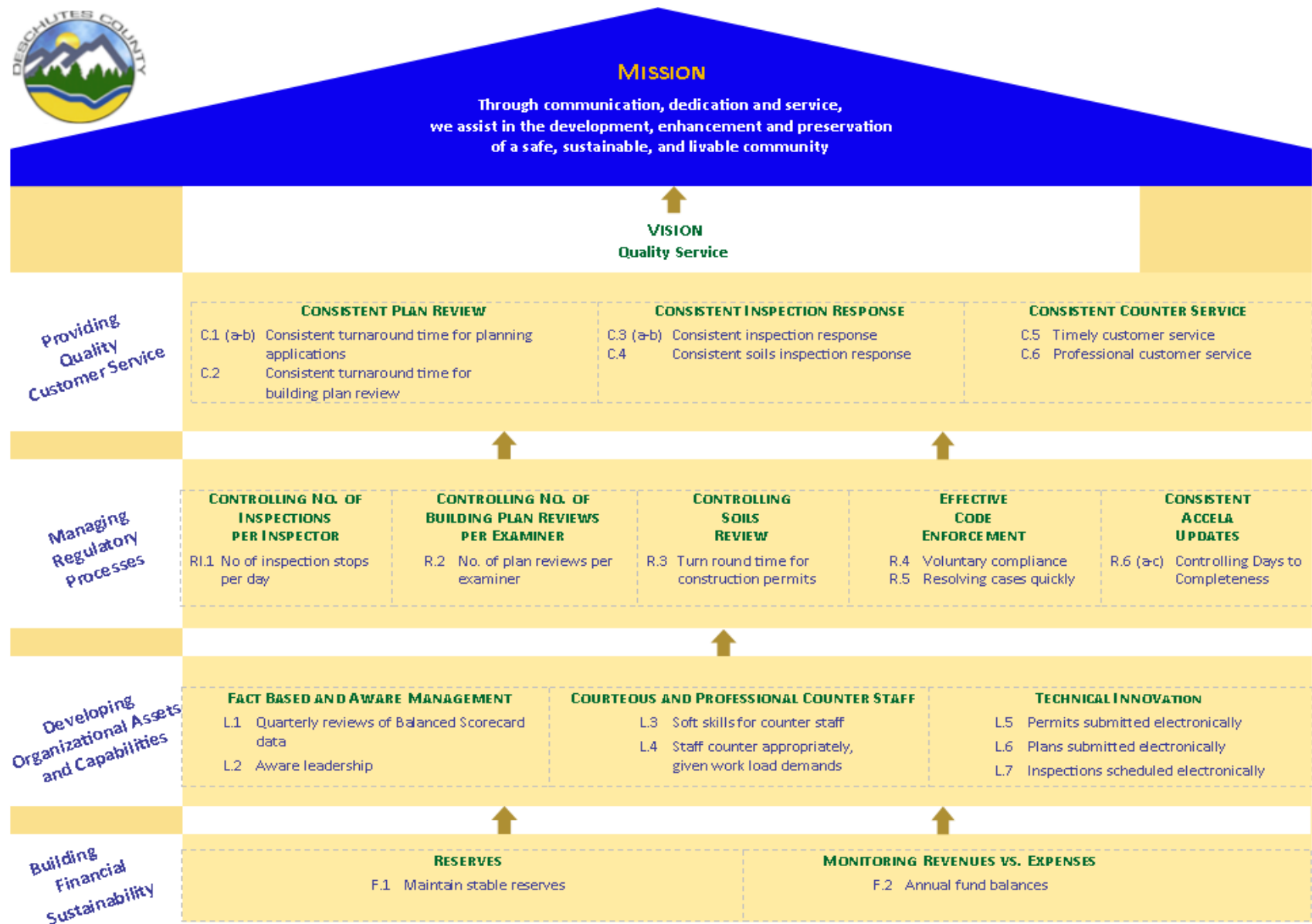
Traditional “Perspective” Title		Modified Title
Customer		Providing Quality Customer Service
Internal Process		Managing Regulatory Processes
Organizational assets		Organizational Assets and Capabilities
Financial		Building Financial Sustainability

In the process of creating a Balanced Scorecard for the Department we spent considerable time with staff in interactive group engagements. One of the most important changes to a traditional BSC is the realization that there are two, often opposing, perspectives inherent with the Department. However, both perspectives are valid and need to be recognized. We identified the potential for inherent conflict within the customer perspective and the regulatory perspective. While customers want fast, efficient, and expected outcomes, the regulatory process often requires something different and not always what the customer wants to hear. However, both perspectives need to be addressed and respected. We feel this scorecard does exactly this.

These engagements resulted in two broad outcomes:

- 1) Specific objectives for each of the perspectives above; and
- 2) Decision points to manage critical business processes.





## MANAGING ORGANIZATIONAL PERFORMANCE

The beauty of this Balanced Scorecard is that it provides a clear structure for developing performance measures that are comprehensive – every vital function of the organization is measured. Furthermore, each objective referenced above comes with three measures:

1. Target measure;
2. Upper control limit; and
3. Lower control limit.

This structure takes the unusual approach to performance measures and turns data into management tools that can be utilized to affect performance improvement. For example, organizations will often publish performance measures. However, they often lack structure or alignment with mission critical business processes or customer requirements. In addition, they often fail to provide any value to the management of the agency.

The structure that the Department has adopted goes significantly further, in three ways:

**Target Measures** – Performance measures without a target is a random number that lacks relevance. For example, when the Building division sets a target of building plan review of 5 days it automatically has established a level of performance that is measurable.

**Upper Control Limits** – Provides a management tool that has value in two ways:

- 1) If the actual number of five days moves higher than its upper limit of eight days it suggests new staffing or resources (i.e. on-call personnel, partner organizations) are required to meet the demand; and
- 2) It tells staff that this number is important to the customer.

**Lower Control Limits** – Provides another management tool that has value in two ways:

- 1) When the actual number goes below the lower limit of 2 days it means that staffing levels are too high relative to demand and adjustments may need to be made to staffing levels or staff need to be resigned; and/or
- 2) The data can also be a barometer of plan review quality. If plans are being pushed through the system too fast it may indicate review of insufficient detail.

The following chart details the objectives established for each perspective within the Balanced Scorecard, the target measure of performance as well as the upper and lower control limits.

### INTEGRATED PERFORMANCE MEASURES

CUSTOMER PERSPECTIVE			Targets		
			L. Limit	Primary	U. Limit
C.1(a)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
C.1(b)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (with prior notice) planning applications	30 days	45 Days	60 Day
C.2	Consistent turn around for residential plan review	Turnaround time for Building plan review	2 Days	5 Days	8 Days
C.3 (a)	Consistent inspection response - residential (non-electrical)	_ % of building inspections done within 1 day	90%	95%	100%
C.3 (b)	Consistent inspection response -electrical	_ % of building inspections done within 72 hours	90%	95%	100%
C.4	Consistent Soils inspection response	_ % Of Pre-Cover inspections done when requested	1 Day	3 Days	5 Days
C.5	Timely customer service	Average wait Permit Tech services	3 Min	5 Min	15 Min
C.6	Professional customer service	Survey - Department customer service			

Internal Processes Perspective - Meeting Regulatory Requirements			Targets		
	Objective	Measures	L. Limit	Primary	U. Limit
R.1	Residential building inspections	Average # stops/day	6 Day	8 Day	10 Day
R.2	Residential building plan review	Average # plan review / examiner	2 / Day	3/Day	4 Day
R.3	Soils process control	Turn around for new construction permits	5 Days	10 Days	15 Day
R.4	Code Enforcement	Achieving voluntary compliance	75%	85%	100%
R.5	Code Enforcement	Resolving cases within 12 months	75%	85%	100%
R.6	Consistent Accella updates	Total days to completeness determination (method of Accella updates)	20 Days	25 days	30 Days
R.7	Consistent planning processes	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days

R.8	Consistent planning processes	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	30 days	45 Days	60 Day
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Organizational Assets			Targets		
	Objective	Measures	L. Limit	Primary	U. Limit
L.1	Fact based management	Quarterly review of Balanced Scorecard data			
L.2	Aware leadership	361 Degree annual staff reviews			
L.3	Soft skills for counter staff	Counter survey tool			
L.4	Appropriately staffed for workload	# Permits issued per tech (counter)	75%	50%	25%
L.5	Technical innovation	% Of permits submitted electronically	25%	50%	75%
L.6	Technical innovation	% Of plan reviews submitted electronically	25%	50%	75%
L.7	Technical innovation	% Of inspections scheduled electronically	90%	100%	100%

Financial Perspective			Targets		
	Objective	Measures	L. Limit	Primary	U. Limit
F.1	Reserves	9-12 Months operating expenses	6	9	12
F.2	Revenues	Revenues exceed expenses	1%	5%	7%
F.3	Appropriately staffed for workload	# Planning applications per planner	28 Month	36 Month	48 Month
F.4	Appropriately staffed for workload	# Building stops per inspector per day	6 Day	8 Day	10 Day

### Glossary of Terms

**Objectives:** Action statements that clarify how we will implement the strategy.

**Measures:** Track progress toward achieving the objective against expected performance.

**Targets:** Set and communicate the expected performance level for the organization.

**Initiatives:** Articulate the key project or programs that are resourced and managed in order to accomplish the strategy.

## COMPARISON REVIEW

As part of this analysis, a survey was conducted of similar Counties as well as the City of Bend. The analysis compared similar fees and projects in an effort to determine trends in cost recovery. To increase value staff identified individual services (fees) that provide a reasonable basis of comparison. We caution the reader about these comparisons. Many communities do not routinely update their fees, and when they do, it might not be based on a thorough analysis of cost. This means the data that follows is the County's *cost* compared to another County's *price*. In addition, communities have different policies regarding user fees. Some desire to subsidize their fees while others want to charge full cost.

Additional factors that make comparing fees difficult:

1. **Comparing cost with price.** What we have prepared for Deschutes County is an analysis of cost. This is compared with a price the benchmark agencies are charging which may or may not have a direct relationship to cost.
2. **Differences in fee structure.** Individual agencies will use different methods for pricing user fees. For example, some cities and counties base building fees on an independent formula for determining value, while others base the fees on construction cost. While the actual fee might be identically the same, how the final fee is calculated can be very different.
3. **Differences in funding, and recovery.** Some counties and cities will intentionally subsidize development services as a way of encouraging economic development. Others will subsidize it unintentionally because their financial systems are not adequate enough.
4. **Service levels can vary.** Some counties and cities will adopt the State of Oregon's requirement for processing applications and permits while other want to do better. These will create processes and procedures to meet local demand and expectations. This all impacts cost.

## SELECTING BENCHMARK COUNTIES AND CITIES

In selecting benchmark counties and cities we worked with Departmental leadership to select those communities that have some similarity to Deschutes County. Consequently we chose the City of Bend because of its geographical proximity to the County. We also chose Jackson, Land and Clackamas Counties because of similar size. To create a broad spectrum we also benchmarked two Washington State counties – Whatcom and Clark Counties. We felt that these Counties are somewhat similar but also different enough that they would provide a broader perspective than just Oregon Counties alone.

## THE FOLLOWING TABLE SUMMARIZES COMPARISON FINDINGS

Building Fees	Calculated Cost / Deposit	Current Fee/Deposit levels	Jackson County	Jackamas Count	Lane County	hatcom County, W	Clark County, WA	City of Bend	Average
<b>New Single-Family Home:</b> 2745SF, 500 SF garage, value = \$328434	\$ 2,331	\$ 2,331	\$ 1,658	\$ 1,451	\$ 2,688	\$ 4,194	\$ 2,939	\$ 2,804	\$ 2,580.75
Electrical SF	\$ 405	\$ 405	\$ 215	\$ 462	\$ 286		\$ 666	\$ 425	\$ 351.33
<b>Single-Family Addition: (635 SF) value = \$88,256</b>		\$ 505	\$ 1,149	\$ 981	\$ 1,106	\$ 959	\$ 1,601	\$ 665	\$ 923.06
<b>New Multi-Family:</b> (10-units, 8,000 Sq. Ft.) value = \$813,760	\$ 7,440	\$ 7,440	\$ 5,182	\$ 5,484	\$ 5,790	\$ 6,254	\$ 11,028	\$ 3,753	\$ 6,418.64
<b>New Commercial Office:</b> (30,000 Sq. Ft. Office) value = \$3,546,000	\$ 32,406	\$ 32,406	\$ 26,268	\$ 22,390	\$ 22,148	\$ 14,716	\$ 30,904	\$ 15,310	\$ 23,448.87
<b>Commercial Alteration:</b> \$75,000 valuation	\$ 685	\$ 685	\$ 872	\$ 883	\$ 1,009	\$ 958	\$ 2,586	\$ 601	\$ 1,084.74
<b>Mechanical #Appliances;</b>									\$ -
Furnace up to 100,000btu	\$ 49	\$ 23	\$ 7	\$ 18	\$ 46	\$ 16	\$ 66	\$ 22	\$ 32.01
Outdoor condenser (heat pump)	\$ 49	\$ 19	\$ 12.00	\$ 18	\$ 61	\$ 12	\$ 66	\$ 74	\$ 41.66
3 Bath fans	\$ 61	\$ 26	\$ 38.40	\$ 27	\$ 36	\$ 10	\$ 66	\$ 25	\$ 37.61
Range hood	\$ 49	\$ 11	\$ 5.50	\$ 12	\$ 40	\$ 10	\$ 66	\$ 12	\$ 27.80
Gas dryer vent	\$ 49	\$ 15	\$ 3.70	\$ 9	\$ 36	\$ 10	\$ 66	\$ 12	\$ 26.44
Gas fire place	\$ 61	\$ 27	\$ 7.30	\$ 18	\$ 92	\$ 10	\$ 66	\$ 22	\$ 39.38
Plumbing # WC	\$ 62	\$ 26	\$ 18.63	\$ 31	\$ 48	\$ 10	\$ 122		\$ 41.62
Planning Fees	Calculated Cost / Deposit	Current Fee/Deposit levels	Jackson County	Jackamas Count	Lane County	hatcom County, W	Clark County, WA	City of Bend	Average
Conditional Use permit	\$ 3,025	\$ 2,365	\$ 1,700	\$ 3,945	\$ 2,600	\$ 2,300	\$ 5,678	\$ 2,895	\$ 3,163
Final Plat - 10 lots	\$ 1,891	\$ 670	\$ 620	\$ 2,600	\$ 2,600	\$ 500	\$ 2,627	\$ 1,228	\$ 1,724
Property Line Adjustment	\$ 732	\$ 485		\$ 315	\$ 390	\$ 1,050	\$ 408	\$ 1,024	\$ 560
Site Plan Review	\$ 6,070	\$ 3,200	\$ 1,193	\$ 510	\$ 2,600		\$ 3,453	\$ 10,125	\$ 3,422
Subdivision Tentative Plat - 25 lots	\$ 7,801	\$ 5,895		\$ 6,215	\$ 9,000	\$ 5,250	\$ 7,773	\$ 9,996	\$ 6,576

After reviewing the comparative data, our conclusions are that the County's fees, at full cost compare reasonably well with the benchmark communities. We would expect to see valuation based building fees to be pretty consistent with other Oregon Counties. We would also expect to see the flat fees to need upward adjustments. In addition, we observe that planning fees at full cost are still within a reasonable range of the benchmark communities and well within a reasonable range when comparing against the average.

# OBSERVATIONS AND RECOMMENDATIONS

## GENERAL OBSERVATIONS

We observe that the management of the Community Development Department has a clear understanding of its role and mission within the community. We also observe that they see this role as more than just enforcing regulatory mandates. They understand their role as providing an important service to the development community including partner organizations, stakeholder groups, and individual citizens. These see each of these groups as their customers. After working with several dozen Community Development Departments, we find this a refreshing and unique set of perspectives.

## ADJUSTING THE FEE SCHEDULE

As a matter of practice we recommend annual adjustments to fees wherever possible. We also recommend a complete review of costs for fee services every three to five years. With the annual update of fees we recommend using a simple CPI type increase that is attached to the County's labor cost. For example, if the labor cost for the County goes up by 2% then adjust each fee by 2%. This is the simplest and most common method of adjusting fees annually.

## RESERVES

Reserves are an important function for the financial sustainability of any organization. The Deschutes County's Community Development Department is no different. In our view, it is important to clearly define reserves and how to manage them.

## DEFINITION

It is common for cities and counties to look at budget surpluses and consider them as reserves. For development related organizations, this might not be true. In our view, a reserve fund is a separate line item marked as reserve for the specific purpose of closing gaps between revenues and expenses during economic contractions. This is different than budget surpluses that are usually pre-funded plan review and inspection work that is going to take place over the next 6-18 months.

## MANAGING RESERVES

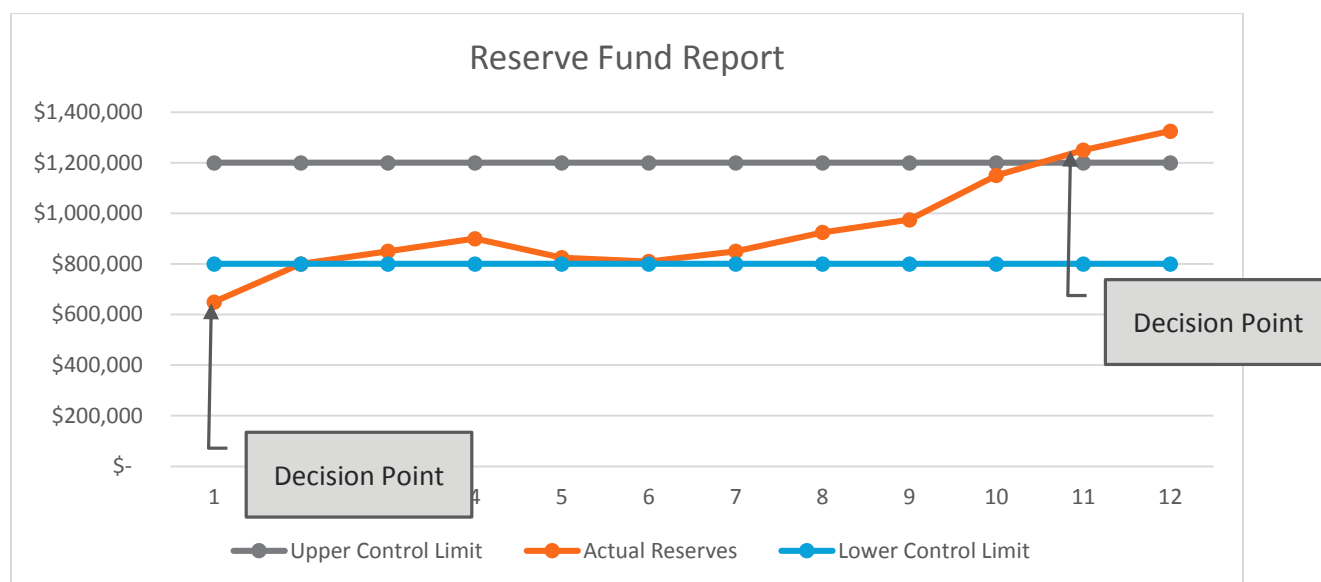
It is important to have a policy or at least a plan on managing reserves. Reserves that are too high and the County runs the risk of being out of compliance with the State of Oregon. Too few reserves and it may impact the County's ability to maintain consistent service levels.

Therefore, our first recommendation is to publish regular reports on reserve levels. These reports should show both the target and upper and lower control limits. These control limits are decision points. If the target is 12 months of operating expenses, then an upper limit might be 15 months and a lower limit might be 9 months. As long as the actual amount is within these limits then no further action is required. But if the actual amount goes either above or lower than the control limits then a decision needs to be made.

It is also our recommendation that once the target has been reached, then managing revenues so they do not continue to escalate is critical. In our view, the easiest way to do this is by annual adjustments to

fees. If the target has been reached, then skip an annual fee adjustment so the rate of increase will slow down. If the actual level of reserves falls below the target, then maybe it is time to lower expenditures.

The following graph illustrates a sample reserve fund report with a hypothetical target of \$1,000,000.



In addition, we find that those cities and counties that create organizations for long term sustainability do so by setting policies or practices that will provide for a continuity of services through economic contractions. For example, in our view, setting a policy for how Long Range or Advance Planning is funded is one of the most important deliverables for a fee study. Funding Advanced Planning during economic growth might be relatively easy. However, economic contraction does not mean that Advanced Planning activities can be ignored. So policies or practices to fund this activity is critical to the long-term health and sustainability of the County.

## MANAGING AND REPORTING ON THE BALANCED SCORECARD

The Balanced Scorecard will provide leadership the ability to manage its organization with data and facts. Managing by fact is one of the key elements to high performing organizations. As outlined in the body of the report, there are four perspectives to the Scorecard:

1. Providing Quality Customer Service:
2. Managing Regulatory Processes:
3. Organizational Assets and Capabilities: and
4. Building Financial Sustainability.

Performance objectives for each of these perspectives have been identified, (please see the detail in the appendix). Automated reports have been created for customer service and managing regulatory processes. Reports for measuring organizational assets & capabilities as well as financial sustainability

have yet to be created. We understand that data to monitor these objectives come from different data sources.

## **ONGOING SCORECARD DEVELOPMENT**

No scorecard is set “in stone”. It is a dynamic element that is an integral part of a high performing organization. Therefore, we would expect to see this change over time. Objectives that have been identified will be modified. Measures will be modified to reflect data that matures over time. We strongly recommend this understanding would hope that as the Department matures so would its scorecard.

## **APPENDICES**

**BUILDING FEE TABLE**

**PLANNING FEE TABLE**

**ENVIRONMENT SOILS FEE TABLE**

**BALANCE SCORECARD DETAIL & SAMPLE REPORTS**

**BUILDING FEE TABLE**

Deschutes County  
Community Development Fees



			Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Service #	Fee Name	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
Residential Mechanical Fees											
	Air handling unit of up to 10,000 cfm	374	\$ 16	\$32		\$49	\$19.25	(\$30)	\$ 18,252	\$7,200	(\$11,053)
	Air handling unit of up to 10,001 cfm and over	48	\$ 16	\$32		\$49	\$10.75	(\$38)	\$ 2,343	\$516	(\$1,827)
	Appliance or piece of equipment regulated by code but not classified in other appliance categories	354	\$ 16	\$32		\$49	\$11.25	(\$38)	\$ 17,276	\$3,983	(\$13,294)
	Appliance vent installation, relocation or replacement not included in an appliance permit	190	\$ 16	\$32		\$49	\$8.50	(\$40)	\$ 9,272	\$1,615	(\$7,657)
	Boiler/compressor/absorption system up to 30 HP or 1,000,000 BTU		\$ 16	\$32		\$49	\$27.00	(\$22)	\$ -		
	Boiler/compressor/absorption system up to 50 HP or 1,750,000 BTU		\$ 16	\$32		\$49	\$38.00	(\$11)	\$ -		
	Boiler/compressor/absorption system up to 15 HP or 500,000 BTU	4	\$ 16	\$32		\$49	\$27.00	(\$22)	\$ 195	\$108	(\$87)
	Boiler/compressor/absorption system up to 3 HP or 100,000 BTU	4	\$ 16	\$32		\$49	\$17.75	(\$31)	\$ 195	\$71	(\$124)
	Boiler/compressor/absorption system over 50 HP or 1,750,000 BTU		\$ 16	\$32		\$49	\$68.00	\$19	\$ -		
	Evaporative cooler other than portable	10	\$ 16	\$32		\$49	\$10.75	(\$38)	\$ 488	\$108	(\$381)
	Floor furnace, including vent	8	\$ 16	\$32		\$49	\$14.75	(\$34)	\$ 390	\$118	(\$272)
	Furnace - greater than 100,000 BTU	154	\$ 16	\$32		\$49	\$19.25	(\$30)	\$ 7,516	\$2,965	(\$4,551)
	Furnace - up to 100,000 BTU	342	\$ 16	\$32		\$49	\$22.50	(\$26)	\$ 16,690	\$7,695	(\$8,995)
	Gas fuel piping outlets	524	\$ 16	\$32		\$49	\$7.25	(\$42)	\$ 25,573	\$3,799	(\$21,774)
	Heat pump	898	\$ 16	\$32		\$49	\$19.25	(\$30)	\$ 43,825	\$17,287	(\$26,538)
	Hood served by mechanical exhaust, including ducts for hood	364	\$ 16	\$32		\$49	\$11.25	(\$38)	\$ 17,764	\$4,095	(\$13,669)
	Hydronic hot water system	28	\$ 37	\$73		\$110	\$27.00	(\$83)	\$ 3,075	\$756	(\$2,319)
	Fuel fired or electrical heat exchanger (used in hydronic heating system)	12	\$ 21	\$40		\$61	\$27.00	(\$34)	\$ 732	\$324	(\$408)
	Installation or relocation domestic-type incinerator	6	\$ 21	\$40		\$61	\$28.50	(\$33)	\$ 366	\$171	(\$195)
	Commercial or industrial type incinerator		\$ 41	\$81		\$122	\$50.00	(\$72)	\$ -		
	Mini split system	170	\$ 21	\$40		\$61	\$37.00	(\$24)	\$ 10,371	\$6,290	(\$4,081)
	Heat recovery ventilator system (HRV)		\$ 21	\$40		\$61	\$146.00	\$85	\$ -		
	Repair, alteration, or addition to mechanical appliance including installation of controls	34	\$ 21	\$40		\$61	\$19.25	(\$42)	\$ 2,074	\$655	(\$1,420)
	Suspended heater, recessed wall heater, or floor mounted unit heater	46	\$ 21	\$40		\$61	\$14.75	(\$46)	\$ 2,806	\$679	(\$2,128)
	Ventilation fan connected to single duct	520	\$ 21	\$40		\$61	\$8.75	(\$52)	\$ 31,722	\$4,550	(\$27,172)
	Ventilation system not a portion of heating or air-conditioned system authorized by permit	374	\$ 21	\$40		\$61	\$11.25	(\$50)	\$ 22,815	\$4,208	(\$18,608)
	Wood/pellet stove	506	\$ 21	\$40		\$61	\$28.50	(\$33)	\$ 30,868	\$14,421	(\$16,447)
	Other fuel appliance	204	\$ 21	\$40		\$61	\$28.50	(\$33)	\$ 12,445	\$5,814	(\$6,631)
	Mechanical plan review	4	\$ 46	\$91		\$137		(\$137)	\$ 548		(\$548)
	Mechanical - additional plan review		\$ 46	\$91		\$137	\$42.00	(\$95)	\$ -		
	Reinspection fee - mechanical		\$ 82	\$162		\$244	\$86.00	(\$158)	\$ -		
	Inspections outside normal business hours		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated		\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Mechanical investigation fee	12	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 2,928	\$1,104	(\$1,824)
	Minimum fee-mechanical		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
	Balance of minimum permit fees- mechanical	1,688	\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
Commercial Mechanical Fees											
			\$ -						\$ -		
			\$ -						\$ -		
	Mechanical -additional plan review per hour		\$ 82	\$162		\$244	\$42.00	(\$202)	\$ -		
	Seismic review - essential facilities		\$ -						\$ -		
	Reinspection fee - mechanical		\$ 82	\$162		\$244	\$86.00	(\$158)	\$ -		

Deschutes County  
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Inspections outside normal business hours		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated	3	\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Minimum fee - mechanical		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
	Balance of minimum permit fees - mechanical		\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
<b>Residential Electrical Fees</b>											
	Services 200 amps or less	404	\$ 21	\$40		\$61	\$137.00	\$76	\$ 24,645	\$55,348	\$30,703
	Services 201 to 400 amps	62	\$ 21	\$40		\$61	\$167.00	\$106	\$ 3,782	\$10,354	\$6,572
	Services 401 to 599 amps	2	\$ 21	\$40		\$61	\$272.00	\$211	\$ 122	\$544	\$422
	Services 600 amps		\$ -						\$ -		
	Services 600 to 1,000 amps		\$ 30	\$59		\$90	\$243.00	\$153	\$ -		
	Services over 1,000 amps or volts		\$ 41	\$81		\$122	\$826.00	\$704	\$ -		
	Services reconnect only		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Branch circuits with service or feeder each circuit	366	\$ 14	\$28		\$41	\$10.75	(\$31)	\$ 15,182	\$3,935	(\$11,248)
	Branch circuits without service or feeder	536	\$ 41	\$81		\$122	\$105.00	(\$17)	\$ 65,396	\$56,280	(\$9,116)
	Additional branch circuits without service or feeder	116	\$ 14	\$27		\$41	\$10.75	(\$30)	\$ 4,727	\$1,247	(\$3,480)
	Temp Services 200 amps or less	218	\$ 21	\$40		\$61	\$112.00	\$51	\$ 13,299	\$24,416	\$11,117
	Temp Services 201 to 400 amps		\$ 21	\$40		\$61	\$153.00	\$92	\$ -		
	Temp Services 401 to 599 amps		\$ 21	\$40		\$61	\$204.00	\$143	\$ -		
	Temp Services 600 amps		\$ -						\$ -		
	Temp Services 600 to 1,000 amps		\$ 30	\$59		\$90	\$243.00	\$153	\$ -		
	Temp Services over 1,000 amps or volts		\$ 41	\$81		\$122	\$8.26	(\$114)	\$ -		
			\$ -						\$ -		
	Each manufactured home or modular dwelling service	16	\$ 21	\$40		\$61	\$112.00	\$51	\$ 976	\$1,792	\$816
	Sign or outline lighting	6	\$ 21	\$40		\$61	\$112.00	\$51	\$ 366	\$672	\$306
	Signal circuits or limited energy panel, alteration, or extension	2	\$ 21	\$40		\$61	\$112.00	\$51	\$ 122	\$224	\$102
	Limited or restricted energy: 1-2 family	417	\$ 21	\$40		\$61	\$55.00	(\$6)	\$ 25,438	\$22,935	(\$2,503)
	Limited or restricted energy: MultiFamily		\$ 41	\$81		\$122	\$102.00	(\$20)	\$ -		
	Pump or irrigation circle	60	\$ 21	\$40		\$61	\$112.00	\$51	\$ 3,660	\$6,720	\$3,060
	Renewable electrical energy - 25 kva or less	16	\$ 21	\$40		\$61	\$132.00	\$71	\$ 976	\$2,112	\$1,136
	Renewable electrical energy - 26 through 30 kva	6	\$ 55	\$109		\$163	\$138.00	(\$25)	\$ 981	\$828	(\$153)
	Renewable electrical energy - 31 through 50 kva		\$ 68	\$134		\$203	\$145.00	(\$58)	\$ -		
	Renewable electrical energy - 51 through 75 kva		\$ 82	\$162		\$244	\$153.00	(\$91)	\$ -		
	Renewable electrical energy - 76 through 100 kva		\$ 140	\$277		\$417	\$160.00	(\$257)	\$ -		
	Electrical plan review (25% of the electrical fee)		\$ -						\$ -		
	Electrical - additional plan review per hour		\$ 82	\$162		\$244	\$112.00	(\$132)	\$ -		
	Electrical investigation fee	12	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 2,928	\$1,104	(\$1,824)
	Reinspection fee - electrical		\$ 82	\$162		\$244	\$86.00	(\$158)	\$ -		
			\$ -						\$ -		
	Each additional inspection - electrical		\$ 21	\$40		\$61	\$69.00	\$8	\$ -		
	Inspections outside normal business hours (2 hr min)		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated (min 1/2 hr)		\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Residential wiring - first 1000 SF	356	\$ 82	\$162		\$244	\$241.00	(\$3)	\$ 87,113	\$86,037	(\$1,076)
	Residential wiring - each additional 500 SF or portion thereof	1,424	\$ 21	\$40		\$61	\$41.00	(\$20)	\$ 86,869	\$58,384	(\$28,485)
<b>Commercial Electrical Fees</b>											
	Services 200 amps or less	96	\$ 21	\$40		\$61	\$137.00	\$76	\$ 5,856	\$13,152	\$7,296
	Services 201 to 400 amps	11	\$ 21	\$40		\$61	\$167.00	\$106	\$ 671	\$1,837	\$1,166
	Services 401 to 599 amps	2	\$ 21	\$40		\$61	\$272.00	\$211	\$ 122	\$544	\$422
	Services 600 amps		\$ -						\$ -		
	Services 601 to 1,000 amps	6	\$ 30	\$59		\$90	\$243.00	\$153	\$ 537	\$1,458	\$921
	Services over 1,000 amps or volts	2	\$ 41	\$81		\$122	\$826.00	\$704	\$ 244	\$1,652	\$1,408
	Services reconnect only		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Branch circuits with service or feeder each circuit	82	\$ 14	\$28		\$41	\$10.75	(\$31)	\$ 3,402	\$882	(\$2,520)
	Branch circuits without service or feeder	90	\$ 41	\$81		\$122	\$105.00	(\$17)	\$ 10,981	\$9,450	(\$1,531)

Deschutes County  
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Additional branch circuits without service or feeder	2	\$ 14	\$27		\$41	\$10.75	(\$30)	\$ 82	\$22	(\$60)
	Temp Services 200 amps or less	10	\$ 21	\$40		\$61	\$112.00	\$51	\$ 610	\$1,120	\$510
	Temp Services 201 to 400 amps		\$ 21	\$40		\$61	\$153.00	\$92	\$ -		
	Temp Services 401 to 599 amps		\$ 21	\$40		\$61	\$204.00	\$143	\$ -		
	Temp Services 600 amps		\$ -						\$ -		
	Temp Services 601 to 1,000 amps		\$ 30	\$59		\$90	\$243.00	\$153	\$ -		
	Temp Services over 1,000 amps or volts		\$ 41	\$81		\$122	\$8.26	(\$114)	\$ -		
	Sign or outline lighting		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Signal circuits or limited energy panel, alternation, or extension		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Limited Energy	14	\$ 41	\$81		\$122	\$102.00	(\$20)	\$ 1,708	\$1,428	(\$280)
			\$ -						\$ -		
	Pump or irrigation circle		\$ 21	\$40		\$61	\$112.00	\$51	\$ -		
	Renewable electrical energy - 25 kva or less		\$ 21	\$40		\$61	\$132.00	\$71	\$ -		
	Renewable electrical energy - 26 through 30 kva		\$ 55	\$109		\$163	\$138.00	(\$25)	\$ -		
	Renewable electrical energy - 31 through 50 kva		\$ 68	\$134		\$203	\$145.00	(\$58)	\$ -		
	Renewable electrical energy - 51 through 75 kva		\$ 82	\$162		\$244	\$153.00	(\$91)	\$ -		
	Renewable electrical energy - 76 through 100 kva		\$ 140	\$277		\$417	\$160.00	(\$257)	\$ -		
			\$ -						\$ -		
	Electrical plan review (25% of the electrical fee)		\$ -						\$ -		
	Electrical - additional plan review per hour		\$ 82	\$162		\$244	\$112.00	(\$132)	\$ -		
	Electrical investigation fee		\$ 82	\$162		\$244	\$92.00	(\$152)	\$ -		
	Reinspection fee - electrical		\$ 82	\$162		\$244	\$86.00	(\$158)	\$ -		
			\$ -						\$ -		
	Each additional inspection - electrical		\$ 21	\$40		\$61	\$69.00	\$8	\$ -		
	Inspections outside normal business hours (2 hr min)		\$ 123	\$243		\$366	\$112.00	(\$254)	\$ -		
	Inspections for which no fee is specifically indicated (min 1/2 hr)		\$ 41	\$81		\$122	\$112.00	(\$10)	\$ -		
	Electrical master permit (one time fee)		\$ 123	\$243		\$366	\$167.00	(\$199)	\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
<b>Residential Plumbing Fees</b>											
	One and Two Family / 1 bath		\$ 123	\$243		\$366	\$267.00	(\$99)	\$ -		
	One and Two Family / 2 bath	338	\$ 123	\$243		\$366	\$439.00	\$73	\$ 123,715	\$148,382	\$24,667
	One and Two Family / 3 bath		\$ 144	\$283		\$427	\$548.00	\$121	\$ -		
	One and Two Family / 4 bath		\$ 164	\$324		\$488	\$617.00	\$129	\$ -		
	Baths greater than 4 (each additional bath)		\$ 33	\$65		\$98	\$79.00	(\$19)	\$ -		
	One and two family/solar (when connected with potable water)		\$ 41	\$81		\$122	\$128.00	\$6	\$ -		
	Kitchens Sink		\$ 21	\$40		\$61	\$26.00	(\$35)	\$ -		
	Sanitary sewer - first 100 LnFt	72	\$ 21	\$40		\$61	\$86.00	\$25	\$ 4,392	\$6,192	\$1,800
	Sanitary sewer - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Sanitary sewer - (new res) first 100 LnFt	6	\$ 21	\$40		\$61	\$86.00	\$25	\$ 366	\$516	\$150
	Sanitary sewer - (new res) second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Storm sewer - first 100 LnFt	4	\$ 7	\$14		\$22	\$56.00	\$34	\$ 87	\$224	\$137
	Storm sewer - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Storm sewer - (New Res) first 100 LnFt		\$ 21	\$40		\$61	\$56.00	(\$5)	\$ -		
	Storm sewer - (New Res) second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Water service - first 100 LnFt	30	\$ 21	\$40		\$61	\$86.00	\$25	\$ 1,830	\$2,580	\$750
	Water service - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Water service - (New Res) first 100 LnFt	98	\$ 21	\$40		\$61	\$86.00	\$25	\$ 5,978	\$8,428	\$2,450
	Water service - (New Res) second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
			\$ -						\$ -		
	Backflow preventer	10	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 610	\$260	(\$350)
	Clothes washer	70	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 4,270	\$1,820	(\$2,450)
	Floor drain/floor sink/hub drain	8	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 488	\$208	(\$280)

Deschutes County  
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Garbage disposal	28	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 1,708	\$728	(\$980)
	Hose bib	38	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 2,318	\$988	(\$1,330)
	Sink/basin/lavatory	218	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 13,299	\$5,668	(\$7,631)
	Rain drain - first 100 LnFt	2	\$ 21	\$40		\$61	\$90.00	\$29	\$ 122	\$180	\$58
	Rain drain - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Tub/shower/shower pan	198	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 12,320	\$5,148	(\$7,172)
	Urinal	2	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 124	\$52	(\$72)
	Water closet	178	\$ 21	\$41		\$62	\$26.00			\$4,628	
	Water heater	98	\$ 21	\$41		\$62	\$26.00	(\$36)	\$ 6,098	\$2,548	(\$3,550)
	Other - plumbing	44	\$ 21	\$40		\$61	\$26.00	(\$35)	\$ 2,684	\$1,144	(\$1,540)
	Alternate potable water heating system		\$ 41	\$81		\$122	\$90.00	(\$32)	\$ -		
	One and two family solar water heater (connected w/potable water)		\$ 30	\$59		\$90	\$128.00	\$38	\$ -		
	Plumbing investigation fee	14	\$ 82	\$162		\$244	\$99.00	(\$145)	\$ 3,416	\$1,386	(\$2,030)
	Plumbing plan review	2	\$ 41	\$81		\$122		(\$122)	\$ 244		(\$244)
	Pre-fabricated structures site inspections		\$ 41	\$81		\$122	\$90.00	(\$32)	\$ -		
	Special inspections - plumbing		\$ -				\$92.00	\$92	\$ -		
	Balance of minimum permit fees - plumbing	194	\$ 30	\$59		\$90		(\$90)	\$ 17,373		(\$17,373)
	Minimum fee - plumbing		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
			\$ -						\$ -		
<b>Commercial Plumbing Fees</b>									\$ -	\$ -	\$ -
	Sanitary sewer - first 100 LnFt		\$ 21	\$40		\$61	\$86.00	\$25	\$ -		
	Sanitary sewer -second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Storm sewer - first 100 LnFt	6	\$ 21	\$40		\$61	\$56.00	(\$5)	\$ 183	\$336	\$153
	Storm sewer - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Water service - First 100 LnFt	30	\$ 21	\$40		\$61	\$86.00	\$25	\$ 915	\$2,580	\$1,665
	Water service -second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$51.00	\$29	\$ -		
	Rain drain - first 100 LnFt		\$ 21	\$40		\$61	\$56.00	(\$5)	\$ -		
	Rain drain - second 100 LnFt or fraction thereof		\$ 7	\$14		\$22	\$26.00	\$4	\$ -		
	Fixture fee - commercial	86	\$ 42	\$83		\$124	\$26.00			\$2,236	
	Sink/basin/lavatory	2	\$ 42	\$83		\$124	\$26.00	(\$98)	\$ 124	\$52	(\$72)
	Medical gas (valuation)		\$ -						\$ -		
	Swimming pool piping		\$ 41	\$81		\$122	\$86.00	(\$36)	\$ -		
	Alternate potable water heating system		\$ 41	\$81		\$122	\$55.00	(\$67)	\$ -		
	M/H park sewer & water distribution system (per space)		\$ 14	\$27		\$41	\$90.00	\$49	\$ -		
	Pre-fabricated structural inspections - installation connection		\$ 21	\$40		\$61	\$90.00	\$29	\$ -		
	Special inspections - plumbing		\$ 82	\$162		\$244	\$99.00	(\$145)	\$ -		
	Plumbing investigation fee	11	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 1,342	\$1,012	(\$330)
	Plumbing plan review	12	\$ 46	\$91		\$137		(\$137)	\$ 823		(\$823)
	Balance of minimum permit fees - plumbing		\$ -						\$ -		
	Minimum fee - plumbing		\$ 34	\$66		\$100	\$70.00	(\$30)	\$ -		
	Minimum fee - plumbing (4 or more fixtures		\$ 328	\$648		\$976	\$255.00	(\$721)	\$ -		
	Minimum fee - plumbing (up to 3 fixtures)		\$ 123	\$243		\$366	\$133.00	(\$233)	\$ -		
<b>Manufactured Dwelling and RV Park Fees</b>									\$ -	\$ -	\$ -
	Manufactured dwelling park permit		\$ -						\$ -		
	Manufactured dwelling park plan review		\$ -						\$ -		
	Manufactured dwelling park- additional plan review		\$ 92	\$182		\$274	\$102.00		\$ -		
	RV park permit		\$ -						\$ -		
	RV park plan review		\$ -						\$ -		
	RV park additional plan review per hour		\$ 92	\$182		\$274	\$102.00	(\$172)	\$ -		
	Inspections outside of normal business hours - manufacturing dwelling park		\$ 123	\$243		\$366		(\$366)	\$ -		
	Inspections outside of normal business hours - RV park		\$ 123	\$243		\$366		(\$366)	\$ -		
	Inspections for which no fee is specifically indicated - manufactured dwelling park		\$ 41	\$81		\$122		(\$122)	\$ -		
	Inspections for which no fee is specifically indicated - RV park		\$ 41	\$81		\$122		(\$122)	\$ -		

Deschutes County  
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Reinspection fee - manufactured dwelling park		\$ 82	\$162		\$244		(\$244)	\$ -		
	Reinspection fee - RV park		\$ 82	\$162		\$244		(\$244)	\$ -		
	Consultation fee - manufactured park		\$ 92	\$182		\$274	\$86.00	(\$188)	\$ -		
	Consultation fee - RV park		\$ 92	\$182		\$274	\$86.00	(\$188)	\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	<b>Manufactured Dwelling Park Fees</b>		\$ -						\$ -	\$ -	\$ -
	Manufactured dwelling placement permit	32	\$ 62	\$121		\$183	\$642.00	\$459	\$ 5,856	\$20,544	\$14,688
	Reinspection fee - manufactured dwelling	52	\$ 41	\$81		\$122	\$148.00	\$26	\$ 6,344	\$7,696	\$1,352
	Manufactured dwelling investigation fee	4	\$ 82	\$162		\$244	\$92.00	(\$152)	\$ 12,689	\$4,784	(\$7,905)
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	<b>Point of Sale and Administrative Fees</b>		\$ -						\$ -	\$ -	\$ -
			\$ -						\$ -		
	Local government coverage plan review		\$ 82	\$162		\$244		(\$244)	\$ -		
	Other alternative systems reporting fee		\$ 82	\$162		\$244	\$51.00	(\$193)	\$ -		
	Redmond Building inspections	1	\$ 142,240	\$280,879		\$423,119	\$210,303	(\$212,815)	\$ 423,119	\$210,303	(\$212,815)
	Agricultural building exemption fee		\$ 122	\$241			\$60.00	\$60	\$ -		
	Coin-copy machine		\$ -						\$ -		
	Color copy fee		\$ -						\$ -		
	Consultation by CDD professional staff		\$ 92	\$182		\$274	\$86.00	(\$188)	\$ -		
	Copy fee per page		\$ -						\$ -		
	GIS services		\$ -						\$ -		
	Inspections for other jurisdictions		\$ -				\$53,136.00	\$53,136	\$ -		
	Microfilm/microfiche copy fee		\$ -						\$ -		
	Minor label reimbursement from State		\$ -						\$ -		
	Miscellaneous fees (CDs, customer reports)		\$ -						\$ -		
			\$ -						\$ -		
	Pre-application meeting		\$ -						\$ -		
			\$ -						\$ -		
	Redmond addressing contract		\$ -						\$ -		
	Refund request processing		\$ -				\$35.00	\$35	\$ -		
	Reproduction printing of electrically submitted plans (customer request - per page)		\$ -				\$4.00	\$4	\$ -		
	Research/file review supervision		\$ -				\$30.00	\$30	\$ -		
	Restricted firearms district formation petition preparation fee		\$ -				\$350.00	\$350	\$ -		
	Restricted firearms district formation petition filing fee		\$ -				\$350.00	\$350	\$ -		
			\$ -						\$ -		
	Returned check	4	\$ -				\$25.00	\$25	\$ -	\$100	\$100
	Sisters Building Contract	1	\$ 156,277	\$308,597		\$464,874	\$105,959.52	(\$358,914)	\$ 464,874	\$105,960	(\$358,914)
			\$ -						\$ -		
	Address issuance (without permit)	42	\$ 26	\$52		\$78	\$34.00	(\$44)	\$ 3,276	\$1,428	(\$1,848)
	New use with separate address	228	\$ 26	\$52		\$78	\$34.00	(\$44)	\$ 17,786	\$7,752	(\$10,034)
	City of La Pine building permit		\$ 26	\$52		\$78	\$30.00	(\$48)	\$ -		
	Road access permit	114	\$ 26	\$52		\$78	\$36.00	(\$42)	\$ 8,893	\$4,104	(\$4,789)
	Second road access permit	9	\$ 26	\$52		\$78	\$18.00	(\$60)	\$ 702	\$162	(\$540)
	Three or more road access permit	3	\$ 13	\$26		\$39		(\$39)	\$ 117		(\$117)
			\$ -						\$ -		
			\$ -						\$ -		
	Revenue from Balance between minimum and permit fee		\$ -				\$73,135.00	\$73,135	\$ -	\$73,135	\$73,135
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	<b>Value Based Permits and Plan Review</b>		\$ -						\$ -	\$ -	\$ -

Deschutes County  
Community Development Fees



Service #	Fee Name	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
			Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Structural Residential and Commercial Inspection	1	\$ 272,659	\$538,415		\$811,074	\$ 945,646.01	\$134,572	\$ 811,074	\$945,646	\$134,572
	Structural Residential and Commercial Plan Review, Including Fire Life Safety Plan Review	1	\$ 203,426	\$401,702		\$605,128	\$ 1,103,403.57	\$498,275	\$ 605,128	\$1,103,404	\$498,275
			\$ -						\$ -		
			\$ -						\$ -		
	Commercial Mechanical	1	\$ 22,640	\$44,707		\$67,348	\$ 24,846	(\$42,502)	\$ 67,348	\$24,846	(\$42,502)
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	<b>Residential structural fees</b>		\$ -						\$ -		
	Building site evaluation		\$ 26	\$52		\$78	\$ 215	\$137	\$ -		
	Quick start (engineer/architect stamped plans reqd)	17	\$ 26	\$52		\$78	\$ 410	\$332	\$ 1,326	\$6,970	\$5,644
	Quick start (stamped plans not required)		\$ 26	\$52		\$78	\$ 173	\$95	\$ -		
	Structural - additional plan review	48	\$ 92	\$182		\$274	\$ 99	(\$175)	\$ 13,163	\$4,752	(\$8,411)
			\$ -						\$ -		
			\$ -						\$ -		
	Demolition permit fee	15	\$ 54	\$107		\$161	\$ 173	\$12	\$ 2,415	\$2,595	\$180
	Structural inspection for which no fee is specifically indicated		\$ 41	\$81		\$122	\$ 99	(\$23)	\$ -		
	Inspections outside normal business hours		\$ 123	\$243		\$366	\$ 112	(\$254)	\$ -		
	Reinspection - structural		\$ 82	\$162		\$244	\$ 86	(\$158)	\$ -		
	Structural investigation fee	144	\$ 82	\$162		\$244	\$ 92	(\$152)	\$ 35,138	\$13,248	(\$21,890)
	Temporary certificate of occupancy		\$ 54	\$107		\$161	\$ 143	(\$18)	\$ -		
	Prescriptive photovoltaic installations - minimum fee	8	\$ 21	\$40		\$61	\$ 163	\$102	\$ 488	\$1,304	\$816
	Permit or approval for work done prior to permit issuance		\$ -						\$ -		
	Approval of additional set of plans		\$ 21	\$40		\$61	\$ 22	(\$39)	\$ -		
	Phased application fee		\$ -			0.15%		(\$0)	\$ -		
	Phased plan review fee		\$ -			0.15%		(\$0)	\$ -		
			\$ -						\$ -		
	Collection administration fee for SDC		\$ -				\$ 17	\$17	\$ -		
	Plot plan review	812	\$ 39	\$78		\$117	\$ 87	(\$30)	\$ 95,016	\$70,644	(\$24,372)
	Research record fee	11	\$ 26	\$52		\$78	\$ 30	(\$48)	\$ 858	\$330	(\$528)
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
			\$ -						\$ -		
	<b>Commercial Structural Fees</b>		\$ -						\$ -		
			\$ -						\$ -		
	Structural - additional plan review	27	\$ 82	\$162		\$244	\$ 99	(\$145)	\$ 6,588	\$2,673	(\$3,915)
	Foundation only fee		\$ 410	\$810		\$1,220	\$ 550	(\$670)	\$ -		
	Plot plan review	111	\$ 35	\$69		\$105	\$ 87	(\$18)	\$ 11,603	\$9,657	(\$1,946)
			\$ -						\$ -		
	Demolition permit fee	3	\$ -				\$ 173	\$173	\$ -	\$519	\$519
	Structural inspection for which no fee is specifically indicated	2	\$ -				\$ 99	\$99	\$ -	\$198	\$198
	Inspections outside normal business hours		\$ -				\$ 99	\$99	\$ -		
	Reinspection - structural		\$ 82	\$162		\$244	\$ 86	(\$158)	\$ -		
	Special inspection		\$ 82	\$162		\$244	\$ 92	(\$152)	\$ -		
	Consultation fee		\$ -				\$ 86	\$86	\$ -		
	Structural investigation fee	12	\$ 82	\$162		\$244	\$ 92	(\$152)	\$ 2,928	\$1,104	(\$1,824)
	Temporary certificate of occupancy		\$ 105	\$207		\$312	\$ 510	\$198	\$ -		
	Temporary certificate of occupancy (over 30 days - per day)		\$ 31	\$60		\$91	\$ 100	\$9	\$ -		
			\$ -						\$ -		
	Prescriptive photovoltaic installations - minimum fee		\$ 123	\$243		\$366	\$ 163	(\$203)	\$ -		
	Phased application fee		\$ -			0.15%		(\$0)	\$ -		
	Phased plan review fee		\$ -			0.15%		(\$0)	\$ -		
	Approval of additional set of plan		\$ 21	\$40		\$61	\$ 22	(\$39)	\$ -		

Deschutes County  
Community Development Fees



			Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Service #	Fee Name	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Research record fee		\$ 13	\$26		\$39	\$ 30	(\$9)	\$ -		
			\$ -						\$ -		
	Advanced planning fee		\$ -		\$ 621,953	\$621,953	\$ 410,000	(\$211,953)	\$ 621,953	\$410,000	(\$211,953)
	Public information fee		\$ -				\$ 400,589	\$400,589	\$ -	\$400,589	\$400,589
	Code compliance fee		\$ -		\$ 320,729	\$320,729	\$ 255,000	(\$65,729)	\$ 320,729	\$255,000	(\$65,729)

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 3,442,886	\$ 3,274,157	(\$175,593)

**Deschutes County  
Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	<b>Residential Mechanical Fees</b>	\$ 680,749		3.5% Annual Increase				
	Air handling unit of up to 10,000 cfm	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Air handling unit of up to 10,001 cfm and over	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Appliance or piece of equipment regulated by code but not classified in other appliance categories	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Appliance vent installation, relocation or replacement not included in an appliance permit	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 30 HP or 1,000,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 50 HP or 1,750,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 15 HP or 500,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system up to 3 HP or 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Boiler/compressor/absorption system over 50 HP or 1,750,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Evaporative cooler other than portable	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Floor furnace, including vent	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Furnace - greater than 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Furnace - up to 100,000 BTU	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Gas fuel piping outlets	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Heat pump	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Hood served by mechanical exhaust, including ducts for hood	\$10	\$58.45	\$60	\$63	\$65	\$67	\$69
	Hydronic hot water system	\$22	\$131.52	\$136	\$141	\$146	\$151	\$156
	Fuel fired or electrical heat exchanger (used in hydronic heating system)	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Installation or relocation domestic-type incinerator	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Commercial or industrial type incinerator	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Mini split system	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Heat recovery ventilator system (HRV)	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Repair, alteration, or addition to mechanical appliance including installation of controls	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Suspended heater, recessed wall heater, or floor mounted unit heater	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Ventilation fan connected to single duct	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Ventilation system not a portion of heating or air-conditioned system authorized by permit	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Wood/pellet stove	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Other fuel appliance	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Mechanical plan review	\$27	\$164.22	\$170	\$176	\$182	\$188	\$195
	Mechanical - additional plan review	\$27	\$164.22	\$170	\$176	\$182	\$188	\$195
	Reinspection fee - mechanical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Inspections outside normal business hours	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Mechanical investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Minimum fee-mechanical	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Balance of minimum permit fees- mechanical							
	<b>Commercial Mechanical Fees</b>							
	Mechanical -additional plan review per hour	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Seismic review - essential facilities							
	Reinspection fee - mechanical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347

**Deschutes County  
Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Inspections outside normal business hours	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated <sup>3</sup>	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Minimum fee - mechanical	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Balance of minimum permit fees - mechanical							
	<b>Residential Electrical Fees</b>							
	Services 200 amps or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 201 to 400 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 401 to 599 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 600 amps							
	Services 600 to 1,000 amps	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Services over 1,000 amps or volts	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Services reconnect only	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Branch circuits with service or feeder each circuit	\$8	\$49.68	\$51	\$53	\$55	\$57	\$59
	Branch circuits without service or feeder	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Additional branch circuits without service or feeder	\$8	\$48.81	\$51	\$52	\$54	\$56	\$58
	Temp Services 200 amps or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 201 to 400 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 401 to 599 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 600 amps							
	Temp Services 600 to 1,000 amps	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Temp Services over 1,000 amps or volts	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Each manufactured home or modular dwelling service	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sign or outline lighting	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Signal circuits or limited energy panel, alteration, or extension	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Limited or restricted energy: 1-2 family	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Limited or restricted energy: MultiFamily	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Pump or irrigation circle	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Renewable electrical energy - 25 kva or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Renewable electrical energy - 26 through 30 kva	\$32	\$195.81	\$203	\$210	\$217	\$225	\$233
	Renewable electrical energy - 31 through 50 kva	\$40	\$242.58	\$251	\$260	\$269	\$278	\$288
	Renewable electrical energy - 51 through 75 kva	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Renewable electrical energy - 76 through 100 kva	\$83	\$499.77	\$517	\$535	\$554	\$573	\$594
	Electrical plan review (25% of the electrical fee)							
	Electrical - additional plan review per hour	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Electrical investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Reinspection fee - electrical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Each additional inspection - electrical	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Inspections outside normal business hours (2 hr min)	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated (min 1/2 hr)	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Residential wiring - first 1000 SF	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Residential wiring - each additional 500 SF or portion thereof	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	<b>Commercial Electrical Fees</b>							
	Services 200 amps or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 201 to 400 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 401 to 599 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Services 600 amps							
	Services 601 to 1,000 amps	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Services over 1,000 amps or volts	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Services reconnect only	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Branch circuits with service or feeder each circuit	\$8	\$49.68	\$51	\$53	\$55	\$57	\$59
	Branch circuits without service or feeder	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174

Deschutes County  
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Additional branch circuits without service or feeder	\$8	\$48.81	\$51	\$52	\$54	\$56	\$58
	Temp Services 200 amps or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 201 to 400 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 401 to 599 amps	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Temp Services 600 amps							
	Temp Services 601 to 1,000 amps	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Temp Services over 1,000 amps or volts	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Sign or outline lighting	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Signal circuits or limited energy panel, alternation, or extension	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Limited Energy	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Pump or irrigation circle	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Renewable electrical energy - 25 kva or less	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Renewable electrical energy - 26 through 30 kva	\$32	\$195.81	\$203	\$210	\$217	\$225	\$233
	Renewable electrical energy - 31 through 50 kva	\$40	\$242.58	\$251	\$260	\$269	\$278	\$288
	Renewable electrical energy - 51 through 75 kva	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Renewable electrical energy - 76 through 100 kva	\$83	\$499.77	\$517	\$535	\$554	\$573	\$594
	Electrical plan review (25% of the electrical fee)							
	Electrical - additional plan review per hour	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Electrical investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Reinspection fee - electrical	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Each additional inspection - electrical	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Inspections outside normal business hours (2 hr min)	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated (min 1/2 hr)	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Electrical master permit (one time fee)	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	<b>Residential Plumbing Fees</b>							
	One and Two Family / 1 bath	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	One and Two Family / 2 bath	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	One and Two Family / 3 bath	\$84	\$511.46	\$529	\$548	\$567	\$587	\$607
	One and Two Family / 4 bath	\$96	\$584.52	\$605	\$626	\$648	\$671	\$694
	Baths greater than 4 (each additional bath)	\$19	\$116.90	\$121	\$125	\$130	\$134	\$139
	One and two family/solar (when connected with potable water)	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Kitchens Sink	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sanitary sewer - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sanitary sewer - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Sanitary sewer - (new res) first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sanitary sewer - (new res) second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Storm sewer - first 100 LnFt	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Storm sewer - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Storm sewer - (New Res) first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Storm sewer - (New Res) second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Water service - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Water service - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Water service - (New Res) first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Water service - (New Res) second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Backflow preventer	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Clothes washer	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Floor drain/floor sink/hub drain	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87

Deschutes County  
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Garbage disposal	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Hose bib	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sink/basin/lavatory	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Tub/shower/shower pan	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Urinal	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Water closet		\$62.22	\$64	\$67	\$69	\$71	\$74
	Water heater	\$12	\$74.53	\$77	\$80	\$83	\$86	\$89
	Other - plumbing	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Alternate potable water heating system	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	One and two family solar water heater (connected w/potable water)	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Plumbing investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Plumbing plan review	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Pre-fabricated structures site inspections	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Special inspections - plumbing							
	Balance of minimum permit fees - plumbing	\$18	\$107.26	\$111	\$115	\$119	\$123	\$127
	Minimum fee - plumbing	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
<b>Commercial Plumbing Fees</b>		\$	-					
	Sanitary sewer - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Sanitary sewer -second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Storm sewer - first 100 LnFt	\$6	\$67.03	\$69	\$72	\$74	\$77	\$80
	Storm sewer - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Water service - First 100 LnFt	\$6	\$67.03	\$69	\$72	\$74	\$77	\$80
	Water service -second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Rain drain - first 100 LnFt	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Rain drain - second 100 LnFt or fraction thereof	\$4	\$26.01	\$27	\$28	\$29	\$30	\$31
	Fixture fee - commercial		\$124.45	\$129	\$133	\$138	\$143	\$148
	Sink/basin/lavatory	\$12	\$136.75	\$142	\$146	\$152	\$157	\$162
	Medical gas (valuation)							
	Swimming pool piping	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Alternate potable water heating system	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	M/H park sewer & water distribution system (per space)	\$8	\$48.81	\$51	\$52	\$54	\$56	\$58
	Pre-fabricated structural inspections - installation connection	\$12	\$73.07	\$76	\$78	\$81	\$84	\$87
	Special inspections - plumbing	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Plumbing investigation fee	\$24	\$268.14	\$278	\$287	\$297	\$308	\$318
	Plumbing plan review	\$14	\$150.67	\$156	\$161	\$167	\$173	\$179
	Balance of minimum permit fees - plumbing							
	Minimum fee - plumbing	\$20	\$119.78	\$124	\$128	\$133	\$137	\$142
	Minimum fee - plumbing (4 or more fixtures)	\$193	\$1,169.04	\$1,210	\$1,252	\$1,296	\$1,342	\$1,388
	Minimum fee - plumbing (up to 3 fixtures)	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
<b>Manufactured Dwelling and RV Park Fees</b>		\$	-					
	Manufactured dwelling park permit							
	Manufactured dwelling park plan review							
	Manufactured dwelling park- additional plan review	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	RV park permit							
	RV park plan review							
	RV park additional plan review per hour	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	Inspections outside of normal business hours - manufacturing dwelling park	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections outside of normal business hours - RV park	\$72	\$438.39	\$454	\$470	\$486	\$503	\$521
	Inspections for which no fee is specifically indicated - manufactured dwelling park	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Inspections for which no fee is specifically indicated - RV park	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174

Deschutes County  
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Reinspection fee - manufactured dwelling park	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Reinspection fee - RV park	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Consultation fee - manufactured park	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	Consultation fee - RV park	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	<b>Manufactured Dwelling Park Fees</b>	\$ -						
	Manufactured dwelling placement permit	\$36	\$219.20	\$227	\$235	\$243	\$252	\$260
	Reinspection fee - manufactured dwelling	\$24	\$146.13	\$151	\$157	\$162	\$168	\$174
	Manufactured dwelling investigation fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	<b>Point of Sale and Administrative Fees</b>	\$ -						
	Local government coverage plan review	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Other alternative systems reporting fee	\$48	\$292.26	\$302	\$313	\$324	\$335	\$347
	Redmond Building inspections	\$83,662	\$506,780	\$524,518	\$542,876	\$561,876	\$581,542	\$601,896
	Agricultural building exemption fee							
	Coin-copy machine							
	Color copy fee							
	Consultation by CDD professional staff	\$54	\$328.44	\$340	\$352	\$364	\$377	\$390
	Copy fee per page							
	GIS services							
	Inspections for other jurisdictions							
	Microfilm/microfiche copy fee							
	Minor label reimbursement from State							
	Miscellaneous fees (CDs, customer reports)							
	Pre-application meeting							
	Redmond addressing contract							
	Refund request processing							
	Reproduction printing of electrically submitted plans (customer request - per page)							
	Research/file review supervision							
	Restricted firearms district formation petition preparation fee							
	Restricted firearms district formation petition filing fee							
	Returned check							
	Sisters Building Contract	\$91,918	\$556,791.74	\$576,279	\$596,449	\$617,325	\$638,931	\$661,294
	Address issuance (without permit)	\$15	\$93.43	\$97	\$100	\$104	\$107	\$111
	New use with separate address	\$15	\$93.43	\$97	\$100	\$104	\$107	\$111
	City of La Pine building permit	\$15	\$93.43	\$97	\$100	\$104	\$107	\$111
	Road access permit	\$15	\$93.43	\$97	\$100	\$104	\$107	\$111
	Second road access permit	\$15	\$93.43	\$97	\$100	\$104	\$107	\$111
	Three or more road access permit	\$8	\$46.72	\$48	\$50	\$52	\$54	\$55
	Revenue from Balance between minimum and permit fee							
	<b>Value Based Permits and Plan Review</b>	\$ -	\$ -					

Deschutes County  
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Structural Residential and Commercial Inspection	\$160,371	\$ 971,444.74	\$1,005,445	\$1,040,636	\$1,077,058	\$1,114,755	\$1,153,772
	Structural Residential and Commercial Plan Review, Including Fire Life Safety Plan Review	\$119,650	\$ 724,778.21	\$750,145	\$776,401	\$803,575	\$831,700	\$860,809
			\$ -					
			\$ -					
	Commercial Mechanical	\$13,316	\$ 80,664	\$83,487	\$86,409	\$89,434	\$92,564	\$95,804
			\$ -					
			\$ -					
			\$ -					
	<b>Residential structural fees</b>		\$ -					
	Building site evaluation	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Quick start (engineer/architect stamped plans reqd)	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Quick start (stamped plans not required)	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
	Structural - additional plan review	\$54	\$ 328	\$340	\$352	\$364	\$377	\$390
			\$ -					
			\$ -					
	Demolition permit fee	\$32	\$ 193	\$200	\$207	\$214	\$221	\$229
	Structural inspection for which no fee is specifically indicated	\$24	\$ 146	\$151	\$157	\$162	\$168	\$174
	Inspections outside normal business hours	\$72	\$ 438	\$454	\$470	\$486	\$503	\$521
	Reinspection - structural	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Structural investigation fee	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Temporary certificate of occupancy	\$32	\$ 193	\$200	\$207	\$214	\$221	\$229
	Prescriptive photovoltaic installations - minimum fee	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87
	Permit or approval for work done prior to permit issuance		\$ -					
	Approval of additional set of plans	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87
	Phased application fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Phased plan review fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
			\$ -					
	Collection administration fee for SDC		\$ -					
	Plot plan review	\$23	\$ 140	\$145	\$150	\$155	\$161	\$166
	Research record fee	\$15	\$ 93	\$97	\$100	\$104	\$107	\$111
			\$ -					
			\$ -					
	<b>Commercial Structural Fees</b>		\$ -					
			\$ -					
			\$ -					
	Structural - additional plan review	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Foundation only fee	\$241	\$ 1,461	\$1,512	\$1,565	\$1,620	\$1,677	\$1,736
	Plot plan review	\$21	\$ 125	\$130	\$134	\$139	\$144	\$149
			\$ -					
	Demolition permit fee		\$ -					
	Structural inspection for which no fee is specifically indicated		\$ -					
	Inspections outside normal business hours		\$ -					
	Reinspection - structural	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Special Inspection	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Consultation fee		\$ -					
	Structural investigation fee	\$48	\$ 292	\$302	\$313	\$324	\$335	\$347
	Temporary certificate of occupancy	\$62	\$ 373	\$387	\$400	\$414	\$429	\$444
	Temporary certificate of occupancy (over 30 days - per day)	\$18	\$ 109	\$113	\$117	\$121	\$125	\$129
			\$ -					
	Prescriptive photovoltaic installations - minimum fee	\$72	\$ 438	\$454	\$470	\$486	\$503	\$521
	Phased application fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Phased plan review fee	\$0	\$ 0	\$0	\$0	\$0	\$0	\$0
	Approval of additional set of plan	\$12	\$ 73	\$76	\$78	\$81	\$84	\$87

**Deschutes County**  
**Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	Research record fee	\$8	\$ 47	\$48	\$50	\$52	\$54	\$55
			\$ -					
	Advanced planning fee	\$199,780	\$ 821,733	\$850,493	\$880,261	\$911,070	\$942,957	\$975,961
	Public information fee		\$ -					
	Code compliance fee	\$63,417	\$ 384,146	\$397,591	\$411,506	\$425,909	\$440,816	\$456,244

Annual Revenue Impact		Annual Revenues (Projected)				
	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
	\$4,134,480	\$ 4,279,186	\$ 4,428,958	#####	\$ 4,744,410	\$ 4,910,465

**PLANNING FEE TABLE**

**Deschutes County**  
**Community Development Fees**



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
CDPN1	Administrative determination with notice - Major		11	\$ 1,536	\$1,327		\$2,863	\$ 1,330	(\$1,533)	\$ 31,497	\$14,630	(\$16,867)
CDPN2	Administrative determination with notice - Minor		20	\$ 717	\$620		\$1,337	\$ 850.00	(\$487)	\$ 26,747	\$17,000	(\$9,747)
CDPN3	Appeals to Board of Commissioners	+20% of original fee	12	\$ 2,413	\$2,085		\$4,498	\$ 2,640.00	(\$1,858)	\$ 53,979	\$31,680	(\$22,299)
CDPN4	Appeals to Board of Commissioners - not accepted	75% refund		\$ 576	\$498		\$1,075		(\$1,075)	\$ -		
CDPN5	Appeals - Administrative			\$ -				\$ 250.00	\$250	\$ -		
CDPN6	Appeals - LUBA Remand Hearing		2	\$ 2,703	\$2,335		\$5,038	\$ 3,000.00	(\$2,038)	\$ 10,075	\$6,000	(\$4,075)
CDPN7	Conditional Use		24	\$ 1,623	\$1,402		\$3,025	\$ 2,365.00	(\$660)	\$ 72,606	\$56,760	(\$15,846)
CDPN8	Conditional Use (non-farm dwelling)		8	\$ 1,782	\$1,539		\$3,321	\$ 3,200.00	(\$121)	\$ 26,568	\$25,600	(\$968)
CDPN9	Conditional Use (golf course)	Delete		\$ -				\$ 5,595.00	\$5,595	\$ -		
CDPN10	Conditional Use (P.U.D. or cluster development)		10	\$ 3,304	\$2,855		\$6,159	\$ 5,020.00	(\$1,139)	\$ 61,586	\$50,200	(\$11,386)
CDPN11	Conditional Use (new destination resort)	or ACS		\$ 10,880	\$9,400		\$20,280	\$ 13,635.00	(\$6,645)	\$ -		
CDPN12	Conditional Use (schools with 100 students or more)	Delete		\$ 2,093	\$1,809		\$3,902	\$ 3,670.00	(\$232)	\$ -		
CDPN13	Conditional Use (power transmission line and communication tower or pole)	or ACS		\$ 2,528	\$2,184		\$4,712	\$ 4,131.00	(\$581)	\$ -		
CDPN14	Conditional Use (Home Occupation - Type 1 for EFU or F Zone)		3	\$ 703	\$607		\$1,310	\$ 870.00	(\$440)	\$ 3,931	\$2,610	(\$1,321)
CDPN15	Conditional Use (Home Occupation - Type 2)		2	\$ 929	\$802		\$1,731	\$ 1,330.00	(\$401)	\$ 3,462	\$2,660	(\$802)
CDPN16	Conditional Use (Home Occupation - Type 3)		2	\$ 1,607	\$1,389		\$2,996	\$ 2,365.00	(\$631)	\$ 5,992	\$4,730	(\$1,262)
CDPN17	Condominium Plan Review	Delete		\$ 3,914	\$3,382		\$7,296	\$ 995.00	(\$6,301)	\$ -		
CDPN18	Consultant Fee (for consultant or expert retained by County and paid for by applicant)	Delete		\$ -						\$ -		
CDPN19	Declaratory Ruling (status determined under Chap. 22.40)	ACS	24	\$ 791	\$684		\$1,475	\$ 1,330.00	(\$145)	\$ 35,406	\$31,920	(\$3,486)
CDPN20	Expedited Land Divisions	or ACS		\$ -				\$ 4,131.00	\$4,131	\$ -		
CDPN21	Extension Request		22	\$ 398	\$344		\$742	\$ 335.00	(\$407)	\$ 16,316	\$7,370	(\$8,946)
CDPN22	Filing Activities			\$ 1,581	\$1,366		\$2,946	\$ 3,000.00	\$54	\$ -		
CDPN23	Final Plat Review (all plats)	Base	12	\$ 591	\$510		\$1,101	\$ 120.00	(\$981)	\$ 13,209	\$1,440	(\$11,769)
CDPN23	Final Plat Review (all plats)	Per lot	12	\$ 42	\$37		\$79	\$ 55.00	(\$24)	\$ 949	\$660	(\$289)
CDPN24	Hearings Officer Deposit	Deposit/ACS	30	\$ -				\$ 3,000.00	\$3,000	\$ -	\$90,000	\$90,000
CDPN25	Hearings Officer Deposit - Complex application	Deposit/ACS	4	\$ -				\$ 5,000.00	\$5,000	\$ -	\$20,000	\$20,000
	Historic Landmarks Commission Public Hearing and Review:			\$ -						\$ -		
CDPN26	Exterior alteration - major			\$ -				\$ 375.00	\$375	\$ -		
CDPN27	Moving a Historic Landmark Structure			\$ -				\$ 375.00	\$375	\$ -		
CDPN28	Demolish a Historic Landmark Structure			\$ -				\$ 1,695.00	\$1,695	\$ -		
CDPN29	Historic Site/Building from Goal 5 Inventory			\$ -				\$ 1,695.00	\$1,695	\$ -		
CDPN30	Add historic structure/site to Goal 5 Inventory		2	\$ -				\$ 530.00	\$530	\$ -	\$1,060	\$1,060
CDPN31	National Register Nomination Hearing	Delete		\$ -				\$ 375.00	\$375	\$ -		
CDPN32	Appeal of Landmarks Commission Decision to Board			\$ -				\$ 795.00	\$795	\$ -		
	Historic Administrative Review (Staff)			\$ -						\$ -		
CDPN33	Exterior alteration - minor			\$ -				\$ 265.00	\$265	\$ -		
CDPN34	Appeal of Administrative Decision			\$ -				\$ 265.00	\$265	\$ -		
CDPN35	Improvement Agreement		6	\$ 930	\$803		\$1,733	\$ 1,330.00	(\$403)	\$ 10,397	\$7,980	(\$2,417)
CDPN36	Land Use Verification Letter and/or Information Sheet			\$ 483	\$417		\$900	\$ 60.00	(\$840)	\$ -		
CDPN37	Landscape Management Review (not visible from road or stream)		54	\$ 604	\$522		\$1,127	\$ 485.00	(\$642)	\$ 60,831	\$26,190	(\$34,641)
CDPN38	Landscape Management Review (river)		36	\$ 1,047	\$904		\$1,951	\$ 1,215.00	(\$736)	\$ 70,226	\$43,740	(\$26,486)
CDPN39	Landscape Management Review (road)		15	\$ 689	\$595		\$1,285	\$ 850.00	(\$435)	\$ 19,270	\$12,750	(\$6,520)
CDPN40	Landscape Management Review (and less than 50 feet from rimrock)			\$ 1,095	\$946		\$2,041	\$ 1,595.00	(\$446)	\$ -		
CDPN41	Limited Land Use Decision	Base		\$ -				\$ 4,130.00	\$4,130	\$ -		
	Limited Land Use Decision	Per lot		\$ -				\$ 25.00	\$25	\$ -		
	Limited Use Permit (Agri-tourism & other events in EFU zone)			\$ -						\$ -		
CDPN 42	Type 1			\$ 1,238	\$1,069		\$2,307	\$ 465.00	(\$1,842)	\$ -		
CDPN43	Type 2 & 3		5	\$ 1,964	\$1,697		\$3,660	\$ 870.00	(\$2,790)	\$ 18,302	\$4,350	(\$13,952)
CDPN44	Lot of Record Verification		27	\$ 511	\$441		\$952	\$ 485.00	(\$467)	\$ 25,700	\$13,095	(\$12,605)
CDPN45	Property Line Adjustment		57	\$ 393	\$339		\$732	\$ 485.00	(\$247)	\$ 41,732	\$27,645	(\$14,087)
CDPN46	Property Line Adjustment (consolidation)		14	\$ 350	\$303		\$653	\$ 370.00	(\$283)	\$ 9,143	\$5,180	(\$3,963)

Deschutes County  
Community Development Fees



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
CDPN47	Master Plan (including final master plan for destination resort)			\$ 4,837	\$4,179		\$9,016	\$ 5,080.00	(\$3,936)	\$ -		
CDPN48	Master Plan (Statutorily defined)			\$ -				\$ 10,000.00	\$10,000	\$ -		
CDPN49	Modification of Conditions		6	\$ 1,374	\$1,187		\$2,561	\$ 1,330.00	(\$1,231)	\$ 15,365	\$7,980	(\$7,385)
CDPN50	Modification of Submitted Application		2	\$ 586	\$506		\$1,092	\$ 850.00	(\$242)	\$ 2,184	\$1,700	(\$484)
CDPN51	Noise Ordinance Variance/Permit		2	\$ 1,502	\$1,298		\$2,800	\$ 1,330.00	(\$1,470)	\$ 5,599	\$2,660	(\$2,939)
CDPN52	Non-Conforming Use Alteration			\$ 1,423	\$1,230		\$2,653	\$ 1,755.00	(\$898)	\$ -		
CDPN53	Minor code changes			\$ 3,181	\$2,748		\$5,929	\$ 5,000.00	(\$929)	\$ -		
CDPN54	Major Code Change (applicant will be billed for M56 Notice)	ACS (Notice)		\$ 6,619	\$5,719		\$12,337	\$ 10,000.00	(\$2,337)	\$ -		
CDPN55	Outdoor Mass Gathering/Extended Outdoor Mass Gathering			\$ 1,651	\$1,426		\$3,077	\$ 2,690.00	(\$387)	\$ -		
CDPN56	Outdoor Mass Gathering Renewal			\$ -				\$ 335.00	\$335	\$ -		
CDPN57	Extended Outdoor Mass Gathering Renewal			\$ -				\$ 485.00	\$485	\$ -		
CDPN58	Partition	Base	10	\$ 1,905	\$1,646		\$3,550	\$ 2,820.00	(\$730)	\$ 35,502	\$28,200	(\$7,302)
CDPN59	Partition - Financial	Delete	8	\$ -				\$ 35.00	\$35	\$ -	\$280	\$280
CDPN60	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - New minor	Delete		\$ -				\$ 1,330.00	\$1,330	\$ -		
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - New major		30	\$ 350	\$303		\$653	\$ 75.00	(\$578)	\$ 19,592	\$2,250	(\$17,342)
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - Renewal			\$ 1,685	\$1,456		\$3,141	\$ 30.00	(\$3,111)	\$ -		
CDPN62	Plan Amendment (without goal exception)		2	\$ 308	\$266		\$574		(\$574)	\$ 1,148		(\$1,148)
CDPN63	Plan Amendment (including goal exception/UGB expansion)	ACS	2	\$ 3,498	\$3,022		\$6,520	\$ 5,280.00	(\$1,240)	\$ -		
CDPN64	Pre-application meeting			\$ 4,771	\$4,122		\$8,893	\$ 10,555.00	\$1,662	\$ 17,785	\$21,110	\$3,325
CDPN65	Reconsideration by Hearing Officer		4	\$ -						\$ -		
CDPN66	River Setback Exception			\$ 1,040	\$898		\$1,938	\$ 1,050.00	(\$888)	\$ 7,751	\$4,200	(\$3,551)
CDPN67	Rimrock Setback Site Plan (within 50 feet of rim)			\$ 1,449	\$1,252		\$2,702	\$ 2,235.00	(\$467)	\$ -		
CDPN68	Road Dedication			\$ 936	\$808		\$1,744	\$ 850.00	(\$894)	\$ -		
CDPN69	Road Name Change			\$ 1,133	\$979		\$2,111	\$ 850.00	(\$1,261)	\$ -		
CDPN70	Sign Permit		8	\$ 1,040	\$898		\$1,938	\$ 1,375.00	(\$563)	\$ -		
CDPN71	Sign Permit Variance			\$ 563	\$486		\$1,049	\$ 485.00	(\$564)	\$ 8,388	\$3,880	(\$4,508)
CDPN72	Similar Use Ruling			\$ 680	\$588		\$1,268	\$ 1,390.00	\$122	\$ -		
CDPN73	with another application			\$ 1,397	\$1,207		\$2,603	\$ 1,240.00	(\$1,363)	\$ -		
CDPN74	Site Plan: Change of Use (site conforms with all existing standards)			\$ 424	\$367		\$791	\$ 325.00	(\$466)	\$ -		
CDPN75	Alteration or Enlargement of 25% or less (if site conforms with all existing standards)			\$ -						\$ -		
CDPN76	Change of Use (site does not conform with all existing standards)	Delete		\$ 740	\$640		\$1,380	\$ 485.00	(\$895)	\$ -		
CDPN77	Minor Alteration (alteration or enlargement of less impact than existing use)**			\$ 1,260	\$1,089		\$2,349	\$ 850.00	(\$1,499)	\$ -		
CDPN78	Major Alteration**		3	\$ -				\$ 1,040.00	\$1,040	\$ -		
CDPN79	Site Plan with New Development**		2	\$ 2,026	\$1,750		\$3,776	\$ 2,035.00	(\$1,741)	\$ 11,329	\$6,105	(\$5,224)
CDPN80	Per 1,000 sq. feet of structure		14	\$ 2,650	\$2,289		\$4,939	\$ 2,820.00	(\$2,119)	\$ 9,878	\$5,640	(\$4,238)
CDPN81	Per developed acre (over 1 acre)	over 1 acre	11	\$ 3,257	\$2,814		\$6,070	\$ 3,200.00	(\$2,870)	\$ 84,986	\$44,800	(\$40,186)
CDPN82	Per open space acre if impacted by development	Delete	8	\$ 66	\$57		\$122	\$ 50.00	(\$72)	\$ 1,347	\$550	(\$797)
CDPN83	Site Plan/Wildlife Review			\$ 64	\$55		\$119	\$ 125.00	\$6	\$ 949	\$1,000	\$51
CDPN84	Site Plan/Wind Energy			\$ -				\$ 40.00	\$40	\$ -		
CDPN85	Site Plan/Surface Mining			\$ 1,040	\$898		\$1,938	\$ 850.00	(\$1,088)	\$ -		
CDPN86	Site Plan/Surface Mining Combining Zone (SMIA):			\$ 1,040	\$898		\$1,938	\$ 850.00	(\$1,088)	\$ -		
CDPN87	1/4 mile from mining site and two dwellings closer		5	\$ 2,321	\$2,005		\$4,326	\$ 5,020.00	\$694	\$ -		
CDPN88	1/8 mile from mining site		2	\$ -						\$ -		
CDPN89	Closer than 1/8 mile from mining site	of site plan for each lot		\$ 571	\$494		\$1,065	\$ 485.00	(\$580)	\$ 5,325	\$2,425	(\$2,900)
CDPN90	Partition/subdivision SMIA review			\$ 628	\$543		\$1,171	\$ 850.00	(\$321)	\$ 2,342	\$1,700	(\$642)
CDPN91	Solar Access Permit			\$ 883	\$763		\$1,646	\$ 1,390.00	(\$256)	\$ -		
CDPN92	Solar Shade Exemption			\$ -						\$ -		
CDPN93	Solar Variance			\$ -				\$ 760.00	\$760	\$ -		
CDPN94	Special operating permit			\$ -				\$ 1,485.00	\$1,485	\$ -		
CDPN95				\$ 933	\$807		\$1,740	\$ 850.00	(\$890)	\$ -		
CDPN96				\$ 1,209	\$1,045		\$2,254	\$ 2,385.00	\$131	\$ -		

Deschutes County  
Community Development Fees



Service #	Fee Name	Unit	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
CDPN94	Subdivision Name Change			\$ 1,040	\$898		\$1,938	\$ 850.00	(\$1,088)	\$ -		
CDPN95	Subdivision (cemetery)			\$ -				\$ 2,385.00	\$2,385	\$ -		
CDPN96	Subdivision Replat	Base		\$ 1,487	\$1,285		\$2,772	\$ 2,385.00	(\$387)	\$ -		
	Subdivision Replat	Delete per lot fee		\$ -				\$ 35.00	\$35	\$ -		
CDPN97	Subdivision (Tentative Plat)	Base	16	\$ 3,649	\$3,152		\$6,801	\$ 5,020.00	(\$1,781)	\$ 108,817	\$80,320	(\$28,497)
	Subdivision (Tentative Plat)	Per lot	16	\$ 21	\$18		\$40	\$ 35.00	(\$5)	\$ 633	\$560	(\$73)
	<b>Temporary Use:</b>			\$ -						\$ -		
CDPN98	Medical Hardship		15	\$ 534	\$461		\$995	\$ 485.00	(\$510)	\$ 14,928	\$7,275	(\$7,653)
CDPN99	Medical Hardship EFU or Forest		4	\$ 803	\$694		\$1,497	\$ 850.00	(\$647)	\$ 5,987	\$3,400	(\$2,587)
CDPN100	Land Use Permit			\$ 803	\$694		\$1,497	\$ 850.00	(\$647)	\$ -		
CDPN101	RV as Residence		17	\$ 383	\$331		\$715	\$ 315.00	(\$400)	\$ 12,148	\$5,355	(\$6,793)
CDPN102	RV Renewal		8	\$ 336	\$290		\$626	\$ 100.00	(\$526)	\$ 5,009	\$800	(\$4,209)
CDPN103	Manufactured Home Storage		8	\$ 350	\$303		\$653	\$ 315.00	(\$338)	\$ 5,224	\$2,520	(\$2,704)
CDPN104	All other			\$ 680	\$588		\$1,268	\$ 850.00	(\$418)	\$ -		
CDPN105	Variance		2	\$ 1,663	\$1,437		\$3,100	\$ 2,385.00	(\$715)	\$ 6,200	\$4,770	(\$1,430)
CDPN106	Variance Type II (variance from less than 25% of the standards in urban area/less than 10% of standards in the county)		2	\$ 1,040	\$898		\$1,938	\$ 1,390.00	(\$548)	\$ 3,876	\$2,780	(\$1,096)
CDPN107	Wireless Communication Facility Site Plan			\$ -				\$ 3,000.00	\$3,000	\$ -		
CDPN108	Zone Change	ACS (Notice)	2	\$ 4,287	\$3,704		\$7,991	\$ 5,020.00	(\$2,971)	\$ 15,983	\$10,040	(\$5,943)
CDD 8	Plot plan review			\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	Advanced Planning		1	\$ 333,664	\$288,288		\$621,953	\$ 410,000.00	(\$211,953)	\$ -		
	*****\$35 of the \$55/lot fee is for long range planning*****		1	\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	<b>Planning Productive Hourly Rates by Position</b>			\$ -						\$ -	\$ -	\$ -
	Admin Secretary			\$ 81	\$70		\$151		(\$151)	\$ -		
	CDD Director			\$ 146	\$127		\$273		(\$273)	\$ -		
	Planning Manager			\$ 132	\$114		\$246		(\$246)	\$ -		
	Transportation Planner			\$ 93	\$80		\$173		(\$173)	\$ -		
	Senior Planner			\$ 88	\$76		\$164		(\$164)	\$ -		
	Associate Planner			\$ 80	\$69		\$149		(\$149)	\$ -		
				\$ 93	\$80		\$173		(\$173)	\$ -		

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 1,026,200	\$ 757,550	(\$268,650)

**Deschutes County  
Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
		\$ 329,631		3.5% Annual Increase				
CDPN1	Administrative determination with notice - Major	\$920	\$ 53,783	\$3,916	\$4,053	\$4,194	\$4,341	\$4,493
CDPN2	Administrative determination with notice - Minor	\$430	\$ 1,766.94	\$1,829	\$1,893	\$1,959	\$2,028	\$2,099
CDPN3	Appeals to Board of Commissioners		\$ 5,943.15					
		\$1,445		\$6,151	\$6,366	\$6,589	\$6,820	\$7,059
CDPN4	Appeals to Board of Commissioners - not accepted	\$345	\$ 1,419.77	\$1,469	\$1,521	\$1,574	\$1,629	\$1,686
CDPN5	Appeals - Administrative		\$ -					
CDPN6	Appeals - LUBA Remand Hearing	\$1,618	\$ 6,655.94	\$6,889	\$7,130	\$7,380	\$7,638	\$7,905
CDPN7	Conditional Use	\$972	\$ 3,996.98	\$4,137	\$4,282	\$4,432	\$4,587	\$4,747
CDPN8	Conditional Use (non-farm dwelling)	\$1,067	\$ 4,387.81	\$4,541	\$4,700	\$4,865	\$5,035	\$5,211
CDPN9	Conditional Use (golf course)		\$ -					
CDPN10	Conditional Use (P.U.D. or cluster development)	\$1,978	\$ 8,136.88	\$8,422	\$8,716	\$9,022	\$9,337	\$9,664
CDPN11	Conditional Use (new destination resort)	\$6,514	\$ 26,794.08	\$27,732	\$28,702	\$29,707	\$30,747	\$31,823
CDPN12	Conditional Use (schools with 100 students or more)		\$ 5,155.07	\$5,335	\$5,522	\$5,716	\$5,916	\$6,123
		\$1,253						
CDPN13	Conditional Use (power transmission line and communication tower or pole)	\$1,514	\$ 6,226.07	\$6,444	\$6,670	\$6,903	\$7,145	\$7,395
CDPN14	Conditional Use (Home Occupation - Type 1 for EFU or F Zone)	\$421	\$ 1,731.41	\$1,792	\$1,855	\$1,920	\$1,987	\$2,056
CDPN15	Conditional Use (Home Occupation - Type 2)	\$556	\$ 2,287.28	\$2,367	\$2,450	\$2,536	\$2,625	\$2,717
CDPN16	Conditional Use (Home Occupation - Type 3)	\$962	\$ 3,958.53	\$4,097	\$4,240	\$4,389	\$4,543	\$4,701
CDPN17	Condominium Plan Review	\$2,344	\$ 9,639.41	\$9,977	\$10,326	\$10,687	\$11,061	\$11,449
	Condominium Plan Review		\$ -					
CDPN18	Consultant Fee (for consultant or expert retained by County and paid for by applicant)		\$ -					
CDPN19	Declaratory Ruling (status determined under Chap. 22.40)	\$474	\$ 1,949.14	\$2,017	\$2,088	\$2,161	\$2,237	\$2,315
CDPN20	Expedited Land Divisions		\$ -					
CDPN21	Extension Request	\$238	\$ 979.86	\$1,014	\$1,050	\$1,086	\$1,124	\$1,164
CDPN22	Filing Activities	\$946	\$ 3,892.48	\$4,029	\$4,170	\$4,316	\$4,467	\$4,623
CDPN23	Final Plat Review (all plats)	\$354	\$ 1,454.29	\$1,505	\$1,558	\$1,612	\$1,669	\$1,727
	Final Plat Review (all plats)	\$25	\$ 104.50	\$108	\$112	\$116	\$120	\$124
CDPN24	Hearings Officer Deposit		\$ -					
CDPN25	Hearings Officer Deposit - Complex application		\$ -					
	Historic Landmarks Commission Public Hearing and Review		\$ -					
CDPN26	Exterior alteration - major		\$ -					
CDPN27	Moving a Historic Landmark Structure		\$ -					
CDPN28	Demolish a Historic Landmark Structure		\$ -					
CDPN29	Historic Site/Building from Goal 5 Inventory		\$ -					
CDPN30	Add historic structure/site to Goal 5 Inventory		\$ -					
CDPN31	National Register Nomination Hearing		\$ -					
CDPN32	Appeal of Landmarks Commission Decision to Board		\$ -					
	Historic Administrative Review (Staff)		\$ -					
CDPN33	Exterior alteration - minor		\$ -					
CDPN34	Appeal of Administrative Decision		\$ -					
CDPN35	Improvement Agreement	\$557	\$ 2,289.44	\$2,370	\$2,453	\$2,538	\$2,627	\$2,719
CDPN36	Land Use Verification Letter and/or Information Sheet		\$ -					
CDPN37	Landscape Management Review (not visible from road or stream)	\$362	\$ 1,488.35	\$1,540	\$1,594	\$1,650	\$1,708	\$1,768
CDPN38	Landscape Management Review (river)	\$627	\$ 2,577.33	\$2,668	\$2,761	\$2,858	\$2,958	\$3,061
CDPN39	Landscape Management Review (road)	\$413	\$ 1,697.35	\$1,757	\$1,818	\$1,882	\$1,948	\$2,016
CDPN40	Landscape Management Review (and less than 50 feet from rimrock)	\$656	\$ 2,696.46	\$2,791	\$2,889	\$2,990	\$3,094	\$3,203
CDPN41	Limited Land Use Decision		\$ -					
	Limited Land Use Decision		\$ -					
	Limited Use Permit (Agri-tourism & other events in EFU zone)		\$ -					
CDPN 42	Type 1	\$741	\$ 3,048.45	\$3,155	\$3,266	\$3,380	\$3,498	\$3,621
CDPN43	Type 2 & 3	\$1,176	\$ 4,836.06	\$5,005	\$5,181	\$5,362	\$5,549	\$5,744
CDPN44	Lot of Record Verification	\$306	\$ 1,257.59	\$1,302	\$1,347	\$1,394	\$1,443	\$1,494
CDPN45	Property Line Adjustment	\$235	\$ 967.32	\$1,001	\$1,036	\$1,072	\$1,110	\$1,149
CDPN46	Property Line Adjustment (consolidation)							

**Deschutes County  
Community Development Fees**



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
CDPN47	Master Plan (including final master plan for destination resort)	\$2,896	\$ 11,911.50	\$12,328	\$12,760	\$13,206	\$13,669	\$14,147
CDPN48	Master Plan (Statutorily defined)		\$ -					
CDPN49	Modification of Conditions	\$823	\$ 3,383.42	\$3,502	\$3,624	\$3,751	\$3,883	\$4,018
CDPN50	Modification of Submitted Application	\$351	\$ 1,442.61	\$1,493	\$1,545	\$1,599	\$1,655	\$1,713
CDPN51	Noise Ordinance Variance/Permit	\$899	\$ 3,698.80	\$3,828	\$3,962	\$4,101	\$4,244	\$4,393
CDPN52	Non-Conforming Use Alteration	\$852	\$ 3,505.29	\$3,628	\$3,755	\$3,886	\$4,022	\$4,163
CDPN53	Minor code changes	\$1,904	\$ 7,833.32	\$8,107	\$8,391	\$8,685	\$8,989	\$9,304
CDPN54	Major Code Change (applicant will be billed for M56 Notice)	\$3,963	\$ 16,300.10	\$16,871	\$17,461	\$18,072	\$18,705	\$19,359
CDPN55	Outdoor Mass Gathering/Extended Outdoor Mass Gathering	\$988	\$ 4,065.02	\$4,207	\$4,355	\$4,507	\$4,665	\$4,828
CDPN56	Outdoor Mass Gathering Renewal		\$ -					
CDPN57	Extended Outdoor Mass Gathering Renewal		\$ -					
CDPN58	Partition	\$1,140	\$ 4,690.56	\$4,855	\$5,025	\$5,201	\$5,383	\$5,571
CDPN59	Partition - Financial		\$ -					
CDPN60	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - New minor	\$210	\$ 862.82	\$893	\$924	\$957	\$990	\$1,025
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - new major	\$1,009	\$ 4,149.48	\$4,295	\$4,445	\$4,601	\$4,762	\$4,928
CDPN61	Permit sign-off for other agency (Role change, Land Use Compatibility Statement, DMV, Water Resources, etc.) - Renewal	\$184	\$ 758.32	\$785	\$812	\$841	\$870	\$901
CDPN62	Plan Amendment (without goal exception)	\$2,094	\$ 8,613.92	\$8,915	\$9,227	\$9,550	\$9,885	\$10,231
CDPN63	Plan Amendment (including goal exception/UGB expansion)	\$2,856	\$ 11,748.92	\$12,160	\$12,586	\$13,026	\$13,482	\$13,954
CDPN64	Pre-application meeting		\$ -					
CDPN65	Reconsideration by Hearing Officer	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN66	River Setback Exception	\$868	\$ 3,569.69	\$3,695	\$3,824	\$3,958	\$4,096	\$4,240
CDPN67	Rimrock Setback Site Plan (within 50 feet of rim)	\$560	\$ 2,304.01	\$2,385	\$2,468	\$2,554	\$2,644	\$2,736
CDPN68	Road Dedication	\$678	\$ 2,789.39	\$2,887	\$2,988	\$3,093	\$3,201	\$3,313
CDPN69	Road Name Change	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN70	Sign Permit	\$337	\$ 1,385.32	\$1,434	\$1,484	\$1,536	\$1,590	\$1,645
CDPN71	Sign Permit Variance	\$407	\$ 1,675.59	\$1,734	\$1,795	\$1,858	\$1,923	\$1,990
CDPN72	Similar Use Ruling	\$836	\$ 3,439.28	\$3,560	\$3,684	\$3,813	\$3,947	\$4,085
CDPN73	with another application	\$254	\$ 1,045.00	\$1,082	\$1,119	\$1,159	\$1,199	\$1,241
	<b>Site Plan:</b>		\$ -					
CDPN74	Change of Use (site conforms with all existing standards)	\$443	\$ 1,823.49	\$1,887	\$1,953	\$2,022	\$2,092	\$2,166
CDPN75	Alteration or Enlargement of 25% or less (if site conforms with all existing standards)	\$754	\$ 3,102.89	\$3,211	\$3,324	\$3,440	\$3,561	\$3,685
CDPN76	Change of Use (site does not conform with all existing standards)		\$ -					
CDPN77	Minor Alteration (alteration or enlargement of less impact than existing use)**	\$1,213	\$ 4,989.18	\$5,164	\$5,345	\$5,532	\$5,725	\$5,926
CDPN78	Major Alteration**	\$1,586	\$ 6,525.26	\$6,754	\$6,990	\$7,235	\$7,488	\$7,750
CDPN79	Site Plan with New Development**	\$1,950	\$ 8,020.36	\$8,301	\$8,592	\$8,892	\$9,204	\$9,526
CDPN80	Per 1,000 sq. feet of structure	\$39	\$ 161.79	\$167	\$173	\$179	\$186	\$192
CDPN81	Per developed acre (over 1 acre)	\$38	\$ 156.75	\$162	\$168	\$174	\$180	\$186
CDPN82	Per open space acre if impacted by development		\$ -					
CDPN83	Site Plan/Wildlife Review	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN84	Site Plan/Wind Energy	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN85	Site Plan/Surface Mining	\$1,390	\$ 5,715.39	\$5,915	\$6,122	\$6,337	\$6,559	\$6,788
	Site Plan/Surface Mining Combining Zone (SMIA):		\$ -					
CDPN86	1/4 mile from mining site and two dwellings closer	\$342	\$ 1,407.08	\$1,456	\$1,507	\$1,560	\$1,615	\$1,671
CDPN87	1/8 mile from mining site	\$376	\$ 1,547.11	\$1,601	\$1,657	\$1,715	\$1,775	\$1,837
CDPN88	Closer than 1/8 mile from mining site	\$529	\$ 2,174.11	\$2,250	\$2,329	\$2,410	\$2,495	\$2,582
CDPN89	Partition/subdivision SMIA review		\$ -					
CDPN90	Solar Access Permit		\$ -					
CDPN91	Solar Shade Exemption		\$ -					
CDPN92	Solar Variance	\$559	\$ 2,298.97	\$2,379	\$2,463	\$2,549	\$2,638	\$2,730
CDPN93	Special operating permit	\$724	\$ 2,978.22	\$3,082	\$3,190	\$3,302	\$3,418	\$3,537

Deschutes County  
Community Development Fees



Service #	Fee Name	Reserve Requirements		Five Year Projection of Fee Requirements				
		12 Months Reserve, 5 yr build up	Full Cost / Unit	Year #1	Year #2	Year #3	Year #4	Year #5
CDPN94	Subdivision Name Change	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN95	Subdivision (cemetery)		\$ -					
CDPN96	Subdivision Replat	\$890	\$ 3,662.51	\$3,791	\$3,923	\$4,061	\$4,203	\$4,350
	Subdivision Replat		\$ -					
CDPN97	Subdivision (Tentative Plat)	\$2,185	\$ 8,985.70	\$9,300	\$9,626	\$9,963	\$10,311	\$10,672
	Subdivision (Tentative Plat)	\$13	\$ 52.25	\$54	\$56	\$58	\$60	\$62
	<b>Temporary Use:</b>		\$ -					
CDPN98	Medical Hardship	\$320	\$ 1,314.88	\$1,361	\$1,409	\$1,458	\$1,509	\$1,562
CDPN99	Medical Hardship EFU or Forest	\$481	\$ 1,977.41	\$2,047	\$2,118	\$2,192	\$2,269	\$2,349
CDPN100	Land Use Permit	\$481	\$ 1,977.41	\$2,047	\$2,118	\$2,192	\$2,269	\$2,349
CDPN101	RV as Residence	\$230	\$ 944.09	\$977	\$1,011	\$1,047	\$1,083	\$1,121
CDPN102	RV Renewal	\$201	\$ 827.29	\$856	\$886	\$917	\$949	\$983
CDPN103	Manufactured Home Storage	\$210	\$ 862.82	\$893	\$924	\$957	\$990	\$1,025
CDPN104	All other	\$407	\$ 1,675.59	\$1,734	\$1,795	\$1,858	\$1,923	\$1,990
CDPN105	Variance	\$996	\$ 4,096.00	\$4,239	\$4,388	\$4,541	\$4,700	\$4,865
CDPN106	Variance Type II (variance from less than 25% of the standards in urban area/less than 10% of standards in the county)	\$622	\$ 2,560.22	\$2,650	\$2,743	\$2,839	\$2,938	\$3,041
CDPN107	Wireless Communication Facility Site Plan		\$ -					
CDPN108	Zone Change	\$2,567	\$ 10,558.41	\$10,928	\$11,310	\$11,706	\$12,116	\$12,540
			\$ -					
CDD 8	Plot plan review		\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
	Advanced Planning	\$199,780	\$ 821,732.81	\$850,493	\$880,261	\$911,070	\$942,957	\$975,961
	*****\$35 of the \$55/lot fee is for long range planning*****		\$ -					
			\$ -					
			\$ -					
			\$ -					
			\$ -					
	<b>Planning Productive Hourly Rates by Position</b>		\$ -					
	Admin Secretary	\$48	\$ 198.91	\$206	\$213	\$221	\$228	\$236
	CDD Director	\$88	\$ 360.74	\$373	\$386	\$400	\$414	\$428
	Planning Manager	\$79	\$ 325.07	\$336	\$348	\$360	\$373	\$386
	Transportation Planner	\$56	\$ 229.17	\$237	\$245	\$254	\$263	\$272
	Senior Planner	\$53	\$ 216.76	\$224	\$232	\$240	\$249	\$257
	Associate Planner	\$48	\$ 197.36	\$204	\$211	\$219	\$226	\$234
		\$56	\$ 229.17	\$237	\$245	\$254	\$263	\$272

Annual Revenue Impact	
	Full Cost / Unit
	\$1,343,751

Annual Revenues (Projected)				
Year #1	Year #2	Year #3	Year #4	Year #5
\$ 1,390,783	\$ 1,439,460	\$ 1,489,841	\$ 1,541,986	\$ 1,595,955

**ENVIRONMENT SOILS FEE TABLE**


Deschutes County  
Environmental Soils



				Unit Cost Summary						Annual Cost Calculations		
Service #	Fee Name	Unit	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned (0% Counter Service	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
<b>A Current Environmental Soils Fee Schedule</b>												
	<b>On-site sewage disposal systems:</b>			\$ -						\$ -		
CDES1	New site evaluation - single family dwelling		135	\$ 206	\$343		\$550	\$ 663.00	\$113	\$ 74,210	\$89,505	\$15,295
CDES2	Site evaluation - springtime observation *			\$ 237	\$395		\$632	\$ 357.00	(\$275)	\$ -		
	<b>Commercial Facility Systems:</b>			\$ -						\$ -		
CDES3	First 1,000 gallons projected daily sewage flow		2	\$ 160	\$266		\$425	\$ 663.00	\$238	\$ 1,276	\$1,989	\$713
CDES4	For each additional 500 gallons or part thereof above 1,000 gallons projected daily sewage flow up to 5,000 gallons			\$ 40	\$66		\$106	\$ 189.00	\$83	\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	<b>Consultation Fee:</b>			\$ -						\$ -		
CDES5	Environmental Soils staff in office	ACS		\$ -						\$ -		
CDES6	Environmental Soils staff in the field (one hour minimum)	ACS		\$ -						\$ -		
	<b>Construction installation permit:</b>			\$ -						\$ -		
CDES7	First 1,000 gallons projected daily sewage flow - standard on-site system		102	\$ 189	\$315		\$503	\$ 938.00	\$435	\$ 51,355	\$95,676	\$44,321
CDES8	For each additional 500 gallons or part thereof above 1,000 gallons		3	\$ 247	\$412		\$659	\$ 135.00	(\$524)	\$ 1,978	\$405	(\$1,573)
	<b>Alternative systems:</b>			\$ -						\$ -		
CDES9	Alternative Treatment Technology (ATT) System		31	\$ 197	\$328		\$525	\$ 1,326.00	\$801	\$ 16,274	\$41,106	\$24,832
CDES10	Capping fill		10	\$ 234	\$389		\$622	\$ 1,326.00	\$704	\$ 6,222	\$13,260	\$7,038
CDES11	Evapotranspiration absorption	Delete		\$ -				\$ 938.00	\$938	\$ -		
CDES12	Gray water waste disposal sump			\$ 139	\$231		\$370	\$ 408.00	\$38	\$ -		
CDES13	Pollution Reduction Retro-fit Permit			\$ 164	\$273		\$438	\$ 1,326.00	\$888	\$ -		
CDES14	Pressure distribution		3	\$ 215	\$358		\$574	\$ 1,255.00	\$681	\$ 1,721	\$3,765	\$2,044
CDES15	Recirculating gravel filters			\$ 347	\$577		\$ 1,610.00	\$1,610	\$ -	\$ -		
CDES16	Sand filter		11	\$ 343	\$571		\$914	\$ 1,610.00	\$696	\$ 10,054	\$17,710	\$7,656
CDES17	Seepage trench			\$ 139	\$231		\$370	\$ 938.00	\$568	\$ -		
CDES18	Steep slope			\$ 161	\$268		\$428	\$ 938.00	\$510	\$ -		
CDES19	Tile dewatering			\$ 609	\$1,013		\$1,621	\$ 2,650.00	\$1,029	\$ -		
CDES20	Reinspection			\$ 110	\$182		\$292	\$ 220.00	(\$72)	\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	<b>Commercial Facility Systems, Plan Review:</b>			\$ -						\$ -		
CDES21	For system with projected daily sewage flow of 600 gallons, but not more than 1,000 gallons projected daily sewage flow			\$ 467	\$777		\$1,244	\$ 321.00	(\$923)	\$ -		
CDES22	For each additional 500 gallons or part thereof above 1,000 gallons to a maximum sewage flow limit of 5,000 gallons per day			\$ 117	\$194		\$311	\$ 61.00	(\$250)	\$ -		
	Permit Transfer, Re-instatement or Renewal:			\$ -						\$ -		
CDES23	Field visit required		3	\$ 73	\$122		\$195	\$ 321.00	\$126	\$ 584	\$963	\$379
CDES24	No field visit required		3	\$ 37	\$61		\$97	\$ 215.00	\$118	\$ 292	\$645	\$353
	<b>Alteration Permit</b>			\$ -						\$ -		
CDES25	Major		16	\$ 405	\$674		\$1,079	\$ 750.00	(\$329)	\$ 17,272	\$12,000	(\$5,272)
CDES26	Minor		3	\$ 183	\$304		\$486	\$ 428.00	(\$58)	\$ 1,459	\$1,284	(\$175)
	<b>Repair Permit - single family dwelling</b>			\$ -						\$ -		
CDES27	Major		102	\$ 475	\$790		\$1,264	\$ 428.00	(\$836)	\$ 128,954	\$43,656	(\$85,298)
CDES28	Minor		220	\$ 183	\$304		\$486	\$ 265.00	(\$221)	\$ 106,976	\$58,300	(\$48,676)
	<b>Authorization notice:</b>			\$ -						\$ -		
CDES29	Field visit required		132	\$ 222	\$369		\$591	\$ 510.00	(\$81)	\$ 77,951	\$67,320	(\$10,631)
CDES30	No field visit required		6	\$ 107	\$179		\$286	\$ 245.00	(\$41)	\$ 1,716	\$1,470	(\$246)
CDES31	Existing System Verification		15	\$ 152	\$253		\$406	\$ 265.00	(\$141)	\$ 6,086	\$3,975	(\$2,111)
	<b>Septic location approval:</b>			\$ -						\$ -		
CDES32	No field visit required (plot plan approval only)		333	\$ 55	\$91		\$146	\$ 68.00	(\$78)	\$ 48,577	\$22,644	(\$25,933)
CDES33	Pumper truck inspection*			\$ 37	\$61		\$97	\$ 160.00	\$63	\$ -		
CDES34	Existing system evaluation report			\$ 206	\$343		\$548	\$ 428.00	(\$120)	\$ -		
CDES35	Holding Tanks			\$ 183	\$304		\$486	\$ 806.00	\$320	\$ -		
	<b>Report Fees</b>			\$ -						\$ -		
CDES36	Holding Tanks			\$ 37	\$61		\$97	\$ 30.00	(\$67)	\$ -		
CDES37	Other Alternative systems			\$ 37	\$61		\$97	\$ 51.00	(\$46)	\$ -		
CDES38	Septic tank abandonment inspection	Per site	36	\$ 85	\$141		\$226	\$ 163.00	(\$63)	\$ 8,122	\$5,868	(\$2,254)
				\$ -						\$ -		
				\$ -						\$ -		

**Deschutes County**  
**Environmental Soils**



				Unit Cost Summary						Annual Cost Calculations		
Service #	Fee Name	Unit	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned (0% Counter Service)	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
										Annual Revenue Impacts		
										Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
										\$ 561,077	\$ 481,541	(\$79,536)



## MISSION

Through communication, dedication and service,  
we assist in the development, enhancement and preservation  
of a safe, sustainable, and livable community

### VISION Quality Service

#### Providing Quality Customer Service

##### CONSISTENT PLAN REVIEW

- C.1 (a-b) Consistent turnaround time for planning applications
- C.2 Consistent turnaround time for building plan review

##### CONSISTENT INSPECTION RESPONSE

- C.3 (a-b) Consistent inspection response
- C.4 Consistent soils inspection response

##### CONSISTENT COUNTER SERVICE

- C.5 Timely customer service
- C.6 Professional customer service

#### Managing Regulatory Processes

##### CONTROLLING NO. OF INSPECTIONS PER INSPECTOR

- RI.1 No of inspection stops per day

##### CONTROLLING NO. OF BUILDING PLAN REVIEWS PER EXAMINER

- R.2 No. of plan reviews per examiner

##### CONTROLLING SOILS REVIEW

- R.3 Turn round time for construction permits

##### EFFECTIVE CODE ENFORCEMENT

- R.4 Voluntary compliance
- R.5 Resolving cases quickly

##### CONSISTENT ACCELA UPDATES

- R.6 (a-c) Controlling Days to Completeness

#### Developing Organizational Assets and Capabilities

##### FACT BASED AND AWARE MANAGEMENT

- L.1 Quarterly reviews of Balanced Scorecard data
- L.2 Aware leadership

##### COURTEOUS AND PROFESSIONAL COUNTER STAFF

- L.3 Soft skills for counter staff
- L.4 Staff counter appropriately, given work load demands

##### TECHNICAL INNOVATION

- L.5 Permits submitted electronically
- L.6 Plans submitted electronically
- L.7 Inspections scheduled electronically

#### Building Financial Sustainability

##### RESERVES

- F.1 Maintain stable reserves

##### MONITORING REVENUES VS. EXPENSES

- F.2 Annual fund balances

# ***A COMPREHENSIVE APPROACH TO MANAGING PERFORMANCE***

The Balanced Scorecard on the previous page lays out a series of performance objectives through the lens of four perspectives. Each of these perspectives are interdependent and hierarchical. This is to say that there are links from the financial resources perspective to the successful execution of mission and vision.

## **Creating Strategic Alignment**

*The Deschutes County Community Development Department has an important mission and vision. In establishing mission and vision, many organizations fail to comprehensively align all operating parts to their ultimate objectives. This performance measures and reports that have been created are designed to align all indicators of performance with the ultimate goals – successful execution of mission and vision.*

## **Four Perspectives that Comprehensively Align Operations with Mission and Vision**

### ***Customer Perspective***

*The customer perspective responds to the question “what is the customer expecting”. It addresses the issues of the customer experience and what objectives need to be in place to measure the experience from the perspective of the customer.*

### ***Regulatory Compliance Perspective***

*As a government agency, the Department must walk a difficult line between being responsive to customers and at the same time recognize an important regulatory role. Frequently, these two perspectives might in fact be in conflict. The performance objectives that have been identified address the need to be a regulatory organization. These two perspectives must be in balance if the Department is going to be successful.*

### ***Organizational Assets and Capacities Perspective***

*Leadership, staff skills, and technology are the raw materials for the Department. The objectives identified and measures incorporated will measure critical staff skills, leadership, and technology which will support the Department’s regulatory and customer focused mission and vision.*

### ***Financial Perspective***

As an enterprise fund, the Department must meet its expenses from the fees it charges its customers. This means clear measures of financial performance are required, and these objectives must be watched critically.

## Measurements

Perspective		Objective to Measure	Why This Measure?	Lower Limit	Primary	Upper Limit
Customer Perspective	C.1(a)	Turnaround time for processing administrative determinations (no prior notice) planning applications	This measure has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process of admin determinations.	14 Days	21 Days	35 Days
	C.1(b)	Turnaround time for processing administrative determinations (with prior notice) planning applications	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process of admin determinations.	30 days	45 Days	60 Day
	C.2	Turnaround time for residential Building plan review	This is a measure that addresses the customer requirement for fast and complete plan reviews	2 Days	5 Days	
	C.3 (a)	Percent of building inspections done within 1 day	This is a measure that addresses the customer requirement of dependable timing of inspections. Miss an inspection and it can hold up the builder.	90%	95%	
	C.3 (b)	Percent of building inspections done within 72 hours	This is a second measure that addresses the customer requirement of consistent and reliable inspections. Miss an inspection and it holds up the builder	90%	95%	
	C.4	Percent of pre-cover inspections done when requested	This is a measure for the Soils Division that addresses the customer requirement of consistent and reliable inspections.	1 Day	3 Days	
	C.5	Average wait for Permit Tech services	This is a measure of the customer experience and addresses the customer requirement of fast and efficient service.	3 Min	5 Min	
	C.6	Survey - department customer service	This is also a measure of the customer experience but is broader based than just the Permit Tech services			

Managing Regulatory Processes	R.1	Average number of stops per day	This is a measure of inspection workloads and the ability of inspectors to consistently and reliably provide inspection services that will insure code compliance.	6 Day	8 Day	10 Day
	R.2	Average number of plan reviews per examiner	This is a measure of plan review workloads and the ability of plan reviewers to provide a service that is reliable and consistent and insures compliance with existing code.	2 / Day	3/Day	4 Day
	R.3	Turn around for new construction permits	The State provides a baseline requirement for new construction permits. However, the County views this as a minimum level of performance. In addition, it is an indicator of workload demands.	5 Days	10 Days	15 Day
	R.4(a)	Achieving voluntary compliance	This measure has been adopted by the Board of Supervisors and addresses the experience of the code violator with County staff.	75%	85%	100%
	R.4 (b)	Response time to system failures	Measuring response time to septic system failure is important to maintaining environmental and water health			
	R.5	Resolving cases within 12 months	This measure has been adopted by the Board of Supervisors and addresses the speed of violations being addressed in a timely fashion.	75%	85%	100%
	R.6 (a)	Total days to completeness determination (method of Accela updates)	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process to meet State requirements.	20 Days	25 days	30 Days
	R.6(b)	Turnaround time for processing administrative determinations (no prior notice) planning applications	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a measure of controlling the process to meet State requirements.	14 Days	21 Days	35 Days
	R.6(c)	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	This measure also has two purposes: 1) it is a measure of speed in processing planning applications relative to customer requirements and 2) it is a	30 days	45 Days	60 Day

Developing Internal (Organizational) Assets and Capacities	L.1	Quarterly review of Balanced Scorecard data	This is a simple yes and no question. The measure is important as an on-going review of performance data and re-enforces the goal of becoming a fact based managed organization.			
	L.2	361-degree annual staff reviews	Leadership is a vital part of a high performing organization. The goal of our leadership team is collaboration, creating a great place to work and meeting the requirements of our customers and regulatory requirements.			
	L.3	Counter survey tool	This is a measure of the total customer experience. Sometimes we have to pass out bad news; but when required, we want to pass the bad news along in a way that is as respectful and sensitive as possible.			
	L.4	Number of permits issued per tech (counter)	This is a workload measure for the tech staff and is predictive of future staffing requirements.	75%	50%	25%
	L.5	Percent of permits submitted electronically	This is a measure of customer use for the electronic permitting system. By submitting permits on-line, Permit Tech staff can focus on the more complex projects and thereby increase their productivity.	25%	50%	75%
	L.6	Percent of plan reviews submitted electronically	This is a measure of customer use for the electronic permitting system. By submitting permits on-line, plan review staff see an increase in their productivity.	25%	50%	75%
	L.7	Percent of inspections scheduled electronically	Productivity is increased when customers schedule their inspections electronically.	90%	100%	100%
Financial	F.1	6-9 months' operating expenses	It is important that the Department be financially sustainable. Furthermore, by creating reasonable reserves, the Department will be able to withstand the shocks of future cyclical downturns in the economy.	6	9	12
	F.2	Revenues exceed expenses	The Department is an enterprise fund. As such, it has to make revenues and expenses match. It cannot afford long-term deficits.	1%	5%	7%

# DESCHUTES COUNTY

## COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



### INTEGRATED PERFORMANCE MEASURES

CUSTOMER PERSPECTIVE			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
C.1(a)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
C.1(b)	Consistent turn around for planning applications	Turnaround time for processing administrative determinations (with prior notice) planning applications	30 days	45 Days	60 Day
C.2	Consistent turn around for residential plan review	Turnaround time for Building plan review	2 Days	5 Days	8 Days
C.3 (a)	Consistent inspection response - residential (non-electrical)	_% of building inspections done within 1 day	90%	95%	100%
C.3 (b)	Consistent inspection response -electrical	_% of building inspections done within 72 hours	90%	95%	100%
C.4	Consistent Soils inspection response	_% Of Pre-Cover inspections done when requested	1 Day	3 Days	5 Days
C.5	Timely customer service	Average wait Permit Tech services	3 Min	5 Min	15 Min
C.6	Professional customer service	Survey - deptment customer service			

# DESCHUTES COUNTY

## COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



### INTEGRATED PERFORMANCE MEASURES

Internal Processes Perspective - Meeting Regulatory Requirements			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
R.1	Residential building inspections	Average # stops/day	6 Day	8 Day	10 Day
R.2	Residential building plan review	Average # plan review / examiner	2 / Day	3/Day	4 Day
R.3	Soils process control	Turn around for new construction permits	5 Days	10 Days	15 Day
R.4	Code Enforcement	Achieving voluntary compliance	75%	85%	100%
R.5	Code Enforcement	Resolving cases within 12 months	75%	85%	100%
R.6	Consistent Accella updates	Total days to completeness determination (method of Accella updates)	20 Days	25 days	30 Days
R.7	Consistent planning processes	Turnaround time for processing administrative determinations (no prior notice) planning applications	14 Days	21 Days	35 Days
R.8	Consistent planning processes	Turnaround time for processing administrative determinations (with prior notice) or hearings schedule	30 days	45 Days	60 Day
Organizational Assets			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
L.1	Fact based management	Quarterly review of Balanced Scorecard data			

# DESCHUTES COUNTY

## COMMUNITY DEVELOPMENT DEPARTMENT SCORECARD



INTEGRATED PERFORMANCE MEASURES					
L.2	Aware leadership	361 Degree annual staff reviews			
L.3	Soft skills for counter staff	Counter survey tool			
L.4	Appropriately staffed for workload	# Permits issued per tech (counter)	75%	50%	25%
L.5	Technical innovation	% Of permits submitted electronically	25%	50%	75%
L.6	Technical innovation	% Of plan reviews submitted electronically	25%	50%	75%
L.7	Technical innovation	% Of inspections scheduled electronically	90%	100%	100%
Financial Perspective			Targets		
	Objective	Measures	L. Limit	Primary	U.Limit
F.1	Reserves	6-9 Months operating expenses	6	9	12
F.2	Revenues	Revenues exceed expenses	1%	5%	7%
F.3	Appropriately staffed for workload	# Planning applications per planner	28 Month	36 Month	48 Month
F.4	Appropriately staffed for workload	# Building stops per inspector per day	6 Day	8 Day	10 Day

### Glossary of Terms

**Objectives:** Action statements that clarify how we will implement the strategy.

**Measures:** Track progress toward achieving the objective against expected performance.

**Targets:** Set and communicate the expected performance level for the organization.

**Initiatives:** Articulate the key project or programs that are resourced and managed in

**BALANCE SCORECARD DETAIL & SAMPLE REPORTS**



# Deschutes County Community Development Performance Measures - Customer Perspective

1/1/2015 To 6/30/2015



Meeting Target



Close To Meeting Target



Not Meeting Target

Planning Division	Lower Limit	Target	Upper Limit	Number of Days To Process	Score
Days To Process Administrative Determination Applications Without Prior Notice	14 Days	21 Days	35 Days	17.1	
Days To Process Administrative Determination Applications With Prior Notice	30 Days	45 Days	60 Days	25.3	

Building Division	Lower Limit	Target	Upper Limit	Number of Days To Process	Score
Residential Plan Review Turnaround Time - Number of Days	2 Days	5 Days	8 Days	7.49	

Building Division	Lower Limit	Target	Upper Limit	% Completed On Time	Score
Inspection Request Fulfilled by Inspector On Time / When Requested	90%	95%	100%	96.9%	

Environmental Soils Division	Lower Limit	Target	Upper Limit	% Completed On Time	Score
Pre-Cover Inspection Request Fulfilled On Time / When Requested	90%	95%	100%	87.1%	



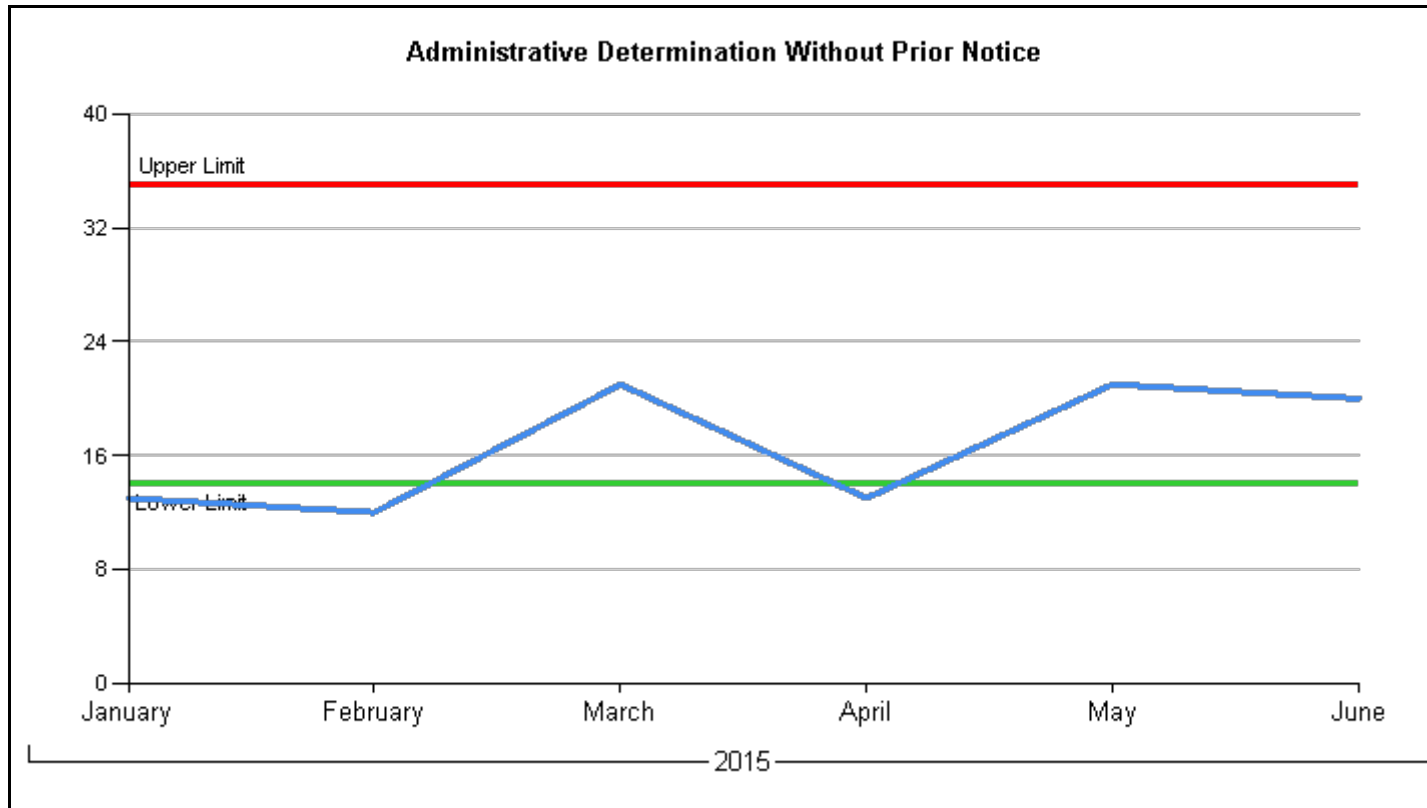
# Deschutes County Community Development Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

**Division:** Planning Division

**Objective:** The purpose of measuring land use application processing turn-around time is to ensure that customers are receiving prompt and timely decisions. Deschutes County's expectation is that Administrative Determination land use applications without prior notice are processed within 21 days, while state statute requires the applications be processed within 150 days.

January 01, 2015 To June 30, 2015





# Deschutes County Community Development

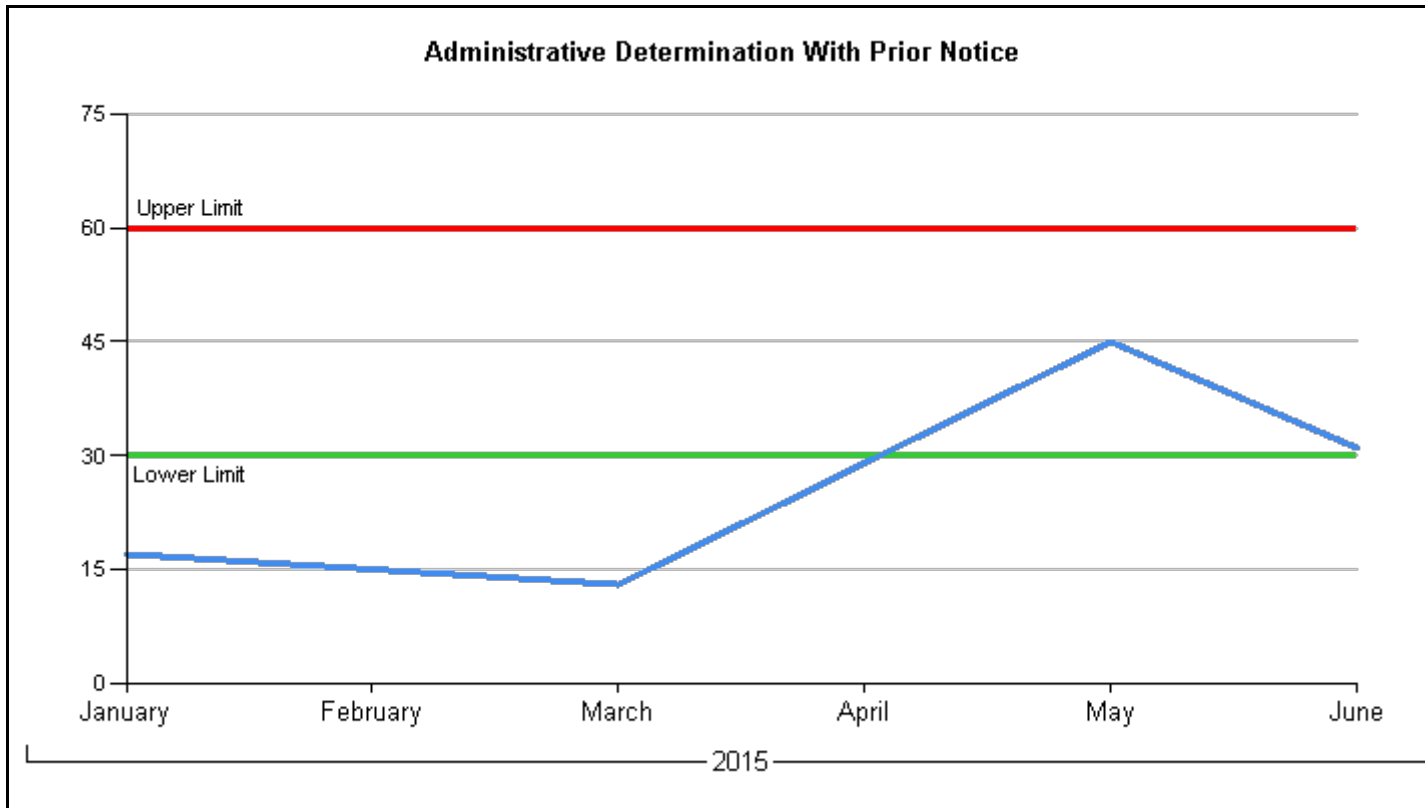
## Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

**Division:** Planning Division

**Objective:** The purpose of measuring land use application processing turn-around time is to ensure that customers are receiving prompt and timely decisions. Deschutes County's expectation is that Administrative Determination land use applications with prior notice are processed within 45 days, while state statute requires the applications be processed within 150 days.

January 01, 2015 To June 30, 2015





# Deschutes County Community Development

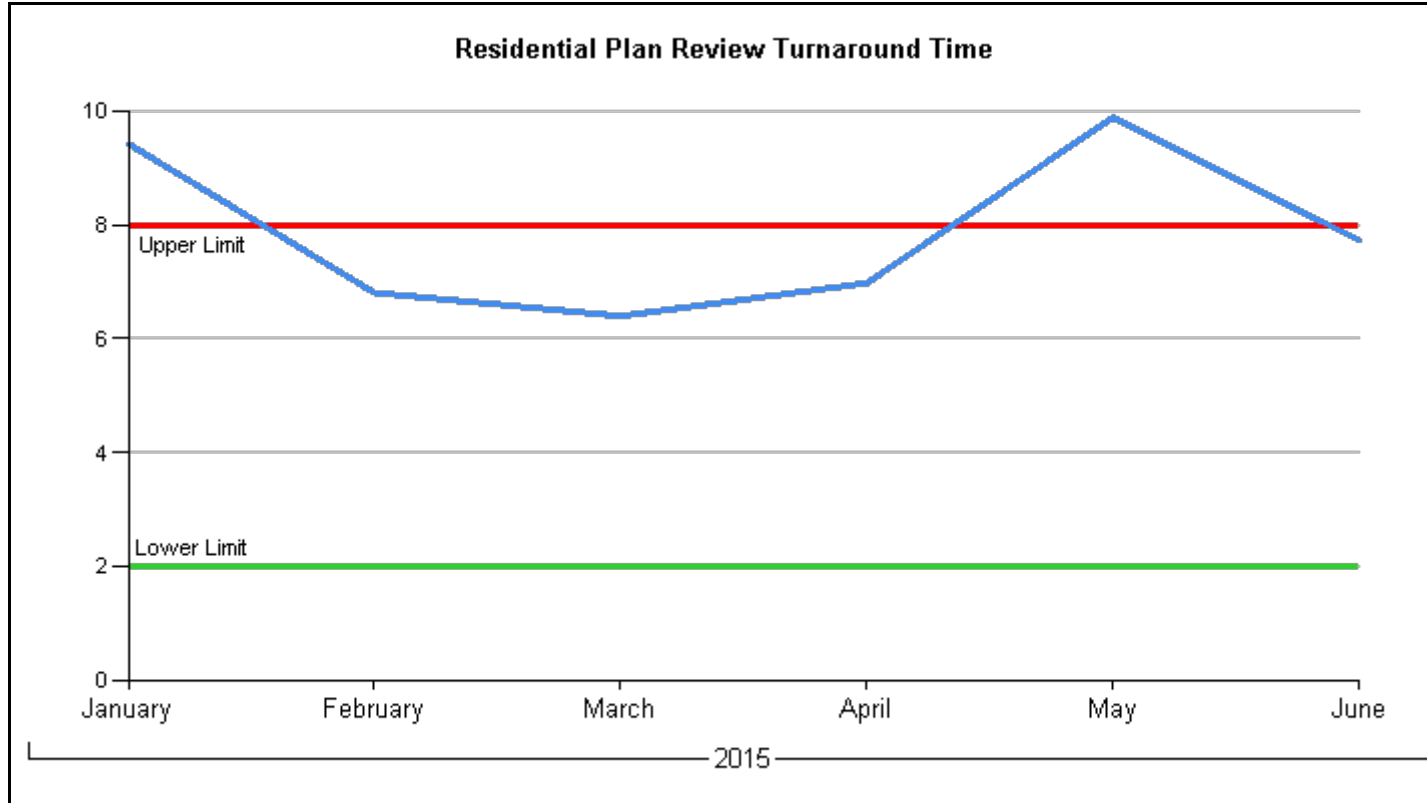
## Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

**Division:** Building Division

**Objective:** This measure addresses the prompt and accurate residential building plan review process. State statute allows up to 10 days for a building plan review to be completed, while Deschutes County's goal is to complete all residential plan reviews within 8 days of the application being accepted.

January 01, 2015 To June 30, 2015





# Deschutes County Community Development

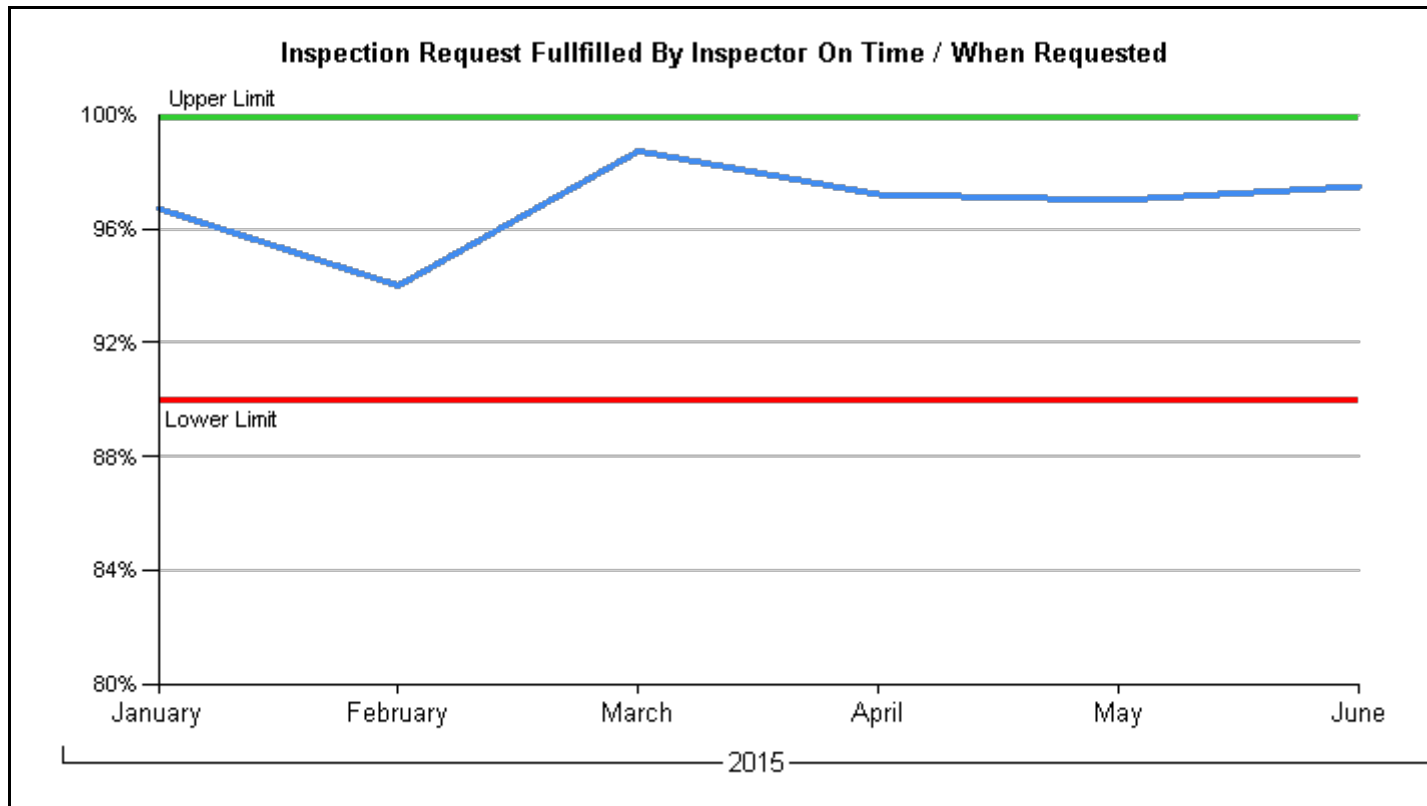
## Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

**Division:** Building Division

**Objective:** Deschutes County expects that at least 90% of all building inspections occur on the date the inspection is requested, anticipating that some factors out of an individual inspector's control can hold up this process. Completing inspections the same day that a customer is expecting their inspection to be conducted is an important component of providing quality customer service

January 01, 2015 To June 30, 2015





# Deschutes County Community Development

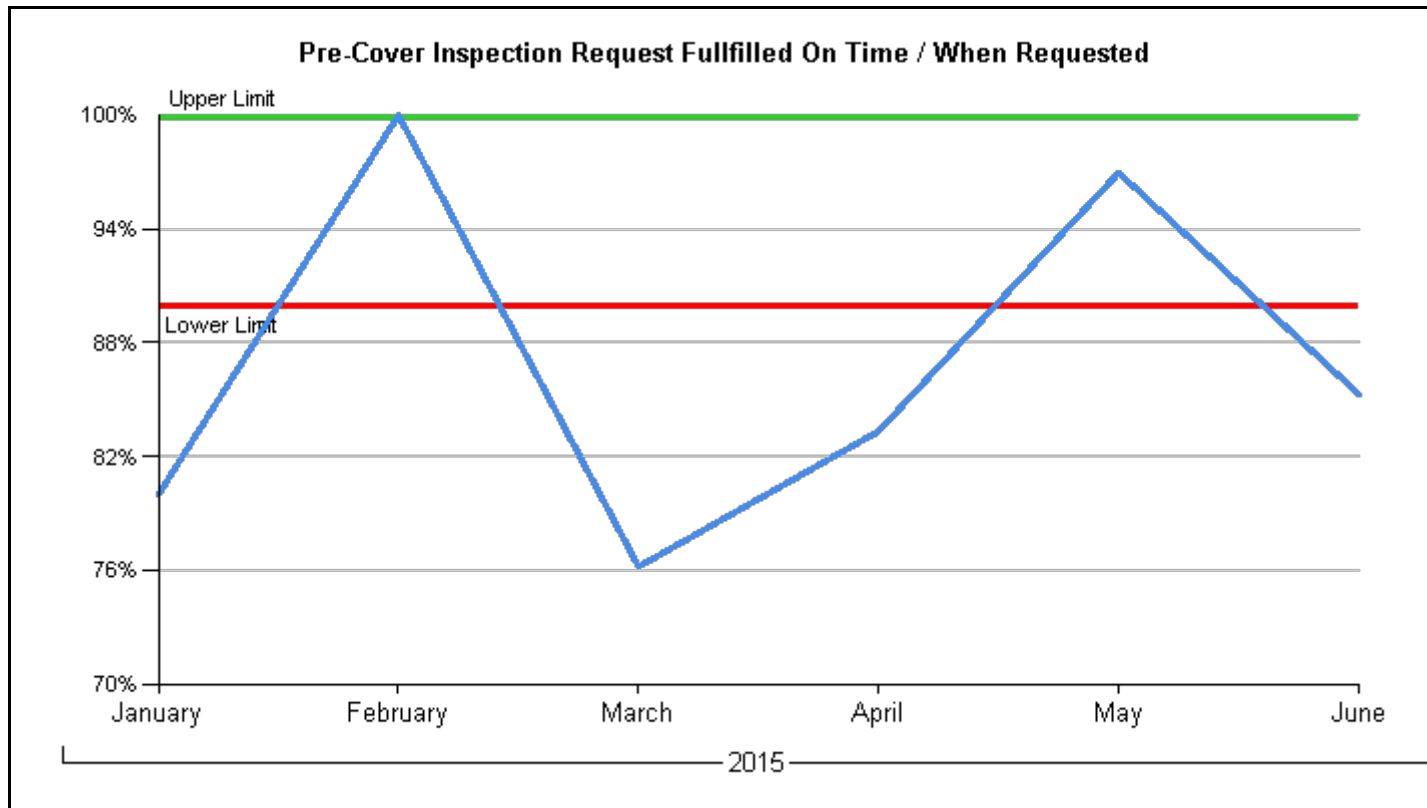
## Customer Perspective - Meeting The Customer's Needs

By meeting our regulatory requirements, we will assist in the development, enhancement and preservation of a safe, sustainable, and livable community.

**Division:** Environmental Soils

**Objective:** Deschutes County expects that at least 90% of all Environmental Soils Pre-Cover inspections occur on the date the inspection is requested. Completing Pre-Cover inspections on the same day that a customer is expecting their inspection to be conducted enables on-site systems to be installed in a timely manner and helps the Environmental Soils division provide quality customer service to all customers and contractors.

January 01, 2015 To June 30, 2015



7/17/2015 8:03:29 AM



# Deschutes County Community Development Performance Measures - Internal Processes

1/1/2015 To 6/30/2015



Meeting Target



Close To Meeting Target



Not Meeting Target

Code Enforcement	Lower Limit	Target	Upper Limit	Compliance Rate	Score
Achieving Voluntary Compliance	75%	85%	100%	85.2%	
Resolving Cases within 12 Months	75%	85%	100%	76.9%	

Building Division	Lower Limit	Target	Upper Limit	Avg. Stops Per Day	Score
Residential Building Inspections - Number of Stops Per Day	6 / Day	8 / Day	10 / Day	9.43	

Building Division	Lower Limit	Target	Upper Limit	Plan Reviews Per Day	Score
Residential Plan Review - Average Number of Plan Reviews Per Examiner Per Day	2 / Day	3 / Day	4 / Day	1.9	

Environmental Soils Division	Lower Limit	Target	Upper Limit	Days To Issue Permit	Score
New System Permit Process Control - Turn Around Time in Days	5 Days	10 Days	15 Days	9.9	



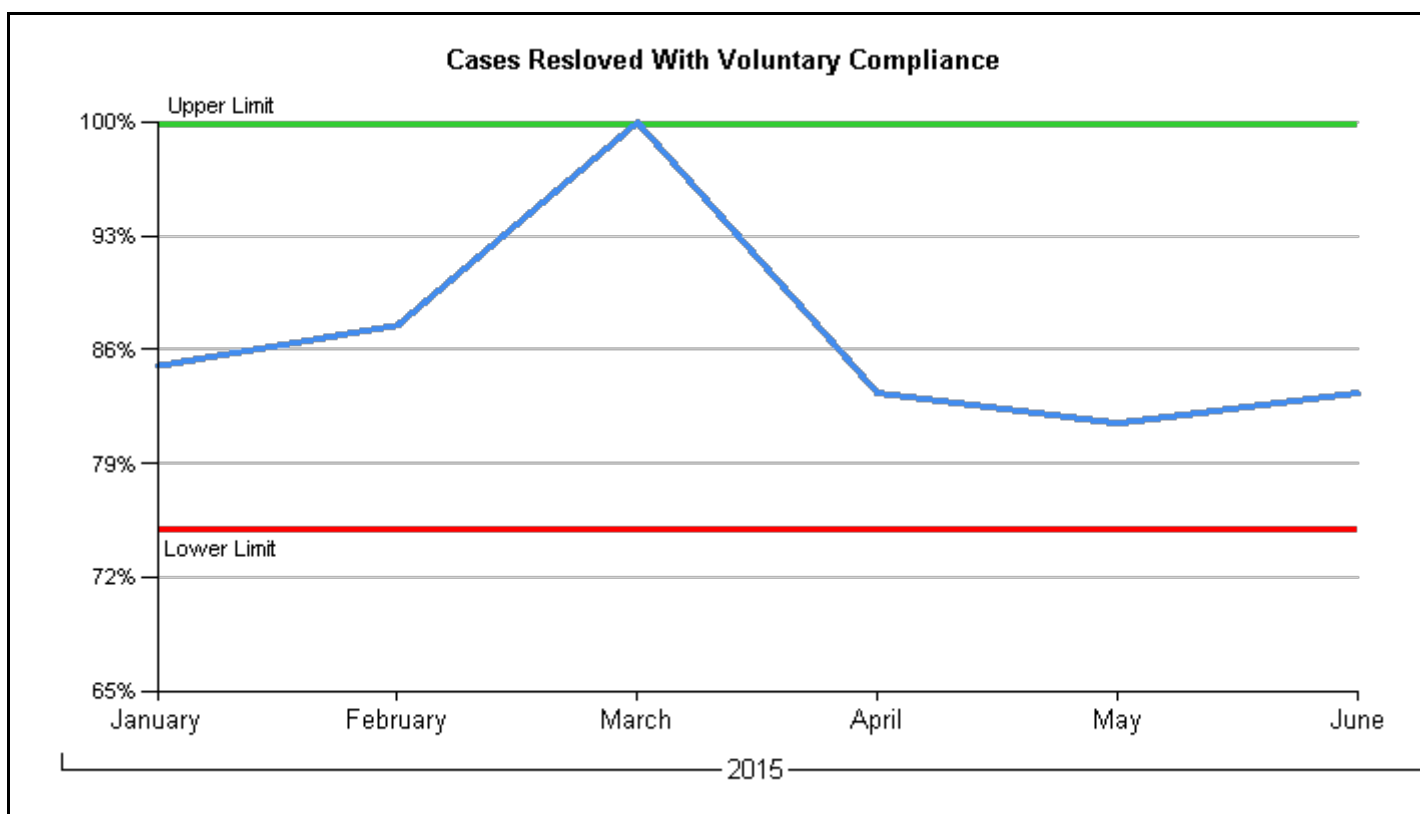
# Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

**Division:** Code Enforcement

**Objective:** This measure has been adopted by the Board of County Commissioners. Code Enforcement cases resolved with voluntary compliance are being measured to determine the experience between the code violator and county staff. A minimum of 75% of cases closed with voluntary compliance is vital.

January 01, 2015 To June 30, 2015





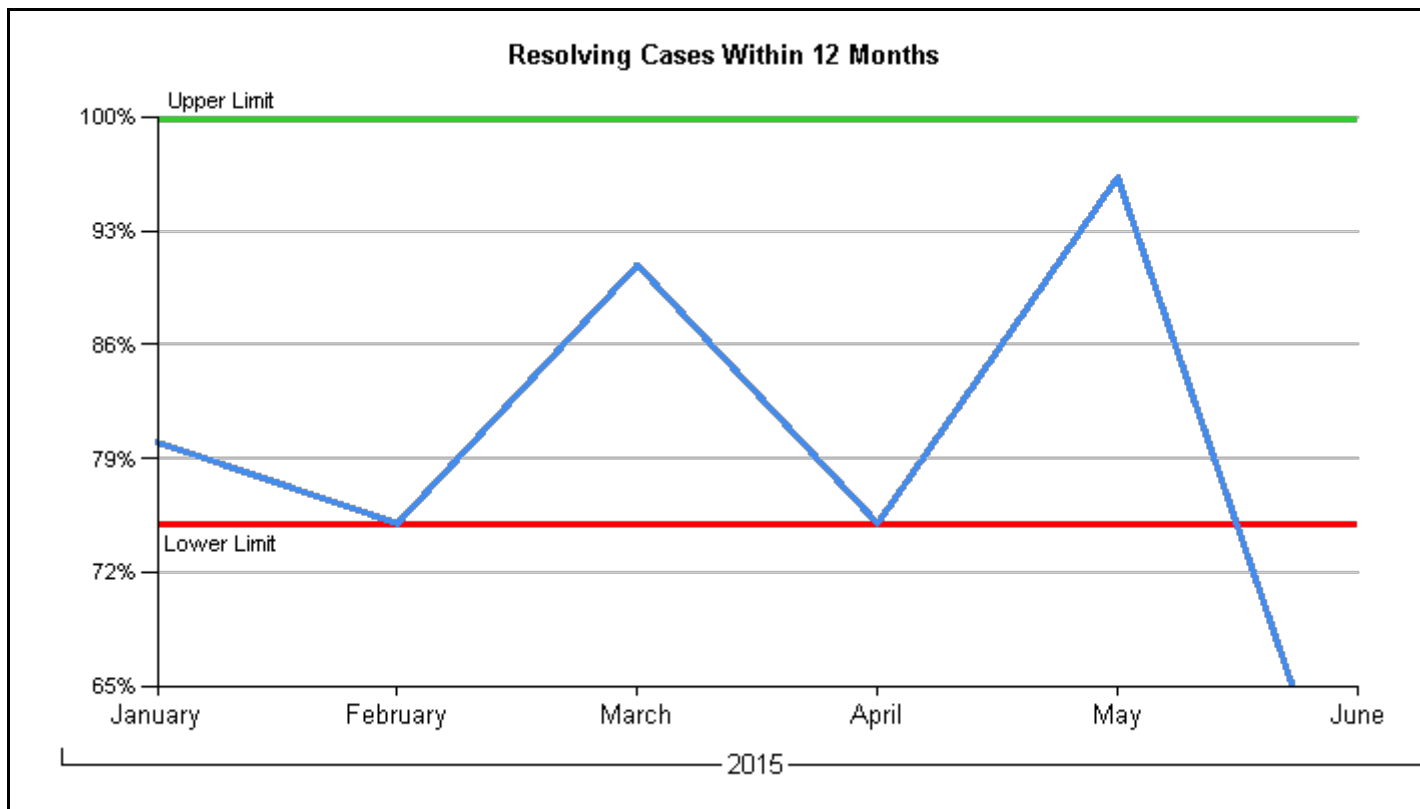
## Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

**Division:** Code Enforcement

**Objective:** This measure has been adopted by the Board of County Commissioners. The number of Code Enforcement cases being resolved within 12 months is being measured to address the swiftness of violations being addressed in a timely manner. Resolving Code Enforcement cases within 12 months is preferred in Deschutes County.

January 01, 2015 To June 30, 2015





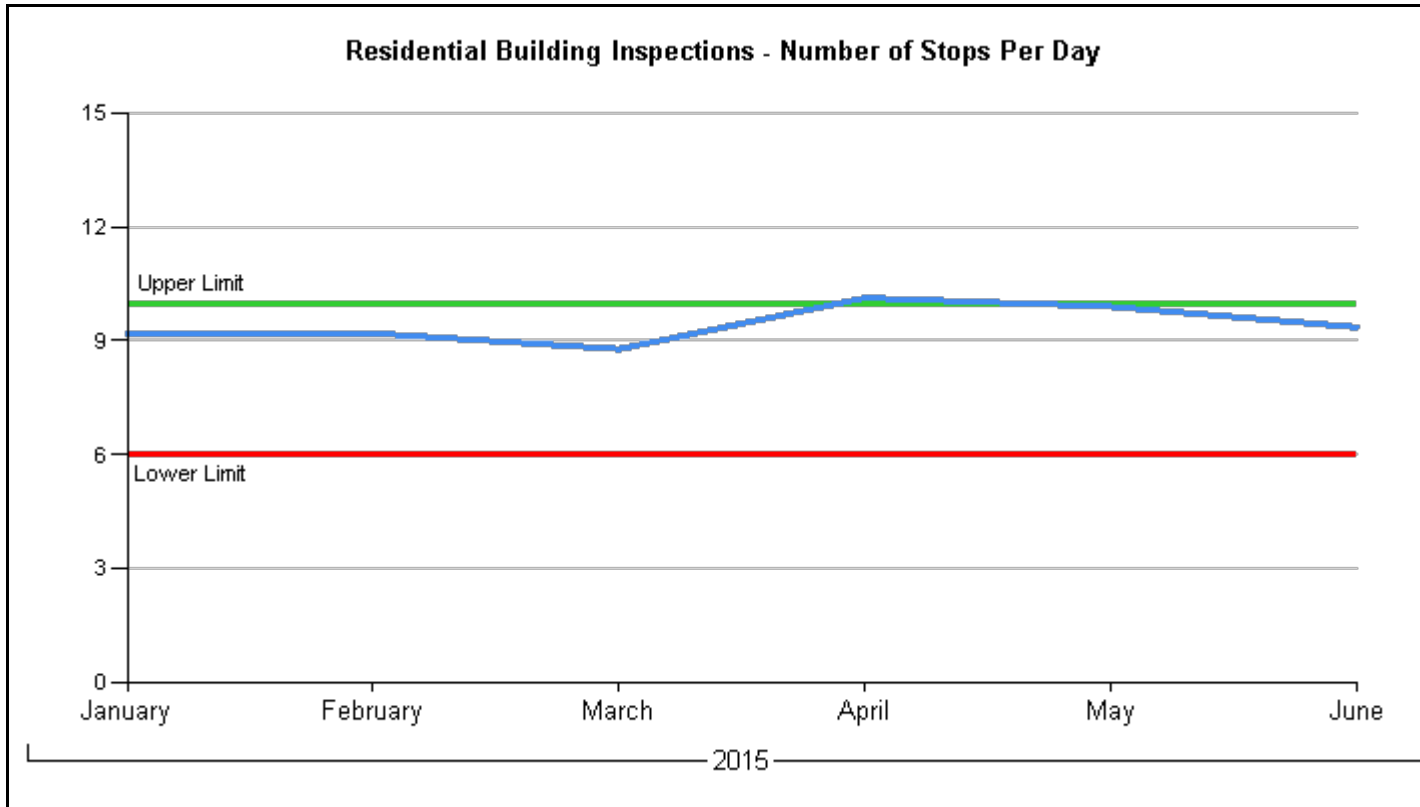
# Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

**Division:** Building Division

**Objective:** The number of residential building inspector's vehicle stops per day is a measure that has been established to determine building inspector workloads and the ability of inspectors to consistently and reliably provide inspection services that will insure compliance with building code regulations.

January 01, 2015 To June 30, 2015





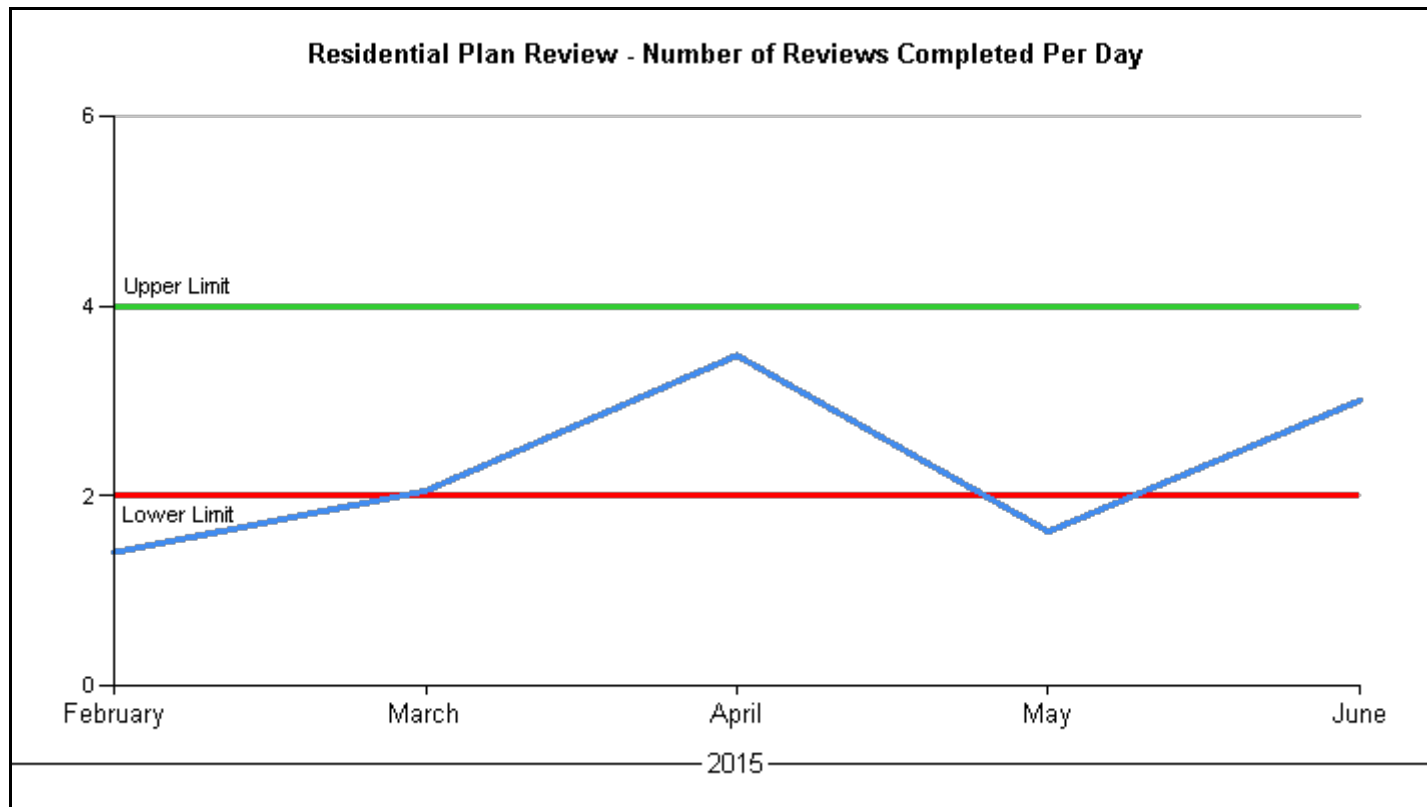
## Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

**Division:** Building Division

**Objective:** The number of residential plan reviews completed per work day is a measure of individual employee workloads and displays the ability of Plans Examiners to provide a service that is reliable, timely, consistent and ensures compliance with building code regulations.

January 01, 2015 To June 30, 2015





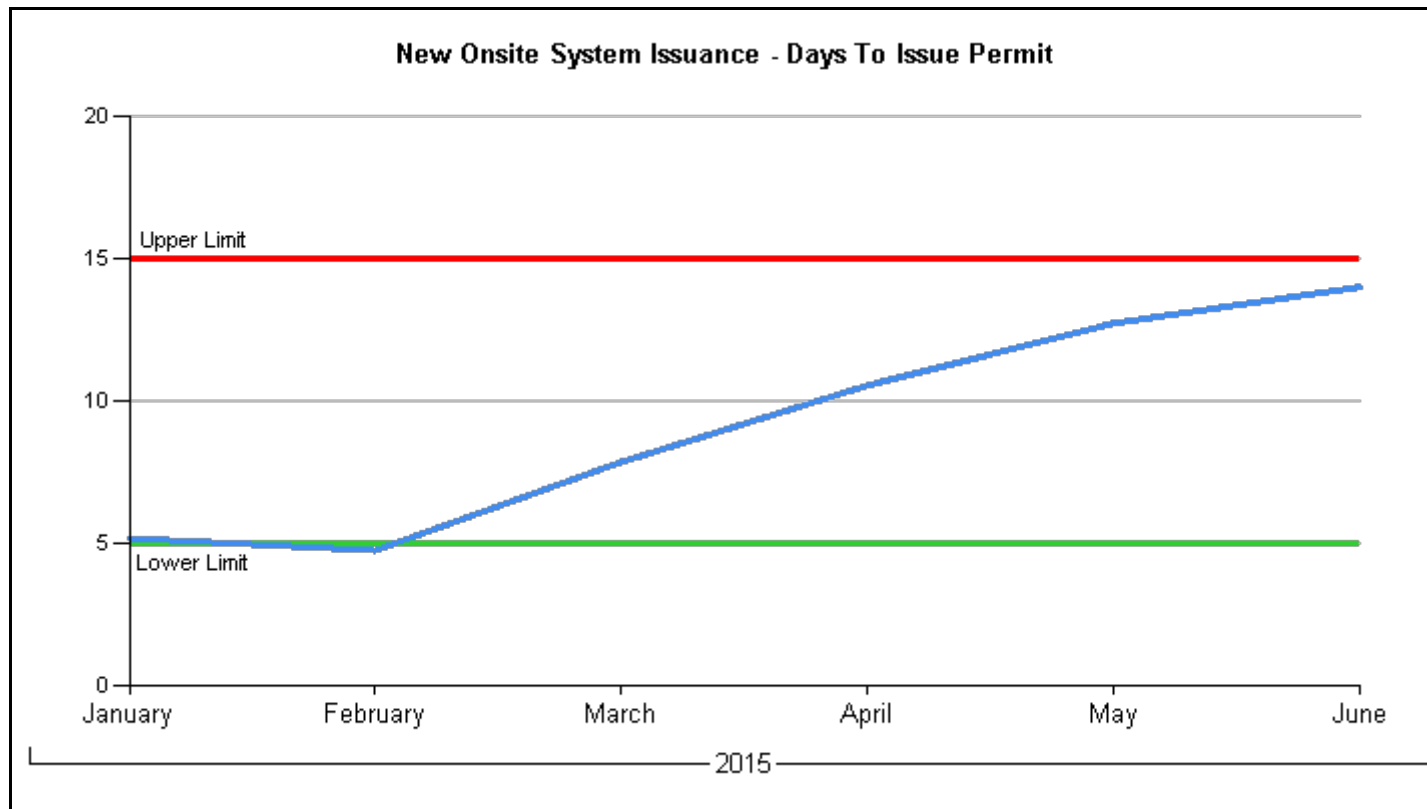
# Deschutes County Community Development Internal Process Perspective - Meeting Regulatory Processes

By meeting our regulatory requirements, we will assist in the development, enhancement, and preservation of a safe, sustainable, and livable community.

**Division:** Environmental Soils

**Objective:** The Oregon Department of Environmental Quality provides a baseline maximum of no more than 20 days for the issuance of new construction permits. However, Deschutes County's expectation is 15 days or less from onsite system permit application to permit issuance. This measure is used to measure workload demands and efficiency.

January 01, 2015 To June 30, 2015



**FY 2014-15 Discretionary Grant Applications - Updated 9/30/2015**

Organization	Funded	Qtr	Reviewed	Req	Unger	Baney	DeBone	Fundraising	Total	Description
Arts Central	Y	1	7/6/2015	\$1,500.00	\$0.00	\$0.00	\$0.00	\$1,500.00	<b>\$1,500.00</b>	Black & White Fundraising Event
Beulah's Place	Y	1	7/6/2015	\$2,450.46	\$1,000.00	\$500.00	\$1,000.00	\$0.00	<b>\$2,500.00</b>	Shelter Security Wall and Gate
DiamondStone, Inc.	N	1	7/6/2015	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$0.00</b>	The Newberry Event
Tumalo Business Association	Y	1	7/6/2015	\$2,500.00	\$500.00	\$500.00	\$1,000.00	\$0.00	<b>\$2,000.00</b>	Tumalo Monuments
League of Women Voters	Y	1	7/13/2015	\$150.00	\$50.00	\$50.00	\$50.00	\$0.00	<b>\$150.00</b>	They Represent You Brochure
Buckaroo Breakfast Association	Y	1	7/27/2015	\$500.00	\$100.00	\$100.00	\$100.00	\$0.00	<b>\$300.00</b>	Replacement Pans and Cooking Utensils
Opportunity Knocks	Y	1	7/27/2015	\$2,400.00	\$800.00	\$800.00	\$800.00	\$0.00	<b>\$2,400.00</b>	Organizational Restructuring
Deschutes County Rural Fire Protection District 2	N	1	9/9/2015	\$1,500.00	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$0.00</b>	Conference Attendance
Leadership Bend Foundation	Y	1	9/9/2015	\$1,500.00	\$400.00	\$400.00	\$400.00	\$0.00	<b>\$1,200.00</b>	Leadership Bend 2016
CLEAR Alliance	N	1	9/9/2015	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$0.00</b>	Educational Tool Development
Central Oregon Veterans Ranch	Y	1	9/23/2015	\$3,355.00	\$800.00	\$800.00	\$800.00	\$0.00	<b>\$2,400.00</b>	End of Life Housing
Leadership Redmond			10/7/2015	\$1,200.00						Class of 2015-16
Hospice of Redmond			10/7/2015	\$2,500.00						2015 Festival of Trees
Boys & Girls Club			10/7/2015	\$1,500.00						Civil War Rally & Auction
Central Oregon Council on Aging			10/7/2015	\$600.00						Mail Campaign
Bend Spay & Neuter Project			10/7/2015	\$1,000.00						Free Rabies Outreach Clinics
Family Access Network			10/7/2015	\$2,500.00						Luncheon for Children
<b>Total Committed Year to Date</b>					<b>\$3,650.00</b>	<b>\$3,150.00</b>	<b>\$4,150.00</b>	<b>\$1,500.00</b>	<b>\$12,450.00</b>	
<b>Balance Remaining</b>					<b>\$11,350.00</b>	<b>\$11,850.00</b>	<b>\$10,850.00</b>	<b>\$13,500.00</b>		

**Deschutes County Discretionary Grant Program**  
**Status as of 9/30/2015**

Commissioner Unger		Commissioner Baney		Commissioner DeBone		Fundraising Activities	
2015-16 Allocation	\$ 15,000.00	2015-16 Allocation	\$15,000.00	2015-16 Allocation	15,000.00	2015-16 Allocation	\$15,000.00
Q1	-3,650.00	Q1	-3,150.00	Q1	-4,150.00	Q1	-1,500.00
Q2	0.00	Q2	0.00	Q2	0.00	Q2	0.00
Q3	0.00	Q3	0.00	Q3	0.00	Q3	0.00
Q4	0.00	Q4	0.00	Q4	0.00	Q4	0.00
Total Spent	-3,650.00	Total Spent	-3,150.00	Total Spent	-4,150.00	Total Spent	-1,500.00
Remaining Balance	\$11,350.00	Remaining Balance	\$11,850.00	Remaining Balance	\$10,850.00	Remaining Balance	\$13,500.00

**Deschutes County Board of Commissioners  
Discretionary Grant Program**

**Application Summary  
Fundraising Event**

**Board Meeting Date:** October 8, 2015

**Organization:** Central Oregon Council on Aging

**Project Name:** COCOA Direct Mail Campaign

**Project Period:** 10/01/2015 – 12/31/2015

**Amount of Request:** \$600

**Previous Grants:**

11/1/1999	\$1,500.00	"Senior Day" sponsorship
4/12/2001	\$750.00	
2/10/2003	\$500.00	Sponsorship of booth at Senior Fair and Health Expo
1/24/2005	\$1,000.00	Senior Fair & Health Expo
3/2/2006	\$1,000.00	Senior Fair and Expo
4/7/2014	\$1,200.00	Donor Management System
7/9/2014	\$500.00	Direct Mail Fundraising Campaign
1/26/2015	\$1141.00	ID Badge Printer System

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
PO Box 6005, Bend, OR 97701-6005  
1300 NW Wall Street, Suite 200, Bend, OR  
Telephone: 541-388-6571 Fax: 541-385-3202  
Website: [www.deschutes.org](http://www.deschutes.org)

**DESCHUTES COUNTY  
DISCRETIONARY GRANT PROGRAM APPLICATION**

Today's Date:	<u>09/08/2015</u>	Project Name:	<u>COCOA Direct Mail Campaign</u>
Project Beginning Date:	<u>10/01/2015</u>	Project End Date:	<u>12/31/2015</u>
Amount Requested:	<u>\$600<del>0</del></u>	Date Funds Needed:	<u>prior to 12/31/2015</u>
Name of Applicant Organization:	<u>Central Oregon Council on Aging</u>		
Address:	<u>373 NE Greenwood Avenue</u>		
City & Zip Code:	<u>Bend 97701</u>	Tax ID #:	<u>93-0661229</u>
Contact Name(s):	<u>Laurie Hoyle</u>	Telephone #:	<u>541-678-5224, x115</u>
Fax #:	<u>541-647-2689</u>	Email Address:	<u>LHoyle@councilonaging.org</u>

**On a separate sheet(s), please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will positively impact the community.
5. Identify the specific communities or groups that will benefit.
6. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. Itemize anticipated expenditures\*.
7. If the grant will support an ongoing activity, explain how it will be funded in the future.

**Attach:**

Proof of the applicant organization's non-profit status.

\* Applicant may be contacted during the review process and asked to provide a complete line item budget.

1. Describe the applicant organization, including its purpose, leadership structure, and activities.

The Central Oregon Council on Aging (COCOA) seeks to prevent hunger, improve health, and promote well-being, security, and independence among Central Oregon's most vulnerable seniors. Incorporated as a non-profit in 1975, and designated the Area Agency on Aging for Central Oregon under the Older Americans Act, COCOA is the only organization in Deschutes County providing services such as Meals on Wheels to seniors in need. In addition to Meals on Wheels, COCOA provides congregate dining through Bend's Community Center, Bend Senior Center, Redmond Senior Center, La Pine Senior Center, and Sisters Community Church, and conducts case management and nutrition education with clients. COCOA also offers caregiver support including respite care; provides no-cost legal aid and health insurance advising (the latter through SHIBA, the Senior Health Insurance Benefits Assistance program); and provides information and referral to seniors as well as disabled adults through its Aging and Disability Resource Connection (ADRC). COCOA's Executive Officer, with direction from COCOA's eight-member board and Advisory Council, leads the organization in implementing activities, and in realizing goals and objectives, as articulated in COCOA's strategic plan.

2. Describe the proposed project or activity.

COCOA respectfully requests \$600 to defray expenses related to its Holiday Direct Mail Appeal. With support last year from the Board of County Commissioners, COCOA's appeal raised over \$25,000.

COCOA conducts two direct mail campaigns each year which together raise up to \$30,000 in donor support. For FY 2016, COCOA will send its Holiday Appeal in November 2014, tying it to the Thanksgiving holiday and connecting both the idea of meals and thanksgiving to COCOA's work in providing seniors with nutritious meals delivered by a cadre of volunteer drivers.

3. Provide a timeline for completing the proposed project or activity.

- September – Write copy for Holiday Appeal; engage designer to create the appeal letter, donation form, envelope and return envelope.
- October – Finalize mailing list of over 1,000 COCOA donors and potential donors.
- Late October – Generate letters and mailing labels; stuff mailing and deliver to the post office.
- Early November – Donors receive Holiday Appeal.
- November through end of December 2015 – COCOA receives and processes Holiday Appeal donations; COCOA sends thank you letters to donors.
- January 2016 – COCOA closes out Holiday Appeal; staff review appeal for funds raised, new donors engaged, and average size gift.

4. Explain how the proposed project or activity will positively impact the community.

COCOA's direct mail appeals are one of the main ways in which COCOA engages new donors while maintaining relationships with existing donors. And due to the generosity of these donors, COCOA is able to sustain programs and services of great value to Deschutes County seniors, including Meals on Wheels. Each year, COCOA delivers approximately 65,000 Meals on Wheels and provides about 27,000 congregate meals, for a total of 92,000 meals for Deschutes County seniors. At a cost of \$3.50 per meal, this represents \$322,000 of meals made available to Deschutes County's homebound, low-income, and high-risk seniors. Harder to value, but equally beneficial to the community, are the friendly visits by

**Deschutes County Board of Commissioners  
Discretionary Grant Program**

**Application Summary  
Fundraising Event**

**Board Meeting Date:** October 8, 2015

**Organization:** Family Access Network

**Project Name:** Family Access Network Luncheon for Children

**Project Period:** 4/19/2016

**Amount of Request:** \$2500

**Previous Grants:**

9/26/2002	\$1,500.00	Fundraising event
1/24/2007	\$2,000.00	Breakfast Fundraiser
2/11/2008	\$3,000.00	
7/7/2008	\$1,375.00	Golf Tournament Fundraiser
2/2/2009	\$3,000.00	Luncheon Fundraiser
2/8/2010	\$1,500.00	Luncheon Fundraiser
12/6/2010	\$1,575.00	Luncheon Fundraiser
10/12/2011	\$2,500.00	Luncheon Fundraiser
12/12/2012	\$1,500.00	Luncheon for Children Fundraiser
1/29/2014	\$2,500.00	Luncheon for Children Fundraiser
10/6/2014	\$2,500.00	Luncheon for Children Fundraiser

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
PO Box 6005, Bend OR 97701-6005  
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**DESCHUTES COUNTY  
DISCRETIONARY GRANT PROGRAM APPLICATION**

<b>Today's Date:</b>	9-14-15	<b>Project Name:</b>	Family Access Network Luncheon for Children	
<b>Project Beginning Date:</b>	April 19, 2016	<b>Project End Date:</b>	April 19, 2016	
<b>Amount of Request:</b>	\$2,500	<b>Date Funds Needed:</b>	January 1, 2016	
<b>Applicant/Organization:</b>	Family Access Network Foundation			
<b>Address:</b>	2125 NE Daggett Lane			
<b>City &amp; Zip Code:</b>	Bend, 97701	<b>Tax ID #:</b>	20-3534560	
<b>Contact Name(s):</b>	Julie N. Lyche	<b>Telephone #:</b>	(541) 693-5677	
<b>Fax #:</b>	(541) 693-5651	<b>Email Address:</b>	julie.lyche@hdesd.org	

**On a separate sheet(s), please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will impact the community's economic health.
5. Identify the specific communities or groups that will benefit.
6. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. Itemize anticipated expenditures\*.
7. If the grant will support an ongoing activity, explain how it will be funded in the future.

**Attach:**

Proof of the applicant organization's non-profit status.

\*Applicant may be contacted during the review process and asked to provide a complete line item budget.

**Family Access Network**

**DISCRETIONARY GRANT PROGRAM APPLICATION**  
**Submitted September 14, 2015**

**1. Describe the applicant organization, including its purpose, leadership structure, and activities.**

The Family Access Network (FAN) has been serving local disadvantaged families since 1993. Currently, FAN has 23 advocates in 46 public school sites and three early childhood sites. FAN is unique to Deschutes County in two ways. First, FAN created a network of health and social service providers, schools, businesses, community organizations and individuals who collaborate to ensure children receive the services they need most. Second, FAN provides advocates in all Deschutes County public schools and three early childhood sites. FAN advocates are hired by the schools as service brokers who link children and families to critical social supports in the community. Working through one dedicated advocate, a child or parent is referred for dental work, job opportunities, clothing, rent assistance, childcare support, health insurance and more.

The High Desert ESD manages the countywide FAN program with a director and one support staff position, working closely with FAN advocates. The FAN Foundation was established in September 2005, to ensure fiscal stability and long-term support of FAN. The expansion of FAN to include the FAN Foundation has enabled the organization to increase the number of homeless and disadvantaged children served through FAN advocates. FAN has seen a 22% increase in clients served over the last five years. The Foundation has allocated \$185,123 for FAN advocate salaries and \$31,750 for client emergency funds to Deschutes County schools this fiscal year and will continue to boost support as fundraising increases. The FAN Foundation is working hard to support the two new schools in Bend-La Pine School District this year and preparing for a new school in Redmond next year. The Foundation has also been able to maintain funding of our Early Childhood advocate services for children ages 0-5 in Bend, La Pine and Redmond.

**2. Describe the proposed project or activity.**

The FAN Foundation is conducting its tenth annual fundraiser in April of 2016 at our luncheon. The goal of this event is to raise enough money to **serve 580 children with FAN services** during the school year. Through community sponsorship and individual donations, the target is \$58,500. Due in large part to this event, FAN acquired **six new business partners last year and 51 new individual donors**. Sponsorship funds provided through the Deschutes County Discretionary Grant Program will be used for direct support along with other local sponsors and event contributors.

**3. Provide a timeline for completing the proposed project or activity.**

**FAN 2016 Luncheon Fundraiser Timeline**

August 2015	Begin recruitment of community sponsors - in process
September 2015	Develop written materials for event - in process
November 2015	Confirm location and date for FAN luncheon fundraiser
January 2016	Recruit table captains for individual attendees
February 2016	Finalize speakers, including FAN advocate, youth and family
March 2016	Complete guest list
March 2016	Finalize community sponsorships
April 2016	Conduct event
End of April	Report back to sponsors

#### **4. Explain how the proposed project or activity will impact the community.**

The Family Access Network works with families in dire need within Deschutes County. These are often the working poor. Nearly 50% of families only needed help once from FAN during the year, with over 80% of families seeking assistance three or fewer times based on life transition due to a job change, domestic violence, a medical issue, or another life occurrence. With assistance, these families are able to continue to support themselves and avoid the long-term cycle of poverty.

FAN works with many families who have never needed help in the past. Families who have become homeless due to foreclosure, bankruptcy or employment lay-offs are walking through the doors of our FAN offices. Many of these families have been donors to FAN in the past. FAN advocates are working to help these families navigate a social service system they have never been in need of prior to their current struggles.

Through support of the FAN luncheon fundraiser, the Discretionary Grant Program will assist in building upon the current successes of our FAN advocates. By helping families move to the next level, out of poverty and into a self-supporting family situation, our work impacts the economic health of our community. The FAN Foundation is dedicated to pursuing sustainable funding for this very important piece of our social service network. Through FAN, we are able to help break the cycle of poverty, assist families in improving their living situation and ensure children are healthy and in school.

#### **5. Identify the specific communities or groups that will benefit.**

During the 2014-15 school year, FAN improved the lives of more than 9,600 children and family members by connecting them to these services:

- clothed 4,663 children and family members
- linked families to food assistance over 3,371 times
- connected families with improved housing options 2,236 times
- provided 2,606 referrals to heating assistance
- assisted with health coverage or health care 2,302 times

Many of these families are struggling to make ends meet. The group benefiting from this request is one of our most fragile populations – children in poverty.

A 2015 study, Poverty Affects Children's Brains, included neuroscientists from Children's Hospital Los Angeles and Columbia University Medical Center and 9 other academic institutions.

They found that unfortunately, by the time they are 8 years old, many children – especially those living in low-income families – have not met the development milestones that are essential for future success in school and in life. This gap often starts early as a result of health problems at birth, contributing to lags in language and social-emotional skill development in early childhood.

Low-income children are also more likely to miss out on high-quality early learning experiences, which can help mitigate these delays. Once they reach the early grades, children in economically fragile families often attend schools that lack high-quality teaching and learning environments. They also face family-related stressors, such as parental job loss and housing insecurity, which contribute to chronic absence from school.

**6. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. Itemize anticipated expenditures\*.**

Grant funds received will be used as community sponsorship of the FAN luncheon fundraiser. The goal is to raise over \$58,000 in corporate/community sponsorship and individual donations at the event. Sponsorships will be used to leverage and challenge individual contributors to attain the goal of 580 children served through the event. Listed below are the event expenses, pending and committed sponsorship contributions and the funding goal.

**Project Expenses**

Fundraiser food costs for 200 guests (Discounted)	2,800
Printing costs	300
Shuttle Services (Discounted or donated)	50
<b>Total</b>	<b>\$3,150</b>

Below is a partial list of previous sponsors from whom we intend to request sponsorships again this year.

**Corporate Contributions**

St. Charles Medical Center	720	Pending – in kind space
Northwest Health Foundation	2,500	Pending
Deschutes Brewery	1,500	Pending
Bi-Mart Corporation	500	Pending
Columbia Bank	500	Pending
Les Schwab (title sponsor)	5,000	Past sponsor
Bank of the Cascades	3,000	Past sponsor
Big Foot Beverages	2,000	Past sponsor
Kendall Auto of Bend	1,000	Past sponsor
Bend Memorial Clinic	1,000	Past sponsor
Director's Mortgage	1,000	Past sponsor
Fincham Financial	1,000	Past sponsor
OnPoint Community Credit Union	1,000	Past sponsor
American Family Insurance	500	Past sponsor
Black Butte Ranch	500	Past sponsor
Bend Premier Real Estate	500	Past sponsor
Bend Radiant Heating	500	Past sponsor
Carlson Sign	500	Past sponsor
Consumer Cellular	500	Past sponsor
High Desert Insurance	500	Past sponsor
Stereo Planet	500	Past sponsor
<b>Total</b>	<b>\$24,720</b>	

**FAN Fundraiser Goal: \$58,500 (over 580 children)**

**7. If the grant will support an ongoing activity, explain how it will be funded in the future.**

This grant and the event are one component of the larger sustainability plan developed for the Family Access Network. There is no obligation to support an ongoing activity through the proposal. Local sponsorship will be secured on a year by year basis.

**Attached:** proof of non-profit status.

# FAN Luncheon Sponsorship Opportunities

## Annual Luncheon April 12, 2016



*Support FAN and make a difference in the life of a child!*

- ❖ **Sustaining Circle ~ Luncheon Title Sponsor \$5,000**
  - business banner placement at event
  - business name and logo featured on FAN website for 6 months
  - business support recognized and logo displayed in monthly FAN e-newsletter
  - business support announced via Facebook
  - marketing booth in entry area of event
  - sponsor name and support acknowledged during the event
  - business name in annual FAN newsletter
  - pre-event logo/name recognition on screen
- ❖ **Champion for FAN \$2,500+**
  - business name and logo featured on FAN website for 4 months
  - business support recognized and logo displayed in monthly FAN e-newsletter
  - business support announced via Facebook
  - marketing booth in entry area of event
  - sponsor name acknowledged during the event
  - business name in annual FAN newsletter
  - table topper identifying business support
  - pre-event logo/name recognition on screen
- ❖ **Partners for FAN \$1,000 +**
  - business name listed on FAN website for 3 months
  - business name announced in FAN e-newsletter and via Facebook
  - marketing booth in entry area of event
  - sponsor name acknowledged during the event
  - business name in annual FAN newsletter
  - table topper identifying business support
  - pre-event logo/name recognition on screen
- ❖ **Friends of FAN ~ Table Sponsor \$500+**
  - sponsor name acknowledged during the event
  - business name in annual FAN newsletter
  - table topper identifying business support
  - pre-event name recognition on screen

For more info and to discuss customized giving, contact Nancy Childers at: 541.693.5733.

FAN's mission is to improve lives by ensuring all children in Deschutes County have access to basic-need services.  
FAN is committed to building a healthy community by alleviating the suffering of children in need.

2125 NE Daggett Lane | Bend, OR 97701 | 541.693.5675 | [www.familyaccessnetwork.org](http://www.familyaccessnetwork.org)

**Deschutes County Board of Commissioners  
Discretionary Grant Program**

**Application Summary  
Fundraising Event**

**Board Meeting Date:** October 8, 2015

**Organization:** Hospice of Redmond

**Project Name:** 2015 Festival of Trees

**Project Period:** 12/5/2015 – 11/1/2015

**Amount of Request:** \$2500

**Previous Grants:**

2/28/2000	\$680.00	
11/1/2000	\$680.00	
11/6/2001	\$800.00	Sponsorship of table
3/4/2002	\$1,000.00	Inpatient care facility
8/22/2012	\$2,000.00	2012 Festival of Trees
10/2/2013	\$3,000.00	2013 Festival of Trees
10/6/2014	\$2,500.00	2014 Festival of Trees

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
PO Box 6005, Bend, OR 97701-6005  
1300 NW Wall Street, Suite 200, Bend, OR  
Telephone: 541-388-6571 Fax: 541-385-3202  
Website: [www.deschutes.org](http://www.deschutes.org)

**DESCHUTES COUNTY  
DISCRETIONARY GRANT PROGRAM APPLICATION**

Today's Date: 8/24/2015 Project Name: 2015 Festival of Trees  
Project Beginning Date: 12/5/15 Project End Date: 12/5/15  
Amount Requested: \$2,500 Date Funds Needed: 11/1/15  
Name of Applicant Organization: Hospice of Redmond  
Address: 732 SW 23rd Street  
City & Zip Code: Redmond, OR 97756 Tax ID #: 93-0808743  
Contact Name(s): Christine Lewis, Marketing Telephone #: 541-548-7483  
Fax #: 541-548-1507 Email Address: marketing@hospiceofredmond.org

**On a separate sheet(s), please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will positively impact the community.
5. Identify the specific communities or groups that will benefit.
6. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. Itemize anticipated expenditures\*.
7. If the grant will support an ongoing activity, explain how it will be funded in the future.

**Attach:**

Proof of the applicant organization's non-profit status.

\* Applicant may be contacted during the review process and asked to provide a complete line item budget.

## **2015 Deschutes County Discretionary Grant Program Application**

### **1. Describe the applicant organization, including its purpose, leadership structure, and activities.**

Hospice of Redmond provides quality end-of-life care for Central Oregon residents with terminal illnesses. The organization was established in 1981 to provide services to residents throughout Deschutes, Jefferson and Crook counties. Hospice of Redmond is an independent, Medicare-certified, non-profit organization that provides services through direct end-of-life care and services as well as bereavement counseling to patients' families and the community at large. We often work with very low- to moderate-income individuals and families, many of whom live in isolated rural areas of Central Oregon.

Our team impacts the lives of terminally ill patients by assisting them and their families with their own unique physical, emotional and spiritual needs. Hospice doctors, registered nurses, social workers, hospice aides, spiritual and bereavement counselors, therapists, and trained volunteers provide services aimed at allowing the patient to remain in their homes and as active and in control of their lives as possible.

Hospice of Redmond is a 501(c) 3 organization that is comprised of an eleven-member volunteer Board of Directors, an executive director and 19 full-and part-time employees. Over the years, Hospice has enjoyed strong community support. During 2013-14, approximately 200 volunteers contributed as much as 7,000 hours to Hospice programs and events.

Our core services are funded through Medicare, private insurance, and donations; however, our services are provided at no charge regardless of a patient's ability to pay. Hospice also provides a number of programs and services such as bereavement counseling, Transitions services for adults with life-limiting illnesses, community healthcare-related education, volunteer programs and training, complementary therapies (e.g. massage, acupuncture, foot care, pet therapy), caregiver support, and Camp Sunrise (a grief camp for children ages 7-14) that require other funding sources such as our signature fundraising event, the annual Festival of Trees.

### **2. Describe the proposed project or activity.**

The Festival of Trees is Hospice of Redmond's major annual fundraiser. The Festival's proceeds are used to support Hospice programs that are not supported by Medicare or private insurance. The fundraising portion of the event brings together community members who donate time and funds to decorate beautiful Christmas trees which are, in turn, auctioned to attendee bidders. A variety of other activities generally take place including raffles and a silent auction.

The day time activities are family-oriented and free to the public. Our day time activities including visits with Santa, refreshments, viewing the trees, and live entertainment by local choirs, dancers and musicians, do not generally bring in funding; instead, they are intended to share the joy of the holiday season with our friends and neighbors in Central Oregon communities. Annually, approximately 2,500 people from all over Central Oregon, along with their guests from around Oregon, attend the Festival of Trees.

This year's Festival, scheduled for December 5, 2015 at the Deschutes County Fairgrounds & Expo Center will be our 32<sup>nd</sup> year of the event.

### **3. Provide a timeline for completing the proposed project or activity.**

The planning and preparation for the Festival of Trees is an ongoing project over the course of the year. The bulk of the event preparation takes place from approximately September through the Festival which is held the first Saturday in December. The event is concluded on Sunday with the delivery of the purchased trees and the room cleanup.

**4. Explain how the proposed project or activity will positively impact the community.**

The Festival of Trees is a significant economic undertaking each year. Many local businesses are involved through the purchase of services such as printing, advertising, trees and their decorations, sound and lighting services, auctioneering, facilities rental, and catering. The Festival proceeds, in turn, support programs and services aimed at addressing the physical, spiritual and social needs of people with terminal and life-limiting illnesses in our communities. These services are offered through contracts with local providers and are offered at no cost to the patient and their family.

**5. Identify the specific communities or groups that will benefit.**

Hospice of Redmond serves all of Central Oregon including the residents of Bend, Redmond, Sisters, Powell Butte, Prineville, Crooked River Ranch, Terrebonne and Madras. Specific groups that benefit are:

- Families of deceased community members who participate in our bereavement programs including Camp Sunrise, an annual grief camp for children ages 7-14 offered at no charge,
- Individuals and families who do not have insurance or the ability to pay for end-of-life care services, including our pediatric program and indigent veteran services,
- Grief counseling and support for children in the community such as our Grief In Schools offered upon request by school counselors, and
- Community members with life-limiting illnesses who are not yet ready for hospice care but who benefit from our Transitions program services as well as the volunteer program that supports those services.

**6. Describe how grant funds will be used.**

Grant funds requested will be used to help offset the cost of the Deschutes County Fairgrounds & Expo Center rental and beverage services. Additional matching funds have been secured from event sponsorships to date as follows.

Cash		In-Kind/Match
Fred Meyer (Pending)	\$4,500	NORCO (tree delivery)
Bank of the Cascades	\$2,500	Horizon Broadcasting
Central Oregon Radiology	\$1,500	The Printing Post
OnPoint Community Credit Union (Pending)	\$1,000	KOHD
Weston Technology Solutions	\$750	Impact Graphix & Sign
High Country Disposal	\$500	Combined Communications
Pacific Power	\$500	KTVZ 21
High Country Disposal	\$500	
Cascade Natural Gas	\$500	
Hooker Creek	\$600	

Also supporting this event are up to 30 teams of tree decorators whose donated trees and gifts last year, averaged \$1,000 a tree. To date, 26 tree decorator teams have been confirmed.

The following estimated budget is based on last year's actual expenses and current estimates.

	Est. Budget
Fairground rental	3,000.00
Beverages/Bar incl. Gratuity	2,200.00
Food incl. Gratuity	10,000.00
Advertising	5,500.00
Printing & Mailing	3,450.00
Sound & Lighting	6,800.00
Auctioneer - Stokes Auction Group	3,000.00
Contract Person	2,007.00
Hospitality Table/Food	500.00
Pins/Heads or Tails Bracelets	400.00
Heads or Tails Prizes	250.00
Golf Carts	275.00
Truck Rental/Storage Trailer Rental	500.00
Visa Machines	1,200.00
Music/Entertainment	300.00
Tree Wrap	150.00
Linens	300.00
Bistro Tables	80.00
Kids' Corner & Sleigh	700.00
People's Choice Trophy & Ribbon	250.00
Room Decorations	500.00
Miscellaneous	3,238.00
<b>Total Expenses</b>	<b>44,600.00</b>

## 7. Supporting an on-going activity

As we have for the past 32 years, we anticipate funding future Festival of Trees through generous community participate, corporate sponsorships and grants.

**Deschutes County  
Board of County Commissioners  
Discretionary Grant Program**

**Board Meeting Date:** October 8, 2015

**Organization:** Leadership Redmond

**Project Name:** Leadership Redmond Class of 2015-16

**Project Period:** September 17, 2015 – May 19, 2016

**Amount of Request:** \$1,200

**Previous Grants:**

8/22/2012	\$600.00	Annual Event
1/22/2013	\$600.00	Leadership Redmond Class
9/3/2014	\$1,200	Leadership Redmond Class of 2014-15

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
1300 NW Wall St., Bend, OR 97701-1960  
(541) 388-6570 - Fax (541) 385-3202 - [www.deschutes.org](http://www.deschutes.org)

## DESCHUTES COUNTY DISCRETIONARY GRANT PROGRAM APPLICATION

### Direct Application to:

Commissioner Tammy Baney

☐

Commissioner Alan Unger

☐

Commissioner Tony Debone

☐

All Three Commissioners

☒

Date: 7/29/2015

Project Name: Leadership Redmond Class of ~~2014-2015~~ 2015-2016

Project Beginning Date: September 17, 2015

Project End Date: May 19 2016

Amount of Request: 1,200

Date Funds Needed: Between Sept 2015- May 2016

Applicant/Organization:

Leadership Redmond

Tax ID #:

20-3111760

Address:

446 SW 7<sup>th</sup> Street

City & Zip:

Redmond, 97756

Contact Name(s):

Eric Sande

Telephone:

541-923-5191

Fax: 541-923-6442

Alternate Phone: 541-548-5191

Email: [eric@visitredmondoregon.com](mailto:eric@visitredmondoregon.com)

### On a separate sheet, please briefly answer the following questions:

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will impact the community's economic health.
5. Identify the specific communities or groups that will benefit.
6. Itemize anticipated expenditures\*. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. If the grant will support an ongoing activity, explain how it will be funded in the future.

### Attach:

Proof of the applicant organization's non-profit status.

\* Applicant may be contacted during the review process and asked to provide a complete line item budget.

Tammy Baney:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

Dennis Luke:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

Alan Unger:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

**On a separate sheet, please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will impact the community's economic health.
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6. Itemize anticipated expenditures\*. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. If the grant will support an ongoing activity, explain how it will be funded in the future.

1. Leadership Redmond is a private not-for-profit 509 (a) (1) organization that is made up of the Redmond Chamber of Commerce & CVB and the Redmond Executive Association (REA). The Board of Directors consists of 3 Chamber appointed member, 3 REA appointed members and 3 class presidents from previous year's classes. Leadership Redmond is designed to expose the participants to the leaders in the community and to make them aware of what it takes to run a community.
2. The grant will be used to help fund 1, Day Sponsorship and one scholarship, for the class of 2015-2016. As a Day Sponsor, Deschutes County will be given the opportunity to welcome the class the day we cover the topic "Government & Legislative" scheduled for March 18, 2016.
3. The Leadership Redmond program will run from September 17, 2015 to May 19, 2016. Our Government & Legislative day will be held on March 17, 2015 and we would hope to meet with the commissioners on that day.
4. This program will help build a broader understanding and awareness of how Redmond and other communities function. It will give participants exposure to the economic forces that are at play and the need for balance and leadership in all aspects of the community. Without qualified and competent leaders, economic development would not be possible.
5. This program is designed to educate, enhance, develop and train future leaders to participate in key decision-making positions on community boards and/or commissions upon completion of this program and will serve the Redmond and other Central Oregon Communities.

6.

Leadership Redmond Class of 2015-2016

Day Sponsorship and Scholarships

Day Sponsor	"Government & Legislative Day" March 17, 2016	\$	600
Scholarship			600
			<hr/>
		\$	1,200

Leadership Redmond budget  
Based on 20 participants

Day Sponsors \$600 x 10	\$	6,000
Class tuition \$600 x 18		\$10,800
Scholarships \$600 x 2	\$	1,200
		<hr/>
		\$18,000

**Deschutes County  
Board of County Commissioners  
Discretionary Grant Program**

**Board Meeting Date:** October 8, 2015

**Organization:** Boys & Girls Club (Bend)

**Project Name:** Civil War Rally & Auction

**Project Period:** 8/1/2015 – 11/4/2015

**Amount of Request:** \$1,500

**Previous Grants:**

Boys and Girls Club of Central Oregon	8/1/1999	\$188.00	Landfill sign (Carlson Sign Company)
Boys and Girls Club of Central Oregon	12/1/1999	\$210.00	Area lights (Midstate Electric Cooperative)
Boys and Girls Club of Central Oregon	12/1/1999	\$2,500.00	Permits and costs of moving building
Boys and Girls Club of Central Oregon	12/10/1999	\$188.00	(Carlson Signs)
Boys and Girls Club of Central Oregon	6/1/2000	\$1,000.00	July 4th expenses
Boys and Girls Club	4/1/2001	\$1,000.00	
Boys and Girls Club	11/27/2001	\$2,000.00	
Boys and Girls Club	12/20/2001	\$2,400.00	Parking lot improvements in Terrebonne
Boys and Girls Club	4/17/2002	\$1,000.00	Sponsorship of four corporate tables
Boys and Girls Club	10/9/2002	\$11,800.00	
Boys and Girls Club	11/7/2002	\$3,250.00	
Boys and Girls Club of Bend	10/13/2003	\$3,250.00	After-school activities for youth
Boys and Girls Club of Bend	6/3/2004	\$3,900.00	Club activities
Boys and Girls Club of Central Oregon	8/5/2004	\$3,559.63	Accounting software
Boys and Girls Club of Central Oregon	1/24/2005	\$1,420.00	Building and land use permit fees
Boys and Girls Club of Central Oregon	9/20/2005	\$6,500.00	Terrebonne Expansion
Boys and Girls Club	2/6/2006	\$2,000.00	
Boys and Girls Club of Central Oregon	4/18/2006	\$2,000.00	Membership Services Coordinator
Boys and Girls Club	4/17/2007	\$2,000.00	Technology Grant
Boys and Girls Club of Central Oregon	2/8/2010	\$1,500.00	Server Upgrade
Boys and Girls Club of Central Oregon	4/7/2014	\$5,000.00	Operational expenses
Boys and Girls Club of Central Oregon	7/9/2014	\$1,200.00	Annual Be Great Fundraising Luncheon
Boys and Girls Club of Central Oregon	11/12/2014	\$1,500.00	Community Appreciation Luncheon

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
1300 NW Wall St., Bend, OR 97701-1960  
(541) 388-6570 - Fax (541) 385-3202 - [www.deschutes.org](http://www.deschutes.org)

**DESCHUTES COUNTY ECONOMIC DEVELOPMENT FUND  
DISCRETIONARY GRANT PROGRAM APPLICATION**

**Direct Application to:**

Commissioner Tammy Baney

☒

Commissioner Alan Unger

☐

Commissioner Anthony DeBone

☐

All Three Commissioners

☐

Date:

9/11/15

Project Name:

CIVIL WAR RALLY & AUCTION

Project Beginning Date:

8/1/15

Project End Date:

11/4/15

Amount of Request:

\$1,500

Date Funds Needed:

ASAP

Applicant/Organization:

BOYS & GIRLS CLUB

Tax ID #:

93-1127536

Address:

500 N.W. WALL ST.

City & Zip:

BEND, 97703

Contact Name(s):

Jim Schell

Telephone:

541 788-7137

Fax:

☐

Alternate Phone:

541 317-9490

Email:

Jim.Schell5@61MRL.COM

**On a separate sheet, please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will impact the community's economic health.
5. Identify the specific communities or groups that will benefit.
6. Itemize anticipated expenditures\*. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. If the grant will support an ongoing activity, explain how it will be funded in the future.

**Attach:**

Proof of the applicant organization's non-profit status.

\* Applicant may be contacted during the review process and asked to provide a complete line item budget.

Tammy Baney:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

Anthony DeBone:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

Alan Unger:

Amount: \_\_\_\_\_

Signature: \_\_\_\_\_

# **Deschutes County Economic Development Grant Application**

## **Answer to Questions**

1. The Boys & Girls Club's Mission is to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens. To that end, we provide a safe, away-from-school, environment for the youth of our community to grow and learn. We also assure working families that their children will be professionally cared for while family adults are on the job and not at home.
2. The proposed activity is a "Civil War Rally & Auction" event to be held at the Riverhouse on November 4, 2015. The "Civil War" term refers to the annual football game between the University of Oregon and Oregon State. This event is modeled after a similar, successful event in Salem that has been a community staple for 13 years. The Bend event will be hosted through a unique partnership with EDCO and the Boys & Girls Club, and will include supporters of both organizations.
3. As described above, the event will be held on November 4. Sponsors are currently being procured; the Riverhouse is actively participating in the sponsorship by discounting their fees. Erin Reilly of EDCO is driving the event.
4. The event will be the annual flagship fundraising event for the Boys & Girls Club as well as for EDCO. While the Boys & Girls Club has a number of fundraising and revenue-producing mechanisms, this will be our only event that is solely aimed at generating funds to assure our financial sustainability.
5. The Boys & Girls Club of Bend supports the community of Bend. EDCO meanwhile, supports the three-county area of Central Oregon.
6. Anticipated expenditures include facility rental, hiring of an event coordinator, associated food and beverage costs, and marketing & fundraising expenses. This grant will help provide a portion of the necessary fundraising expenditures. It is anticipated/hoped that in future years, a similar grant will be requested and awarded. If this doesn't happen, fundraising expenses will be deducted from the profits of the event.

**Deschutes County  
Board of County Commissioners  
Discretionary Grant Program**

**Board Meeting Date:** October 8, 2015

**Organization:** Bend Spay & Neuter Project

**Project Name:** Free Rabies Outreach Clinics

**Project Period:** November 2, 2015 – May 31, 2016

**Amount of Request:** \$1,000

**Previous Grants:**

8/21/2006	\$6,100.00	Improvements
9/19/2007	\$5,500.00	
7/13/2005	\$4,000.00	Capital Projects
10/25/2005	\$3,000.00	Facilities Improvements
7/23/2008	\$2,500.00	Educational Campaign and Technology Project
1/1/2009	\$1,300.00	Spay and Neuter Grant
7/9/2014	\$1,000.00	Free Rabies Vaccine Clinic
7/9/2014	\$1,000.00	Free Rabies Vaccine Clinic

Approved: \_\_\_\_\_

Declined: \_\_\_\_\_



Deschutes County Board of Commissioners  
PO Box 6005, Bend, OR 97701-6005  
1300 NW Wall Street, Suite 200, Bend, OR  
Telephone: 541-388-6571 Fax: 541-385-3202  
Website: [www.deschutes.org](http://www.deschutes.org)

**DESCHUTES COUNTY  
DISCRETIONARY GRANT PROGRAM APPLICATION**

Today's Date:	9/17/15	Project Name:	FREE Rabies Outreach Clinics
Project Beginning Date:	Clinic one in Nov. 2 in May	Project End Date:	May
Amount Requested:	\$1,000	Date Funds Needed:	Nov. 1st 2015
Name of Applicant Organization:	Bend Spay + Neuter Project		
Address:	910 SE Wilson B-1		
City & Zip Code:	97702	Tax ID #:	71-0977598
Contact Name(s):	Megan Gram	Telephone #:	541-728-8085
Fax #:	541-617-9707	Email Address:	meganw@bendsnip.org

**On a separate sheet(s), please briefly answer the following questions:**

1. Describe the applicant organization, including its purpose, leadership structure, and activities.
2. Describe the proposed project or activity.
3. Provide a timeline for completing the proposed project or activity.
4. Explain how the proposed project or activity will positively impact the community.
5. Identify the specific communities or groups that will benefit.
6. Describe how grant funds will be used and include the source and amounts of matching funds or in-kind contributions, if any. Itemize anticipated expenditures\*.
7. If the grant will support an ongoing activity, explain how it will be funded in the future.

**Attach:**

Proof of the applicant organization's non-profit status.

\* Applicant may be contacted during the review process and asked to provide a complete line item budget.



## **Deschutes County Discretionary Grant Application 2015**

### **Bend Spay and Neuter Project**

1. Bend Spay and Neuter Project provides affordable, preventative veterinary care for cats and dogs at risk of suffering in Central Oregon in order to create a more humane community. All of our programs are geared towards keeping pets out of our local shelters and in loving homes. BSNP provides affordable and free sterilization for owned animals, trap, neuter, return (TNR) for Community Cats (feral and stray cats), affordable weekly Wellness Clinics, and we operate the HOPE pet food bank in conjunction with Bend Pet Express. BSNP has provided services to over 45,000 cats and dogs in Central Oregon since 2004.

BSNP is governed by a Board of Directors, and daily operations are led by the Executive Director, Megan Wellinghoff, and Medical Director, Dr. Katie Bahr DVM.

2. Bend Spay and Neuter Project is proposing holding two annual free clinics where free rabies vaccinations would be provided for dogs and cats. Clinics would be held at the Bend Community Center and in LaPine at a location yet to be determined. Rabies clinics would be available to anyone on a first come, first served basis.

3. The timeline for the project would be to hold one clinic in November of 2015 and one clinic in May of 2016. Each clinic would be held on a Saturday for 4 hours.

4. Free Rabies Vaccine Clinics would benefit our community in three ways. First and foremost, by helping to ensure that all pets in our area receive at least one rabies vaccine in their lifetime. Although rabies is not very common in this area, approximately 1 in 100 bats in our area do carry the disease. Vaccinating pets against rabies is the first step in reducing the risk that there will be an outbreak of rabies in Deschutes County. By partnering with BSNP on this project, Deschutes County will improve public health for residents in our community.

In addition to improved public health, low-income pet owners will have an opportunity to provide their beloved pets with the basic care they need to stay healthy. This clinic would also provide BSNP the opportunity to distribute vouchers for affordable or free (pending funding) vouchers for spay and neuter

services to community members most likely to contribute to the pet overpopulation problem, those living at or below the poverty line.

Statistically, 85% of dog bites involve intact dogs, by offering both rabies vaccinations and vouchers for spay/neuter services, the partnership between Deschutes County and BSNP could significantly reduce the chances of a rabies outbreak in Deschutes County, while working to decrease the number of dog bites occurring annually.

5. Free Rabies Vaccine Clinics would benefit low-income residents in our community, specifically those living at or below the poverty line. BSNP is prepared to offer as many free rabies vaccinations as we can provide within a 4-5 hour period. In 2014/2015 we provided a total of 336 rabies vaccinations in just two clinics! We anticipate being able to provide at least 175 vaccinations at each clinic. This opportunity also affords BSNP staff a chance to reach the population most likely to have unaltered pets, and encourage them to spay/neuter their pets, improving the lives of the pet, their owner and public safety.

6. Grant funding from Deschutes County would be used to provide medical staff from BSNP to administer the vaccination clinics in the amount of \$500 per clinic. Boehringer Ingelheim Medical Supply company will provide rabies vaccinations free of charge for these clinics. Bend Spay and Neuter Project will provide advertising for the event.

7. The clinics held in 2014/2015 were a HUGE success! We not only provided 336 vaccinations, but we also provided over 100 vouchers to have pets spayed and neutered for free at BSNP. These are pets that most likely would not have been spayed or neutered otherwise, and would've been very likely to contribute to increasing the number of pets entering our local shelters. We hope to continue doing bi-annual free vaccination clinics as a partnership with Deschutes County to improve public health for people and pets in our community.



July 10, 2015

Deschutes County Commissioners  
C/o Judith Ure  
1130 NW Wall St.  
Bend, OR 97701  
Re: Discretionary funding support

**Board of Directors**

Evelia Sandoval  
*President*

José Balcazar  
*Vice President*

Greg Custer  
*Treasurer*

Margie Gregory  
*Co-Secretary*

Yolanda Vanderpool  
*Co-Secretary*

Tony Levison

Fabian Clark

Michelle Cordova

Brad Porterfield  
*Executive Director*

Whitney Swander  
*Assistant Director*

Carolina Afre  
*Client Services Coordinator*

Ana Bueno  
*Client Services Coordinator*

Trish Minjares  
*Health Insurance Outreach &  
Enrollment Specialist*

**Oregon  
Cultural  
Trust**

Tax ID #93-1260288

1130 NW Harriman  
Bend, OR 97701

541.382.4366  
info@latca.org  
www.latca.org



Dear Tammy, Alan and Tony,  
As requested, I would like to submit to you the following opportunities for Deschutes County to support and sponsor our cultural enrichment and economic development related events during the 2015-16 fiscal year.

We are seeking community support for our . . .

- 9<sup>th</sup> Annual Festival of Cultures (Sept. 26, 2015) Redmond
- 6<sup>th</sup> Annual Empowering Families Luncheon (December 2015) Bend
- 2<sup>nd</sup> Annual Gala de Oro (April 2016) Bend

All of these events bring a unique cross-section of our community together to connect in meaningful ways, learn about our work and how to get involved, and, in some cases, to contribute financially or through volunteerism. They are all community engagement events that celebrate our diversity and nurture better understanding. They also promote economic development by providing unique forums for businesses and organizations to reach Latino families, as well as our broader community, and for Latino-owned small businesses to gain exposure and recognition.

Your support makes a significant difference by lending credibility to our efforts, which helps attract people to our events who might not otherwise make the choice to engage with us. We work very hard to leverage every dollar received to increase our visibility and attract additional support. By sponsoring these events, you are helping promote increased equity and inclusion in our region. This is important work to be a part of.

We are exceedingly grateful for all the support you have provided over the years and hope you will continue to choose to invest in our work for the good of our county. Please let us know the best way to proceed if there are additional steps required to gain County support.

Sincerely,

  
Brad Porterfield

*Empowering Latino Families to Thrive!*



# Event Sponsorship Opportunities

## 2015-2016



Community Partner



**2015-16 Overall Event Sponsorship Goal = \$27,500**

### *Empowering Families Fundraiser*

This will be our 5th year hosting our Empowering Families Fundraiser. We have held a luncheon and two breakfasts that have grown from raising \$8,000 in 2010 to \$18,000 in 2014. Last year we welcomed right around 130 guests at our breakfast. In 2015, we will host a luncheon event to be held **Wednesday, December 3rd**.

Sponsorship Goal: \$7,500



On **Saturday, April 16, 2016**, we will host our second annual gala dinner celebration! This is a very special and unique cultural event with appetizers, drinks, a silent auction, guest speaker and live music and dance. We anticipate at least 250 guests will join us.

Sponsorship Goal: \$15,000

### *Festival of Cultures*

2015 will mark the 9th year we have hosted the **Festival of Cultures** in Redmond. What makes our event unique, beyond the inclusivity, rich diversity and international focus, is our official community-based Citizenship Oath Ceremony conducted by U.S. Citizenship & Immigration Services. On **Saturday, September 26th** about 1,750 people will enjoy the cultural booths, eclectic food vendors, cultural performances, Kid's Area and Passport Challenge educational activity with prizes, formal business vendors, and informal vendors at our International Street Fair.

Sponsorship Goal: \$5,000



***Together We Thrive!***