



## BOARD OF COMMISSIONERS

### Board of County Commissioners Annual Retreat Agenda

January 15, 2026

Bend Parks and Recreation District – Riverbend Community Room  
799 SW Columbia, Bend

9 a.m.	Commissioner Priorities for 2026 (15 minutes each)
10 a.m.	Summary of Department Priorities and Organizational Transitions
10:20 a.m.	Selection of departments / offices to attend afternoon session
10:30 a.m.	Break
10:40 a.m.	District Mapping Position Assignment
10:55 a.m.	County Commission Expansion
11:15 a.m.	Committee Assignments Discussion
11:45 a.m.	Legislative Session Update – Doug Riggs (Virtual)
12:30 p.m.	Lunch Break
1:00 p.m.	<p><b>Departmental/Office Participation</b> <i>Time for the Board to discuss potential opportunities / priorities and projects.</i></p> <ul style="list-style-type: none"><li>• 1 p.m. –</li><li>• 1:30 p.m. –</li><li>• 2 p.m. –</li><li>• 2:30 p.m. –</li></ul>
3:00 p.m.	Break
3:15 p.m.	Development of FY 2027 Goals and Objectives
3:45 p.m.	Adjourn

## FY 2027 Challenges and Opportunities, by department:

### **Assessor's Office**

Primary challenge: Maintaining current service levels amid ongoing budget constraints.

This includes:

- The timely appraisal and placement of new construction on the tax roll,
- Sufficient capacity and resources to effectively manage and defend appeals.
- These fiscal limitations also significantly constrain—if not altogether preclude—our ability to leverage new technology or implement process improvements.
  - Historically, such investments have enabled this office to maintain staffing levels in a cost-effective and efficient manner despite substantial growth and an increasing number of taxable accounts.

Additionally, the limited 4% budget increase is further impacted by projected ISF cost increases of approximately 8%. These increases are likely to be disproportionately allocated to individual departments, including the Assessor's Office, as a result of FTE reductions by larger departments such as the Sheriff's Office and Health Department. Assuming ISF departments do not experience commensurate reductions aligned with countywide FTE decreases, total ISF costs will be reallocated across remaining departments, creating additional budgetary pressure.

These impacts are further compounded by cost increases associated with the recent adoption of the wage and equity study; while this was important for retaining qualified staff and labor laws there is also a budgetary impact.

It should also be noted that existing technology-related annual expenses are anticipated to exceed the current 4% budget limitation and will therefore need to be absorbed through additional reductions in other, yet-to-be-identified areas.

Opportunities for improvement would primarily stem from a “hold-the-line” staffing budget approach that is not constrained by the 4% limitation. Such an approach would help mitigate the challenges outlined above and allow for more in-depth evaluation of technology advancements, including the potential incorporation of AI to enhance efficiency and service delivery.

### **Clerk's Office**

- **Space for conducting elections.** The current space for conducting elections is inadequate, leading to inefficiencies and risks. There is not enough room for election board workers, observers, or ballot processing, especially during large elections. Related issues include office layout, workflow, storage, and parking. Utilizing the recent space study, it's crucial to

develop a plan to either expand or the current office or find an alternative space that accommodates growing operational needs.

- **Lack of dedicated election funding.** Budget challenges for elections arise from insufficient funding at federal, state, and local levels, as well as from political parties and cities. This shortfall strains resources, forcing the office to prioritize spending, limit technological upgrades, and potentially compromise election security and efficiency. Addressing this issue requires advocating for increased funding, reallocating existing budget resources wisely, and exploring partnerships or grants to support election operations.
- **Suspicious mail.** Suspicious mail and threats are ongoing safety concerns for the department. Enhancing mail screening procedures, investing in protective equipment, and training staff are essential steps. Collaborating with local law enforcement to create quick response protocols will further ensure the safety of the team.
- **Efforts to inform public about deed fraud.** We are addressing deed fraud concerns by evaluating the Property Recording Alert System piloted in other Oregon counties, aiming to implement a similar service for Deschutes County. On December 1, 2025, the Clerk's Office began applying a watermark to document images that are posted online. Real property records remain free to the public to review with watermarks to protect the document's integrity. The documents are available without the watermark for purchase.

## Community Development

### 1. Operations

- General
  - Monitor current development activity to ensure it aligns with CDD's budget
- Natural Resources
  - Integrate Natural Resources into CDD under the Planning Division
- Recruitments
  - Hire and onboard the Building Official and Natural Resources Supervisor
  - Hire and onboard an Addressing Coordinator and other positions that become available due to resignations
  - Train new staff
- Technology
  - Embrace new technology which fosters strategic planning, budgeting, and more efficient day-to-day operations

## **2. Housing**

- General
  - Efficiently process residential building permits from rural areas and the cities of La Pine and Sisters
  - Collaborate with regional partners
- Growth Management
  - Coordinate with the Cities of Bend, La Pine, Redmond, and Sisters

## **3. Groundwater Protection**

- Newberry Neighborhood and Groundwater Partnership Funds
  - When Quadrants 2a or 2d sell, coordinate with the Board for strategically investing resources into groundwater protection

## **4. Wildfire Mitigation**

- Monitor the State Fire Marshal's process, initiate public outreach, and prepare defensible space standards to mitigate wildfire hazards/risks in the wildland urban interface

## **5. High Profile Land Use Issues**

- Community Planning
  - Update the Terrebonne Community Plan
- Appeals
  - If remanded, initiate public hearing to consider amending Comprehensive Plan 2040

Coordinate with Legal Counsel if COLW/1K Friends initiate Intent to Petition LCDC for an enforcement order on nonresource lands and nonfarm dwellings

- Process Applications
  - o Caldera Ranch UGB Amendment (SB 1537)
  - o City of Bend Outback Facility Expansion
  - o City of Sisters UGB Amendment
  - o Gales / Emergency Shelter
  - o New Landfill Site
  - o NonResource Land Amendments
  - o Thornburgh Destination Resort

## **6. Code Enforcement**

- Continue to investigate and timely process code complaints
- Initiate abatement proceedings when warranted

## **Community Justice**

### Opportunities

- Integration of detention and probation services staff operations and duties to maintain current services after having cut 18% FTE, and providing community-based services by staff formally assigned to detention when detention population is low.
- Innovation and partnership with county agencies to create revenue and/or provide services related to mutual populations as we absorb new costs related to wage increases.

### Challenges

- Continuing headwinds with state Community Corrections funding that threaten ability to maintain the Parole & Probation services the public expects and needs.
- Absorbing preliminary anticipated \$1.2M additional personnel costs in FY27 while maintaining a 5-year balanced budget plan.
- Difficult services and priority decisions should existing resources not support our current, recently downsized ability to provide services the public expects and needs.
- Administrative burden related to ongoing attempts and future workload for creating Medicaid reimbursement system for juvenile behavioral health services.

## **District Attorney's Office**

### **Challenges:**

#### **1. Budget Constraints and Limited Fiscal Flexibility**

The DA's office continues to operate under tight budgets, limiting flexibility to meet growing demands.

- Minimal budget growth restricts hiring and service development for rising caseloads and legislative changes.
- Little discretionary funding for training, technology, or operational improvements.
- Prioritization often delays or limits service delivery.

Balancing legal obligations with limited resources increases pressure on staff and leadership, leaving little room for proactive initiatives.

#### **2. Prolonged Vacancies and Workforce Sustainability**

Ongoing budget constraints have forced the office to hold positions vacant, even when operational needs clearly justify filling them. These staffing gaps create a ripple effect across the organization:

- Remaining staff absorb additional responsibilities, leading to fatigue and higher risk of turnover.
- Critical tasks are delayed or reassigned, reducing efficiency and increasing errors.
- Recruitment and onboarding take longer, straining resources. Loss of institutional knowledge slows training and mentoring, especially since supervising attorneys already carry full caseloads.

### **3. Increase in Complex and High-Risk Felony Cases**

The DA's Office is experiencing an increase in complex, resource-intensive felony cases, including homicides and Measure 11 cases, which place substantial demands on staffing, supervision, and resources.

- These cases require extensive investigation, motions, expert coordination, victim and family engagement, and trial preparation, often over extended timelines.
- Growth in complex cases limits the number of senior attorneys available to handle these matters.
- As a result, the office is increasingly required to assign newer or less-experienced attorneys to complex felony cases earlier in their careers.
- This necessitates heightened supervision, mentoring, and training support, increasing workload for senior staff and management.

Complex felony cases carry significant public safety, legal, and fiscal implications. Increased case complexity, combined with limited staffing depth, places pressure on training capacity and supervisory resources while maintaining the office's obligation to ensure ethical, thorough, and effective prosecution.

### **4. Increase in Civil Commitments and Mental Health-Related Cases**

The office is experiencing an unprecedented surge in civil commitment, mental health, and aid and assist proceedings and cases involving behavioral health.

- Civil commitments require strict compliance, fast timelines, and coordination with multiple agencies, adding strain to limited staff.
- Mental health issues increasingly intersect with criminal, juvenile, and civil matters, adding complexity and time demands.

### **5. Limited Capacity for Proactive Initiatives and Grant-Dependent Programs**

Current workloads, vacancies, and budget constraints limit the office's ability to focus on preventive or proactive public safety programs, while instability in grant funding further strains critical initiatives.

- Reduced capacity constrains the ability to implement initiatives that could prevent crime, reduce recidivism, and improve long-term public safety.
- Programs reliant on grants, such as the Emerging Adult Program (EAP) and VOCA/CFA-supported victim services, face ongoing funding uncertainty.
- Delayed awards, reductions, and gaps between cycles disrupt planning, staff retention, and program continuity.

## **6. Public Trust, Records Requests, and Appeals**

Increasing requests for transparency are driving higher workloads and require additional resources to ensure timely, thorough responses.

- Public Records Requests and PRR Appeals continue to increase, with broader scope and greater complexity.
- PRR Appeals must be processed within 7 days under Oregon law, creating high-pressure deadlines for attorneys and staff. PRR Appeals in 2025 saw a 466% increase from 2024.
- There is a Misunderstanding of prosecutorial discretion. Charging decisions, plea outcomes, and PRR determinations are often misunderstood, leading to complaints and grievances that consume staff time despite being unsubstantiated.

## **Opportunities**

### **1. Building Capacity Within Existing Resources**

With limited funding and growing demands, we need to make the most of what we already have.

- Streamline workflows to cut down on duplication and unnecessary steps.
- Invest in mentorship - pair experienced DDAs with newer attorneys to help them build skills and move up to handling more complex cases.
- Encourage peer-to-peer learning and cross-training so knowledge stays in the office even when people leave.
- Create clear paths for growth so DDAs can progress through tiers and take on serious cases with confidence.

## **2. Gray Courthouse Remodel**

The DA's Office has been working closely with County Facilities and the County's design team on plans to remodel the Gray Courthouse, which will help address space challenges the office has dealt with for many years.

- The project includes remodeling all three floors of the building and bringing the second floor into DA operations.
- When completed, the space is expected to provide an additional 10 private offices, 13 workstations, and two conference rooms.

The remodel will improve morale and allow the office to function more cohesively as one team. It also reflects a long-term investment in a professional and efficient DA's Office.

## **3. Proactive Public Education and Transparency**

Enhancing public understanding through clear, consistent communication will strengthen trust.

- Develop plain-language explanations of prosecutorial decision-making for PRRs and PRR Appeals on our website.
- Use consistent messaging to reduce complaints and improve public understanding.
- Shift from reactive to proactive communication with the community.

## **4. Strengthening Relationships and Shared Efforts**

Our partnership with local law enforcement remains strong and continues to grow.

- We regularly get our DDAs in front of law enforcement briefings to share updates, answer questions, and discuss recent case law, ensuring alignment and clarity on legal standards.
- Our investigator actively supports major incident callouts and assists with complex cases, strengthening collaboration and response efficiency.
- Victim Advocates have begun attending law enforcement briefings to build stronger relationships and improve communication between victims and officers.
- We collaborate with neighboring counties, and community partners to share training, specialty expertise, and best practices.

These partnerships enhance consistency, improve case outcomes, and expand public safety impact without requiring permanent staffing increases.

## **5. Development of Strong Internship and Youth Engagement Programs**

- Expand partnerships with local schools and colleges for meaningful internships.
- Participate in mock trials, court observations, and mentorship programs to expose youth to the justice system.
- Build a long-term recruitment for future legal and public service professionals.
- Foster community trust and civic engagement early.

Supports workforce development, strengthens public trust, and leverages existing staff expertise

## **Facilities**

1. Department staffing: right-sizing capacity to meet additional building square footage.
2. Asset management: implementation of the Facilities Department asset management program and integration into the capital maintenance planning process.
3. Capital Maintenance: accurately identifying and prioritizing capital maintenance replacement projects (HVAC, roofs, exterior painting and repair, and pavement/sidewalks).
4. Strategic planning: oversight and completion of the Downtown Campus Plan project.
5. Capital construction: continuing to establish and refine the capital improvement program to meet the construction management needs of County departments and offices.

## **Fair & Expo Center**

### **Opportunities**

- New Director to evaluate the food and beverage program, department structure, marketing, sponsorships, etc.

- Continuing and completing the master plan.

## Challenges

- Profitability of music festivals waning
- Stakeholders with different goals/pressures
- Aging facility

## **Finance**

- Financial Planning - Evaluate long-term financial forecasts, ensure operational stability and structural balance (ongoing revenues equaling ongoing expenses), and explore financial solutions for funding capital projects, maintenance, and General Fund supported services. Monitor major funds and major revenue sources.
- Transient Lodging Tax (TLT) – Monitor Certificate of Authority compliance. Evaluate potential legislative changes to the percentage split between tourism and county operations, along with eligible uses.
- Payroll – Implement a new Tyler Advanced Scheduling software to replace the NovaTime timekeeping system. Work with Human Resources, Administration, and bargaining units to adjust payroll practices where needed.
- Financial Reporting - Address ongoing workload challenges due to implementation of the new financial reporting standards established by the Governmental Accounting Standards Board (GASB) related to financial reporting model improvements (GASB 103) and disclosure of certain capital assets (GASB 104).
- ARPA - Monitor expenditures and ensure remaining approved projects meet spending and completion deadline of December 31, 2026.

## **Health Services**

### **Administration:**

#### Opportunity:

- Utilize process improvement, AI capabilities, data optimization, and cross-collaboration to continue to meet department needs amidst resource constraints.

#### Challenge:

- Constraint on resources, maintain a skilled workforce and resilient infrastructure to effectively support department services.

### **Public Health:**

#### Opportunity:

- Strengthen and maintain partnerships with other counties and organizations to find efficiencies and advance shared public health goals. *Past examples:* regional positions with Crook and Jefferson, moving Ryan White to EOCIL, transitional from direct RH clinical services to assurance and partnership with clinics.

#### Challenges:

- Flat or decreased funding at the local, State, and Federal level not keeping pace with costs. Challenging to maintain current service levels.
- Decrease in up to date childhood immunizations and increased measles cases/outbreaks in the US = increase chance of local communicable diseases and outbreaks. Continued capacity to respond to communicable diseases amid budget cuts.

### **Behavioral Health:**

#### Opportunity:

- Work with MTM consulting to create efficiencies and improve process, including Reevaluate our access-to-care practices to drastically reduce no-show rates, recover lost clinician time, and increase client engagement. This work will help us optimize team-based care resulting in increased clinical capacity and improve client outcomes.

#### Challenges:

- Drastic changes to eligibility, including semi-annual reviews and stricter work/reporting requirements, disproportionately destabilize the behavioral health population, leading to the loss of insurance benefits.
- As the CMHP, we are legally bound to provide "Safety Net" services regardless of insurance status or a patient's ability to pay. The loss of insurance coverage forces a shift from early intervention to an emergency, placing an unsustainable burden on our staff, local Emergency Departments, and law enforcement systems.

## **Human Resources**

Opportunities –

- Being fully staffed
- Develop and implement supervisory training
- Complete all Phases of Wage Equity
- TPA/PBM RFPs (benefits)

Challenges –

- Getting all new staff trained
- Completing and implementing all Phases of Wage Equity
- Becoming digitized for all HR related forms

## **Information Technology/IT**

Challenges

- Resource Constraints:** The resource constraints faced by Deschutes County IT are notably challenging due to limited staff capacity and expertise, which significantly hinder the ability to address technical debt and optimize efficiencies across the County. This issue is exacerbated by the need to implement and manage unexpected projects and cutting-edge technologies, such as AI, which require additional resources for effective administration. Furthermore, the available talent pool in Central Oregon is limited, making it even more difficult to recruit the necessary expertise to address our technical demands.
- Cybersecurity Concerns:** The increase in incidents overwhelms a small team, necessitating a delicate balance between responding to incidents, staying updated on emerging threats, and maintaining security and compliance across diverse applications and infrastructure.
- Data Management Needs:** Effective data governance, structuring, integration, quality assurance, training, and analysis across numerous applications is crucial but demanding in terms of resources. This deficiency impairs data-driven decision-making and trend analysis for the County. The more integration of AI into County systems is likely to reveal underlying data quality issues, which is concerning as our reliance on AI continues to grow. Inaccurate data can significantly skew AI outcomes, posing a risk to informed decision-making processes.

## Opportunities

1. **Standardization and Collaboration:** Centralizing governance and implementing clear, standardized practices offer significant opportunities for Deschutes County. By standardizing hardware and software, the county can enhance service delivery, manage resources more effectively, and achieve cost savings. This strategy also improves security, reduces complexity, and fosters both collaboration and operations across departments, ultimately strengthening the organization as a whole.
2. **Digitization:** The adoption of newly available "no code" tools presents an excellent opportunity for departmental staff to optimize outdated business processes, leading to rapid improvements in business outcomes and customer satisfaction. By encouraging staff to dedicate small amounts of time to innovate their processes, long-term benefits can be realized. Empowering them with knowledge and experience in using enterprise tools for automation, data collection, real-time monitoring, and reporting significantly boosts efficiency. These accessible tools enable staff to independently manage tasks, reducing reliance on IT and minimizing labor-intensive, error-prone manual work. This approach can streamline operations and enhance overall effectiveness of the County.
3. **Intern program:** Building an intern program leveraging local undergraduate schools can help address resource constraints while fostering symbiotic relationships.

## Justice Court

New Court Administrator and two new clerks

Redmond Photo Traffic Enforcement Initiative

## Legal

Opportunities:

- (1) continued utilization of AI-assisted research (delays the need for additional FTE)

Challenges:

- (1) anticipating and adapting to public meeting impacts associated with BOCC expansion;
- (2) processing and responding to increasing public records requests;
- (3) maintaining short work turn-around times in face of expanding workloads;

## **Property Management**

### **Challenges**

- Costs associated with:
  - Temporary Safe Stay Area and East Redmond
  - Cleanup of 137-acre parcel in East Redmond in preparation to complete a land exchange with the Department of State Lands.
  - Monitoring, assessing, repairing and maintaining, and cleanup of County-owned land due to trash and damages from misc encampments.
  - fire fuel mitigation efforts on County-owned land.
- Increased costs for goods and services.
- Navigating the complexities associated with identifying and supporting operations for the East Redmond Managed Camp.
- Continued increase of workload demands including complex project management and competing priorities.

### **Opportunities**

- Determine best practices, processes and procedures resulting from State legislative changes to Oregon Revised Statutes affecting Tax Deed properties.
- Ongoing training of staff.
- Leveraging technology for real property inventory.

## **Road Department**

1. Challenge - Funding Allocation from State Highway Fund: The Road Department's primary challenge is long-term and sustainable funding which has been dealt a significant blow by the inability of the legislature to agree upon a transportation funding package leading to the subsequent referral of HB 3991. With few local transportation funding sources available to counties, the Deschutes County Road Department relies significantly upon the allocation from the State Highway Fund and the duty of the legislature to adjust tax and rate mechanisms, or establish new mechanisms, to generate new revenue for a funding stream that otherwise lacks a built-in inflation hedge.
2. Challenge - Inflation: Since 2017, and approval of the last transportation funding package passed by the legislature, the cost of in-place, hot-mix asphalt pavement has increased by 58% on Deschutes County contracts – with similar rates of inflation experienced in other construction and maintenance materials. The CPI across this timeframe is 37%, such that it is worth noting that inflation within the transportation and construction industry has greatly outpaced standard inflation.
3. Challenge - Safety: The majority of any new revenue obtained by the Road Department is typically invested in the Capital Improvement Plan (CIP) – which primarily addresses safety issues within the County's transportation system. Failure of the legislature to pass a transportation package that could survive referral consideration has a direct impact on the

schedule and timing of planned projects within the CIP and therefore will impact safety of road users.

4. Challenge - Reauthorization of Payment In Lieu of Taxes (PILT): PILT has yet-to-be reauthorized by the federal government. Aside from the State Highway Fund allocation, the \$2.4M budgeted PILT allocation is the second largest funding source available to the Road Department and the only source of discretionary, non-dedicated funding.
5. Opportunity: Capacity and competition within the local contracting community: Recent bids obtained for capital projects have indicated a significant demand for project work within the local heavy/highway contracting community. The roundabout project at S Century/Huntington received 11 bids; the Tumalo Reservoir Road project received eight bids. Both projects were under the engineer's estimate. These conditions bode well for value in upcoming and near-term capital work.
6. Opportunity: Continued pursuit of state and federal grant funding, within the staffing and other resource limitations of the Department, to pursue implementation of qualifying projects contained within the updated Capital Improvement Plan. In 2026, the federal BUILD grant will present an opportunity to pursue an initial phase of the US 97 southern interchange at DRW/High Desert Museum. The Federal Lands Access Program (FLAP) is also scheduled to receive funding requests of which Deschutes County will present several significant major maintenance and capital projects for consideration.

## **Solid Waste**

1. Landfill Siting – New recommended site for the development of a new landfill will be presented to the BOCC in July. The site purchase agreements of terms are expected to be included with the recommendation
2. New Diversion Infrastructure - Staff are developing an analysis of the development of a new Composting facility, a Construction and Demolition Processing and Transfer building, and a Commingled Recyclable Materials handling facility to be brought forward to the BOCC for consideration for the development of each facility to expand diversion rates to meet State and Solid Waste management Plan Goals. This will include a financial analysis of required capital and operating costs along with the rate impacts of each of the activities
3. Recycling Modernization Act Implementation – Continued changes to recycling programs are continuing. A recommendation for the expansion of Commingled Recyclable Collection Services to the remaining unincorporated County customers will be coming to the BOCC in for consideration this winter, which if approved would be implemented in FY '27. The new infrastructure required for this expansion (trucks and carts) will be provided under the RMA, decreasing the impacts on the rate payers.

4. Development of new Renewable Gas Infrastructure will begin to be built and installed on site by Cascade Natural Gas during FY '27 for the processing of the current landfill gas being burned by the Landfill Flare, providing a long-term revenue source for the department. Facility is hoping to be fully constructed and operation in FY '28.
5. Administration will be undergoing a leadership transition with the hiring of a new Director of Solid Waste to oversee and manage the activities of the department

## **Veterans Services**

### Opportunities:

Continued community outreach

Further commitment to the Redmond office location as demand increases

Maintaining dual accreditation by attending the National Association of County Veteran Service Officers

### Challenges:

Adapting to changes within the VA and uncertainty of continued Veteran benefits

## **9-1-1 District**

### Opportunities

- Public Education / Recruiting / Hiring successes with 3 vacancies as of January 2026.
- Receiving the State of Oregon Spire ATV grant which will allow radio site access as needed during the winter months.
- Exploring new technologies as it relates to AI and the non-emergency call environment

### Challenges

- Console Project this spring – Operations out of two locations for approximately one month.
- Radio PM's – with over 3,000 radios for service annually, increasing resources to “push” wireless updates/alternative diagnostic checkup options

## ***draft 2026 BOCC Committee Involvement***

### **Patti Adair**

- Central Oregon Health Council (COHC)
- Central Oregon Area Commission on Transportation (COACT) – Chair
- Visit Central Oregon (VCO)
- Deschutes County Fair Association liaison
- Deschutes County Investment Advisory Committee
- Deschutes County Audit Committee
- Economic Development Advisory Committee – Sisters
- Economic Development for Central Oregon (EDCO)
- Hospital Facility Authority Board
- Sisters Vision Implementation Team
- Sunriver Chamber of Commerce
- State of Oregon Local Government Advisory Committee
- Association of Oregon Counties Legislative Committee
- Central Oregon ACT representative on the Aviation Review Committee for the Critical Oregon Airport Relief Grant Program

*Commissioner Adair is an alternate for the following:*

- AOC Board of Directors (alternate for the District 2 Chair)

### **Phil Chang**

- Bend Metropolitan Planning Organization (MPO)
- Coordinated Homeless Response Office (CHRO)
- Deschutes Basin Water Collaborative
- Deschutes Collaborative Forest Project
- Deschutes County Public Safety Coordinating Council
- Deschutes County Public Health Advisory Board liaison
- Deschutes Cultural Coalition Board
- Steering Committee of the Deschutes Trails Coalition
- Deschutes County Fair Association
- COIC's Regional Housing Council
- Oregon Transportation Commission – Governor's appointment
- Redmond Airport Community Advisory Committee
- Deschutes County Wolf Depredation Compensation & Financial Assistance Committee
- National Association of Counties –Public Lands Policy Steering Committee

*Commissioner Chang is an alternate for the following:*

- Central Oregon Area Commission on Transportation (COACT)
- Central Oregon Health Council (COHC)
- Central Oregon Intergovernmental Council (COIC)
- Sunriver – La Pine Economic Development Committee

## **Tony DeBone**

- 9-1-1 User Board
- AOC Public Safety and Veterans Steering Committee Co-Chair
- AOC Legislative Committee
- AOC Membership Committee
- Central Oregon Cohesive Strategy Steering Committee
- Central Oregon Intergovernmental Council (COIC)
- Deschutes County Behavioral Health Advisory Board liaison
- Deschutes County Historical Society
- East Cascades Works
- CORE3 Executive Council
- Deschutes County Fair Association
- Redmond Economic Development Inc. (REDI)
- Fair & Expo Master Plan Steering Committee
- Project Wildfire
- Oregon Living With Fire
- Sunriver – La Pine Economic Development Committee
- State Interoperability Executive Council (SEIC) – Governor's appointment

*Commissioner DeBone is an alternate for the following:*

- Economic Development for Central Oregon (EDCO)