



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

Diane Linn, Chair

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-3308 FAX (503) 988-3093

Email: mult.chair@co.multnomah.or.us

Maria Rojo de Steffey, Commission Dist. 1

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5220 FAX (503) 988-5440

Email: district1@co.multnomah.or.us

Serena Cruz Walsh, Commission Dist. 2

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5219 FAX (503) 988-5440

Email: serena@co.multnomah.or.us

Lisa Naito, Commission Dist. 3

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5217 FAX (503) 988-5262

Email: district3@co.multnomah.or.us

Lonnie Roberts, Commission Dist. 4

501 SE Hawthorne Boulevard, Suite 600
Portland, Or 97214

Phone: (503) 988-5213 FAX (503) 988-5262

Email: lonnie.j.roberts@co.multnomah.or.us

On-line Streaming Media, View Board Meetings

www.co.multnomah.or.us/cc/live_broadcast.shtml

On-line Agendas & Agenda Packet Material

www.co.multnomah.or.us/cc/agenda.shtml

Americans with Disabilities Act Notice: If you need this agenda in an alternate format, or wish to participate in a Board Meeting, please call the Board Clerk (503) 988-3277, or the City/County Information Center TDD number (503) 823-6868, for information on available services and accessibility.

NOVEMBER 30, 2006 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:00 a.m. Executive Session
Pg 3	9:30 a.m. Proclamation Honoring Bill Hancock
Pg 4	10:15 a.m. Public Hearing to Consider/Possibly Act Upon a Measure 37 Claim by Tomasz Fijak
Pg 4	10:30 a.m. Public Hearing to Consider/Possibly Act Upon a Measure 37 Claim by Wayne and Eliza Miller
Pg 4	10:55 a.m. Briefing/Work Session to Discuss Recommendations from the Independent Review of Correctional Facilities Operated by the Sheriff
Pg 5	11:55 a.m. Resolutions and Budget Modification Relating to the Review of Policies and Procedures of Correctional Facilities
December 21 & 28 Board Meetings Cancelled	

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30

Saturday, 10:00 AM, Channel 29

Sunday, 11:00 AM, Channel 30

Tuesday, 8:00 PM, Channel 29

Produced through MetroEast Community Media

(503) 667-8848, ext. 332 for further info

or: <http://www.mctv.org>

Thursday, November 30, 2006 - 9:00 AM
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners will meet in Executive Session Pursuant to ORS 192.660(2)(d),(e) and/or (h). Only Representatives of the News Media and Designated Staff are allowed to attend. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by County Attorney Agnes Sowle. 15-30 MINUTES REQUESTED.
-

Thursday, November 30, 2006 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM **NON-DEPARTMENTAL**

- C-1 Appointment of Joe Smith to the PORTLAND INTERNATIONAL AIRPORT CITIZEN NOISE ADVISORY COMMITTEE

DEPARTMENT OF COMMUNITY SERVICES

- C-2 RESOLUTION Authorizing the Repurchase of a Tax Foreclosed Property by the Former Owner, BRAD R. BRAMAN

SHERIFF'S OFFICE

- C-3 RESOLUTION Authorizing Annual Designation of a Portion of Compensation as a Housing Allowance for Chaplains Serving Inmates and Employees of Multnomah County Sheriff's Office

REGULAR AGENDA - 9:30 AM

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

NON-DEPARTMENTAL - 9:30 AM

- R-1 PROCLAMATION Recognizing Bill Hancock for His Life Long Health Care Advocacy in Association with Proclaiming Friday December 1, 2006 as World AIDS Day in Multnomah County, Oregon

DEPARTMENT OF COUNTY HUMAN SERVICES - 9:40 AM

- R-2 Budget Modification DCHS-05 Appropriating \$246,391 in Additional Local Administration Funding from the State of Oregon as a Result of the Medicaid Administrative Match Proposal
- R-3 Budget Modification DCHS-15 Transferring \$26,000 from the Strategic Investment Program (SIP) Community Resource Fund to the Bridges to Housing Program
- R-4 NOTICE OF INTENT to Apply for a Grant from the Department of Justice, Justice and Mental Health Collaboration Program

DEPARTMENT OF COUNTY MANAGEMENT - 9:50 AM

- R-5 Budget Modification DCM-04 Reclassifying Positions in Assessment and Taxation and Facilities and Property Management, as Determined by the Class/Comp Unit of Central Human Resources
- R-6 NOTICE OF INTENT to Apply for an Oregon Department of Environmental Quality Grant for a Green Roof on the Central Library
- R-7 Reallocation of Facilities Capital Project Funds FPM 07-04, Multnomah County Inverness Jail Kitchen/Wall Floor Repair
- R-8 RESOLUTION Approving a Land Exchange with Laurelview Condos, LLC, at the Penumbra Kelly Building, 4747 East Burnside Street, Portland, Oregon, and Authorizing County Chair to Execute Appropriate Documents to Complete an Exchange

SCHOOL AND COMMUNITY PARTNERSHIPS - 10:05 AM

- R-9 Budget Modification OSCP-07 Adding 1 FTE Weatherization Inspector Position to the Department of School and Community Partnerships Energy Services Program

DEPARTMENT OF COMMUNITY SERVICES - 10:10 AM

- R-10 RESOLUTION Authorizing the County to Make an Internal Loan from the Risk Fund to the Dunthorpe-Riverdale Service District No. 1 in the Amount of \$400,000 to Complete Required Capital Maintenance at Tryon Creek and Riverview Pump Stations
- R-11 ORDER Setting a Hearing of Objections to the Assessment for the NW 8th Avenue Bridge Replacement Project and Directing Notice to Property Owners Under ORS 371.645
- R-12 Public Hearing to Consider and Possibly Act Upon a Measure 37 Claim by Tomasz Fijak for \$497,700 in Compensation or Relief from Regulations to Allow a Three Parcel Land Division and the Development of Two Additional Single Family Residences on Property Located at 22740 NW Rocky Point Road, Scappoose [T3N, R2W, SEC 34, TL 12] (Case File T1-06-027)
- R-13 Public Hearing to Consider and Possibly Act Upon a Measure 37 Claim by Wayne and Eliza Miller for \$400,000 in Compensation or Relief from Regulations to Allow for the Development of a Single Family Residence on Property Located at 38775 SE Trout Creek Road, Corbett [T1S, R4E, SEC 13, TL 500] (Case File T1-06-021)

NON-DEPARTMENTAL - 10:45 AM

- R-14 RESOLUTION Approving an Amended 2005-2007 Regional Investment Strategy of the Multnomah-Washington Regional Investment Board
- R-15 Briefing/Work Session to Discuss Recommendations from the Independent *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff*. Presented by Commissioner Lisa Naito, District Attorney Michael Schrunk, Special Counsel to the District Attorney John Bradley and Senior Deputy District Attorney Chuck French and Invited Others. 1 HOUR REQUESTED.

- R-16 RESOLUTION Accepting the *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff's Office* by the Multnomah County District Attorney's Office and Creating a Permanent Work Group to Advise the County Commission and Assist the Sheriff on Jail Policies and Procedures - Commissioner Lonnie Roberts
- R-17 RESOLUTION Accepting the *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff's Office* by the Multnomah County District Attorney's Office and Creating a Permanent Work Group to Advise the County Commission on Jail Policies and Procedures - Commissioner Lisa Naito
- R-18 RESOLUTION Appointing the Chair and Members of the Permanent Work Group to Advise the County Commission on Jail Policies and Procedures for a Term of One Year, Commencing on December 1, 2006
- R-19 RESOLUTION Adopting a Policy Regarding Annual Board Inspections of County Correctional Facilities

DISTRICT ATTORNEY'S OFFICE - 12:15 PM

- R-20 Budget Modification DA-03 Requesting General Fund Contingency Transfer of \$61,852 for the Costs Associated with the Independent Review of Jail Policies and Procedures as Outlined in Resolution 06-094

Friday December 1, 2006 - **8:00 AM to 4:00 PM**
Hillsdale Library Conference Room
1525 SW Sunset Boulevard, Portland

BOARD RETREAT

The Multnomah County Board of Commissioners, consisting of Chair-Elect Ted Wheeler, Commissioners Lisa Naito, Lonnie Roberts and Maria Rojo de Steffey and Commissioner-Elect Jeff Cogen will participate in a facilitated retreat to discuss the County's values, and protocols for working together and with Departments.

Monday, December 4, 2006 - **8:00 to 11:30 AM and 1:30 to 4:00 PM**
Multnomah Building, Third Floor Conference Room 315
501 SE Hawthorne Boulevard, Portland

ELECTED OFFICIALS RETREAT

The Multnomah County Board of Commissioners, consisting of Chair-Elect Ted Wheeler, Commissioners Lisa Naito, Lonnie Roberts and Maria Rojo de Steffey and Commissioner-Elect Jeff Cogen, Auditor-Elect LaVonne Griffin-Valade, District Attorney Michael Schrunk and Sheriff Bernie Giusto will participate in a facilitated retreat to discuss the Chair's general budget approach, upcoming budget strategies and priorities, and priority issues and assignments for elected officials.

BOARD RETREAT

DECEMBER 1 FRIDAY HILLSDALE LIBRARY

New Board members only invited

TIME	ACTIVITY	LINK TO OUTCOMES
8 AM	DISCUSS OUTCOMES <ul style="list-style-type: none">- #1 Team building; understanding each other- #2 Shared values and protocols- #3 Roles of Chair and Board- #4 Issue Priorities and budget approach	Confirm understanding and goals of our two days
8:20	INTRODUCTIONS <ul style="list-style-type: none">- Two events that shaped your life- What are you passionate about- What do you how to achieve as a group	#1 Team building and understanding
9:45	VISION AND MISSION	
10:15	BREAK	
10:30	VALUES AND PROTOCOLS / GROUND RULES <ul style="list-style-type: none">- What values guide our work- Implications for roles and protocols	#1 and #2
	LUNCH – PROVIDED	
1:00	CHAIR AND BOARD ROLES	#3
1:45	HOW CHAIR AND BOARD WILL WORK WITH DEPARTMENTS	#3
2:30	WHAT ISSUES ARE MOST IMPORTANT TO YOU IN THE NEXT YEAR – NEXT FOUR YEARS	#4
3:30	Next Steps - Monday Agenda	
3:40	DEBRIEF and EVALUATE THE DAY	

BOGSTAD Deborah L

From: FARVER Bill
Sent: Thursday, November 30, 2006 8:54 AM
To: 'Jeff Cogen [jeff.cogen@gmail.com]'; WHEELER Ted; NAITO Lisa H; ROBERTS Lonnie J; ROJO DE STEFFEY Maria; WILLER Barbara; BOGSTAD Deborah L
Cc: JOHNSON Cecilia; POE Lorenzo T; FORD Carol M; SHIRLEY Lillian M; SOWLE Agnes; FULLER Joanne; SURFACE Rex B; LIDAY Steve G; RAPHAEL Molly; 'Marissa Madrigal'; NAITO Terri W; WALKER Gary R; MARTINEZ David; SHERIFF; SCHRUNK Michael D; GRIFFIN-VALADE LaVonne L; CONNOLLY Priscilla; KIRK Christine A; MOYER Catherine M; DARGAN Karyne A; FERNANDES April; WEST Kristen; LIEUALLEN Matt
Subject: retreat agenda

Attached is the agenda for our two day retreat and the draft Committee assignments.

Friday is designed for New Board members only (Barbara and I will facilitate; Deb will record)

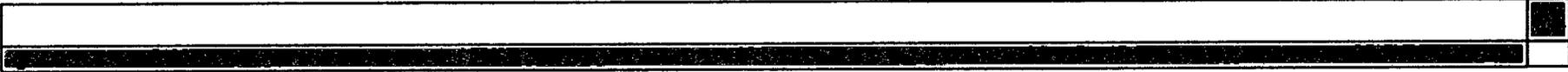
Monday is designed for participation by the New Board, DA, Sheriff, new Auditor. (Barbara and I will facilitate; Deb will record)

Department Managers or designee and Board staff are invited to observe.

BOARD TEAM BUILDING

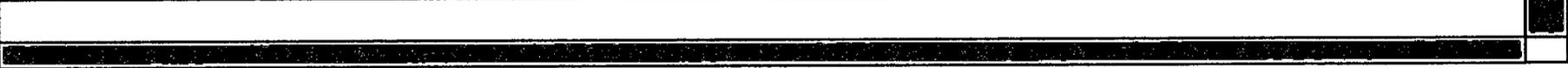
December 1 Hillsdale Library

December 4 Mult. Bldg., Room 315



Agenda – Day 1

1. Who We Are; What we want to accomplish – 60 minutes
2. Ted's Vision – 15 minutes
3. What is our Mission – 30 minutes
4. How we will work together and what are our values – 60 minutes
5. Board and Chair roles – 60 minutes
6. How Board will work with Departments- 60 minutes



Agenda – Day 2

1. Summarize Day 1 results for DA and Sheriff

2. Budget

- Chair's and Board's draft priorities / program offers
- Overall approach – Outcome Teams and process; follow up with teams and CBACs



Agenda – Day 2

Lunch break 11:30 – 1:30

3. Complete budget work

4. Chair and Board Assignments

5. Joint jurisdictional meetings

6. Organizational development / morale



1. Who we are?

- Introductions
- Two events that shaped your life
- What are you passionate about in your work
- What you want to accomplish as a team

2. Ted's Vision

- Restore faith in government; pride in Multnomah County and services it provides
- Effective, open government
- Two way communication on a well functioning Board policy team
- Specific issues to reengage public in our work

3. What is our mission?

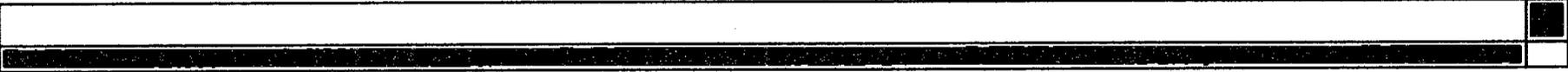
- The County has committed to providing quality services to improve:
 - Public safety
 - Basic living needs/health/poverty
 - Accountability
 - Thriving economy
 - Vibrant communities
 - Education

4. How we work – values.

- What Board members said in our organizational assessment
 - Respect
 - Professional - business like
 - Openness – transparency; no surprises
 - Share information that is needed to do the work together

How we work – values.

- Policy discussions/debate
- No micro-management; no controlling behavior
- Disagree, but move on
- Inclusion – involvement in policy work
- Teamwork – share credit and blame
- Speak for ourselves; do not represent others positions without explicit OK



Board Values – Brainstorm

Possible Values - draft based on interviews

- Leadership and employees commit to the following values
 - Respect
 - Integrity
 - Responsiveness
 - Quality customer and client centered service
 - Accountable
 - Teamwork
 - Diversity
 - Inclusion
 - Transparency

When we stray from our values.

- How do we support each other/ uphold our values?
- Unlearning “bad behavior”? Examples??
- Ted’s role as Chair



5. Board Role

- Brainstorm



Board Role – draft based on interviews

- Leadership – internal and external
- Policy and budget direction
 - Policy development projects as mutually agreed to by the Chair and Board member
 - Community Leaders and Representatives of district
 - County assignments to Boards and Commissions
 - Eyes and Ears

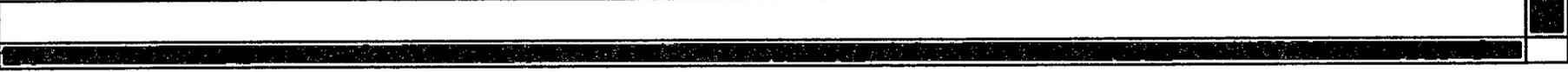


Chair Role

- ❑ Leadership – internal and external
- ❑ Implementation of Policy
- ❑ Quality workforce
- ❑ Performance evaluations
- ❑ Tracking performance measures and quality of services
- ❑ Reporting significant trends to Board

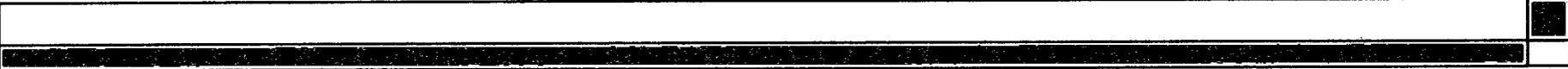
What the Chair's Office will do.

- Provide opportunity on agenda to discuss policy initiatives, (priority budget area) and Boards and Commissions work (perhaps each Commissioner once a month)
- Report periodically on
 - Budget note implementation; spending patterns
 - Litigation trends (not specific settlements)
 - Trends in employee costs/reclassifications (not specific reclassifications)
 - Mult Stat outcomes



What the Chair's Office will do.

- Look for opportunities to give Board members the lead on policy issues and district based issues
- Be available for input and ideas at all times (open door for Commissioners)
- Be open to hearing from you about what you are hearing and what you are concerned about

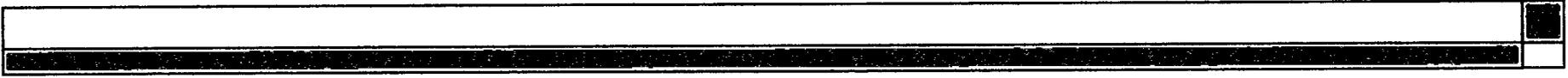


What the Chair's Office will do.

- Coordinate constituent response and customer service on 6th floor (shared reception?)
- Try to let you know what you need to know to do your job well

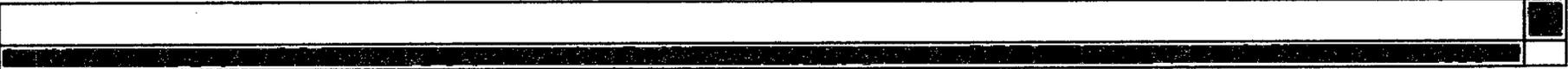
6. Working with Departments – DRM DRAFT VALUES

- Governed by these values
 - Respect
 - Professional expertise
 - Personal
 - Role as Departmental Leader
 - Honesty
 - Integrity



DRM DRAFT VALUES

- Governed by these values
 - Inclusiveness
 - Communication
 - Transparency
 - Permission to take risks
 - Consistent Standards
 - Teamwork around a common vision
 - Stewardship



DRM DRAFT PROTOCOLS

- Policy Leadership
- Two Way Communication
- Operational/personnel concerns
- Workplans
- Citizen comments

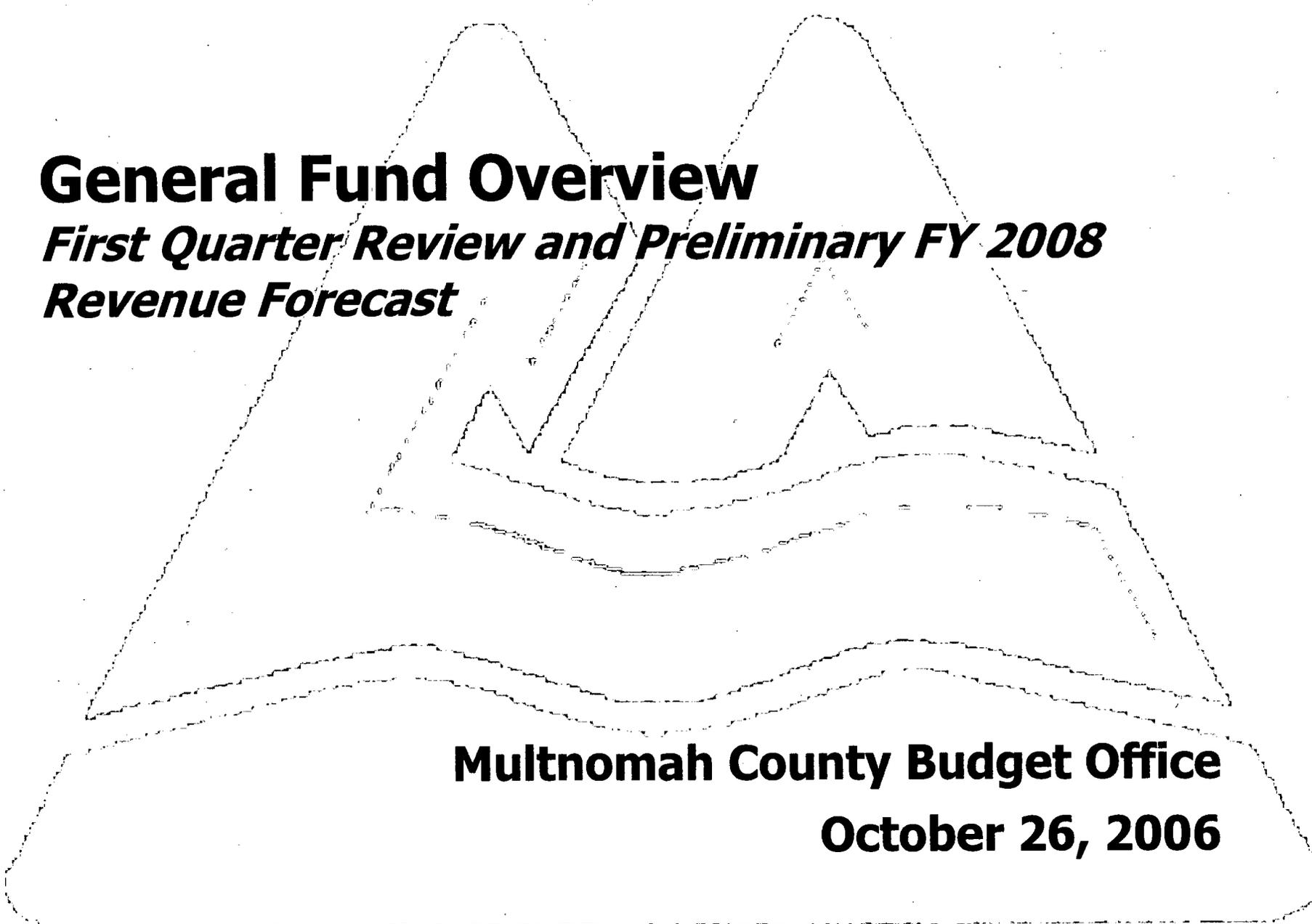


DRM DRAFT PROTOCOLS

- Agenda calendaring
- Press/ Media
- Legal
- Employee reclassifications
- Board staff
- Board meetings



Evaluation



General Fund Overview

***First Quarter Review and Preliminary FY 2008
Revenue Forecast***

Multnomah County Budget Office

October 26, 2006

Introduction

- **First Quarter Review**
 - **Good News, Revenues Above Budgeted Levels**
 - **Strong Economic Growth**
 - **Recent Revenue Trends**
 - **Implications for FY 2007 Revenue**

- **Revenue Forecast**
 - **Where Does the Money Come From?**
 - **FY 2007 First Quarter Forecast Revision**
 - **One-Time-Only v. Ongoing**

- **Balancing the Budget**
 - **The Structural Deficit**
 - **Key Assumptions for FY 2008**
 - **Range of Options**
 - **Forecast Unknowns**



FY 2006 Actual Revenues

- FY 2006 Actuals Nearly **7% Higher** Than 2nd Quarter Forecast (Basis of Chair's Executive Budget)
- Third Year of Strong Economic Growth Generated Additional BIT, Recording Fee, and Interest Earnings
- Overview of Major Revenue Sources (FY 2006)
- Revised FY 2007 Revenue Forecast and Implications for FY 2008 Budget Process



General Fund Revenue Variance

January, 2006 Forecast v. Actual Collections (Excludes ITAX)

Dollars in Millions

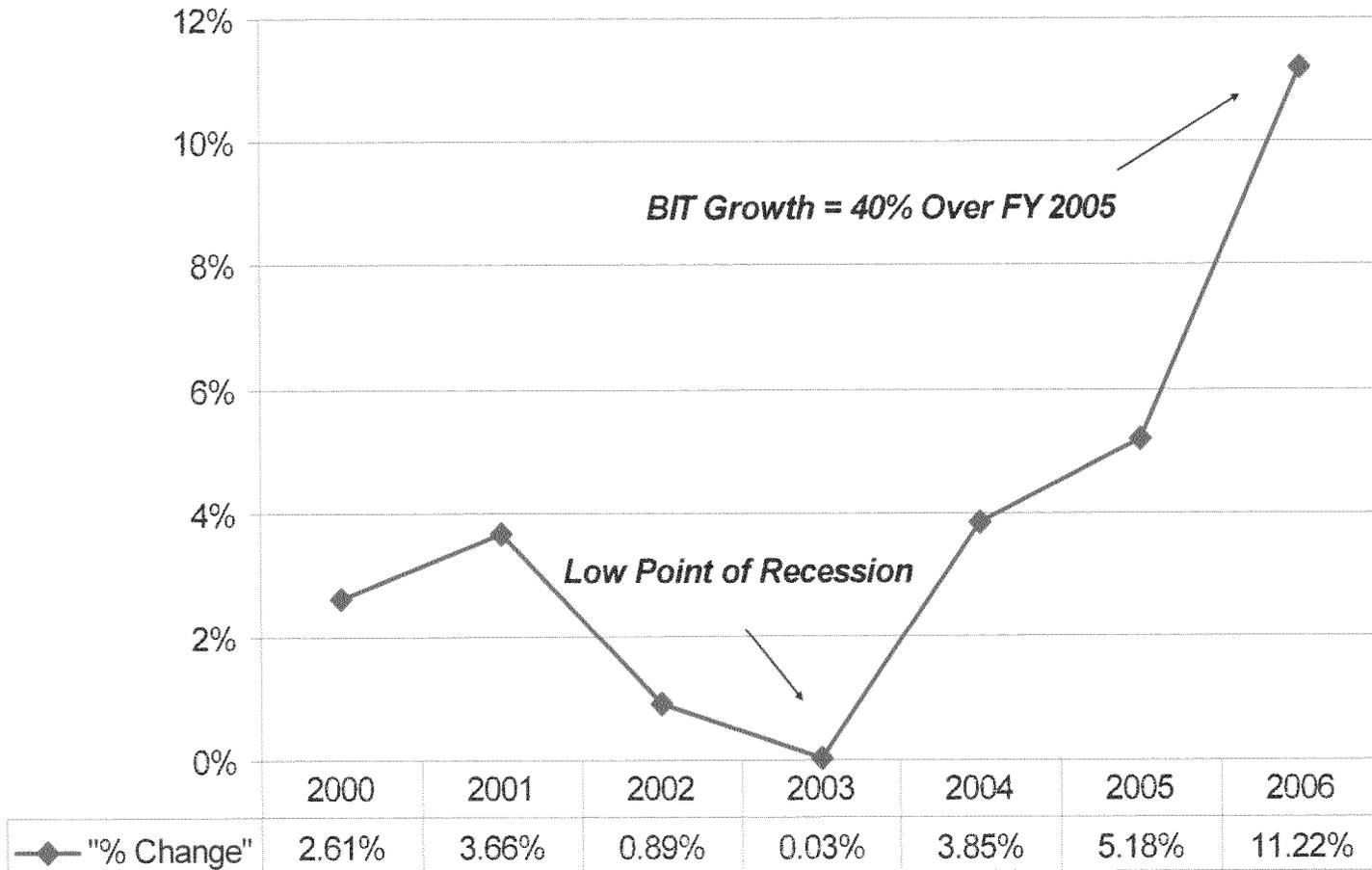
	FY 05-06 Revenues			
	January-06	Actual	Difference	% Variance
Property Taxes	\$ 189.84	\$ 192.01	\$ 2.17	1.14%
Business Income Tax	39.38	50.98	11.60	29.46%
Motor Vehicle Rental	11.34	11.91	0.57	5.03%
A&T Sources	10.49	11.14	0.64	6.14%
State Shared Revenues	7.21	8.65	1.43	19.86%
Interest Earnings	1.47	3.93	2.46	167.47%
Subtotal	\$ 259.73	\$ 278.61	\$ 18.88	7.27%
Beginning Working Capital	42.42	42.42	-	N/A
All Other GF	25.97	29.25	3.28	12.63%
Total General Fund	\$ 328.12	\$ 350.28	\$ 22.16	6.75%



General Fund Revenue Trends

Annual Change in GF "Corporate" Revenues

(Property Tax, BIT, Motor Vehicle, State Shared, A&T, Interest)



Additional Carryover Available in FY 2007

- Revenue Growth and Dep't Underspending = Additional FY 2007 Carryover
- \$8.4 Million Total Additional Revenue at Year End Closing
- About \$2.3 Million Due to Health Department Medicaid "Wraparound" Payments

Calculation of FY 2007 Beginning Working Capital

All Sources, Including ITAX

	<u>General Fund</u>
Total Revenue	\$ 471,828,360
Total Expenditures	<u>416,227,107</u>
Over/(Under)	\$ 55,601,252
FY 06-07 Budget	47,200,000
Additional BWC in FY 2007	\$ 8,401,252
Health Department "Wraparound"	<u>(2,276,318)</u>
Available for Other County Programs	\$ 6,124,934



Change in Major Revenue Source Estimates

Adopted Budget v. First Quarter Forecast Revision

Dollars in Millions

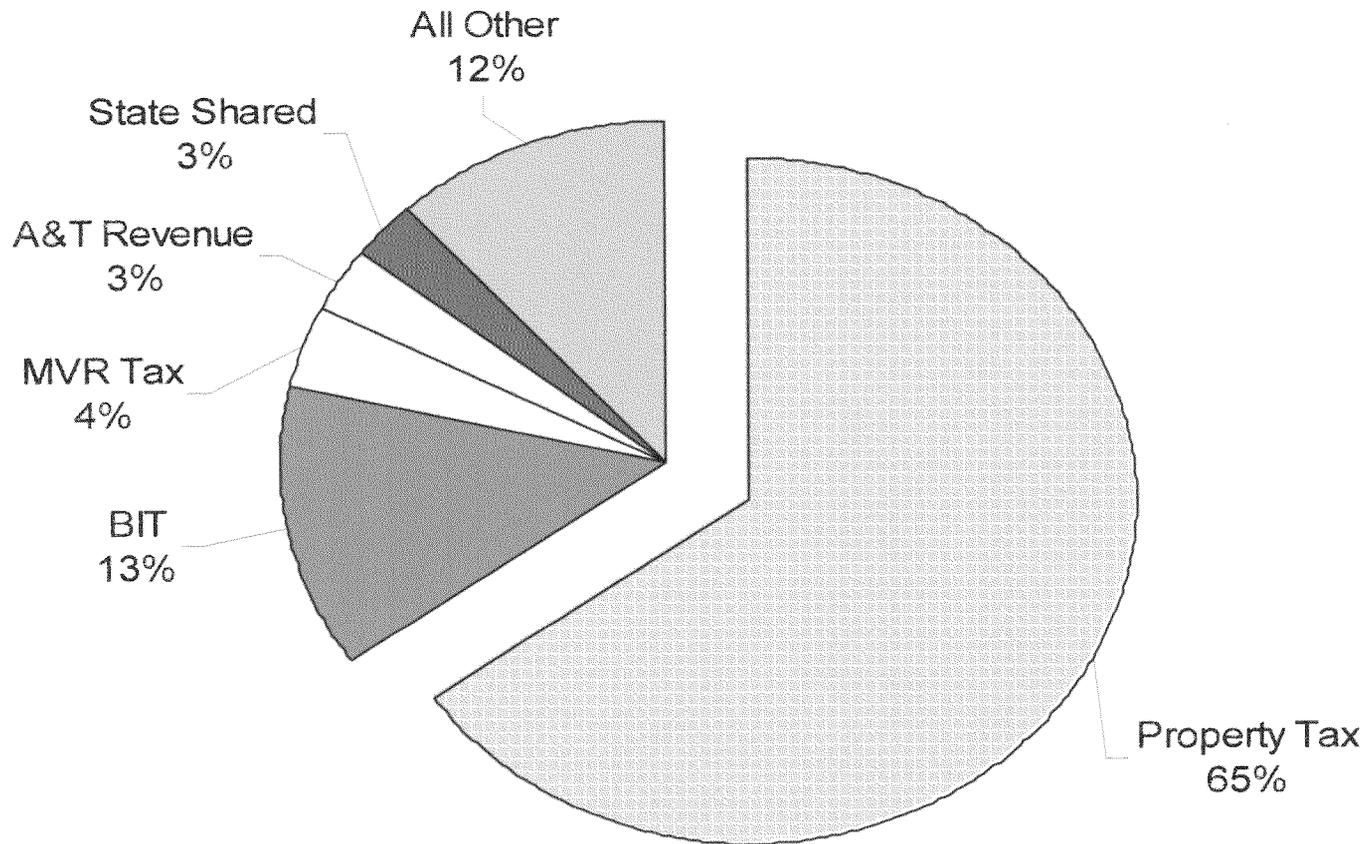
	FY 06-07 Revenues			
	Adopted	October-06	Difference	% Variance
Property Taxes	\$ 196.78	\$ 197.34	\$ 0.56	0.28%
Business Income Tax	40.50	46.90	6.40	15.81%
Motor Vehicle Rental	11.75	12.21	0.46	3.89%
A&T Sources	9.98	10.12	0.14	1.40%
State Shared Revenues	7.85	8.34	0.49	6.28%
Interest Earnings	2.20	2.85	0.65	29.53%
Subtotal	\$ 269.06	\$ 277.76	\$ 8.70	3.23%
Beginning Working Capital	47.20	55.60	8.40	17.80%
All Other GF	37.44	38.38	0.94	2.52%
Total General Fund	\$ 353.70	\$ 371.74	\$ 18.04	5.10%



Sources of General Fund Revenue

General Fund Revenue (FY 2006-07)

Excludes Beginning Working Capital



General Fund Revenue Forecast

Major General Fund Revenue Sources

Based on Adopted FY 06-07 Budget; Forecast Years Updated October, 2006

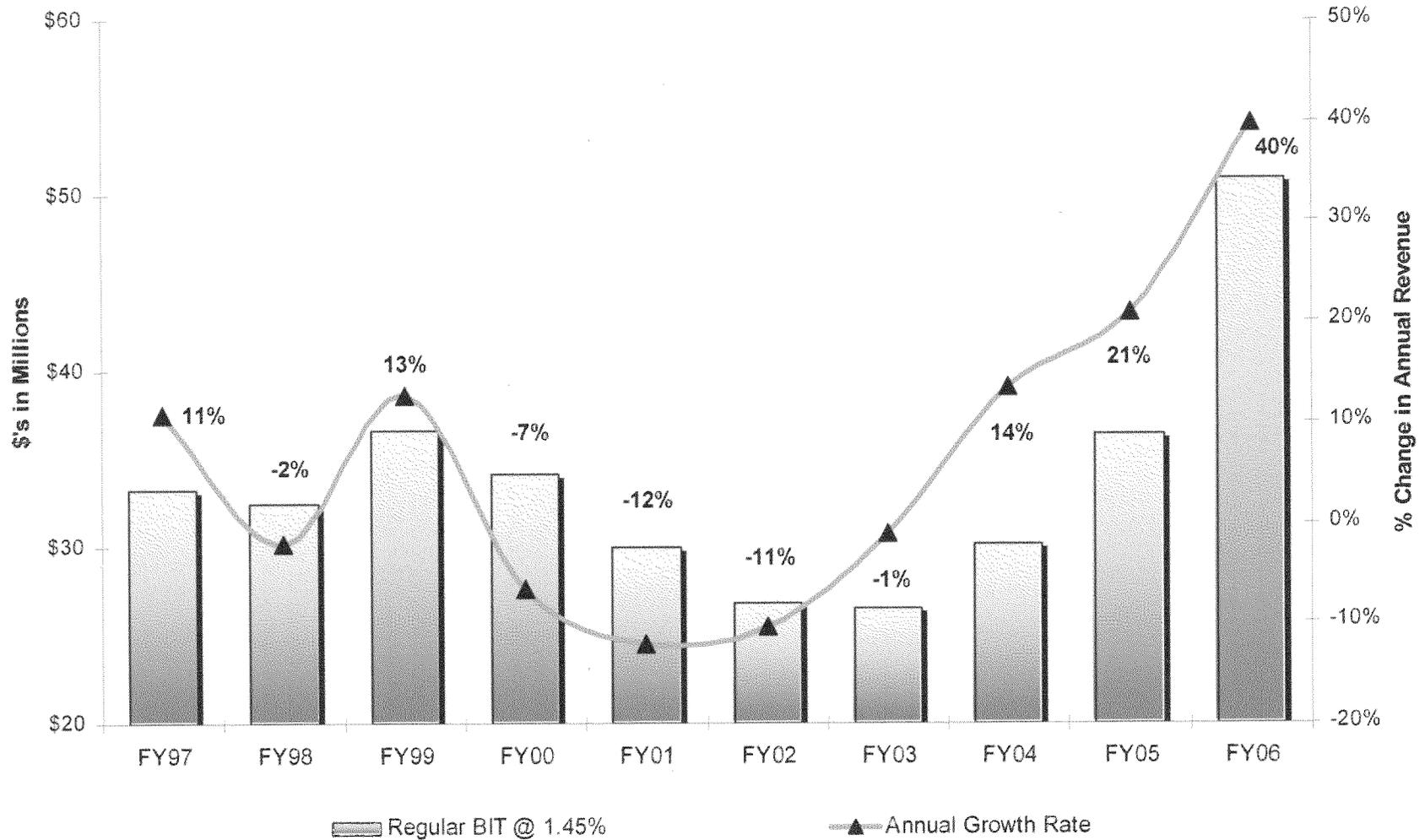
	Actual FY 05-06	Adopted FY 06-07	Forecast FY 06-07	Forecast FY 07-08	Forecast FY 08-09
Property Taxes	\$ 192,007,398	\$ 196,783,515	\$ 197,339,107	\$ 204,674,199	\$ 211,298,281
Business Income Tax	50,980,000	40,500,000	46,901,600	44,500,000	45,835,000
Motor Vehicle Rental	11,909,379	11,750,000	12,207,113	12,390,220	12,638,025
A&T Sources	11,136,754	9,982,000	10,015,596	9,469,000	9,547,260
State Shared Revenues ¹	8,645,211	7,848,524	8,341,543	7,848,524	8,230,918
Interest Earnings	3,930,492	2,200,000	2,849,646	2,700,000	2,700,000
	\$ 278,609,235	\$ 269,064,039	\$ 277,654,605	\$ 281,581,943	\$ 290,249,484
All Other General Fund ²	29,256,600	32,635,121	33,647,308	30,210,773	30,493,455
	\$ 307,865,835	\$ 301,699,160	\$ 311,301,913	\$ 311,792,716	\$ 320,742,939
% of Total Revenue	90.50%	89.18%	89.19%	90.31%	90.49%

Notes:

1. State Shared Revenues include Video Lottery and OLCC, Cigarette, and Amusement Device Taxes
2. All Other General Fund Excludes ITAX Revenue and Beginning Working Capital (BWC)



Volatility of BIT a Concern



How Much Additional Revenue?

Estimate of OTO v. Ongoing Revenue

Based on 1st Quarter FY 2007 Revenue Forecast

	Total Revenue	OTO	Ongoing
Additional Beginning Working Capital	\$ 8,401,252	\$ 8,401,252	
Additional Revenue - 1st Quarter Revision	9,602,753	4,000,000	5,602,753
BIT Stabilization Reserve	3,500,000	3,500,000	
Total	\$ 21,504,005	\$ 15,901,252	\$ 5,602,753

Additional BWC = Difference Between FY 05-06 Expenditures and FY 05-06 Revenue

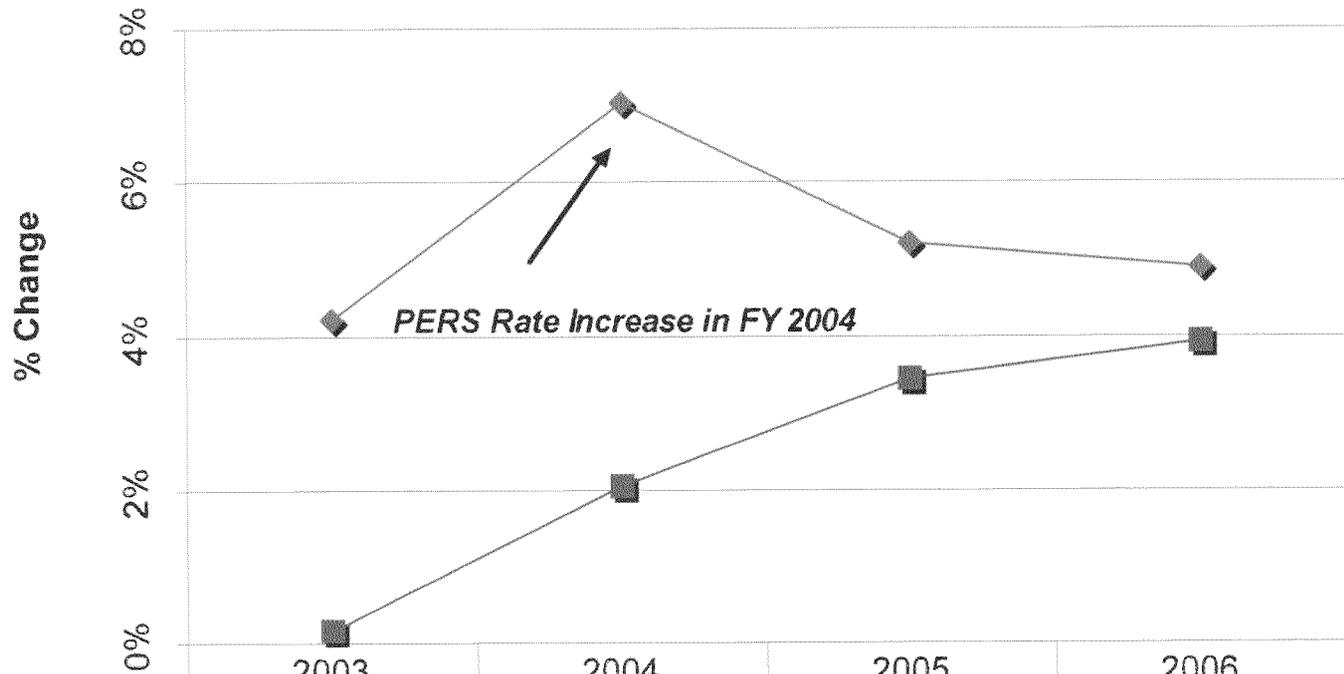
Revenue Above Forecast = Revenue Estimated to be Received by Year-End

BIT Stabilization Reserve = Expenditure Savings Based on the Revised BIT Forecast



What is The "Structural Deficit"?

Cost per FTE v. Property Tax Revenue



◆ % Change FTE Cost	4.2%	7.0%	5.2%	4.9%
■ % Change Property Tax Revenue	0.2%	2.1%	3.4%	3.9%

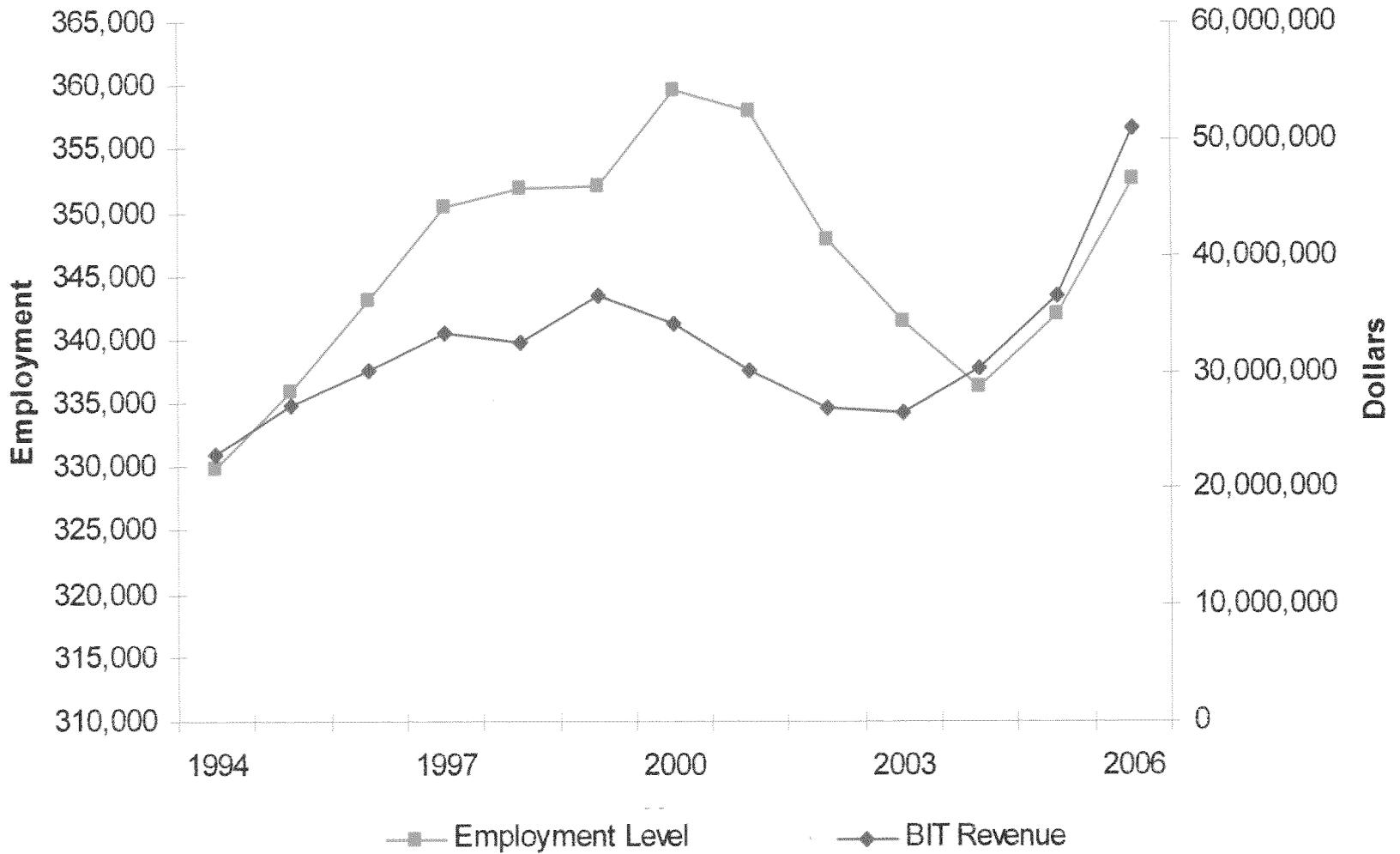


Revenue Assumptions

- Economy Showing Signs of Slowing - Probably Yet to Hit Peak of This Cycle
- Employment Near Peak Levels (See BIT Chart)
- Assessed Value Growth @ 4% in FY 2007, Estimated Value Growth @ 3.5% for FY 2008 and FY 2009
- Compression Less Than Forecast – RMV Continuing to Grow at a Faster Rate Than AV
- BIT Forecast to Decline Slightly in FY 2007 and FY 2008
- Analyzing Revenue Collections – How Much of FY 2006 Revenue is One-Time-Only?
- Most Other Revenues Forecast at Historical Trends



BIT Revenue v. County Employment



Expenditure Assumptions

- \$25 Million of Ongoing Programs Supported by OTO Revenue in FY 2007 Budget
- CPI Growth Has Slowed in Recent Months
- Portland CPI Expected to Range From 3% to 3.5%
 - Nine of Ten Labor Contracts Open for Wages
 - Each 1% of Payroll = \$2 Million in General Fund
- Expect No Changes to PERS Rates
- Expect Minor Changes to Other Insurance Rates
- Medical/Dental Currently Being Bargained
 - Department Contribution Rate v. Level of Reserves
 - Issue of Retiree Medical Liability



Forecast Scenarios

FY 2008 Estimated General Fund Shortfall

Range of Options Based on First Quarter Forecast Revision

	Conservative	Most Likely	Optimistic
BWC	\$ 30.4	\$ 32.6	\$ 34.0
All Other GF Revenue	311.8	313.0	317.4
Total Resources	\$ 342.2	\$ 345.6	\$ 351.4
Expenditures	\$ 359.4	\$ 356.3	\$ 351.7
Reserves	13.5	13.5	13.5
Total Requirements	\$ 372.9	\$ 369.8	\$ 365.2
Surplus/(Shortfall)	\$ (30.7)	\$ (24.2)	\$ (13.8)



Summary

- Revenue Growth Stronger Than Forecast in April
 - \$18 - \$21.5 Million Additional Revenue in FY 2007
 - Most OTO, Some Ongoing – Requires Further Analysis
- Economy Still Strong, Slower Growth Expected
 - Inflation Not A Significant Concern in Short Term
 - Real Estate Market Has Been Cooling
- Labor Negotiations a Big Unknown
 - Contracts Open for Wages
 - EBB Negotiations Impact Benefit Contributions
- Forecast Risks and Issues
 - State Ballot Measures and Status of 2007-09 Budget
 - Programs Supported by OTO Revenue in FY 2007
 - Unfunded Liabilities (i.e., Transportation, Retiree Medical, Wapato)
- Return to Board for Approval of FY 2008 Fiscal Parameters



2007-08 BUDGET 11-30

draft

- Budget Situation
- Assumptions
- Key areas to examine
- Cross departmental budget/policy issues
- Departmental issues

Budget Situation - 1

- County is facing a shortfall next year of
 - \$30.7 (conservative)
 - \$24.2 (most likely)
 - \$13.8 (optimistic)largely as a result of the end of the ITAX (\$34 million)

Budget Situation - 2

- County expects additional one time only money of almost \$17 million
- With that cushion, County can plan to reduce ongoing expenses (or increase revenues) by \$12 million next year (half of “most likely” deficit. We can use \$12 million additional OTO money to fill “most likely” deficit - will use more or less depending on actual revenues and spending)

Budget Situation - 3

- Reevaluate next winter. May need to cut more or less than \$12 to reach \$24.
- Variables
 - Business income tax – very volatile
 - State legislature – big unknown on 1145 and human services (backfills)
 - Our efforts to increase revenue (e.g. federal); work smarter with employee assistance

Budget Assumptions - 1

- Do a glide path, based on fairly certain needs and ability to implement over two years.
- Must pick a target and do it. Credibility issue within organization. Too painful to put off decisions again.

Budget Assumptions - 2

- Priority based budgeting is our framework. Improve through
 - Greater departmental participation
 - More cross departmental work
 - Greater Board involvement in development of Chair's budget
 - Using measures in program offers to help gauge performance throughout the year. (Mult Stat pilot starting in August)

Key Areas – Brainstorm with Board



Key Areas - Draft

- OTO designated areas from 06-07
- Employee Benefits Board. Examine the benefit package. Cost containment.
- Maximize state and federal revenues. (e.g. children's mental health; expansion of health clinic capacity)
- Effective state advocacy. State assumption of proper level of funding. (e.g. 1145 funding)

Key Areas – 2 – Draft

- Corrections overtime/comp time/ sick leave.
- Corrections Health.
- Law enforcement services.
- Efficiency investments – one time investments that pay off in future years (e.g. IT; DHS).
- Portland and Gresham Partnerships. (e.g. mental health; homeless; jails)

Process

- Define the issue
- Define involvement of Departments and Operating Council
- Designate lead for developing Program Offer
- Timeline

Rationale for Joint Program Offers — Why do one?

- Cost efficiency
- Improved services
- Improve quality of policy discussions and choices; ability to show range of options
- More understandable to public; better departmental alignment
- Improved departmental relationships

Joint Program Offers and Key Issues – Board Brainstorm



Joint Program Offers/ Planning Efforts – draft 1

- Public Safety Plan
- Wapato options
- A and D Prevention Plan
- Senior Community Planning
- Economic development strategies
- With City of Portland
 - Sobering - Crisis center (s) - Homeless planning
 - Law Enforcement - P57 beds

Joint Program Offers – draft 2

- Between Human, Health, and Community Justice
 - Adult residential alcohol and drug services
 - Mental health sub acute care system (with City of Portland)
 - Chronic users of human and justice systems
 - Services funded with beer and wine tax
 - Prevention services (e.g. focused on specific cultural community)

Joint Program Offers – 3

- Between Human, Health, and Community Justice
 - Children's mental health
 - School based services, including SUN
 - 10 year homeless plan
 - High risk youth
- Administrative services
 - Birth/marriage/death licenses – DCM and Health
 - Emergency management and special needs
 - Public access to information – Library, IT, PAO

Joint Program Offers – 4

- Coordinated with Commission on Children and Families
 - Child Abuse Prevention (Basic Needs)
 - A and D Prevention (Education)
 - Earned Income Tax Credit – (Basic Needs)
 - Readiness to Learn (Education)
 - Social Capital in Underrepresented Groups – Citizen/ Parental Involvement (Vibrant Communities)

DRAFT ISSUES

- Chair
- Administrative Services
- Community Services
- Health
- Human/ School and Community Partnerships
- Community Justice
- Library
- Sheriff
- District Attorney
- Auditor

CHAIR'S OFFICE

- Improved Board and Electeds relationships; protocols and values
- Monthly employee Chair brown bags/ roundtables; managers meetings
- Quarterly progress reports to County residents
- Omnibus local government report annually
- Review business income tax with City of Portland, Gresham, and East County cities
- Small business initiative with cities

ADMINISTRATIVE SERVICES (Accountability)

- Federal financial participation expertise
- 3/6/12 month planning
- Mult Stat
- Strengthened citizen involvement function
- Sustainability initiatives with City of Portland

ADMINISTRATIVE SERVICES- 2

- Car Sharing pilot contracts
- Capital planning/facilities
- Open Source Software opportunities
- Information Technology investments
- Constituent tracking system (IT/PAO – Chair, Board, and Departments)

COMMUNITY SERVICES (Accountability/ Vibrant Community/Thriving Economy)

- Bridge Authority planning
- Emergency Management consolidated office (e.g. regional approach)
- New Animal Control shelter planning

HEALTH (Basic Needs)

- Increase access to affordable health insurance (e.g. shared healthcare pool with other governments, non-profits, and small businesses)
- Expand coverage and improve delivery of health care to uninsured (e.g. Kaiser model with homeless; other partnerships with HMOs; implications of new state health care plan and impact on County General Fund).
- Increased children's access to health care.
- Regional health emergency preparedness.

HEALTH -2

- Review role and potential of School Based health clinics
- Mental health joint program offers with DCCHS
- Federal financial participation
- Process with local health care providers
- Corrections health – levels of service and/or contracted
- Vector control

HUMAN SERVICES/ Alcohol and Drug and Mental Health (Basic Needs)

- Coordination of Alcohol and Drug services and program offers (with DCJ and Health)
- Coordination of Mental Health program offers (with DCJ and Health); crisis bed capacity; Center; housing; Hooper Detox; psychiatric holds
- Culturally competent services (and Bienstar program offers)

Youth / School and Community Partnerships

- SUN task force implementation; clarify County/School support role
- Early childhood focus with CHIF
- Alcohol and Drug Prevention
- Children's Assessment Center

Families in Need

- 10 Year Homeless Plan – Housing (with City)
- Workforce development
- Anti Poverty agenda (CCFC)

Seniors

- Work After Work; Opportunities for volunteering at County, in non-profits, Hands on Portland.
- Expand home sharing program
- Expand in-home care opportunities
- Public Education on elder abuse
- Training family caregivers
- Creative Aging Commission

COMMUNITY JUSTICE (Public Safety)

- Public Safety Plan
- Wapato options; Alcohol and Drug treatment beds for probationers; reentry model)
- Sentencing alternatives to reduce use of jail beds
- OTO package review

LIBRARY (Vibrant Community)

- Library district planning
- Desk audit of work of librarians and other staff; what customer services are most time intensive?
- New branch planning

SHERIFF (Public Safety)

- Public Safety Plan
- Law Enforcement Transition Plan ; Services to East County Cities
- Movement from Hansen Bldg.
- Wapato alternatives (with DCJ and DA)
- Grand Jury implementation project; Comp time, Overtime and sick leave controls (with DA)
- Civil Process (fees and current model)

DISTRICT ATTORNEY (Public Safety)

- Public Safety Plan
- Grand Jury report implementation

AUDITOR (Accountability)

- Ombudsman
- Additional Auditors

Court Facilities (Accountability; Public Safety)

- Approval of new East County Courtroom facility – Jan and Feb.
- Plan to replace downtown Courthouse in five years

Other Innovations



Possibilities based on OTO list

- Continue with General Fund
- Eliminate the service or function
- Local government assumption of funding
- State assumption of funding

2007 COUNTY BOARDS AND COMMISSIONS ASSIGNMENTS 11-30

Mandated by statute or ordinance; established by resolution; mandatory for county business

ASSIGNMENT	CURRENT	INTERESTED
COUNTY POLICY BOARDS		
Priority budget setting design team	Serena, co-chair Diane, co-chair	Ted, chair
Mt Hood Cable Regulatory Commission	Serena	Lonnie
Multnomah County Library Advisory Board	Serena	Jeff
Multnomah County Audit Committee	Lisa Diane (represented by staff)	Jeff Ted (represented by staff)
Union/labor leadership meetings	Diane	Ted
PUBLIC SAFETY		
LPSCC	Lisa – chair	Lisa – chair Ted
Persons with Mental Illness in Criminal Justice System	Lisa – co chair with Judge Franz	Lisa
CHILDREN/EDUCATION		
CCFC – (Commission on Children, Families & Community)	Diane	Jeff
Children’s Initiative Fund allocation committee	Lisa Diane	Ted
HEALTH		
Tri-County Health Care Safety Net Enterprise Board	Serena	Jeff
ENVIRONMENTAL		
Sustainable Development Commission	Maria	Jeff
Food Policy Council	Maria – co-chair	Jeff
ECONOMIC DEVELOPMENT		
Workforce Investment Board	Lonnie	Lonnie
TRANSPORTATION		
JPACT member	Maria	Maria
JPACT alternate	Lonnie	Lonnie
EMCTC (East Multnomah County Transportation Committee)	Lonnie	Lonnie

ASSIGNMENT	CURRENT	INTERESTED
SENIOR/ELDERLY ISSUES		
Elders in Action	Lonnie	Maria
ARTS		
RACC (Regional Arts and Culture Council)	Maria	Maria
POVA	Diane	Maria
LOCAL/REGIONAL PARTNERSHIPS		
Metro Policy Advisory Committee	Diane	Jeff Ted alternate
Portland Multnomah Progress Board	Diane, co-chair with Mayor Potter	Ted
ASSOCIATION OF OREGON COUNTIES (AOC)		
Board of Directors	Diane	Ted
Alternative for District 8		Jeff
Legislative Committee	Lisa	Lisa
Special Operations Committee		Lisa
Law and Public Safety Steering	Lisa (two year appointment)	
Other Committees : Transportation, Communications, Public Lands, Human Services, Community Development		
NACO (NATIONAL ASSOCIATION OF COUNTIES)		
NACO Justice and Public Safety Subcommittee	Lisa – national appointment	Lisa Lonnie
Large Urban Caucus	Lisa- national appointment	Lisa



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
501 S.E. HAWTHORNE BLVD. , Room 600
PORTLAND, OREGON 97204
(503) 988-5217

LISA NAITO • DISTRICT 3 COMMISSIONER

December 1, 2006

TO: Chair-Elect Ted Wheeler
Commissioner Maria Rojo de Steffey
Commissioner Lonnie Roberts
Commissioner-Elect Jeff Cogen

FR: Commissioner Lisa Naito

RE: A Proposal for Joint Meetings

I would like to propose the Chair, on behalf of the Board, institute regular joint meetings with our Board and the various jurisdictions within Multnomah County.

First, **multi-jurisdictional tax coordination**. I formally proposed in April 2004 "a resumption of the regular meetings we once held with our local government counterparts to ... [consider] the overall tax burden being placed on the community." In short, the original outgrowth of those meetings was the passage of Ballot Measures 5 and 50 and the tax coordination necessary to consider how compression from local option levies would bear on each of the other jurisdictions. My original memo and proposal is attached.

Secondly, **annual joint meetings with our regional partners, Washington County and Clackamas County**. In March 2004 the three counties that make up Oregon's tri-county metropolitan area met to discuss the pressing issue of mental health services. At that meeting we learned the value of sitting down together to discuss each of our efforts in mental health and human services, and the value of coordinating our efforts in the future. Public safety, health services and transportation could easily be added to future topic lists for discussion. The three counties again discussed the merit of joint meetings at the annual 2005 Association of Oregon Counties Conference, District 8 meeting.

Thirdly, **semi-annual joint meetings with the City of Portland.** In recent years Portland and Multnomah County have launched several shared initiatives, ranging from participation in a joint planning and budgeting process to help identify the community's public safety priorities (Resolution No. 05-163) to sustainability initiatives and strategies (Resolution No. 04-140, 02-058, 01-052.) In addition the City and the County share mutual concerns over emergency preparedness, homeless, affordable housing and business taxation issues. A joint work session to discuss a variety of issues was held in September 2005. The intent of the work session was to discuss "potential levies for November 2005 and 2006, joint budgeting; public safety; 10 Year Plan to End Homelessness; Bridges to Housing; Project Homeless Connect; and healthcare coverage." However, the session was preempted by emergency preparedness and readiness discussions due to that day's more immediate concern over the arrival of Hurricane Katrina evacuees from Louisiana. A re-scheduled meeting has not yet occurred.

Fourthly, **an annual joint meeting with the City of Gresham.** With a population of over 95,000 people, Gresham is the County's second largest city and the fourth largest in Oregon. Recognizing our many shared interests, the two jurisdictions held a joint meeting in December 2005 to discuss the pending transfer of County roads to Gresham, the closure of LSI Logic's chip-manufacturing plant, the Rockwood-West Gresham Urban Renewal Plan, and public safety joint budgeting. New leadership at both the County and the City of Gresham especially warrants new discussions on topics of mutual concern.

Fifth, **annual briefings and/or work sessions with the Cities of Troutdale, Fairview, Wood Village, and Maywood Park.** With approximately 25,000 of the County's residents living in these four cities, the services we provide are integral to the services these citizens access. As with all the jurisdictions, public safety, transportation, libraries, and health and human services are important topics of mutual concern.



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
501 S.E. HAWTHORNE BLVD. , Room 600
PORTLAND, OREGON 97204
(503) 988-5217

LISA NAITO • DISTRICT 3 COMMISSIONER

April 29, 2004

TO: Chair Diane Linn, Multnomah County
Maria Rojo de Steffey, Multnomah County
Commissioner Serena Cruz, Multnomah County
Commissioner Lonnie Roberts, Multnomah County
Mayor Vera Katz, City of Portland
Commissioner Jim Francesconi, City of Portland
Commissioner Randy Leonard, City of Portland
Commissioner Dan Saltzman, City of Portland
Commissioner Erik Sten, City of Portland
Mayor Charles J. Becker, City of Gresham
Council President Jack Horner, City of Gresham
Councilor Jacquenette McIntire, City of Gresham
Councilor Jack Hanna, City of Gresham
Councilor Dave Shields, City of Gresham
Councilor Larry Haverkamp, City of Gresham
Councilor Shane Bernis, City of Gresham

FR: Commissioner Lisa Naito, Multnomah County

RE: Multi-Jurisdictional Tax Coordination

Following voter passage of Ballot Measure 5 in 1990 and Ballot Measure 50 in 1997 it was apparent that tax coordination among the various jurisdictions within Multnomah County was essential. As local options became a financial tool, we needed to make certain that each of the major jurisdictions within the County considered how compression would bear on each of the other jurisdictions. Regular meetings were instituted between Multnomah County and the Cities of Portland and Gresham to discuss these mutual concerns. Attendees included elected officials and finance directors from each of the jurisdictions.

As a result, over a decade-long period, Multnomah County, Portland and Gresham worked on several joint taxation issues that impacted each of their jurisdictions. These projects included the various local option levies that have been placed on the ballot, the Strategic Investment Program, Urban Renewal, the Personal Income Tax, the Business Income Tax, PERS, visitor development initiatives and many others.

Now, with both the passage of the property tax limitations and current economic conditions exerting serious financial pressures on each of our individual budgets, it makes sense for our jurisdictions to once again coordinate efforts.

I propose a resumption of the regular meetings we once held with our local government counterparts to make certain that we work in tandem to provide quality services to our citizens while genuinely considering the overall tax burden being placed on the community. I look forward to further discussion with each of you on my proposal.

**DRAFT PROTOCOLS FOR DIRECT REPORT MANAGERS
WITH CHAIR'S OFFICE AND BOARD 11-30**

WITH CHAIR'S OFFICE AND BOARD

Policy Leadership

1. Leadership by Board members on policy areas will flow from Boards and Commission assignments and mutually agreed upon policy areas. .
2. Board members are encouraged to visit County service locations and employees.

Two Way Communication

1. Departments will keep Chair and board apprised of critical issues with planned briefings or immediate information if critical nature of issue dictates.
2. Chair and Board will involve Department Directors in all issues that may affect their area of responsibility, including those raised by community-based organizations.
3. Departments will initially go to Chair's Office with policy initiatives.
4. On major policy initiatives, Departments will brief Commissioners in advance of requested Board action.
5. To streamline the workflow and get the most effective response, Board members will generally consult first with the Chair or COO about what assistance Departmental staff can provide on Board policy initiatives. If not possible, the Board member will discuss with Chair's office after initial Departmental contact.
6. Board members and staff should contact Department and Division directors with inquiries about policy concerns and questions. Department managers will share with the Chair's office the substance of the request and the information provided.

Operational/Personnel Concerns

1. Board members and staff should refer operational/personnel-employee concerns to the Department Director. Board members or staff will receive a response within 24 hours concerning the steps being taken to consider the concern.
2. Board members or staff will refer concerns from union officials directly to Labor Relations or the Deputy COO.

Work Plans; Departments will develop two work plans

1. A Departmental Work Plan corresponding to the fiscal year will be developed with the Chair's COO and shared with the Board. Its progress will be evaluated as part of the Mult Stat process and presented twice a year to Board.
2. A DRM work plan will include at least one shared annual goal. (e.g. citizen engagement)
3. A Department Director Work Plan corresponding to the fiscal year will be developed with the Chair's COO and used as the basis for performance evaluation purposes with the Chair's office only. (A sixth month plan covering the last year of the 2006-07 will also be developed).

Citizen Comments

1. Monthly reports will document patterns of complaints; questions.
2. Citizen or employee comments coming to the Chair's office will be referred to the Department Director (or designee). If the comment involves the Director, the Deputy COO will handle the concern. Complaints will be logged, without assumptions about correctness of County staff action. Timely response should come from the Department whenever possible with copy to Chair's office.
3. Chair's office or PAO will install a comment tracking system for comments coming to the Chair ~~and/or Board, to be used by all Departments.~~

Agenda Calendaring

1. Agenda items will be routed through the Deputy COO. The Deputy will review the current review process and reduce the time for Departments to get properly submitted agenda items before the Board. Agenda items will be reviewed by central budget, departmental human resources, and county counsel.
2. Department Directors may apply for grants, but grant awards must come before the Board for approval. Directors should anticipate potentially controversial items and brief Board members accordingly.
3. A master Board calendar will be maintain by the Board Clerk, under supervision by the Deputy COO.

Press/Media

1. Significant inquiries from the press/media will be shared with other members of the Board, the Communications staff in the Chair's office and the PAO.
2. The Communications staff or PAO will email the Board in advance of any press contact to the Chair's office that may result in a print or TV story.
3. Significant outreach to media by Departments should be coordinated through the Chair's Office and PAO.
4. The Communications/Policy staff and the PAO are available to assist with developing talking points or joint statements. They will operate on a 24 hour turnaround.
5. The County's communications plans will be coordinated jointly by the Chair's Communications Director and the Public Affairs Office.
6. Crisis issues (not related to emergency management) should be directed to the COO, Deputy, or Communications/Policy staff, as available.

Legal Issues

1. Lawsuits and potential settlements will be handled by the County Attorney's office and the Chief Operations Office. County Attorney will be the conduit for Departmental input on settlements. Settlement will not come to the Board for approval.
2. Legal trends will be reported to the Board twice a year as part of the management report.

Employee Reclassifications and Compensation Plans

1. Reclassifications will be handled by Central Human Resources Department and the Deputy COO. In conversation with unions as appropriate, Central Human Resources will be the conduit for Departmental input. Reclassifications will not come to the Board for approval.
2. Reclassification trends will be reported to the Board twice a year as part of the management report. HR will recommend class compensation studies as appropriate.
3. The Board will approve the County's non-represented compensation plan and non-represented COLA once a year with the adoption of the budget. Any changes made to the compensation plan during the fiscal year will be handled by Central Human Resources and the Deputy COO.

Board Staff meetings

1. Departments will brief Board staff on substantive agenda items.
2. Deputy COO will attend from Chair's office. Board members will designate a lead staff person for purposes of regular attendance at Board staff meetings.
3. Board staff will share agenda discussions with Board members and give feedback, as needed, to Deputy COO.
4. After consultation with their Elected Official, Board staff will provide feedback directly to Departments Directors or designee for agenda items coming to the Board staff for review.

Board Meetings

1. Board members will treat presentors in accordance with the agree upon values of the Board.
2. Board meetings will include a non-agenda time for discussion at the end of Board meetings. During that time, Board members will have an opportunity to share information from their Boards and Commission assignments, or their major policy work.

- START
IN JAN

CONSENT CALENDAR
BOARD STAFF
NOTIFICATION
IF ITEM WILL
BE MOVED TO
REGULAR AGENDA

PROTOCOLS BETWEEN DEPARTMENTS AND CHAIR'S OFFICE

Regular Communication

1. Until the Mult Stat process is in place, the COO will have a monthly check in meeting with each Department Manager. Deputy will be involved as needed. Need for monthly meeting reevaluated after six months.
2. Chair's office will hold quarterly senior managers meetings. (e.g. Department Managers and their direct reports).
3. Chair's office will hold monthly union leadership meetings. Information from these meetings will be emailed to Department Directors.

Chair visits

1. Chair will visit some aspect of County programs at least once a week.
2. Regular employee brown bags will be held.

Operating Council

1. The Departments will support at least monthly meetings of their deputies to work as an Operating Council on issues of shared concern. These meetings will include representation of the Sheriff's and District Attorney's offices.

Out of State travel for Professional conferences and trainings

1. Approval at the discretion of the Department Director or designee. For out of state travel there must be a plan in advance of how to share the learnings within the Department and, if appropriate, within the County.

DIRECT REPORT MANAGERS VALUES – 11-30

1. RESPECT EACH OTHER

- FOR EXPERTISE/ PROFESSIONALISM ; FOR THEIR JUDGMENT AND DIFFERENT OPINIONS
- FOR BEING AN ADULT
- FOR THEIR ROLE

2. HONESTY

3. INTEGRITY

- FULFILL PUBLIC MISSION, NOT POLITICAL AGENDA
- ETHICAL BEHAVIOR IN ALL PUBLIC SERVICE WORK

IMPLICATIONS OF THESE VALUES

4. INCLUSIVENESS

- NO SECRETS THAT HARM MY ABILITY TO DO MY WORK
- ALL MEANS ALL – CLIENTS, EMPLOYEES, COMMUNITY
- DIVERSE OPINIONS FROM DIVERSE BACKGROUNDS IMPROVE DECISIONS

5. COMMUNICATION

- CHAIR'S PRIORITIES/INITIATIVES IN ADVANCE
- CLEAR, TIMELY COMMUNICATION AMONG MANAGERS ABOUT CROSS DEPARTMENTAL ISSUES

6. TRANSPARENCY

- RATIONALE FOR DECISIONS

7. PERMISSION TO TAKE RISKS

- IF NO MISTAKES, AREN'T TRYING HARD ENOUGH
- OWN YOUR MISTAKES; TAKE ACTION
- BE COURAGEOUS; SUPPORT THE COURAGE OF OTHERS

8. CONSISTENT STANDARDS

- PREDICTABLE ACCOUNTABILITY MEASURES
- REGULAR EVALUATIONS

9. TEAMWORK AROUND A COMMON VISION, BUILT TOGETHER

- HAVE FUN
- HOLD EACH OTHER ACCOUNTABLE TO VALUES AND VISION
- SUCCESSION PLANNING AT ALL LEVELS

10. STEWARDSHIP OF PUBLIC TRUST

- SACRED OBLIGATION TO THE PUBLIC
- STEWARDS OF PUBLIC'S LIMITED FINANCIAL RESOURCES ; COST EFFECTIVENESS