

For Recording Stamp Only



Deschutes County Board of Commissioners
1300 NW Wall St., Suite 206, Bend, OR 97703-1960
(541) 388-6570 - Fax (541) 385-3202 - www.deschutes.org

MINUTES OF WORK SESSION

DESCHUTES COUNTY BOARD OF COMMISSIONERS

WEDNESDAY, SEPTEMBER 23, 2015

Present were Commissioners Anthony DeBone and Alan Unger. Also present were Tom Anderson, County Administrator; Dave Doyle, County Counsel, Judith Ure, Management Analyst; Nick Lelack, Community Development; Jessica Jacks and Tom Kuhn, Health Department.

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

1. Update of Sunriver Chamber of Commerce Activities

Present on behalf of the Sunriver Chamber of Commerce were Brooke Snavely, Kent Elliott, and William Wood. The Sunriver Chamber noted they appreciate the County's support through the budget but report they are faced with a funding dilemma. They commented Sunriver is unique and is funded through membership dues, advertising, and government assistance. They are requesting the County consider an increase in funding. The Board asked the group to define the mission of the Sunriver Chamber. The mission has been to enhance and promote the area. There is concern the Chamber is unable to provide more services unless they have more assistance. Suggestion was for the Chamber to form a partnership with COVA. The response was that COVA is a regional marketing organization that focuses on every community area but Sunriver wants

to do their own promotion. Suggestion was for COVA to send visitors to the Chamber if they are looking for Sunriver specific information. Discussion held on the budget makeup. One thought to help with the needs would be for the Sunriver Chamber to cover the business needs of the community and for COVA to promote tourism. Sunriver would like to maintain their own identity. The Board would like to have Sunriver Chamber bring back a list of items that require additional funding for further review.

2. Business Loan Request

Jon Stark of EDCO and Joe Centanni of the City of Redmond were present. The Deschutes County Economic Development Loan Fund request is the amount of \$40,000. SSA is a manufacturer of specialty ammunition products and plans to relocate operations to a new facility constructed at the corner of 6th and Reindeer in Redmond. The loan would be paired with incentives from the City of Redmond and the State of Oregon to help construct the new 30,000 square foot facility in Redmond and to relocate and purchase equipment. The award of \$40,000 would represent \$2,000 per job or 20 jobs created by June 5, 2017. Commissioner Unger and DeBone noted their support of \$2,000 per created job.

UNGER: Move approval of the Business Loan Request of EDCO in the amount of \$40,000.

DEBONE: Second

VOTE: UNGER: Yes

DEBONE: Yes, Chair votes yes

3. Request for Fee Waiver – Central Oregon Veterans Outreach

Nick Lelack, Community Development Department Director and Alison Perry of the Central Oregon Veterans Ranch were present for this item. The Central Oregon Veterans Ranch request a waiver of land use planning fees and landscape management review to convert an existing home into an Adult Foster Home to provide end of life care and support housing to veterans who are terminally ill or near end of life.

The property is 19 acres between Bend and Redmond and is designated EFU. There are 12 acres of irrigation, a 4-bedroom home, a barn, and two small

greenhouses. Ms. Perry's position is part time at 20 hours per week but generally works 60 hours per week. There are volunteers on staff and community service workers. The ranch manager is a 28-year old combat vet. The initial plan is for an adult foster home. The maximum capacity is five, so there will be three self-paid vets and two Medicaid. The housing will not only provide a peaceful place for vets during their end of life but will provide rehabilitation and education for agricultural activity. Rather than committing suicide the vets could find a place to be with other veterans and will provide an alternative for them to give them purpose.

Fees are set by ordinance. The conditional use permit fee would be \$2,485 and the landscape management review fee would potentially be \$170. Discussion held on funding the fees through a discretionary grant.

UNGER: Move approval for support of \$2,400 out of
discretionary funds at either 50% or \$800 each commissioner.

DEBONE: Second

VOTE: UNGER: Yes

DEBONE: Yes, Chair votes yes.

4. Request to Apply for a Grant for the Oregon Strategic Prevention Framework Partnership for Success Initiative (SPF-PFS)

Tom Kuhn and Jessica Jacks of the Health Department were present to report an invitation has been received by Oregon Health Authority to participate in this Oregon Strategic Prevention Framework Partnership for Success Initiative. The invitation is to participate in the community assessment for preventing substance abuse. The award is \$125,000 starting October 2015 with re-application and likely awarded for subsequent three years.

UNGER: Move support of the Health Department's Grant Application for the Oregon Strategic Prevention Framework Partnership for Success Initiative.

DEBONE: Second

VOTE: UNGER: Yes

DEBONE: Yes, Chair votes yes

5. Other Items

- Solar Farm Appeal fees: Nick Lelack, Community Development explained the two Solar Farms are located east of Bend. A public hearing had been held with Dan Olson, hearings officer, and Chris Schmoyer, associate planner. There are two separate applications and with the base fee of \$2,685 which is not acceptable to the applicants. The applicants could go through the appeal process for the conditional use permit and Mr. Lelack will contact them.

The Board went into Executive Session at 3:05 p.m. and out of Executive Session at 3:12 p.m.

- Cohesive Strategy Meeting: Commissioner Unger asked what was required to prepare for the Cohesive Strategy Initiative Event for Thursday. The purpose of the initiative is a strategic push to build on existing partnerships and collaborative efforts across five counties to address the impacts of wildfire. There will be a signing ceremony to show agencies we are all supportive. Commissioner Unger noted there is a fire tour south of Wikiup on Saturday and next Thursday there is a national forest tour with Oregon Forest Resources Institute.

Being no other items discussed, the meeting was adjourned at 3:18 p.m.

**DATED this 23 Day of September 2015 for the
Deschutes County Board of Commissioners.**



Anthony DeBone, Chair




Alan Unger, Vice Chair

ATTEST:



Recording Secretary



Tammy Baney, Commissioner



Deschutes County Board of Commissioners
1300 NW Wall St., Suite 200, Bend, OR 97701-1960
(541) 388-6570 - Fax (541) 385-3202 - www.deschutes.org

WORK SESSION AGENDA

DESCHUTES COUNTY BOARD OF COMMISSIONERS

1:30 P.M., WEDNESDAY, SEPTEMBER 23, 2015

1. Update of Sunriver Chamber of Commerce Activities – *Judith Ure; Representatives of Sunriver Chamber*
2. Business Loan Request – *Judith Ure, Jon Stark*
3. Request for Fee Waiver – Central Oregon Veterans Outreach – *Nick Lelack*
4. Request to Apply for a Grant for the Oregon Strategic Prevention Framework Partnership for Success Initiative (SPF-PFS) – *Tom Kuhn, Jessica Jacks*
5. Other Items

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.

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.

Deschutes County encourages persons with disabilities to participate in all programs and activities. To request this information in an alternate format please call (541) 330-4640, or email anna.johnson@deschutes.org.

Work Session Sign In Sheet

DATE: 23 SEPT 2015

NAME	AGENCY	CONTACT INFO
Alison Perry	Central Oregon Veterans Ranch	503-789-0911 aperry@centraloregonveteransranch.org
Brooke Savitsky	Survivor Chamber of Commerce	brookes@survivors.org
Kent Elliott	S/R Chamber of Comm	exec@survivorchamber.com
William Wood		
Jessica Jacks	Health	
Nick Leback	CDD	
Jon Stark	EDCO	
Joe Centanni	City of Redmond	
Tom Kuhn	Health	

SUNRIVER

SUNRIVER, OREGON | 2015-16



SUNRIVER AREA CHAMBER OF COMMERCE
www.sunriverchamber.com



4-17-2015

To: Deschutes County Commissions

From: Sunriver Area Chamber of Commerce

Regarding: Request for Funding

Response to 4-13-2015 email from Judith Ure

1. Precisely how the County's funds are currently being used by the Chamber, particularly with the recent relocation of the Central Oregon Visitors Association (COVA) to Sunriver. Identify any aspects of County-funded activities that are directly related to promoting tourism.

COVA's decision to relocate their office to Sunriver appears to have created a perception that the Sunriver Area Chamber of Commerce (SACC) is no longer relevant or that the Chamber is no longer needed to promote tourism in Sunriver. In reality, COVA's relocation to Sunriver has not changed in any way the activities, functions or missions performed by either organization, nor should it.

COVA is a regional marketing organization (RMO) while the SACC is a destination marketing organization (DMO). COVA's mission is to promote tourism to *all* of Central Oregon, while the SACC's mission is to promote tourism specifically in the Sunriver area. (If COVA, a RMO, can fulfill the functions of SACC, a DMO, then it follows that the State of Oregon with their Travel Oregon campaign can perform the functions of COVA and neither COVA nor SACC are needed.)

Our 28 years experience operating a visitors' center in Sunriver indicates the vast majority of tourists are looking for hyper-local information about activities, events and amenities to which they can walk or ride a bike or drive a short distance. Rarely do tourist inquiries made at the Sunriver Chamber Visitors Center concern destinations, activities or events more than a few miles from Sunriver.

With regards to funding, in 2014 the SACC operated with total annual income of \$52,200. (A copy of our 2014 income and expense statement is attached for your consideration). Of that amount, Deschutes County provided \$21,516. Due to the low total income, the SACC Board of Directors has not earmarked the county funds to support a specific tourism-related project. Rather, the income is co-mingled to support everyday expenses of the Chamber.

Within its existing budget, the Chamber performs the following tourism-related functions:

- Production and distribution of the annual Sunriver Magazine (copy enclosed).
- Daily maintenance and operation of the Sunriver Chamber of Commerce Visitor Center.
- Fulfillment of tourist related inquiries in person, via e-mail and telephone.
- Promotion of events and activities in Sunriver that attract tourists.
- Sponsorship, organization and execution of events that attract tourists.
- Daily maintenance and operation of the Sunriver Chamber website.
- Daily maintenance and operation on Facebook.
- Creation, maintenance and distribution of local area maps to visitors.
- Promotion of the Sunriver brand.

Services provided by SACC extend well beyond promoting tourism. The mission of SACC is to “promote and enhance the economic vitality of the Sunriver area,” of which tourism is one component. Economic development, health and human services, education, arts and culture, public safety and communication are other important components.

Economic vitality requires interaction with the individuals and business that live and work here. The services that the SACC provides in these areas were detailed in our previous submission that was sent to Deschutes County on March 6, 2015 (a copy of that submission is attached).

The Sunriver Chamber not only seeks Deschutes County’s financial support for the promotion and enhancement of tourism, we also request financial support of our mission to promote and enhance economic vitality of the Sunriver area. Thus, the Chamber requests that Deschutes County provide

additional sources of financial support, such as lottery funds, to help the SACC promote and enhance economic development in the Sunriver area.

2. What an increase in funding would specifically be used for, i.e, staff, operational expenses, projects, programs, or other initiatives. Provide several options at different dollar amounts and show a direct correlation between the use of the funds and varying levels of support. Indentify those activities that directly encourage tourism.

Services provided by SACC are not strictly confined to tourism. The day-to-day operations of the Chamber and the duties required of the executive director to fulfill all parts of the Chamber's mission, are intertwined. It is impossible to segregate the costs related strictly to promotion of tourism as opposed to the other functions provided by the executive director to promote and enhance the other components of economic vitality.

The total amount of money provided to the SACC from Deschutes County has been the same amount for years. However, the operating costs to run the Chamber have increased every year and increases in membership dues alone will not cover these financial deficiencies.

The SACC currently operates with one full time executive director. However, the annual salary provided the executive director is grossly inadequate in today's economy. In addition, it is impossible for one executive director to operate a full time visitor center and, in addition, perform the services that are required outside of the visitor center. A position of "assistant to the executive director" is also needed.

Deschutes County Funding needed for the 2015 to 2016 budget:

Executive Director

Salary Range: \$35,000 to \$50,000

(Recent survey responses from 366 chamber executive directors indicate that the medium annual salary is \$97,000).

Job Description:

The executive director of the chamber of Commerce is a key representative and advocate for business owners and employers in a community. According

to the American Chamber of Commerce Executives, there are about 3,000 independent U. S. chambers with unique goals determined by diverse groups of members. Despite differences, all chamber directors work to promote and strengthen their communities by building prosperity through a healthy economy and a strong business sector.

Membership Services

Chamber directors plan, organize and oversee a range of services and events for members. They typically maintain a website that features local business news and a membership directory that is available to the public and potential new customers and clients. Most chambers hold regular social events that offer members a chance to network and share information and ideas. Some directors identify common needs among local business owners and arrange lectures, workshops and training seminars on different management issues and opportunities.

Advocacy

Executive directors take an active part in local government. They advocate for laws and ordinances that benefit business.

Community Ties

Businesses want attractive and culturally rich communities that attract visitors and customers. They also want safe neighborhoods and good schools for employees and their families. Chamber directors lead the business community's efforts to support and enhance cities and towns. They often spearhead campaigns to raise money for local charities and cultural organizations. Chambers may sponsor their own community events such as holiday parades, heritage festivals and job and health fairs. Some directors may launch partnerships between educators and employers so that local schools can align their curriculum with the skills needed by the local labor market.

Assistant to the Director:

Salary range: \$20,000 to \$30,000

Job Description:

- Communications manager; web site development and maintenance; office manager; membership manager.
- Keep chamber office open daily.

- Communication with all members to determine chamber focus and management of monthly functions.
- Creates and executes events
- Mailing important relocation and visitor information

The SACC is not asking for funding to specifically develop a new program or project. Our request for financial support is based on our inability to be able to continue to provide the important services that it is currently providing. Simply looking at the gross salary and employee benefit costs alone, an annual income of \$100,000 is needed just to pay this expense. With additional funding in hand, the Chamber can then begin the task of properly staffing their office and prioritize Chamber activities and functions.

Thank you for allowing us to make this presentation. We are grateful for the support you have given us in the past and we look forward to working with you in the future.

Sincerely,

The Board of Directors of the Sunriver Area Chamber of Commerce



March 6, 2015

Emailed to: Tom Anderson
Deschutes County Administrator

To Be Submitted to: Deschutes County Commissioners:
Tony DeBone
Tammy Baney
Allen Unger

Submitted By: Kent Elliott
Executive Director
Sunriver Area Chamber of Commerce
Domestic Nonprofit Corporation
State of Oregon Registry No.: 051430-86

Subject: Request for Funding

The Sunriver Community is truly a unique place in Deschutes County. It is comprised of numerous homeowner and vacation associations (large and small), retail, service, tourism, and manufacturing businesses (large and small), public facilities, permanent residents and part time vacation home owners all with various economic goals and objectives. As an unincorporated community, it is difficult to unite the many diverging interests into one marketing brand or community voice. Yet, Sunriver continues to provide Deschutes County with two thirds of the total Transient Room Taxes collected in the County, making it the largest producer of tourism dollars in the County to the tune of \$2.8 million in fiscal year 2013-14.

Sunriver has been affectionately coined, “the gateway drug that hooks people on Central Oregon.” Since Sunriver began operating in the late 1960s, a large percentage of visitors to Sunriver have become property owners in Deschutes County based on the time they spent vacationing here. The economic value of this fact cannot be precisely measured but its importance cannot be overstated.

Therefore, when considering the best ways to enhance economic vitality, it is sound and prudent economics to reinvest in the area that brings the greatest economic return.

History

The Sunriver Area Chamber of Commerce (SACoC) was formed in 1986 by local business people who were very optimistic about the future of Sunriver. The original mission of the SACoC was to promote the “Economic Vitality of the Sunriver Community.” The Chamber’s original mission continues to this day with very little change over the years.

Recently, Deschutes County Commissioner Tony Debone launched a series of “5 for 5” town hall meetings in South Deschutes County outlining the components of Economic Vitality. The 5 components presented in the meetings are at the core of the SACoC’s mission. The Chamber continues to provide valuable services that enhance all 5 components of economic vitality as identified by Commissioner DeBone.

Public Safety

Although the Chamber cannot actually perform public safety, it does everything possible to promote and educate the citizens and visitors to Sunriver on the value of public safety and the services made available through the Sunriver Service District. The chamber is an advocate for the Sunriver Police and Fire departments. It is important for these departments to connect with the citizens. In spring of each year the Sunriver Fire Department, in conjunction with the Chamber, will hold an open house for citizens and children to tour the fire house and equipment. In fall, the Chamber helps promote a major fundraiser at the Hola restaurant, which raises money for the police Unity Tour and for the families of firefighters that have died in the line of duty.

The Chamber works with the Sunriver Owners Association (SROA) to promote safety on the roads and bike paths in Sunriver. The Chamber annually distributes thousands of road and pathway maps that list Sunriver’s unique and effective safety rules. In survey after survey, visitors and locals consistently rate Sunriver’s 30 plus miles of paved pathways as the most frequently used amenity. In 2012, bikeportland.org described Sunriver as having the “Best Bikeways in North America,” recognition the Chamber is proud to promote.

The Chamber is very active in the promotion, prevention and reduction of forest fires to the businesses and residents of Sunriver. The Chamber works closely with the Upper Deschutes

River Coalition to define and promote defensible space and fuel reduction in all the homeowner association districts in the greater Sunriver area. The US Forest Service and the UDRC are important members of the Chamber and utilize the Chamber's many outreach systems to inform the community of ways to reduce fire danger.

The Chamber is actively working to address the issue of safe public access to the upper Deschutes River. The Chamber is helping identify solutions to safety issues presented each summer by the public seeking access to the river at Harper Bridge. Our 2015-2016 *Sunriver Magazine* contains an updated map of publically accessible put-ins and take-outs.

Education

As the only school located in the Sunriver Area, Three Rivers Elementary receives significant support from the Sunriver community. The education of our children is extremely important to the future economic vitality of the Sunriver community and the school is a priority member of the SACoC.

Knowing the importance a nutritional diet has on students' ability to learn; in December 2014 the SACoC organized and promoted Casino Night. The event, which was held at the Sunriver Homeowners Aquatic & Recreation Center (SHARC), is a major fundraiser for the Care and Share Christmas Basket program. The school as well as local churches identified individuals and families in need of assistance. The Care and Share program, an all-volunteer organization, was able to provide over 100 needy families in South Deschutes County with Christmas baskets of food, clothing and children's presents.

This year the SACoC implemented, organized and funded the Junior Achievement Program into Three Rivers School. The program has been enthusiastically received by the principal and teachers. Business leaders and SACoC volunteer members will teach at least 7 classes in 2015. Our goal is to be a complete k-8 curriculum sponsor in 2016.

The Sunriver Nature Center and Oregon Observatory, a prominent member of the SACoC, conducts educational nature programs for Sunriver residents and visitors. The SACoC works closely with the nonprofit organization to promote their activities and functions. All events and activities of the organization receive high priority promotional status with the SACoC.

Economic Development

Recent surveys completed by SROA show the number of homes in Sunriver occupied by full time residents has dropped to less than 20%. The SACoC Board of Directors believes a better balance between residency and vacation use will improve Sunriver's economic vitality. The board is seeking ways to promote Sunriver as a great place to live and work. Efforts are being

made to promote Sunriver as a place for permanent residents. Promotional material and information is being produced to support this approach.

The board is committed to working closely with organizations such as Economic Development of Central Oregon (EDCO) to find ways to promote Sunriver as a great place to operate a business. EDCO has an ambassador position for La Pine, but does not have a representative position for Sunriver. The SACoC is a current member of EDCO and has requested appointment of a Sunriver position on EDCO's board of directors.

The SACoC is supportive of the Sunriver Resort's expansion of Caldera Springs. It is believed that the expansion will create jobs and growth to the Sunriver area.

The SACoC holds ribbon cutting ceremonies welcoming new businesses to the Sunriver community. The new business owner is able to meet and greet fellow businesses owners and establish themselves into the community.

The SACoC looks for opportunities to provide educational programs for the Sunriver business community to help them operate successful businesses. The Chamber has identified a need to train service staff at accommodation partners and retail outlets to enhance customer service and maximize the guest experience. The SACoC will be rolling out Q School to assist local businesses with this training.

The SACoC would like to provide its members and local businesses with educational classes on social media, web development and other technological support classes, in cooperation with local experts. Business and adult educational classes provided by Central Oregon Community College are promoted and current class information is available to visitors and residents at the Visitor Center and Chamber office.

Residential and business development property is readily available in the Sunriver area and South Deschutes County and the SACoC is prepared to help promote and welcome new development. The SACoC would like to become the primary source for property development information and services.

Health and Human Services

The SACoC has recently sent a letter of support to the La Pine Community Health Center to operate out of the High Desert Family Medical Center. The plan calls for the owner of the High Desert Family Medical Center to turn over their facility every Friday to the La Pine Community Health Center. The La Pine Community Health Center would use the facility each Friday to treat low income families and patients. It is hoped that the support of the SACoC will help expedite the proposed agreement and make the plan for increased and consistent health care a reality.

When the Sunriver Post Office was in jeopardy of being closed by the US Postal Service, the SACoC was instrumental in gathering community support to stop the closure. The Chamber helped unite the community into one voice and the post office was taken off the closure list.

The SACoC continues to be supportive of our Sunriver Area Library. SACoC communicates all library events and services to the community.

Arts & Culture

As a recreational community, art and cultural events in Sunriver are significant economic engines that attract hundreds of thousands of visitors to Sunriver each year. Each year in preparation of the annual *Sunriver Magazine*, the Chamber compiles a complete list of events occurring in the Sunriver area and also lists the major events occurring in Bend and La Pine. It is the most comprehensive list of Sunriver events published by any organization.

The Sunriver Music Festival, one of the premier events in all of Central Oregon, brings thousands of vacationers to Sunriver and Bend, and works closely with the Chamber to maximize the event's success. For years the Festival has worked together with the Chamber to organize and run the annual Swings for Strings golf tournament, which is the major fundraiser for the organization. The Festival is showcased in the *Sunriver Magazine* and is one their primary marketing pieces. The Festival utilizes the Chamber's marketing services to help find local housing for the musicians who travel from across the country and overseas to perform at the festival.

The Sunriver Nature Center and the Oregon Observatory is an important member of the SACC. In addition to sponsoring several of their events throughout the year, the organization counts on the Chamber as one of their primary marketing sources.

The Sunriver Art Faire, a three day event in Sunriver that is organized and run by the Sunriver Women's Club, brings over 20,000 visitors to Sunriver. Each year the Women's Club uses the Chamber to help launch the Art Faire with a "kick off" event held at the SHARC. The event generates awareness and helps recruit volunteers to run the faire.

Sunriver Books & Music holds book club meetings and periodic author appearances at their store in The Village at Sunriver, and major author events at SHARC. Larger venues are needed to accommodate crowds that show up to meet best-selling authors like Craig Johnson of the Walt Longmire mystery series fame. The Sunriver Artists' Gallery, a cooperative of 30 artists, also holds artist events throughout the year. Both organizations use the marketing services of the Chamber to help promote their events.

The Sunriver Stars Community Theater, a nonprofit group of thespians, performs several plays and musicals throughout the year at SHARC. The 3-day weekend shows are performed to sell out audiences, primarily based on the marketing provided by the *Sunriver Scene* and the Chamber e news services.

Communication

In order to maintain strong economic vitality in a community, it is imperative that the community receive consistent information from reliable sources to keep itself educated and informed. Sunriver has limited local news outlets. The *Sunriver Scene*, the monthly periodical published by SROA, provides locals and visitors with valuable local news; however, it is basically a homeowner's association newsletter. The other principal news source in Sunriver is the SACoC's weekly e newsletters. Each Monday morning the Chamber emails to more than 1,000 business owners and local residents information regarding upcoming events, local and regional business news and other relevant information that affects the community. Chamber members also use the email services to present their information to the community. The e news is available to anyone to receive and is not restricted to members only.

The Chamber is working with the special projects division of the *Bend Bulletin* to help produce the "Under the Sun" quarterly insert dedicated exclusively to Sunriver. The SACoC is providing the *Bulletin* with editorial leads and content, promotion and identification of potential advertisers.

Sunriver Magazine

The premier marketing and information material highlighting the Sunriver area is the *Sunriver Magazine*. Working with Cascade Publications in Bend, the SACoC prints and distributes more than 20,000 copies of the magazine annually. The magazine is made available at news outlets throughout Sunriver, at SHARC, the Sunriver Chamber visitor center and is mailed free of charge to anyone who requests it. Sunriver Resort places the magazine in all their vacation rentals and most property management companies place it in the vacation properties they manage. Through reciprocity agreements, the magazine is distributed to and displayed in every visitor center in the state of Oregon. This includes the major visitors' centers at the Portland International Airport as well as the visitor center at the end of the Oregon Trail in Oregon City. The magazine is distributed to a targeted audience that is actively seeking Sunriver visitor and relocation information.

The *Sunriver Magazine* is much more than a business-advertising vehicle. Great care is taken ensure the magazine contains information about all the areas surrounding Sunriver. The Newberry Monument, Cascades Lakes Hwy., Pacific Crest Trail and the High Desert Museum are

all highlighted in the magazine. Relevant maps, educational information and a complete annual events calendar are part of this comprehensive description of Sunriver.

This is a beautiful magazine that truly captures and showcases the qualities that make Sunriver a special and unique place to live, work and visit. The magazine is designed to appeal to visitors as well as local residents. It is a coffee table quality publication with a long shelf life that is referred to repeatedly throughout the year.

Tourism

Tourism by far has the largest positive financial impact on the Sunriver area. For this reason, it is imperative that Sunriver maintain its local presence, marketing and outreach. It is said that Bend has equaled or surpassed Sunriver as the primary visitor destination location in Central Oregon. If this is true, then a portion of that success can be attributed to the multi millions of dollars that the City of Bend has spent promoting the Bend brand and establishing the local Visit Bend visitor center. Such successes are examples of how local control and commitment can produce a better product at a lower overall cost.

In January of 2014, the SACoC and the Central Oregon Visitor's Association (COVA) engaged in discussions to determine ways in which the two organizations could work together to enhance the complimentary services they provide. The SACoC proposed jointly operating the visitor center with the SACoC maintaining office space, sharing operating expenses and handling the local visitor inquiries, allowing COVA to concentrate on their regional marketing. This proposal was rejected by COVA. The SACoC then asked to for space display Chamber member information, and be provided an area where the local businesses and nonprofit organizations located in Sunriver could be marketed and displayed. COVA refused this request as well.

In December of 2014, (COVA) relocated their offices to a highly visible, high rent location in the heart of The Village in Sunriver. According to COVA's published news releases, COVA established the new visitor center in order "to serve the presently unmet need to provide visitor information to the estimated 2.5 million annual destination visitors who base camp their Central Oregon vacation in Sunriver..." In the December *Bend Bulletin* COVA was quoted as saying, "the only community that does not have a full time visitor center is Sunriver..." These kinds of public statements make it difficult to engage with COVA as a marketing partner.

Even though the vast majority of COVA's reported \$2.2 million operating budget comes from taxpayers, and the fact that COVA's published mission statement is to "promote Central Oregon as a year-round visitor destination to improve the economic vitality of the region," COVA has made it clear that they are a member-driven organization. A business must be a member of COVA before they will receive any promotion from COVA. This means that all local Sunriver businesses and nonprofit organizations must pay a membership fee to COVA simply to have

their brochure displayed at COVA's visitor center. COVA annual membership is more than twice that of the SACoC.

COVA does carry the *Sunriver Magazine* in their visitor center (reciprocity), and they do list the SACC as a partner on their web site. COVA periodically sends to SACoC names and addresses of individuals who have requested information about Sunriver. The SACoC, in turn, mails copies of the *Sunriver Magazine* to these potential visitors. This means that a visitor center located in the heart of Sunriver, purporting to provide information about Sunriver, will not mail important information about Sunriver to potential visitors. COVA will, however, mail its visitors guide. COVA's *Central Oregon Visitors Guide* contains 122 pages, of which 7 pages (less than 6%), is devoted to Sunriver. The SACC's *Sunriver Magazine* is 114 pages and all of it is devoted to Sunriver.

The system designed to advertise and promote Oregon to visitors is clear. Promotion is done on a state level, a regional level and a local level. The system is not designed for a regional visitor center to replace a local visitor center. Each level serves unique and specific roles. The services provided, and the organizations that provide them, should be complimentary. Not competitive.

Financial Position

The SACoC operates on an annual budget of approximately \$50,000. Approximately half this money has been provided by Deschutes County with the balance coming from membership dues and advertising income. This income level has changed very little over the years. It is estimated that over 80% of the businesses that actively operate and market their services in Sunriver are members of the SACoC. However, even though the Sunriver area collects and remits the dominant majority of Transient Room Taxes to Deschutes County, it does so with a limited amount of businesses. Both the La Pine and Sisters Chambers of Commerce have twice the membership of the SACoC, based on the greater number of businesses in their area to draw from. Therefore, the SACoC's low amount of membership income is simply based on the small number of business the Chamber can represent in their area.

The SACoC's balance sheet contains no long term debt and carries an adequate cash reserve at this time.

Funding

The financial viability of the SACoC is in jeopardy. Up to now, the SACoC has remained solvent thanks to tremendous volunteer support that local residents have donated to the Chamber. The SACoC currently operates with one full time executive director. It is not realistic to expect one person to operate the Chamber and visitor center 40 hours a week and, at the same time,

represent Sunriver as an ambassador at civic functions, Chamber activities, etc. A minimum of two full time individuals are required in order to provide adequate services.

The SACoC must invest in new technology and communications platforms. Individuals who are paid minimum wage cannot provide the level of knowledge and expertise required to properly operate and carry out the mission of the Chamber.

An unofficial tally of the other Chambers and visitor centers operating in Deschutes County show that large financial grants have been provided to them from the city they represent. The Chambers of Commerce in Sisters and Redmond both receive well over \$100,000 annually from their respective cities. In addition, these Chambers are able to maintain twice the number of members due to the larger amount of businesses in their areas. The La Pine Chamber of Commerce has twice the number of members as the SACoC, and receives over twice the amount of grant money, even though the amount Transient Room Tax collected in La Pine is relatively low.

Therefore, the Sunriver Area Chamber of Commerce Board of Directors requests:

- 1) The Deschutes County Commissioners continue to provide funding for the important activities and services that the SACoC provides in Deschutes County.
- 2) An increase in those funds.
- 3) Any grant money that can be provided by the lottery funds.

Thank you for considering our request.

Respectfully submitted,

The Board of Directors of the Sunriver Area Chamber of Commerce

Brooke Snavely, President

Sunriver Scene Editor

541-585-2938

brookes@srowners.org

Dave Wilkins, Treasurer

Starr Productions Entertainment Services

541-419-4090

starrproductiondjs@gmail.com

Carl Jansen, Secretary

President Upper Deschutes River Coalition

541-593-2777

carlj@searchna.com

Ginny Kansas-Meszaros, Director
Gibson Realty
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Asea Wellness Consultant
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William Wood, Director
William Wood Photography
541-593-5512
wmwood@chamberscable.com

Patty Klascius, Director
Former SROA board member
503-695-2824
pklascius@gmail.com

Sunriver Business Park



Sunriver Area Chamber of Commerce
SERVING THE NORTHWEST'S YEAR-ROUND PLAYGROUND
Two Country Mall, Suite B 57195 Beaver Drive Sunriver, OR 97707
(541) 593-8149 Fax (541) 593-3581 exec@sunriverchamber.com

Food & Beverages

- 1 Alley Cat
- 2 Big Belly Burger & Brew
- 16 Circle K Convenience Store
- 16 Subway
- 5 Sunriver Brewing Company
- 16 T&S Espresso Awakenings
- 14 The Door
- 1 The Mountain Jug

Health & Fitness

- 14 Ambush Fitness
- 14 David Schweitzer-DMD
- 3 O'Neil Orthodontics
- 14 Salon Sunriver
- 2 Sunriver Dance Academy
- 18 Sunriver Physical Therapy
- 15 The Sunriver Pharmacy

Personal Services

- 4 Hammer Time Home Center (Pet Supply Department)
- 16 Scrubs Laundromat
- 6 Spacemaker Storage
- 19 Sunriver Storage Systems
- 3 Sunriver Veterinary Clinic
- 8 The Compound

Public Services

- 17 Newberry New Habitat for Humanity
- 13 The Sunriver Library
- 9 The Sunriver Post Office
- 20 Three Rivers School

Real Estate/ Business Services

- 11 Accountable Tax Services
- 10 Bennington Properties
- 3 Cadwell Realty Group
- 14 Eagle Commercial Real Estate
- 3 Gibson Realty
- 3 North West Custom Log Homes
- 11 Sunriver Office Services
- 11 Village Properties

Recreation & Rentals

- 4 Hammer Time Home Center (Fishing Department)
- 7 Powder Village Condominiums
- 1 Sunriver Fly Stop
- 19 Stillwater Fly Shop
- 16 Tumalo Creek Canoe & Kayak
- 3 Vacation Station

Vacation Home Rentals

- 10 Bennington Properties
- 7 Powder Village Condominiums
- 3 Vacation Station
- 11 Village Properties

Retail

- 2 Cooper Racing & Small Engine Repair (Hobby & Gift shop)
- 4 Hammer Time Home Center
- 2 Pop Worldwide
- 1 Wildfire Consignments

Spa & Hot Tub Sales & Service

- 2 H2O Specialists
- 3 Waterworks Spas

Vehicle Maintenance & Engine Repair

- 2 Cooper Racing & Small Engine Repair
- 16 Cross Roads Car Wash
- 16 Cross Roads Shell
- 4 Hammer Time Home Center (Auto Parts Department)
- 12 Mike's Tire & Auto Center

Spring River Plaza





UPPER DESCHUTES RIVER COALITION

P O Box 3042
56881 Enterprise Drive
Sunriver, Oregon 97707
www.udrc.org

July 14, 2015

To: Deschutes County Commissioners

Subject: Letter in support of the Sunriver Chamber of Commerce Community Services

From: Carl Jansen, President of the Upper Deschutes River Coalitions, and Sunriver Chamber Board Member

The UDRC has maintained membership in the Chamber for over eight years. This business group has been vital to support continued improvement in our natural resource base in Southern Deschutes County.

The UDRC membership depends on vital business and community resources in the nearby Sunriver Business Park and SR Village. Rural Development in South County depends on broad public communication to and from many South county partners, including the USFS and BLM .

Your financial support for our chamber's business services continues to strengthen the goals of the South County's 20 year comprehensive plan signed by all of you in 2012. Note the SR Chamber and the UDRC have been mentioned many times in this 20 year plan.

It has been a pleasure in working with all of our partners and neighbors in implementing the South County's plan for the past three years and the next 17 years. Sustained controlled growth is essential for all of us living in South County.



Sunriver Art Faire 2015
Sunriver Women's Club
PO Box 3334, Sunriver, OR 97707



January 8, 2015

Kent Elliott
Sunriver Chamber of Commerce
Sunriver, OR 97707

Dear Kent,

The 2014 Sunriver Art Faire had neither hail storms nor excessive heat, but about 18,000 visitors enjoying themselves and spending money. According to our survey, 65% of visitors were from outside Central Oregon, and of the 59 artists, 44 are "definitely interested" or "there is a strong possibility of returning" in 2015. "SRAF is my all-time favorite show. It shines just like Oregon's biggest and best shows," one artist wrote. Another said, "I like that proceeds from our fees go to the causes chosen by the Women's Club. Way to go!" We were able to distribute \$35,000 to deserving non-profits in South Deschutes County at our April Giving Luncheon, including profit from the Art Faire. See the enclosed *2014 List of Grants Awarded*.

Planning is already under way for the **6th Annual Sunriver Art Faire, August 7, 8 and 9, 2015**. The Faire's Executive Committee is already hard at work planning for a bigger and better event next summer. Artist recruitment began in December, committee chairs are in place and the 2015 Art Faire Overview is ready (see enclosure).

The Sunriver Women's Club values and appreciates your support, and we look forward to your continued involvement in making this weekend a success. Support from the Chamber has helped make this a favorite show for top professional artists.

We have enclosed the *Sponsors with a Heart* sheet that details the variety of benefits that come with the donation categories. Should you need any additional information or have any questions, you can contact us at the addresses on our attached business cards.

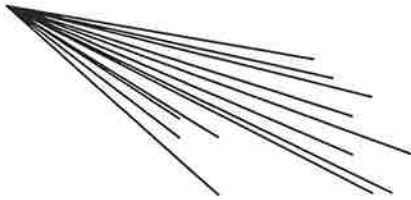
Thank you, Kent, for all that you do not only for the Women's Club, but for all the assistance you give to make the greater Sunriver community a better place to live and visit.

With Great Appreciation,

Carol Cassetty and Sandy Young
Co-Chairs, Art Faire Sponsorship Program

Enclosures: Sponsors with a Heart Overview
Art Faire 2015 Overview
List of Grants Awarded by SRWC in 2014
Brochure from the 2014 Sunriver Art Faire

Sunriver Pharmacy



July 6, 2015

To Whom It May Concern:

This letter is to represent the significance of the Sunriver Chamber of Commerce.

Sunriver Pharmacy opened its doors September 2, 2014. The Sunriver Chamber of Commerce was responsible for introducing our business to the communities that represent our catchment area. It was their expertise and knowledge that allowed our introduction to other business owners, uncovering new marketing ideas and acceptance into the family of businesses in our community. Kent Elliott, Executive Director, is a resource of knowledge that leads to creativity, action and positive outcomes for the projects he is involved with.

I would say we are very lucky to have a Chamber of Commerce that has such compassion and drive to make our community successful in so many ways.

Sincerely,



Gregory L. Gilbert, MSA
Owner - Sunriver Pharmacy

Sunriver Pharmacy
541-647-2377 Office

56890 Venture Lane
P.O. BOX 4789
541-647-2365 FAX

Sunriver, OR 97707
SRP@sunriverpharmacy.com

Visitor Centers in Central Oregon

La Pine Chamber of Commerce
400 Members
\$50,000 City Grant

Redmond Chamber of Commerce
400 Members
\$120,000 City Grant

Sisters Chamber of Commerce
400 Members
\$110,000 City Grant

Bend Chamber of Commerce
1,200 Members
No Grant Money

Visit Bend
0 Members
100% City Funded

COVA
450 Members
\$2,200,000 budget
\$1,200,000 (?) from Deschutes County

Sunriver Chamber of Commerce
200 Members
\$22,000 Grant from Deschutes County

BRIEFING PAPER
Ammunition Development Corporation d.b.a. SSA by Nosler
Request for Deschutes County Economic Development Loan Fund

Company Request: \$40,000

EDCO Recommendation: \$40,000

Application Date: June 5th, 2015

Proposed Job Creation within 24 months of application date: 20 new employees

Average Pay for New Employees (all positions, excluding commissions): \$46,842

Industry: Ammunition Manufacturing

Website: www.nosler.com

Company Background:

SSA is a manufacturer of specialty ammunition products previously located in Packwood, Washington that was acquired by Nosler in 2013. They manufacture brass cartridge cases from raw material and use those cases along with purchased bullets, powder, and primers to assemble a variety of ammunition products specifically intended to serve law enforcement and other tactical shooting purposes. In addition to selling into these markets, SSA also builds these components for Original Equipment Manufacturers (including Nosler) who sell their ammunition under their respective brands. With the exception of a few consumer direct sales, most sales occur outside Deschutes County and are effectively distributed worldwide. SSA currently distributes its products through an array of specialty distributors. Since 1948, Nosler has been a leader in the world market of sporting firearms, ammunition, cartridge cases, and bullets. SSA intends to utilize Nosler's worldwide sales and distribution channels to further enhance the distribution of its products.

SSA intends to relocate its operations in Redmond upon completion of a new facility currently under construction. That facility will be owned by an LLC which owns Nosler's current facilities in Bend, but will be leased to SSA upon their occupancy. In Redmond they will employ one executive, a variety of skilled technicians/machinists, machine operators and quality control personnel, for a planned first-year total of 20 FTEs at an average wage of \$46,842. In addition to wages the company provides a benefits package that includes: medical, dental, prescription and vision insurance; 401(k) plan with match; long-term disability and life insurance; a 125 flexible spending account; a personal time off plan; nine paid holidays per year, plus three floating holidays; and 200 factory second bullets and employee discounts on other products. The company's "core values" are Faith, Family, Quality, Honesty, Integrity and Service.

SSA will be led by Greg Hawley, a former CPA who in the early-to-mid 1990s had been Nosler's VP of Operations and went on to become CFO of Willamette Industries, a large NW publicly traded forest products company. Mr. Hawley was recently hired back by Nosler to run SSA.

EDCO has been working closely with Nosler for the past 18 months reviewing potential sites for SSA, including locations outside Oregon. We are pleased to announce that after careful review the company decided to purchase a 60 acre light industrial parcel in Redmond and estimates it will invest approximately \$6.2 million (property, construction, and relocated and new equipment) to build the new facility.

The Deschutes County Economic Development Loan Fund was paired with incentives from the City of Redmond and the State of Oregon to compete for this recruitment project. These funds, if awarded, will be used to help construct the new 30,000 SF facility in Redmond and to relocate and purchase equipment.

EDCO Recommendation

A meeting with Ammunition Development Corporation, dba "SSA", a wholly owned subsidiary of Nosler, Inc. was held in the afternoon of July 30, 2015. The meeting consisted of a tour of Nosler's facility and the viewing of a number of pieces of SSA equipment temporarily being housed there, and of the sort of ammunition loading processes which SSA conducts to manufacture its products. The meeting concluded with a review of financial information with Mark Roberts, Nosler's Chief Financial Officer.

The due diligence committee consisted of Jon Stark, EDCO Manager for Redmond Economic Development, Inc., Turner Waskom, VP Senior Business Lender, Craft3, Joe Centanni, CPA, and Redmond City Councilor and Paul Coil, CFO, Central Oregon Truck Company, Inc.

The committee and EDCO are recommending an award of \$40,000, or \$2,000 per job, created by June 5, 2017 (24 months following the application date).

Conditions include:

- Company employs 20 FTE in Deschutes County by June 5, 2017 and maintains that employment for any 12 month period before June 5, 2018.
- Company provides quarterly employment updates and the ability to inspect complete financial statements from award date through termination of the yet-to-be executed agreement with Deschutes County.

Failure to meet the above provisions would result in partial or full repayment of the loan, with interest.



Community Development Department

Planning Division Building Safety Division Environmental Soils Division

117 NW Lafayette Avenue Bend Oregon 97701-1925
(541)388-6575 FAX (541)385-1764
<http://www.co.deschutes.or.us/cdd/>

MEMORANDUM

TO: Board of County Commissioners
FROM: Nick Lelack, Director
DATE: September 14, 2015
RE: Blanket Fee Waiver Request – Central Oregon Veterans Outreach

Summary

The purpose of this work session is to consider a Fee Waiver Request from the Central Oregon Veterans Ranch. The request, submitted by Alison Perry, is to waive land use planning fees (Conditional Use Permit and Landscape Management Review) up to \$3,355 to convert an existing “home into an Adult Foster Home to provide end of life care and supportive housing to veterans who are terminally ill or near end of life.”

The applicable Fee Waiver Policies are:

4 (B). The request is from a non-profit organization that has encountered an extraordinary hardship that could not have been anticipated in planning for and funding the project, and the fee waiver will benefit the community.

8. The Board of County Commissioners may waive fees in any other case where the public benefit is served and other remedies have been exhausted.”

In addition, the applicant has received a grant from Home Depot, the Oregon Community Foundation, and Meyer Memorial Trust to support the project; is seeking grant funding from state (Oregon Housing and Community Services) to remodel the home to comply with the Americans with Disabilities Act (ADA); and receiving donations and volunteers from several other non-profit organizations for operations.

The applicant states the “fee for the CUP would put a significant dent in funds necessary to open the Adult Foster home, including a set-aside for two months operating costs...”

Requested Board Action

Staff seeks a Board decision to:

- (1) Approve the blanket fee waiver in the amount of \$3,355 and find that the action is in the public benefit; or
- (2) Approve a partial fee waiver and find that the action is in the public benefit; or
- (3) Deny the fee waiver request; or
- (4) Conduct another work session on this request.



A working ranch that restores purpose and spirit to veterans of all ages.

RECEIVED
BY: Paul B.

SEP 11 2015

DELIVERED BY:
Joseph

01 September 2015

Dear Mr. Lelack,

Central Oregon Veterans Ranch (COVR) is a federal 501(c)3 nonprofit organization currently leasing a 19-acre property between Bend and Redmond off of 61st Street. The property is designated EFU and has 12 acres of irrigation, a 4 bedroom home, a barn, and two small greenhouses. The property address is 65920 61st St. Bend, OR 97703.

Pursuant to section B, p. 7 (*The request is from a nonprofit organization that has encountered an extraordinary hardship which could not have been anticipated in planning for and funding of the project; and the fee waiver will benefit the community*) of the Fee Waiver Policy we are requesting a waiver of the \$2, 485.00 CUP fee (and potentially the \$870.00 in the event that a Landscape Management Review is necessary) for the following project(s). Please note that the property owner Tom Kemper is fully in support of these changes for the duration of the 2 year lease, at which time (April 2017) the nonprofit COVR will have purchased the property outright or assumed the loan.

1. COVR is seeking to convert the existing 4-bedroom home into an Adult Foster Home to provide end of life care and supportive housing to veterans who are terminally ill or near end of life. We are currently working with the state to ensure compliance for ADA standards for AFH.
2. Our plan is to widen the doors in the home to make them ADA compliant and accessible to wheelchairs, as well as to expand the hallway bathroom. We will be moving the washer/dryer and furnace to accommodate the larger bathroom.
3. We are requesting funding from the state (OHCS) and would also like to add a bedroom to the home. The addition would be 12 by 14 feet and require one opening from the existing structure.

Organization:

COVR's mission is "*A working ranch that restores purpose and spirit to veterans of all ages.*" The ranch will serve as a sanctuary and hub for veterans of all ages, offering supportive housing for up to 5 veterans who are terminally ill or aged, while utilizing the surrounding 19-acres for education and service projects for veterans from the broader community. The ranch will foster camaraderie among veterans with a specific outreach to returning veterans to engage them in finding a renewed sense of purpose, peace, and new vocational paths through group

projects and education in sustainable agriculture. The ranch will fill a gap in services for aging or terminally ill veterans through the Adult Foster Home where staff and volunteers will be trained to address the unique needs of veterans. There are currently no elder or senior care facilities in Central Oregon that cater to veterans. The ranch will partner with other veteran organizations and services in the area to ensure that veterans have awareness and access to all resources in the region. Central Oregon is home to approximately 20,000 veterans (Deschutes 15,343, Crook 2,604, Jefferson 2,212).

COVR has received overwhelming support through various community organizations who have donated or are completing or seeking to complete volunteer projects at the ranch, including Redmond Rotary, Vietnam Veterans of America Chapter 820, Oregon Veterans Motorcycle Association, Straw Propeller Gourmet Foods, Hilton Garden Inn Bend, Oregon Youth Challenge, Boy Scouts, etc. The ranch currently engages local veterans through a Veterans Volunteer Workday on Thursdays, and is a resource for veterans going through the court system to complete community service in a rehabilitative setting.

We have received grant funding from Home Depot, Oregon Community Foundation, and Meyer Memorial Trust. COVR has applied for a grant through Oregon Housing & Community Services for Capital & Acquisition, which would provide funding for capital and for the addition of a room to the ranch home. The addition of the room would allow COVR to house two below AMI or Medicaid-covered veterans.

COVR is a new nonprofit continuing to raise funds for startup and operations, which includes both ranch/farm and housing operations. The fee for the CUP would put a significant dent in funds necessary to open the Adult Foster Home, including a set aside for two months operating costs necessary for state licensure.

We appreciate the County's willingness to consider a waiver of the fees for the Conditional Use Permit and potentially Landscape Management Review. Please do not hesitate to contact me, Alison Perry, at 503-789-0911, aperry@centraloregonveteransranch.org, or COVR Board member Joe Florio at 818-378-5382, jflorio@pacbell.net

Sincerely,

Alison Perry



Community Development Department
Planning Division

117 NW Lafayette Avenue, Bend, OR 97701-1925
(541) 388-6575 - Fax (541) 385-1764
<http://www.deschutes.org/cdd>

FEE WAIVER REQUEST FORM

Name of Individual/Organization: Central Oregon Veterans Ranch
Address: 15920 1st St. City/State/Zip: Bend, OR 97701 Phone: (541) 706-9062

Type of Permit and Fees:

☒ Building \$ 2,485.00 ☐ Planning \$ _____
☐ Restaurant \$ _____ ☐ Subsurface Sewage \$ _____
☒ Other: \$ Non-Visible Landscape Management (maybe) \$870.00

Total amount of fee(s) requested to be waived: \$ 3,355

The applicant shall provide a written explanation of the request and explain why one or more of the criteria below are satisfied. The request will be reviewed by the Community Development Director and a response will be provided within ten (10) business days.

Criteria that must be met to qualify for a Fee Waiver:

- A. The applicant meets the criteria for indigency and at least one of the following conditions. Indigence shall be established by the financial hardship process attached (refer to **Affidavit of Indigence and Request for Fee Waiver form**).
1. There is an immediate need of the Community Development Department's services to protect the applicant's or public's health or safety.
 2. Granting the fee waiver will create a long-term efficiency for a Code Enforcement issue.
- B. The request is from a nonprofit organization that has encountered an extraordinary hardship which could not have been anticipated in planning for and funding of the project; and the fee waiver will benefit the community.

(NOTE: The Community Development Director may require performance of community services for some or all of the waived fees.)



Community Development Department

Planning Division

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FEE WAIVER POLICY

Effective January 4, 2006, the Deschutes County Board of Commissioners approved Ordinance Nos. 2006-001, 2006-002 and 2006-003, delegating authority to administer and approve septic permit, building permit, and land use permit fee waiver requests to the Community Development Director and County Administrator (DDC 13.08, 15.04.160 and 22.08.010).

The Board of County Commissioners of Deschutes County has delegated full authority to the Community Development Department (CDD) Director to administer this policy, with the exception of Items #7 and #8.

POLICY GUIDELINES:

1. Fee waivers under this policy provide a public benefit.
 2. With the adoption of this policy and continuing with each budget, an amount not to exceed \$5,000 shall be set aside into a hardship account within the CDD budget from any savings of budgeted expenses or excess revenue.
 3. When money is available in the hardship account of CDD, the CDD Director may authorize fee waivers in amounts not to exceed the fee waiver budget each year.
 4. The CDD Director shall find an applicant meets one of the following criteria in granting fee waivers:
 - A. The applicant meets the criteria for indigency and at least one of the following conditions. Indigence shall be established by the financial hardship process attached as Exhibit "A."
 1. There is an immediate need of the services of the Community Development Department to protect the applicant's or the public's health or safety.
 2. Granting the waiver will create a long-term efficiency of a Code Enforcement issue.
 - B. The request is from a nonprofit organization that has encountered an extraordinary hardship that could not have been anticipated in planning for and funding of the project, and the fee waiver will benefit the community.
- (NOTE: Community Service may be required by the CDD Director for some or all of the waived fees.)
5. Fee Waiver requests covered above shall be submitted on a form provided by CDD. Applicant shall provide a written explanation of the request and explain why one or more of the above criteria are satisfied. The request will be delivered to the CDD Director for review and decision.

6. The applicant may appeal the CDD Director's decision to the Deschutes County Administrator. The applicant may appeal the Deschutes County Administrator's decision to the Board of County Commissioners.
7. The Board of County Commissioners may issue blanket fee waivers, subject to the above criterion, for classes of hardship such as catastrophic fire.
8. The Board of County Commissioners may waive fees in any other case where the public benefit is served and other remedies have been exhausted.

FINANCIAL HARDSHIP

Some property owners or other responsible persons who lack the financial ability to obtain permits and approvals to pay fees established by the County for Community Development Services may receive relief. The procedure for establishing financial hardships is set forth below:

Procedure:

In cases where the applicant appears to have insufficient resources to pay fees, the applicant may apply to qualify for financial or other assistance within available resources and under the following procedures.

1. **Criteria for Indigency**

To qualify for assistance under this section, the applicant or other responsible person must demonstrate a substantial financial hardship that makes paying the required fees impractical.

2. **Fee Reduction/Waiver**

An applicant may apply for a reduction or waiver of CDD development fees for permits. The decision to reduce or waive development fees will be made by the CDD Director, considering the following factors:

- A. The degree of the applicant's indigency;
- B. The cost of the development permit(s) or approval(s) required;
- C. Funds available for fee reductions/waivers in CDD's budget or in any other available funds;
and
- D. Other assistance available in the community.

3. **Community Service in Lieu of Fees**

Upon a finding of indigency, the CDD Director may order community service at the rate of \$10.00 per hour in lieu of some or all waived fees. A period of time shall be established in which the community service shall be completed.



Community Development Department
Planning Division

117 NW Lafayette Avenue, Bend, OR 97701-1925
(541) 388-6575 - Fax (541) 385-1764
<http://www.deschutes.org/cdd>

**RELEASE TO OBTAIN INFORMATION FOR VERIFICATION
(CONFIDENTIAL)**

APPLICANT'S NAME: Central Oregon Veterans Ranch

I understand that the County may verify my employment and financial situation to determine my eligibility for a fee waiver. I understand that some of the information necessary for this verification is contained in records that are protected under federal and state laws. I have therefore signed this release which allows public and private organizations and individuals to provide the County or its designee with requested information. I understand that organizations and individuals which may be contacted include but are not limited to:

- Social Security Administration
- State Department of Revenue
- Mortgage Holder
- Department of Motor Vehicles
- Employment Division(s)
- Utility Companies
- Worker's Compensation Disability Provider
- Adult and Family Services Division
- Landlords
- Private Disability Insurance Provider
- Private Life Insurance Provider
- Past Employers
- Release Assistance Office
- Credit Card Holders
- Credit Bureaus
- Schools and Colleges
- Banks, Savings & Loans, Credit Unions (requesting savings, stocks, bonds, checking, loan and credit information including copies of applications)
- Other: _____

By signing this release, I specifically authorize the County or its designee to directly contact my current employer by telephone or in writing, and to release and utilize my address as needed by the Board of County Commissioners or its designee.

Alison Ruy
Applicant Signature

31 AUG 2015
Date



Deschutes County Health Services

GRANT APPLICATION REQUEST

Official Grant Title:	Oregon Strategic Prevention Framework Partnership for Success Initiative Invitation Application
Source of Grant Funds:	Federal via the State
Funding Amount (include amount per year if multiple years):	\$125,000 starting October 2015 with re-application and likely award for subsequent three years
Required Matching Funds (if applicable):	n/a
Application Due Date and Submission Method:	September 30 via e-mail
FTE Required and Cost of FTE:	1.0 FTE required at a cost of \$96,491 (salary and benefits); utilizing existing FTE and assigning Julie Spackman the work
Staff Responsible:	Jessica Jacks
Grant Administrator (if awarded):	Oregon Health Authority

Please answer the following questions:

1. Briefly summarize what work the grant is intended to accomplish:

The Strategic Prevention Framework Partnerships For Success (SPF-PFS) grant will require Deschutes County to conduct a community assessment, prioritize work based on need and capacity, and develop an implementation plan. This work must be done in collaboration with our local prevention coalitions and community partners. Ultimately, one or two focus areas will be prioritized for the work.

2. What priorities in the Health Services Strategic Plan would this grant activity support? Provide data to describe a documented health need that would be addressed and that is consistent with the Strategic Plan.

Deschutes County was selected as one of ten counties to participate in this funding opportunity based on a data review by the State. These ten counties are now asked to complete an "invitation application" prior to an official contract of services. This form is requesting approval to submit the Invitation Application.

This funding opportunity would potentially support both the "high risk drinking prevention ages 18-25" and "substance abuse prevention" priorities identified by the current Health Services Strategic Plan. It also supports data identified in the Regional Health Assessment for Deschutes County.

This funding opportunity requires that we assess our local community through data and current readiness to be able address 1 to 2 of the following issue areas:

1. *Underage drinking among persons 12-20 years*
2. *High risk drinking among persons aged 18-25 years*
3. *Prescription drug misuse and abuse among persons aged 12-25 years old*

A community-based process will determine which of the above issue areas Deschutes County will address. In addition, the current Regional Health Assessment process, Regional Health Improvement Plan process and upcoming Prescription Drug Summit will be used to inform this decision.

The following data is a brief overview of the Deschutes County data related to these issues:

- 20.9% 8th graders report drinking alcohol on at least 1 day in the past 30 days
- 43.9% 11th graders report drinking alcohol on at least 1 day in the past 30 days
- 4.3% 8th graders report using a prescription drug at least 1 time in the last 30 days
- 8.7% 11th graders report using a prescription drug at least 1 time in the last 30 days
- Opioid related unintentional prescription drug mortality in Central Oregon was 3.6/100,000

Central Oregon is not meeting the CCO benchmark for the "percentage of adult patients (aged 18+) who had appropriate screening and intervention for alcohol to other substance abuse"

3. Would this support core program activities and, if so, which one(s)? Are additional funds needed to support these activities?

Yes. This funding opportunity requires that we support the Strategic Prevention Framework (SPF). Our substance abuse prevention program has been utilizing the SPF for the past several years. Staff are skilled in the approach and our local coalitions, of which we are required to work with, are familiar with the process.

Additional funds are not needed to support activities at this time

4. Does this funding add new program activities? If so, what are the activities? Is it appropriate to add these new activities at this time?

Depending on the outcome of the community-based process, this funding may add prescription drug abuse prevention activities to existing activities. Activities related to alcohol prevention are already underway. It remains to be seen what specific strategies will be selected to address these issues; however, the substance abuse prevention program has historically had an emphasis on education and supporting environments through policy or guidelines to enhance healthful living. It is anticipated that this philosophical approach will continue.

5. Is there a science base to support delivering the activities and services listed? Please describe that science base.

The Strategic Prevention Framework (SPF) is a community based planning process that results in the identification of culturally appropriate and evidenced based strategies based on data informed decision making. The SPF is an evidence based approach endorsed by SAMHSA, Substance Abuse and Mental Health Services Administration.

6. How long would the funding be available? If the funding is for less than three years, what is the plan to transition the work, staffing and expenses after the funding ends?

Funding is available for four years, starting October 2015. However a re-application is required each year

7. What is the application deadline? Do you anticipate any problems meeting this deadline?

The deadline is September 30, 2015 and staff do not foresee problems meeting this deadline.

8. Do you have the staffing to write a competitive proposal? If not, how will you contract for these services?

Yes.

9. Are there any matching requirements?

No.

10. What other partner organizations could potentially be applying? What is the plan to work with them?

Only the 10 identified counties are allowed to apply. If one of the ten opts out, the next county in line will be asked to participate. The following listed identified the original ten Counties selected and we are pleased that it includes Crook and Jefferson, for the potential collaboration opportunities, if we are all successful with this submission process:

- *Baker*
- *Clackamas*
- *Crook*
- *Curry*
- *Deschutes*
- *Jefferson*
- *Lake*
- *Lane*
- *Lincoln*
- *Union*

11. What are the potential political issues that could arise as a result of this application, funding, and/or activity?

Substance abuse prevention is historically political. Every effort is made to proceed with community-based informed and prioritized strategies so that political issues are minor. It is unknown what might surface from this funding opportunity.

12. What is the fiscal impact to the department if we are awarded this grant? Please attach fiscal impact analysis form completed with Business Manager approval.

\$125,000 awarded annually, see attached budget.

13. Will a contract be required if we are awarded this grant? If yes, is there sufficient time to complete the contract process (estimated timeline: 4-6 weeks) prior to starting the work?

Yes, with Addictions and Mental Health Services. Yes.

SPF-PFS Budget Projection, October 2015 to September 2016

Budget Item	Projected Expense	Notes
Personnel	\$ 60,699	Must be 1.0 FTE
Fringe Benefits	\$ 35,792	
Travel	\$ 5,000	Must allocate a minimum of \$5K
Training	\$ 2,500	Must allocate a minimum of \$2,500
Equipment	\$ -	
Program Supplies	\$ 2,509	food, meeting supplies
Contracts	\$ 6,000	facilitation, data analysis, training
Other	\$ -	
Total Direct Costs	\$ 112,500	
Total Indirect Costs (10%)	\$ 12,500	Cannot exceed 15% of total budget
Total Projected Expense	\$ 125,000	



Deschutes County Board of County Commissioners

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Tammy Baney
Anthony DeBone
Alan Unger

September 23, 2015

Kerryann Bouska
Oregon SPF-PFS Director
Health Systems
500 Summer Street, E-86
Salem, OR 97301-1118

Dear Ms. Bouska,

I am submitting this letter of commitment in support of Deschutes County Health Services' application for funds to implement the Strategic Prevention Framework Partnership for Success (SPF-PFS) Initiative. I firmly believe that the Substance Abuse Prevention Program will be effective at coordinating an effective SPF-PFS initiative, which complements the work we have been doing with high-risk drinking among 18-25 year olds the past three years. This will allow our County to plan and implement strategies to prevent substance abuse focused on one or two of the following focus areas:

1. Underage drinking among persons aged 12-20 years,
2. High risk drinking among persons aged 18-25 years, and
3. Prescription drug misuse and abuse among persons aged 12-25 years.

I am aware that the SPF-PFS is a community-wide program that requires a high level of communication, collaboration and involvement on the part of those involved. In my role as Deschutes County Commissioner, I commit to working with our partner organizations to ensure the success of this effort in Deschutes County.

I am pleased to convey my support and offer my commitment to helping our community in this initiative. Thank you for your consideration of Deschutes County Health Services in this funding opportunity.

Sincerely,

Anthony DeBone
Commissioner Chair
tony.debone@deschutes.org