

**Transcript of the Board of Commissioners Meeting  
Multnomah County, Oregon  
World Forestry Center  
January 25, 10 am – 2 pm**

**BOARD RETREAT**

Chair Deborah Kafoury called the meeting to order at 10:11 am with Vice-Chair Loretta Smith, and Commissioners Jules Bailey, Judy Shiprack, and Diane McKeel attending.

Guest Facilitator: Beverly Stein

Staff Present: Jenny Madkour, Nancy Bennett, David Blair, Megan Beyer, Matthew Lashua, Eric Zimmerman, Marissa Madrigal, Marco Circosta, Lynda Grow and Marina Baker.

*[ALL CAPS TEXT IS THE BYPRODUCT OF CAPTIONING THIS PROGRAM.]*

**I. WELCOME. REVIEW OF GOALS – CHAIR KAFOURY**

Chair Kafoury: WELCOME TO THE 2016 BOARD RETREAT. I JUST WANT TO THANK EVERYONE FOR COMING, AND JUST A COUPLE OF HOUSEKEEPING THINGS BEFORE I TURN IT OVER TO OUR LOVELY FACILITATOR WHO MAY KNOW A THING OR TWO ABOUT MULTNOMAH COUNTY, JUST GUESSING.

**Goals:**

- **Discuss key budget issues and priorities within the context of the 2016-17 financial situation**
- **Identify the key challenges the next Board will face and advice to help them be effective**

OUR GOALS FOR THE DAY ARE FIRST OF ALL, WE HAVE ABOUT 3 1/2 HOURS PLANNED, AND LUNCH WILL BE SERVED. I KNOW BEVERLY TALKED WITH EACH OF YOU ABOUT THE GOALS FOR THIS RETREAT, BUT I WANT TO REITERATE OUR GOALS, ONE IS TO DISCUSS THE BUDGET, OUR KEY BUDGET ISSUES AND PRIORITIES FOR THE UPCOMING BUDGET, AND SECOND IS TO IDENTIFY KEY CHALLENGES THAT THE NEXT BOARD WILL FACE AND ANY ADVICE THAT WE HAVE TO HELP THE NEW BOARD. THEY'RE GOING TO GET IT WHETHER THEY WANT IT OR NOT. THEY DO, DON'T YOU THINK?

Ms. Stein: I HAVE TO INDULGE IN A LITTLE NOSTALGIA. I HAVE TO TELL YOU THE LAST TIME I FACILITATED THE BOARD OF COUNTY COMMISSIONERS WAS IN THE MID '80s, LONG BEFORE I WAS COUNTY CHAIR, WHEN GRETCHEN KAFOURY HIRED ME TO FACILITATE THE BOARD OF COUNTY COMMISSIONERS. MANY, MANY, YEARS LATER, HERE WE ARE AGAIN. I'M DELIGHTED TO BE HERE, BECAUSE I HAVE SUCH ADMIRATION FOR ALL OF

YOU. I JUST WANT TO SAY, I KNOW DEBORAH AGREES THAT WE WANT TO OPEN DISCUSSION HERE, THIS IS A CHANCE FOR TO YOU HAVE REALLY INFORMAL KIND OF DISCUSSION THAT YOU DON'T OFTEN GET IN THE BOARD ROOM. SO TAKE ADVANTAGE OF THAT IF HAVING SOME REAL INTERACTION TODAY. DEBORAH HAS COMMITTED TO TAKING FORWARD WHATEVER YOU COMMIT TO; WHATEVER YOU DECIDE IN TERMS OF THE FUTURE BOARD. WHEN I MET WITH DEBORAH, WE ACKNOWLEDGED THE FACT THAT AT LEAST THREE OF YOU ARE JUST NOT GOING TO BE HERE. IT'S NOT A QUESTION, YOU'RE JUST NOT GOING TO BE HERE. AND SO WE WANTED TO TAKE ADVANTAGE OF YOUR COLLECTIVE EXPERIENCE TO BE ABLE TO FORWARD SOME THOUGHTS ON TO THE NEW BOARD AND DEBORAH HAS COMMITTED TO MAKING SURE WHAT YOU COME UP WITH AS ADVICE WILL GO FORWARD, AND I'M SURE LORETTA WILL HELP TOO, AS SHE WILL STILL BE HERE. AND SO THIS IS A FAIRLY INFORMAL SESSION. IF YOU GUYS GET OUT OF CONTROL, I WILL REIN YOU IN. AND MAKE YOU RAISE YOUR HANDS. BUT I'LL LET IT BE FAIRLY INFORMAL HERE.

## **II. 2016-2017 BUDGET**

### **A. Background information: update current financial forecast**

THE FIRST THING WE WANTED TO DO IS MAKE SURE EVERYBODY WAS UP TO DATE ON THE CURRENT FISCAL SITUATION. WE'RE TALKING ABOUT THE FIRST PART OF THE RETREAT IS ABOUT THE BUDGET FOR THIS COMING YEAR, 2016-17. I WANTED TO GIVE DEBORAH A CHANCE TO TALK ABOUT THE CURRENT FORECAST, AND WHAT HER THINKING IS. SO THAT YOU'RE REACTING TO WHERE THE CHAIR IS GOING SO YOU CAN HAVE SOME INTERACTION ON THAT.

### **B. Chair's current thinking on budget process and priorities**

Chair Kafoury: I ALSO WANT TO REMIND FOLKS, WHEN WE HAD OUR RETREAT LAST YEAR AT THE LIBRARY, IT WAS REALLY HELPFUL, I THOUGHT, TO FIND OUT THE AREAS THAT WE WERE ALL ON THE SAME PAGE ON, WE DID OUR LIST OF PRIORITIES, AND A LOT OF THOSE PRIORITIES I WAS ABLE TO PUT INTO THE CHAIR'S BUDGET. WE TALKED ABOUT MENTAL HEALTH BEING A PRIORITY, AND THEREFORE WE PUT MORE MONEY FOR SCHOOL, MENTAL HEALTH SERVICES, AND MONEY FOR THE UNITY CENTER. WE TALKED ABOUT INFRASTRUCTURE BEING A PRIORITY FOR US, AND WE FUNDED SOME OF THE BURNSIDE BRIDGE PROJECT, WE PUT MONEY ASIDE FOR THE HANSON REPLACEMENT AS WELL AS THE COURT HOUSE, OBVIOUSLY. WE ALSO TALKED A LOT ABOUT THE NEED FOR DEPARTMENTS TO HAVE MORE ANALYTICAL HELP, SO A LOT OF THE DEPARTMENTS WERE ABLE TO HIRE NEW STAFF TO HELP DO ANALYSIS AND DATA, TRACKING ALL THE THINGS WE HAVE BEEN CUTTING OVER THE YEARS. WHILE IT SEEMS LIKE THESE

KIND OF DISCUSSIONS MAY SEEM OUT THERE, THEY ARE REALLY IMPORTANT TO HELP US IN ORDER FOR US TO ALL BE ON THE SAME PAGE. SO I'M GOING TO TAKE A MOMENT AND I'M GOING TO CHANNEL MIKE JASPIN. I KNOW IT'S GOING TO BE DIFFICULT, BECAUSE HE'S SO SMART; AND JUST REVIEW THE BUDGET OUTLOOK. I KNOW ALL OF US HAVE HEARD IT BEFORE, BUT I WANT TO MAKE SURE WE'RE STARTING FROM THE SAME PAGE.

Chair Kafoury: THE GOOD NEWS IS THAT WE ARE STILL ON SOUND FINANCIAL FOOTING. BUT WE DO KNOW THAT THERE'S GOING TO BE SOME CHALLENGES AHEAD. OUR COSTS ARE GOING UP BECAUSE OF INFLATION, LABOR, HEALTH CARE, PERS, AND AS MIKE IS ALWAYS TELLING US, WE NEED TO BE CAREFUL OF POTENTIAL STORM CLOUDS ON THE HORIZON. WE'VE HAD SO MANY GOOD YEARS IN A ROW, IT'S ONLY A MATTER OF TIME BEFORE THINGS START TO SLIP. SO THE BUDGET OFFICE HAS SAID THEY STRONGLY ENCOURAGE US NOT TO PUT MONEY INTO ONGOING, BECAUSE WE WON'T BE ABLE TO FUND THEM MORE THAN A YEAR OR TWO, WHICH MEANS WE'LL HAVE A LOT OF ONE-TIME-ONLY DOLLARS. I THINK IT WAS ABOUT \$34 MILLION THIS YEAR OF ONGOING -- ONE-TIME-ONLY MONIES. THAT DOESN'T INCLUDE THE MERS SETTLEMENT AND THE ONLINE TRAVEL SETTLEMENT. THOSE TWO TOGETHER WILL BE AN ADDITIONAL \$7.8 MILLION. SO WE'RE HEALTHY ON THE ONE-TIME-ONLY, NOT SO HEALTHY ON THE ONGOING.

IN ADDITION, I DID ASK THE DEPARTMENTS TO LOOK AT A 2% CONSTRAINT, SO THAT WE COULD HAVE SOME MONEY TO LOOK AT IF WE WANTED TO DO SOME ONGOING PROGRAMS. YOU KNOW I MADE A COMMITMENT TO DO SOMETHING ABOUT HOUSING AND HOMELESSNESS, AND I KNOW WE ALL HAVE OTHER PRIORITIES WE'RE GOING TO TALK ABOUT TODAY THAT WE MAY WANT TO DO WITH ONGOING, SO I THOUGHT THEY COULD SEE IF THERE'S PROGRAMS THAT EITHER THEY TRIED AND IT DIDN'T WORK, OR THINGS THAT JUST, YOU KNOW, TRIMMING AROUND THE EDGES. I OBVIOUSLY DON'T WANT TO MAKE DRASTIC CUTS, BUT 2% IS A GOOD START TO GIVE US A LOOK AT WHERE WE MIGHT BE ABLE TO INVEST IN OUR PRIORITIES.

THE WAY I'M GOING TO APPROACH THE BUDGET THIS YEAR IS REALLY TWO THINGS. ONE IS INVESTING WISELY, WHICH IS ALWAYS I THINK OUR GOAL. USING OUR ONE-TIME-ONLY MONEY FOR ONE-TIME-ONLY PROJECTS, YOU KNOW WE HAVE A HUGE NEED OF CAPITAL WITH COURTHOUSE, HEALTH DEPARTMENT HEADQUARTERS, HANSON BUILDING, ETC. WE HAVE OTHER PROJECTS THAT ARE GOING TO BE ADDRESSED OVER THE NEXT 5 TO 10 YEARS. FOR EXAMPLE, WE'RE GOING TO HAVE TO LOOK AT THE BRIDGES.

THE SECOND AREA IS REALLOCATING WISELY. OBVIOUSLY, WE WON'T TAKE IT ALL BECAUSE I'M SURE SOME OF THE DEPARTMENTS DON'T HAVE AS MUCH, AND FOR THEM TO TAKE A 2% CONSTRAINT REALLY DOES CUT TO THE BONE. BUT LOOKING AT WHERE PROGRAMS THAT WE FUNDED AS

PILOTS HAVE WORKED AND WHERE THEY HAVEN'T HIT THE MARK, THIS IS AN OPPORTUNITY TO MAKE SOME ADJUSTMENTS. WE ALSO HAVE -- I ALSO HAVE OTHER BUDGET PRIORITIES FOR FISCAL YEAR 2017 THAT I'LL PUT OUT THERE, AND THEN WE CAN ALL TALK ABOUT WHAT JOINTLY OUR BUDGET PRIORITIES ARE. ONE IS SO I TALK ABOUT ONE-TIME-ONLY, THE HOUSING AND HOMELESSNESS.

THE THIRD AREA I'M GOING TO BE LOOKING AT IS HOW WE CAN BE MORE STRATEGIC WITH OUR ONGOING EDUCATIONAL INVESTMENTS. FOR EXAMPLE, WITH SUN SCHOOLS, WE MADE A BIG SWITCH TO LOOK AT SPECIFIC SERVICES, BUT WE'RE ALSO GOING TO BE LOOKING AT OUR SUN SCHOOLS AND MAKING SURE THAT THE INVESTMENTS THAT WE ARE MAKING THERE ARE MOVING THE DIAL INSTEAD OF JUST FEEL-GOOD, BABY-SITTING DAY CARE AFTER SCHOOL. WE'LL MAKE SURE THE INVESTMENTS - \$12 MILLION INVESTMENT IS A LOT OF MONEY - ARE HITTING THE KIDS WE NEED TO HIT WITH THE SERVICES THAT THEY NEED, AND MAKING SURE THOSE SERVICES ARE COORDINATED TO THE REST OF THE SERVICES WE PROVIDE. THIS IS A COUPLE YEARS AGO WHEN I WAS IN DISTRICT ONE, AND WE HEARD THAT ROOSEVELT HAD ALL THESE HOMELESS KIDS THERE, SO I CALLED UP RICK AND SAID, SO, WHAT ARE WE DOING WITH SUN TO GET AT THIS? WE DIDN'T EVEN KNOW THIS WAS HAPPENING. THE WOMAN WHO WAS THE SCHOOL COORDINATOR WAS NOT COORDINATING WITH THE SUN SCHOOL COORDINATOR.

I ALSO WOULD LIKE TO CONTINUE OUR FOCUS ON EQUITY AND REDUCING DISPARITIES. OBVIOUSLY WE HAVE THE DATA, WE SEE DATA EVERY YEAR THAT SAYS THAT COMMUNITIES OF COLOR ARE STILL FURTHER AND FURTHER BEHIND, SO ANYTHING WE CAN DO IN THIS BUDGET TO MAKE SURE WE'RE REALLY TACKLING THOSE ISSUES.

THE FIFTH AREA IS TO CONTINUE THE FOCUS ON PREVENTION. WE STARTED LAST YEAR THE PRE-CHI- THE EARLY-CHI -- TO GET AT KIDS WHEN THEY FIRST HAVE CONTACT. I JUST HAD A MEETING WITH PORTLAND ASSISTANT CHIEF KEVIN MODICA, AND HE WAS TALKING ABOUT THE CHI (COMMUNITY HEALING INITIATIVE) PROGRAM AND SAID THERE IS EVEN A PRE-CHI AND PRE-PRE-CHI, THAT THEY'D LIKE TO DO, SERVING KIDS WHO HAVEN'T YET COMMITTED A CRIME OR BEEN IN TROUBLE BUT THEY SEE THEM ON THE STREETS, CHATTED UP WITH SOMEBODY THEY SHOULDN'T BE CHATTING IT UP WITH SO ANYWAYS WE CAN REALLY INVEST FURTHER UPSTREAM OR DOWNSTREAM. SO WE CAN GET AT THESE PROBLEMS WHEN THEY'RE CHEAPER AND TURN PEOPLE'S LIVES AROUND. THAT'S ABOUT IT.

Ms. Stein: OKAY. SO I WANTED TO HANDLE THIS DISCUSSION AROUND THE BUDGET. AND I DID TALK TO EACH OF AND YOU TRIED TO SUMMARIZE WHAT I HEARD. SOME OF IT YOU'LL WANT TO REPEAT BUT I WANTED TO CAPTURE IT

HERE SO YOU COULD SORT OF TAKE ADVANTAGE OF THE INTERVIEWS THAT I DID.

**C. What was learned from last budget session that can help in the current budget process?**

Ms. Stein: FIRST OF ALL, I WANTED TO TALK ABOUT THE LAST BUDGET SESSION, WHAT YOU MAY HAVE LEARNED THAT MIGHT HELP IN THE CURRENT BUDGET SESSION. I BELIEVE WE CAN ALWAYS IMPROVE, AND I DON'T HAVE ANY IDEA HOW YOUR BUDGET PROCESS WENT, BUT I ASSUME THERE'S THINGS THAT COULD HAVE BEEN LEARNED FROM THE WAY THE PROCESS WENT LAST YEAR, AND JUST TO SEE WHAT YOU MIGHT WANT TO THINK ABOUT FOR THE NEXT -- THIS COMING BUDGET PROCESS. SO LET'S JUST OPEN THAT UP FOR DISCUSSION, AS LONG AS YOU WANT TO HAVE THAT DISCUSSION. WHAT DID YOU LEARN FROM THE WAY THE BUDGET WAS HANDLED IN THE PROCESS, NOT THE PRIORITIES, BUT THE PROCESS IN TERMS OF COMMUNITY INVOLVEMENT, IN TERMS OF THE CHAIR'S BUDGET, IN TERMS OF YOUR DISTRICTS, ETC.

Commissioner Shiprack: I THINK WE'RE CLEARLY TRAINING THE COMMUNITY WITH OUR TREATS, SORT OF A BEHAVIOR TRAINING, AND IF THE TRAINING IS BASED ON, IF YOU COME AND MAKE A REQUEST FOR YOUR NOT FOR PROFIT AND WE BRING IN ENOUGH SYMPATHETIC PEOPLE, WHO CAN GET YOU TO GO AROUND AND TALK TO OTHER COMMISSIONERS IN YOU KNOW, FEBRUARY, MARCH, APRIL, THEN WE SEQUESTER, SO WE -- ACTUALLY I'M SORT OF DOING IT -- A GOOD BEHAVIOR MODELING, BECAUSE IT'S NOT ALWAYS THAT GREAT, BECAUSE A LOT OF PEOPLE COME TO US IN APRIL-MAY. AND WHAT THEY WANT IS TO GATHER US INTO THE AMENDMENT PROCESS. AND I -- AND WHAT I WOULD LIKE TO SEE, AND WHAT I'M TRYING TO DO WITH PEOPLE WHO COME TO ME WITH REQUESTS, AND I THINK WHAT WE HAVE ALL KIND OF DONE EVER SINCE WE PUT \$500,000 INTO A CAPITAL INVESTMENT FOR A REALLY WORTHWHILE SCHOOL PROGRAM, BUT IN TOTAL DISREGARD OF PUBLIC CONTRACTING LAW, THAT WHAT WE OUGHT TO MAYBE TRAIN OUR NOT-FOR-PROFIT FRIENDS INTO, PUBLIC CONTRACTING - WHAT WORKS, AND WHAT A BUDGET PROCESS LOOKS LIKE, AND WHY IT'S BETTER IDEA TO BE IN THE CHAIR'S BUDGET AND TO WORK WITH DEPARTMENTS AND TO INTERSECT DEPARTMENT PRIORITIES THAN TO COME TO US AS POLITICAL ENTITIES. I ALSO WANT TO SAY I GET IT FROM THE POLITICAL PART WITHOUT BEING ABLE TO STAND ON THE PLATFORM AND SAY, THESE ARE MY PEOPLE AND I HAVE DELIVERED TO THEM. I ALSO THINK ONCE YOU OPEN THAT DOOR A CRACK, IT GETS REALLY HARD TO NOT LET IT BECOME A GIGANTIC TORRENT, AND ALL OF A SUDDEN AS A POLITICAL PERSON, I'M LEFT WITHOUT REALLY ANYTHING SOLID TO STAND ON IN THE EVENT THAT IT SHOULD SEEM MORE PRUDENT TO ME TO SAY NO. SO I'M JUST SAYING THAT IF WE HANG TOGETHER BEHIND A PROCESS, THAT IT WILL -- IT WILL BE GOOD FOR THE COUNTY IN TERMS OF FOLLOWING THE

LAW AND I THINK IT'S ULTIMATELY GOOD POLITICALLY FOR THE BOARD BECAUSE IT IS BASED ON SOMETHING WE CAN ARTICULATE AS A PRINCIPLED POSITION.

Ms. Stein: SO LET'S HEAR FROM THE REST OF YOU ABOUT THAT. IT SOUNDED LIKE WHAT I'M HEARING IS THAT YOU'RE SUGGESTING THAT THERE BE KIND OF A UNIFIED MESSAGE TO THE NONPROFIT COMMUNITY, THAT THIS IS HOW YOU GET IN THE BUDGET. IS THAT THE SUMMARY OF WHAT YOU MEANT?

Ms. Shiprack: YES. ANYONE WHO COMES TO US AS A NONPROFIT OR INDIVIDUAL.

Ms. Stein: SO WHAT DO THE REST OF YOU THINK ABOUT THAT?

Commissioner Smith: THE CHARTER SAYS THE CHAIR DRAWS UP THE BUDGET AND THE COMMISSIONERS AMEND IT. THAT'S THE PROCESS, SO WE CAN'T CHANGE THAT PROCESS UNLESS WE CHANGE THE CHARTER.

Ms. Stein: I THINK WHAT I WAS HEARING IS NOT A LEGAL MESSAGE TO THE NONPROFITS, THE COMMUNITY, BUT....

Commissioner Smith: IT HAS TO BE A LEGAL MESSAGE. IT CAN'T BE JUST YOU KNOW, THIS IS WHAT I WANT TO DO TODAY. THE CHARTER SAYS, THE CHAIR DRAWS UP THE BUDGET, WE AMEND IT. SHE DROPS THE BUDGET, THE ONLY WAY WE DO HAVE TO GET WHAT THEY WANT IS THROUGH THE AMENDMENT.

Ms. Stein: WHAT DO THE REST OF YOU THINK ABOUT THAT?

Commissioner McKeel: I THINK IF WE HAVE OUR POLICIES CLEAR, I THINK WE SHOULD ALL BE ON MESSAGE WHEN SOMEBODY COMES TO US. I MEAN, IF WE'RE NOT GOING TO FUND SOMEONE ELSE'S CAPITAL PROJECT, AS AN EXAMPLE, I'M JUST SAYING, IF THAT'S OUR POLICY, THEN WE EACH SHOULD SAY TO THOSE PEOPLE COMING TO US, THIS IS NOT OUR POLICY, AND SOMETIMES I THINK WE TEND TO SHUFFLE THEM OFF TO SAY, IF YOU CAN GET OTHER COMMISSIONERS, YOU KNOW, AND I THINK WE NEED TO BE REALLY CLEAR, AND I THINK EVERYBODY NEEDS TO FEEL VERY CONFIDENT IN SAYING THAT. AND KNOWING THAT IS OUR POLICY.

Commissioner Smith: I THINK -- IF I'M NOT GOING TO SUPPORT SOMETHING, I DON'T PUSH PEOPLE OFF TO OTHER PEOPLE, OR ANY OF THAT KIND OF THING. IF IT'S NOT ONE OF MY DISTRICT'S PRIORITIES THAT I'VE SEEN OR HEARD IS NEEDED, I TELL FOLKS, JUST THAT; I DON'T PUSH PEOPLE TO OTHER PEOPLE. THE UNFORTUNATE THING, THE EXECUTIVE BUDGET CAN ONLY DO SO MUCH. AND GIVES US OUR FIRST STAB AT THE BUDGET. BUT LIKE I SAID, HOW INDIVIDUAL COMMISSIONERS CHOOSE TO DEAL WITH THEIR CONSTITUENTS, THAT'S THEIR OWN STYLE.

Ms. Stein: OKAY, WE'RE HEARING TWO DIFFERENT STYLES HERE, I THINK.

Commissioner Bailey: WHAT IT COMES DOWN TO REALLY IS COMMUNICATION. COMMUNICATION ON BOTH PROCESS AND PRIORITIES. AND HAVING IT CLEAR -- A CLEAR LINE OF -- CONSISTENT LINE OF COMMUNICATION FROM US TO CONSTITUENCIES.

Ms. Stein: AND WHAT WOULD YOU THINK -- I'M REFERRING SORT OF DIFFERENT VERSIONS OF THIS, BUT WHAT DO YOU THINK?

Commissioner Bailey: I THINK WE HAVE TO LOOK VERY CAREFULLY AT WHAT THE CHARTER SAYS, WHAT WE ARE AND AREN'T ALLOWED TO DO, AND MAKE SURE WE'RE EACH AWARE OF THAT AS WE COMMUNICATE THAT TO FOLKS. WHERE THERE ARE GRAY AREAS, THERE WILL BE GRAY AREAS, AND THAT IS WHAT THE PUBLIC PROCESS AND THE POLITICAL PROCESS IS ABOUT BUT BEING CLEAR WITH EACH OTHER AND BEING CLEAR WITH OUR CONSTITUENCY IS IMPORTANT.

Chair Kafoury: I LIKE TO TELL PEOPLE WHEN THEY FIRST COME IN THAT I THINK THE BEST WAY IS TO GO THROUGH -- MAKE SURE YOU HAVE A PROGRAM THAT IS SOMETHING THAT THIS -- ALONG THE LINES OF BUSINESS THAT THE COUNTY DOES, AND TALK WITH THE DEPARTMENTS TO SEE HOW IT FITS IN TO WHAT WE'RE ALREADY DOING. AND THEN THE SECOND THING IS WHEN -- JUST TO KNOW, I'M SURE WE'VE ALL LEARNED THIS, THEY WILL COME AROUND LATER AND SAY I ALREADY HAVE THREE VOTES, OR I ALREADY HAVE TWO VOTES. EVEN IF MAYBE THEY DON'T. OR MAYBE JUST -- UNLESS YOU SAY TO SOMEBODY, NO, I AM NOT GOING TO VOTE FOR YOU, THEY THINK YOU'RE SAYING YES, WHICH IS SOMETHING I HAVE LEARNED AS WELL. SO YOU IF YOU SAY WELL, IT'S INTERESTING AND THANK YOU FOR COMING TODAY, THEY TAKE THAT AS OH, SHE'S GOING TO VOTE FOR MY THING. AND THEN THIRD, I THINK THIS IS A TIMELY CONVERSATION, BECAUSE JUST LAST WEEK IN THE TRIBUNE, I DON'T KNOW IF YOU ALL SAW IT, THERE WAS AN ARTICLE ABOUT THE AUDIT THAT THE CITY -- THE CITY AUDITOR -- CITY OF PORTLAND AUDITOR CAME OUT WITH TALKING ABOUT THE LARGE NUMBER OF DOLLARS THAT THEY SPEND ON CONTRACTS THAT THEY DON'T GO THROUGH THE PROCESS -- PROPER CHANNELS. THEY DID A STUDY OF PORTLAND PUBLIC, AND I HAVE I REALLY AM NERVOUS -- NOT NERVOUS, BUT I THINK WE REALLY DO THE JOB OF FOLLOWING THE RULES. BUT I WOULD NOT BE SURPRISED IF THEY TRY TO DO ONE ON US NEXT, BECAUSE IT'S PORTLAND PUBLIC, CITY OF PORTLAND, YOU KNOW, MULTNOMAH COUNTY COULD BE ON THE LIST.

Commissioner Smith: I THINK THE BOTTOM LINE IS, WHEN EXECUTIVE BUDGET IS RELEASED, IT SHOULD HAVE SOME THINGS THAT EVERYBODY WANTS. WE AS COMMISSIONERS ARE NOT ALL SERVING AT LARGE. IF WE CAN'T COME

TO SOME KIND OF AGREEMENT ON HOW OUR INDIVIDUAL DISTRICTS ARE BEING SERVED, AND GETTING SOMETHING IN THE BIG BUDGET, WELL.....I HAVE PUT A FEW THINGS FORWARD IN THE BIG BUDGET, IT WASN'T THERE, OR IT WAS REMOVED. SO IF I DON'T GET ANYTHING FOR DISTRICT TWO, THE ONLY OPTION THAT I HAVE IS TO PUT IT IN AN AMENDMENT. NOW, THAT'S SOMETHING WE DON'T CONTROL. THAT'S SOMETHING THE EXECUTIVE BUDGET CONTROLS. SO THERE GOES THE KIND OF COMMUNICATION BETWEEN COMMISSIONERS AND THE EXECUTIVE BUDGET. PEOPLE NEED TO FIGURE OUT HOW TO -- I KNOW, AND I KNOW JENNY IS IN THE BACK, I'M NOT GOING TO GET US IN TROUBLE, BUT THERE SHOULD BE A WAY WHICH COMMISSIONERS CAN COMMUNICATE WHAT OUR PRIORITIES ARE, AND HAVE THOSE PRIORITIES PUT, YOU KNOW, RECEIVED AS A PRIORITY AND BECAUSE IT'S NOT THE PRIORITY OF THE CHAIR'S OFFICE, IT DOES NOT MEAN THAT WE SHOULDN'T GET OUR STUFF IN THERE. IF I COULD GET MY STUFF IN THE BIG BUDGET, I WOULD. BUT LAST YEAR AND THE YEAR BEFORE THAT, I DIDN'T, SO I HAD TO GO TO THE AMENDMENT PROCESS. SO I MEAN --

Ms. Stein: I'M HEARING THREE DIFFERENT THINGS. THERE'S NOT -- I DON'T THINK -- WE'RE NOT HERE TO REACH DECISIONS ON SPECIFIC THINGS. IT'S VERY IMPORTANT TO BRING THESE ISSUES --

Commissioner Smith: -- THE EXECUTIVE BUDGET SHOULD BE THE TOOL AND IF THAT TOOL DOES NOT GET WHAT CONSTITUENTS WANT INDIVIDUAL DISTRICTS, THE ONLY RECOURSE COMMISSIONERS HAVE IS TO USE THE AMENDMENT PROCESS. SO THAT'S --

Ms. Stein: I'M HEARING THREE DIFFERENT THINGS, JUST TO CLARIFY WHAT WE MIGHT BE TALKING ABOUT. ON ONE HAND THERE'S THE ISSUE OF NONPROFITS COMING FORWARD, THE END OF THE PROCESS AND WANTING TO PUT IN THE BUDGET OUTSIDE OF THE CONTRACTING PROCESS, WHICH IS LIKE A WHOLE SET OF THINGS THAT YOU HAVE TO FIGURE OUT. AND THEN THERE'S THE ISSUE OF IF SOMETHING IS NOT IN THE CHAIR'S BUDGET, THE RIGHT OF THE COMMISSIONERS TO BRING AMENDMENTS FORWARD, AND HOW THAT WORKS. AND THEN IT SOUNDS LIKE THERE'S ALSO AN ISSUE OF NONPROFITS OR OTHERS WHO ARE OUT THERE WHO DON'T NECESSARILY AREN'T TRYING TO GET THEIR PROGRAM FUNDED, BUT THEY WANT SOMETHING FUNDED, AND THEN HOW THEY GO THROUGH THE DEPARTMENTS AND TRY TO GET INTO THE BUDGET. SO SORT OF THOSE THREE AREAS I THINK.

Commissioner Smith: I'VE NEVER SEEN A NONPROFIT, IF THE CHAIR'S OFFICE DID NOT SUPPORT -- NOT JUST YOU, BUT PREVIOUS CHAIRS, IT JUST DOESN'T HAPPEN. BECAUSE WHEN THERE'S A DIRECTIVE THAT WAS SENT OUT LAST YEAR THAT SAID, YOU NEED PERMISSION TO PUT STUFF INTO THE BIG BUDGET, IF THAT'S THE CASE, IT'S BEING CONTROLLED BY THE EXECUTIVE BUDGET. IF THAT'S THE CASE, THEY REALLY DON'T -- REALLY, IT



IS SO DISINGENUOUS OF US TO SAY TO -- SEND CONSTITUENTS TO THE DEPARTMENT HEAD, WE KNOW GOOD AND WELL THEY'RE NOT GOING TO PUT ANYTHING IN THERE, THEY'RE NOT. SO I'M NOT GOING TO PLAY THAT GAME. BECAUSE IT'S NOT GOING TO HAPPEN.

Ms. Stein: JUDY, YOU BROUGHT THIS UP, DO YOU WANT TO GIVE YOUR THOUGHTS ON THAT?

Commissioner Shiprack: LET ME JUST SAY IN GENERAL THIS BOARD HAS VALUED CONSENSUS, AND THE THING ABOUT A CONSENSUS PROCESS THAT I THINK NEEDS TO BE WATCHED OVER TIME IS THAT IF YOU DON'T HAVE A PRINCIPLE THAT IS BINDING YOU INTO THE CONSENSUS, LIKE, YOU KNOW, QUAKER MEETING LAW, REALLY, IF THERE IS NO NEUTRAL PRINCIPLE THAT BINDS THE CONSENSUS, THEN TWO THINGS CAN HAPPEN. ONE IS THAT RELATIONSHIPS AND THE APPEARANCE OF RELATIONSHIPS CAN BE MORE IMPORTANT THAN POLICY. WHICH IS WHAT HAPPENS WHEN I VOTE FOR YOU AND YOUR POLICY, EVEN THOUGH I DISAGREE WITH THE POLICY, I'M GOING TO DO IT TO BUILD A BRIDGE TO YOU, COMMISSIONER SMITH. AND THAT WORKS AS LONG AS THE BRIDGE GOES TWO WAYS. AND WHEN THAT FALLS DOWN, THEN I THINK THERE'S A TRIAD HERE, THEN YOU END UP IN THIS LOGIC MODEL WHERE WE HAVE A CONSENSUS MODEL, WHERE RELATIONSHIPS BECOME MORE IMPORTANT TO US THAN POLICY, AND WHERE POWER BECOMES MORE IMPORTANT THAN RELATIONSHIP. AND THAT'S WHERE YOU FIND THAT A CONSENSUS PROCESS CAN BE -- CAN GO QUITE A WAYS DOWN THE ROAD LONG AFTER ANY KIND OF REALLY CONSCIOUS OR INTENTIONAL AGREEMENT HAS FAILED. AND I THINK THAT IS A COMMUNICATIONS ISSUE, AND I THINK THAT IT INVOLVES SORT OF WHAT'S AT THE HEART OF A LOT OF POLITICS, REALLY, IN THE GOOD SENSE, BECAUSE I THINK POLITICS IS A GOOD THING. AND I THINK THAT IT REALLY RELIES ON HAVING THE COURAGE TO PUT YOUR POSITION ON THE TABLE, AND THEN WHAT WE HAVE NOT ENGAGED IN. BECAUSE THERE ARE ONLY FIVE OF US, IS THE PERIODIC USE OF NO. SO THAT'S -- THAT IS REALLY WHERE WE -- WE HAVE -- WE VOTE AS A BOARD.

Commissioner Smith: I GOT THE AGING VOTES COMING, I HAVE ALL KINDS OF VOTES COMING, I TOLD THEM NO. THAT'S NOT A PRIORITY FOR ME RIGHT NOW. THIS IS WHERE I'M AT. TRY NEXT YEAR, TRY TO GET IN THE CHAIR'S BUDGET. I TELL PEOPLE NO ALL THE TIME. THAT'S THEIR OWN -- THAT'S WHAT I'M SAYING, THAT'S AN INDIVIDUAL COMMISSIONER'S OWN STYLE. IF THEY'RE NOT ABLE TO TELL FOLKS NO, THAT'S THEIR STYLE. THEY WANT TO PUSH OTHER FOLKS, YOU CAN'T EVEN DO THAT, BUT THAT'S JUST THEIR OWN STYLE. YOU CANNOT REGISTER -- YOU CANNOT LEGISLATE CONSENSUS, BUT THE CHARTER IS VERY CLEAR THERE'S A PROCESS THAT TAKES PLACE THAT BEGIN WAS EXECUTIVE BUDGET AND END WAS US WITH AMENDMENTS. SO YOU CANNOT SAY HERE TODAY THAT WE'RE GOING TO DO CONSENSUS INSTEAD OF FOLLOWING WHAT THE CHARTER SAYS. SO

UNTIL THE CHARTER GETS CHANGED TO CONSENSUS, THEN YOU'RE NOT GOING TO BE ABLE TO SIT HERE AND SAY THAT.

Chair Kafoury: I APPRECIATE HOW YOU OUTLINED THE DIFFERENT -- WE'RE GETTING A LITTLE BLURRED. I DON'T WANT YOU TO THINK I'M SAYING WE DON'T HAVE AMENDMENTS. OF COURSE WE HAVE THEM. I THINK THAT'S -- I THINK WHEN WE -- THE BUDGET IS WHEN THE CHAIR'S BUDGET COMES OUT, IT IS THE OPENING, AND EVERYBODY GETS -- THAT'S THE PROCESS. I THINK MORE OF THE DISCUSSION IS AROUND -- DURING THAT PROCESS, AND DURING THE CHAIR'S BUDGET AND DURING THE AMENDMENT PROCESS, IS HOW WE -- WHAT I HEARD JUDY TALK ABOUT, IS HOW WE'RE GOING ADDRESS THE MYRIAD OF PEOPLE WHO COME FORWARD. I THINK ONE WAY TOO IS THE REASON I ASKED PEOPLE TO GO START EARLY IS BECAUSE I THINK IT GIVES US A CHANCE TO MULL THINGS OVER, SO WE'RE NOT -- WE HAVE THIS EVERY YEAR. IT'S THE LAST WEEK. AND THEY'RE COMING FORWARD AND SAYING, OH, BY THE WAY, I NEED \$250,000, WELL, NO. AND NOW THAT WE HAD A FEW BUDGETS WE CAN SAY, I DO TELL YOU EVERY YEAR THE SAME THING, YOU'VE GOT TO START EARLY AND START TRYING TO GET IN THROUGH THE DEPARTMENTS FIRST. THAT'S THE WAY.

Commissioner Smith: I DON'T KNOW ANY PROGRAM THAT HAS GONE THROUGH THE DEPARTMENTS WITHOUT HAVING A COMMISSIONER BEING, YOU KNOW, SUPPORTIVE OF IT, THEY'VE GOTTEN -- NOT ONE. I TELL PEOPLE THAT ALL THE TIME. I DON'T KNOW ONE ORGANIZATION WITHOUT HAVING A COMMISSIONER SUPPORT THAT THEY GO THROUGH THE DEPARTMENTS AND THEY'RE SUCCESSFUL.

Commissioner Shiprack: I WOULDN'T SUGGEST THEY SEND SOMEBODY TO A DEPARTMENT WITHOUT OUR SUPPORT.

Chair Kafoury: I'M SAYING IT MORE IN TERMS OF SO WE DON'T HAVE THEM COMING FORWARD THE LAST WEEK. YES, IF IT'S SOMETHING YOU SUPPORT, I'M NOT SAYING THAT YOU DON'T SUPPORT IT.

Commissioner Smith: RIGHT.

Ms. Stein: SO ONE THING I'M HEARING, JUST LOGISTICALLY, TO THE EXTENT POSSIBLE REGARDLESS OF IT COMES TO AMENDMENT OR GOES THROUGH DEPARTMENTS OR SOMETHING, IT'S BETTER TO KNOW WHAT'S GOING ON EARLIER THAN LATER, IS THAT --

Commissioner Smith: THAT WOULD BE NICE.

Ms. Stein: HOW CAN WE GET MORE KNOWING IT EARLY THAN LATER?

Commissioner Smith: PEOPLE DO WHAT THEY DO. THEY KNOW OUR SYSTEM. AND IF THEY FEEL THEY'RE NOT GOING TO BE IN THE CHAIR'S BUDGET OR THE EXECUTIVE BUDGET, THEY'RE GOING TO COME TO THE COMMISSION. AND THERE'S NO WAY FOR US TO MANDATE THEY CAN'T DO THAT, BECAUSE THEY CAN. COMMISSIONERS NEED TO TELL PEOPLE NO. IF THEY NEED TO TELL PEOPLE NO, TELL THEM NO. BE STRAIGHT UP. BUT A LOT OF THIS WILL BE SETTLED IF INDIVIDUAL COMMISSIONERS CAN GET THEIR PRIORITIES PUT IN THE EXECUTIVE BUDGET. THEN SOME OF THOSE POLITICAL THINGS, THAT COMMISSIONER SHIPRACK IS TALKING ABOUT, IT WON'T BE, YOU KNOW, IMPLIED.

Commissioner Bailey: THIS PROBABLY DOESN'T SOLVE A LOT, BUT WHETHER OR NOT IT WOULD MAKE SENSE TO HAVE A SELF-IMPOSED DEADLINE FOR NEW REQUESTS FOR MONEY THAT COME IN, BECAUSE IT DOES GO RIGHT AT THE LAST WEEK, AND --

Chair Kafoury: LAST DAY.

Commissioner Bailey: I DON'T KNOW -- OBVIOUSLY THINGS COME IN AT THE VERY LAST MINUTE FOR WHATEVER DEADLINE THAT WAS, BUT MAYBE IT JUST MAKES SENSE TO -- EVEN IF IT WAS JUST TWO WEEKS OUT OR SOMETHING LIKE THAT, JUST HAVE AN AGREEMENT, IT DOESN'T HAVE TO BE ANYTHING FORMALIZED, BUT AN AGREEMENT AMONG US THIS IS THE DEADLINE FOR NEW REQUESTS, FOR NEW AMENDMENTS, BECAUSE I THINK IT WOULD MAKE EVERYBODY'S LIFE A LOT EASIER, AND IT WOULD MAKE BUDGET OFFICE LIFE A LOT EASIER.

Ms. Stein: WHAT DO YOU THINK ABOUT JULES' IDEA, HAVING A KIND OF INFORMAL AGREEMENT THAT YOU WOULD SAY TO YOUR CONSTITUENTS, I'M WILLING TO ENTERTAIN AMENDMENTS BUT I'VE GOT TO KNOW WHAT THEY ARE BY THIS DATE SO I CAN LOOK AT ALL OF THEM AND MAKE A DECISION AND TRY TO ADVOCATE. WHAT DO YOU THINK ABOUT THAT?

Commissioner Smith: YES.

Ms. Stein: IF SOMEONE WANTED TO COME IN AFTERWARDS, THEY COULD DO THAT, BUT YOU WOULD BE TELLING THEM THIS, IS THE WAY -- THIS IS OUR PROCESS.

Commissioner McKeel: I THINK THAT MAKES SENSE, BUT I ALSO THINK THAT I SHOULD BE ABLE TO JUST TELL THEM, I'M SORRY, BUT THIS IS TOO LATE FOR THE BUDGET. YOU'VE GOT TO START YOUR PROCESS, AND IF YOU WANT TO BE IN THE BUDGET, MEET THE DEADLINES.

Commissioner Bailey: AGREE WITH THAT, AND I TOLD PEOPLE LAST YEAR IT WAS TOO LATE. I THINK IT ALSO GIVES US A POSITIVE MESSAGE TO SAY TO PEOPLE, BECAUSE THEY DON'T KNOW THEN WHAT TOO LATE -- WHAT IS TOO LATE. SO WE CAN COMMUNICATE EARLY, EVEN OUR NEWSLETTERS THAT GO OUT TO CONSTITUENTS. IF YOU'VE GOT CHANGES, GET THEM TO ME BY X, BECAUSE THAT'S -- WE'RE NOT GOING TO CONSIDER ANYTHING --

Commissioner McKeel: I WASN'T DISAGREEING WITH THAT. I THINK IT DOES SEND THAT MESSAGE. -- FOR US, YOU KNOW, I GUESS SOME OF IT FOR ME GOES RIGHT TO THE HEART OF COMMUNICATION AND INCLUSIVENESS AROUND WHAT WE'RE DOING. WE REALLY, AS COMMISSIONERS, EVEN THOUGH WE KNOW THE BUDGET PROCESS GOING ON, AND MY OFFICE IS INTO THE BUDGET, EVEN BEFORE THE EXECUTIVE BUDGET IS OUT TO TRY TO GET AHEAD OF IT, BUT WE HAVE SUCH A SHORT TIME AS COMMISSIONERS, AND FOR US TO -- AND THEN WE HAVE ALL THESE PEOPLE COMING IN, AND YOU KNOW, AS DEBORAH WAS SAYING, THEY'RE TRYING TO TELL US THEY HAVE THE VOTES, AND THEY HAVE, YOU KNOW -- SO IT'S JUST -- REALLY, THEN THAT FESTERS RUMORS, YOU KNOW. IT'S A PERFECT STORM. I JUST THINK THAT IT GOES RIGHT TO THE HEART OF THAT. COMMUNICATION AND BEING AS INCLUSIVE AS WE CAN WITH EACH OTHER AROUND WHAT IT IS THAT'S HAPPENING. BUT IT'S GOING TO BE CRAZY.

Commissioner Bailey: DO WE HAVE THE BUDGET DATES, THE BUDGET DEADLINES?

Chair Kafoury: YEAH, WE DO. NANCY, CAN YOU FIND THOSE, THE BUDGET DATES? I THINK -- I KNOW IT COMES OUT LIKE MARCH -- WE'LL PULL THEM UP.

Ms. Stein: ONE SUGGESTION I'M HEARING IS THAT THERE BE A DATE BY WHICH PEOPLE COULD SUBMIT THEIR IDEAS TO COMMISSIONERS, AND IN REALITY, THREE OF COULD YOU DECIDE TO DO, THAT TWO OF YOU NOT DECIDE TO DO THAT. IF YOU ALL DECIDED, YOU COULD DECIDE YOU WANT PEOPLE TO BRING IN THEIR PROPOSALS, THEIR AMENDMENTS, SO YOU -- IT SEEMS LIKE IT WOULD BE BENEFICIAL TO YOU TOO IN THE SENSE THAT IF HAVE A BUNCH OF THINGS COMING IN, YOU'RE GOING TO HAVE TO DECIDE YOUR OWN PRIORITIES, EVEN IF YOU LIKE THEM ALL.

Commissioner Smith: AND THE OTHER ISSUE IS, PEOPLE HAVE THEIR OWN PRIORITY WITHIN THEIR OFFICE, IF WE DECIDE WE'RE NOT GOING TO DO THAT, IF I SAY I'M NOT TAKING ANY MORE, I DO TELL PEOPLE IT'S LATE. I'M NOT TAKING ANYMORE.

Commissioner Shiprack: AND I AGREE WITH THE CONVERSATION, I THINK THAT WHAT IT LEADS TO IS KIND OF WHERE WE'VE BEEN BEFORE, WHICH IS IF WE HAD SOME KIND OF FILTER THAT WE HAD OUR CONSENSUS OR JUST, YOU

KNOW, COMMUNICATED ABOUT, IT WOULD BE PERHAPS SIMILAR TO WHAT DEBORAH'S INTRODUCTORY COMMENTS WERE. WE HAVE HOUSING AND HOMELESSNESS, WE HAVE HOW WE SPEND MONEY ON EDUCATION, AND SUN SCHOOLS, AND INFRASTRUCTURE, AND PREVENTION PROGRAMS, LIKE THE COMMUNITY HEALTH INITIATIVE.

Commissioner Shiprack: MAYBE WHAT WE'RE DRIVING TOWARDS HERE IS A FRAMEWORK OF PRIORITIES, AND THEN USING THAT LENS TO LOOK AT WHERE OUR BUDGET GOES. AND ONE OF THE ASPECTS OF THAT LENS IS THIS STATUTORY CONSTRUCT OF PUBLIC CONTRACTING LAW, WHICH IS THE LAW, AND THAT TELLS US THAT WHEN A NOT-FOR-PROFIT COMES AND SAYS I DO THIS FOR YOU, I'VE HAD NOT FOR PROFITS COME AND SAY, YOU SHOULD PAY ME, BECAUSE I'M DOING COUNTY'S WORK. YEAH THAT'S WHAT OUR BUDGET IS FOR. BUT YOU SHOULD PAY ME, I DO THE COUNTY'S WORK, WELL, WE DO CONTRACT FOR WORK AND THOSE RFPs ARE OUT THERE, SO HAVE AT IT. AND HELPING DRIVE SERVICE PROVIDERS TOWARDS THOSE SERVICES THAT ARE PROVIDED, AND WE HAVE VERY CHARISMATIC PEOPLE AND ORGANIZATIONS WHO DO GOOD WORK. AND THEY NEED MONEY. I'M VERY SYMPATHETIC. SO I DO, YOU KNOW, I DO THINK THAT SOME VERSION OF PRIORITY-BASED BUDGETING IS KIND OF WHAT WE'RE GOING FOR HERE. JUST A FRAMEWORK THAT IS A NEUTRALLY PRINCIPLED FRAMEWORK.

Commissioner Smith: I KEEP GOING BACK TO THIS WHOLE THING, WE HAVE FOUR DISTRICTS. AND I CAN TELL YOU SINCE I'VE BEEN HERE IN FIVE YEARS THERE'S NOT BEEN ONE INFRASTRUCTURE PROJECT IN DISTRICT TWO. WE HAVE THE COURTHOUSE IN DISTRICT ONE, AND HEALTH DEPARTMENT OUT IN EAST COUNTY, AND DISTRICT FOUR, WE HAD THE COURTHOUSE. SO I CAN TELL NEW TERMS OF BUDGETING, WHOSE PRIORITIES ARE WE TALKING ABOUT, BECAUSE I'D LIKE TO SEE US DO SOMETHING AROUND THE HEALTH DEPARTMENT, THE NORTHEAST HEALTH DEPARTMENT. WE'VE BEEN SPENDING ALL OF THE TAXPAYER DOLLARS IN OTHER DISTRICTS OTHER THAN MINE. SO I HAVE TO SPEAK UP FOR MY DISTRICT AND WHAT'S GOING ON, WHAT'S NOT GOING ON IN THE DISTRICT. SO HOW DO WE GET THAT AS A PRIORITY, IF EVERYTHING BEGINS AND ENDS WITH THE EXECUTIVE BUDGET, NINE TIMES OUT OF 10, THEY'RE GOING TO GET FUNDED. SO THAT CAN'T BE A BRUSH THAT IS WIDELY TAINTED, BECAUSE I SEE A HUGE GAP IN PUBLIC DOLLARS BEING SPENT OTHER PLACES OTHER THAN DISTRICT TWO. SO I HAVE TO BE THAT ONE TO SPEAK UP FOR DISTRICT TWO, LIKE I SAID, IF WE'RE AT LARGE, WE'RE NOT AT LARGE. WE'RE IN SEPARATE DISTRICTS. SO EACH OF US ARE GOING TO HAVE A DIFFERENT PRIORITY. MY PRIORITY IS NOT NECESSARILY IS GOING TO BE THE EXECUTIVE BUDGET'S PRIORITIES. I'M GOING TO HAVE OTHER THINGS THAT IMPACT MEMBERS OF DISTRICT TWO THAT NEEDS OUR SERVICES, NEEDS UPGRADES, JUST LIKE THE OTHER DISTRICTS. THIS IS FIVE YEARS I'VE BEEN HERE. AND I CAN TELL YOU, THEY HAVE THEM IN DISTRICT TWO. SO WHEN WE TALK ABOUT IF WE'RE GOING TO HAVE EQUAL CONVERSATIONS ABOUT PRIORITIES, THEN WE NEED TO HAVE

AN EQUAL NUMBER OF SAY ABOUT WHERE THESE DOLLARS GO. BECAUSE IF NOT, WE NEED TO CHANGE THE CHARTER AND ALL BECOME AT LARGE AND HAVE AN EXECUTIVE BUDGET. UNTIL WE DO THAT AND WE'RE SEPARATED, WE AS COMMISSIONERS HAVE TO -- HOW MANY TIMES HAVE YOU -- I KNOW DIANE'S QUESTION BEFORE SHE SAYS IT -- HOW WILL THAT IMPACT EAST COUNTY. HOW MANY KIDS DO WE HAVE IN THE SUMMER PROGRAM THAT ARE GOING TO EAST COUNTY? AND WHICH IS IN MY MIND WHEN I WORK ON THE SUMMER JOBS PROGRAM, TO SEE HOW MANY KIDS ARE BEING PLACED ON -- SHE'S SPEAKING UP FOR THEM. SHE'S SPEAKING UP FOR THEM.

Ms. Stein: SO THIS IS A TENSION THAT WILL GO ON. IT'S NOT GOING TO BE RESOLVED. I THINK IT'S WORTH SOME DISCUSSION, OF THE TENSION BETWEEN COUNTYWIDE PRIORITIES AND THE PRIORITIES OF INDIVIDUAL DISTRICTS.

Commissioner Smith: AND WE NEED TO IDENTIFY THAT. ALL PRIORITIES ARE NOT THE ONES TO PUT IN THE EXECUTIVE BUDGET. WE VALUE OUR OWN PRIORITIES.

Ms. Stein: RIGHT, BUT WHAT'S THE INTERSECTION WHEN YOU HAVE OVERALL PRIORITIES FOR A COUNTY, AND THEN WHAT'S THE RELATIONSHIP WITH INDIVIDUAL -- CAN THEY BE TOTALLY DIFFERENT? IS THAT OKAY?

Commissioner Smith: IT HAS TO BE OKAY. THE INDIVIDUAL DISTRICTS ISSUES, LIKE, FOR EXAMPLE, THE COURTHOUSE, I TOTALLY SUPPORT THE COURTHOUSE, WE NEED TO GET THAT DONE. WE NEED ONE THAT'S GOING TO LAST US THE NEXT 150 YEARS. SO THAT IS REALLY ONE OF THOSE UNIVERSAL PROJECTS. YOU KNOW. BUT WHEN WE BEGIN TO TALK ABOUT INDIVIDUAL DEPARTMENTS THAT ARE IN OUR OWN DISTRICTS, I WATCH THE NORTHEAST, I'VE BEEN WATCHING THE NORTHEAST HEALTH CLINIC FOR YEARS. EVERY TIME IT GETS UPGRADED TO PUT A NEW COAT OF PAINT ON THE OUTSIDE, AND DO A NEW -- THIS IS NEW AND IMPROVED. NO, IT'S NOT. WE HAVE OPPORTUNITIES TO REALLY MAKE THAT SITE SOMETHING THAT COULD BE GREAT AROUND HOUSING, AROUND INFRASTRUCTURE, AND AT THE SAME TIME, WE'RE NOT -- WE DO A PUBLIC-PRIVATE PARTNERSHIP WHERE WE REDEVELOP THAT WHOLE NORTHEAST HEALTH CLINIC WITH BUSINESSES, HOUSING, AND THEN WE START BRINGING IN THE PROPERTY TAXES AND THE BUSINESS TAX AS WELL. SO THAT'S THE KIND OF STUFF THAT I AM THINKING ABOUT.

Ms. Stein: LET'S JUST HEAR FROM OTHERS ABOUT THIS IMPORTANT INTERSECTION BETWEEN THE PRIORITIES OF AN INDIVIDUAL DISTRICT AND THE COUNTYWIDE PRIORITIES. OTHER THOUGHTS ABOUT HOW THAT'S BEEN HANDLED, OR HOW THAT -- HOW WHAT YOUR PREFERENCES OR FEELINGS ARE OVER THAT?

Ms. Bennett: I'M GOING TO SAY, THIS IS SORT OF RELEVANT TO THE CONVERSATION. THAT AT THE MOMENT THE DEPARTMENTS ARE ALSO WORKING ON A LITTLE BIT OF A STRATEGIC FRAMEWORK I THINK FOR SOME OF THEIR WORKS, AT SOME POINT I WANT TO MAKE SURE YOU GUYS CAN HEAR A LITTLE -- A FEW MINUTES UPDATE ON THAT MIGHT HELP ALSO INTERSECT THIS CONVERSATION ABOUT COMMISSIONER PRIORITIES AND BUDGETS IN GENERAL. SO I'M THROWING THAT IN THE MIX HERE.

Commissioner Shiprack: THERE ARE SOME DIFFERENCES, AND WE'RE TALKING ABOUT THEM, COMMISSIONER SMITH, LORETTA, THAT THE -- IF WE WERE TO SLICE ACROSS A BUDGET PROCESS AND FEATURE IT EQUALLY, D-1 WOULD HAVE TO SIT DOWN FOR A LONG TIME WHILE WE BUILT MORE BRIDGES OVER JOHNSON CREEK, AND HAD MORE COURTHOUSE FACILITIES IN D-3. AND I MEAN, THERE ARE MAJOR DIFFERENCES IN THE WAY CAPITAL PROJECTS AND POPULATION ARE DISTRIBUTED. ALL OF THAT BEING SAID, I REALLY DO FEEL THAT THE PEOPLE WHO LIVE IN DISTRICT THREE ARE CARRYING THE BURDEN FOR THE ENTIRE METROPOLITAN REGION'S OPEN SPACES REGIONAL POLICY. WE ARE WHERE AFFORDABLE HOUSING IS GOING TO BE SITED, WE ARE WHERE THERE IS NO CONNECTION BETWEEN THE DENSITY OF POVERTY AND WHAT HAPPENS IN THE SCHOOLS. IN FACT, WHEN WE BUILD MORE AFFORDABLE HOUSING AND WE INVITE MORE FAMILIES THAT ARE LOW-INCOME, WE PUT INCREASED BURDENS ON SCHOOLS, AND THERE'S REALLY NO MECHANISM IN PLACE THAT BALANCES OUT THE BENEFITS AND THE BURDENS OF OUR LAND USE PLANNING. SO I THINK THERE IS HUGE ISSUES, THEN THEY ALSO IMPACT D-2, AND WE'VE LOOKED AT FOOD DESERTS AND RECREATION DESERTS, AND I THINK WE'RE CAPABLE OF FOCUSING ON THAT AND MAKING PROGRESS. AND I ALSO FEEL WITHIN THE CONTEXT AFTER BUDGET CONVERSATION, THERE IS A HUGE BALANCING ACT. THE HEALTH HEADQUARTERS, THE NEW COURTHOUSE, ALL OF THIS GIGANTIC LOOMING CAPITAL NEED FOR BRIDGES, IT'S ALL GOING TO BE IN D-1. AND MY CONSTITUENTS ARE DELIGHTED WITH THAT, BECAUSE THEY HAVE TO COMMUTE ACROSS THOSE BRIDGES, THEY HAVE TO ACCESS A JUSTICE SYSTEM IN A BUILDING THAT'S SAFE, YOU KNOW, AND RELY ON THE SERVICES OF THE HEALTH HEADQUARTERS. SO I THINK THAT IN SPITE OF THE FACT WE ALL HAVE OUR PAROCHIAL DISTRICTS THAT ELECT US, WE ARE ALSO TALKING TO CONSTITUENTS WHO APPRECIATE THAT THEY HAVE A VESTED INTEREST IN THE COUNTY AS A WHOLE, AND THAT DOESN'T ALWAYS MEAN INVESTMENTS ARE EQUALLY PLACED ON THE DISTRICT-TO-DISTRICT BASIS. I THINK THE NEEDS OF GRESHAM AND TROUTDALE AND FAIRVIEW ARE VERY DIFFERENT THAN CORBETT, AND AS THAT -- AS THE COUNTY STRETCHES EASTWARD, THAT THE NEEDS REQUIRE A COMMISSIONER WHO SPEAKS OUT FOR SOMETHING OTHER THAN PORTLAND. MY ENTIRE DISTRICT IS WITHIN THE CITY LIMITS OF PORTLAND. SO ALL OF THE POTHOLES IN MY DISTRICT ARE THE RESPONSIBILITY OF PORTLAND CITY COUNCIL. CONVENIENTLY ENOUGH. BUT IN DIANE'S DISTRICT, YOU KNOW,

THAT RESPONSIBILITY FOR POTHOLES COMES RIGHT HERE. WE NEED TO KEEP THAT IN MIND.

Ms. Stein: LET ME POSE ANOTHER QUESTION HERE. THERE'S A VARIETY OF PLANNING PROCESSES THAT GO ON, EVERYTHING FROM JPAC TO TRANSPORTATION FOR THE WHOLE REGION, TO INDIVIDUAL DEPARTMENTS, AND AS NANCY SAID, MAYBE WE CAN HEAR VERY BRIEFLY ABOUT WHAT THE DEPARTMENT PLANNING PROCESSES AND ARE, AND I ASSUME YOU'VE DONE SOME INDIVIDUAL PLANS IN YOUR DISTRICTS FOR DIFFERENT THINGS. SO HOW DO THOSE PLANS FACTOR INTO THE IDEA OF DEVELOPING A BUDGET? HOW DO YOU --

Commissioner Bailey: I THINK PART OF WHAT WE'RE SAYING IS I'M NOT SURE THERE'S AN EXPECTATION THAT SPENDING IN EVERY BUDGET HAS TO BE EQUAL IN EVERY DISTRICT. BUT I THINK WHAT WE'RE SAYING IS THAT THERE ARE PARTICULAR NEEDS THAT EACH DISTRICT HAS AND EACH COMMISSIONER IS -- BECAUSE THEY'RE OF THAT DISTRICT AND ELECTED FROM IT, IN A UNIQUE POSITION TO UNDERSTAND WHAT THOSE NEEDS ARE. AND I THINK THE PLANNING PROCESSES THAT HAPPEN, THEN REALLY INFORM THAT PROCESS ABOUT WHAT ARE THOSE NEEDS. SO, FOR EXAMPLE, IN DISTRICT ONE, WE WENT -- WE JUST WENT THROUGH THE SAUVIE ISLAND MULTNOMAH CHANNEL RURAL AREA PLAN. MULTIYEAR PROCESS, A LOT OF COMMUNITY STAKEHOLDER BUY-IN, MY OFFICE AND I AM VERY HEAVILY INVOLVED IN THAT, AND I WOULDN'T EXPECT ANY OTHER COMMISSIONER TO BE INVOLVED. THE CHAIR'S OFFICE IS HEAVILY INVOLVED, OBVIOUSLY, BUT I WOULDN'T EXPECT ANY OF MY FELLOW COMMISSIONERS TO BE INVOLVED, BECAUSE THERE'S NO REASON TO BE. SO THAT PLAN THAT INFORMS FOR ME WHAT OURR SOME OF THE SPECIFIC NEEDS THAT ARE NEEDED IN THAT AREA OF MULTNOMAH COUNTY. THAT HAVE BEEN INFORMED, THE BUDGET, AND I THINK IT'S IMPORTANT, AND WHAT WE'RE HEARING HERE IS PEOPLE SAYING THERE'S GOT TO BE A ASSIST ISN'T WAY TO ADDRESS THERE ARE NEEDS THAT NEED TO BE TAKEN CARE OF IN EACH OF THE DISTRICTS, AND THAT WE NEED BOTH THE PROCESS AND THE ABILITY TO PAY FOR THOSE.

Commissioner McKeel: AND I THINK AS YOU TALK ABOUT THE SAUVIE ISLAND PLAN, BECAUSE THERE'S FOUR OTHER LAND USE PLANNERS IN MY DISTRICT, BUT I THINK WHAT THAT HELPED FORM THE CONVERSATION AROUND WAS THAT WHY DO WE DO ONE AT A TIME? BECAUSE THEN WE'RE GOING TO BE 15 YEARS DOWN THE ROAD. SO THAT CONVERSATION HELPS SPARK, LET'S UPDATE THE COMPREHENSIVE PLAN. AND NOT DO THEM LAND USE PLAN BY LAND USE PLAN UNLESS WE TAKE THE BEST PARTS WE CAN USE FROM ALL OF THEM. AND SO THAT HAS BEEN A VERY SUCCESSFUL PROCESS, I THINK, AND SUCCESSFUL FROM OUR -- BUT THE PREVIOUS IDEA WAS YOU JUST DID ONE AT A TIME, ONE, TWO, YOU KNOW, AND THEN AFTER FIVE, YOU'RE LIKE, IT TAKES THREE YEARS TO DO IT, AND NOW YOU'RE 15



YEARS DOWN THE ROAD, SO NOW YOU'VE GOT TO START OVER ON THE FIRST ONE. SO THAT DISCUSSION LED TO US ACTUALLY FUNDING THE COMPREHENSIVE PLAN UPDATE, WHICH WAS REALLY GOOD. BUT JUST AN EXAMPLE OF HOW WE YOU KNOW, THE DISTRICTS, BUT THEN OF COURSE THE LAND USE IS REALLY IN MY DISTRICT, BECAUSE I HAVE THE LARGEST UNINCORPORATED AREA. SO -- AND 5 CITIES ACTUALLY IN THE DISTRICT. AND SO, YES, THE -- WHAT GRESHAM AND FAIRVIEW AND WOOD VILLAGE, AND TROUTDALE DO, AS THEY DO THEIR PLANS THROUGH THE CITY, THROUGH THE CITY COUNCILS, YOU KNOW, YES, I HAVE TO BE AWARE OF WHAT THEY'RE DOING AND HOW WE INTEGRATE THEIR ISSUES INTO WHAT WE'RE DOING AT MULTNOMAH COUNTY, BECAUSE WE DO REPRESENT THAT AREA.

Chair Kafoury: IT'S INTERESTING, THAT WITH JPAC, IT WASN'T UNTIL WE HAD COMMISSIONER MCKEEL SITTING ON JPAC, THEY DIDN'T HAVE THE SAME -- ONE THAT WAS PARTLY BECAUSE THEY'RE THE EAST COUNTY -- THE CITY'S REP DIDN'T ALWAYS COME, BUT YOU HAD, YOU KNOW, WASHINGTON COUNTY OUT IN FULL FORCE WITH ALL THEIR CITIES, AND THEN WE WOULD GET EATEN BY THE CITY OF PORTLAND. SO IT WAS -- IT'S BEEN VERY HELPFUL, AND THAT'S WHY YOU WERE ABLE TO GET THE EAST METRO PLAN THROUGH, AND SOME FUNDING FOR IT, AND A LOT MORE FOCUS ON IT. SO I THINK THAT HAVING STRATEGIC THINKING ABOUT WHO FROM THIS BOARD SITS ON THE VARIOUS COMMITTEES IS SOMETHING THAT HAS PROVEN TO BE HELPFUL.

Ms. Stein: DO YOU WANT TO HEAR BRIEFLY ABOUT THE PLANNING PROCESS OF THE DEPARTMENTS? IS THAT HELPFUL NOW?

YES.

Ms. Stein: MARISSA, CAN YOU SPEAK TO THAT?

Ms. Madrigal: TIED TO WHAT YOU ARE TALKING ABOUT. WHERE DO WE SPEND OUR MONEY? SO WE'RE TAKING THE DRM'S THROUGH THE PROCESS WHICH IS ROOTED IN YOUR MISSION, VISION AND VALUES. MY GOAL IS TO HARNESS THE TALENTS OF THE PEOPLE WE HAVE IN THE DEPARTMENT TO SET SOME GOALS AND TACTICS TO LEAD US THROUGH THE NEXT FIVE TO 10 YEARS, THAT COULD BE ANOTHER FILTER FOR YOU TO USE. I THINK THERE'S ALWAYS A BALANCE; THERE'S NO PERFECT TOOL. AS THE DISTRICTS HEAR FROM THEIR CONSTITUENTS, AND WHAT THE DEPARTMENTS THINK, I THINK AS WE PIVOT AS A COUNTY FROM MORE OPPORTUNISTIC ACTIONS, OPPORTUNITIES, WE CAN PIVOT TOWARDS A STRATEGIC PLAN, ALSO FOR CAPITAL PLANNING, WE NEED A BIT OF A LONG-TERM VISION AND A DEFINITION OF WHAT THE NEEDS ARE IN THE COMMUNITY, AND THEN ALSO WHAT DO WE NEED AS A COUNTY INTERNALLY TO PROVIDE SERVICES TO RESPOND TO THE COMMUNITY NEED. SO -- AND I THINK THEY -- ALL THESE

THINGS INTERACT, BUT HOPEFULLY AT THE END OF THE YEAR WE'LL HAVE SOMETHING THAT IS USEFUL TO YOU GOING FORWARD. AND I HOPE WE'LL ALSO BREAK DOWN SOME OF THE SILOS BETWEEN THE DEPARTMENTS AND HELP THEM THINK WITH MORE AFTER COUNTYWIDE HAT ON. IT'S EASY IN THE ISOLATION OF EACH DEPARTMENT, RIGHT, TO -- THEY SET THEIR PRIORITIES WITH BLINDERS ON TO EVERYBODY -- WHAT EVERYBODY ELSE IS WORKING ON, AND I THINK WE NEED TO DO BETTER.

Ms. Stein: SO I THINK WE WANT TO CLOSE ON THIS TOPIC, BUT I NEED FINAL THOUGHTS ABOUT WHAT YOU'VE LEARNED FROM PREVIOUS BUDGET PROCESSES THAT YOU WANT TO INFORM THE CURRENT BUDGET PROCESS. OKAY, THEN LET'S MOVE ON TO THE PRIORITIES, BECAUSE THAT'S THE NEXT SESSION HERE.

Chair Kafoury: IF YOU FIND THE DATES, NANCY?

Ms. Bennett: FEBRUARY 12th PROGRAM OFFERS ARE DUE, FEBRUARY 29th POSTED TO THE WEB, MARCH 18<sup>th</sup> EXECUTIVE DECISIONS FINALIZED, APRIL 21<sup>st</sup> BUDGETS RELEASED AND MAY 26<sup>TH</sup> BUDGET ADOPTED. AND OF COURSE OBVIOUSLY THERE'S THE APRIL AND MAY BUDGET HEARINGS AND ALL THAT CONVERSATION. EVERYBODY SHOULD HAVE THE DOCUMENT, I'LL JUST SEND IT AROUND ONE MORE TIME.

Chair Kafoury: THANK YOU.

Commissioner McKeel: ARE THE PUBLIC MEETINGS SET?

BOARD CLERK: YES

Ms. Bennett: WE'LL SEND IT. I PROBABLY HAVE IT.

Ms. Stein: SO I THOUGHT FOR THIS NEXT -- THIS -- NOW WE WANT TO TALK ABOUT WHAT ARE THE ISSUES THAT THE BOARD WILL NEED TO GRAPPLE WITH AS A GROUP, BUT I THINK ALSO I THINK IT'S A TIME FOR YOU TO TALK ABOUT WHAT YOUR PRIORITIES WILL BE THAT YOU'D LIKE THE CHAIR TO KNOW ABOUT. IS THERE ANOTHER PROCESS FOR THAT?

Chair Kafoury: I HAVE VIEWED THIS AS THE BIG PRIORITIES, NOT -- I WANT \$250,000 FOR THIS ORGANIZATION, BUT THE BIGGER, WHERE DO WE SEE CHANGES HAPPENING AND WHAT KIND OF THINGS ARE ON THE HORIZON. THAT KIND OF CONVERSATION. AND THEN I MEET INDIVIDUALLY WITH PEOPLE AND TALK ABOUT OTHER SPECIFICS. COMPLAINTS THEY DON'T WANT TO HEAR.

**D. Discussion: What are the issues we will have to grapple with in the upcoming budget discussions and how to address?**

**1. Affordable housing and homelessness**

Ms. Stein: OKAY. SO LET'S THEN TALK ABOUT THIS, ABOUT WHAT ARE SOME OF THE BIG ISSUES? YOU CAN SEE THE ONES THAT CAME UP IN MY CONVERSATIONS WITH YOU. AND SO WE SHOULD PROBABLY -- WHY DON'T WE GO THROUGH SOME OF THESE FIRST, AND THEN WE CAN TALK ABOUT ANY ADDITIONAL ONES. SO A BIG ONE THAT CAME UP, EVERYONE WAS -- MENTIONED WAS THE AFFORDABLE HOUSING AND HOMELESSNESS, AND HOW IS THAT GOING TO BE ADDRESSED. AND SO WHAT DO YOU THINK -- WHAT IS THE NATURE OF THE DISCUSSION YOU WANT TO HAVE AROUND THAT DURING THE BUDGET PROCESS? WHAT'S THE NATURE OF THE DISCUSSION?

Chair Kafoury: PROBABLY -- SO I MADE A COMMITMENT THAT I WAS GOING TO TRY TO GET \$10 MILLION FOR AFFORDABLE HOUSING AND HOMELESSNESS, THE CITY OF PORTLAND MADE A COMMITMENT FOR \$20 MILLION, AND NOW THE HOME FOR EVERYONE LARGE GROUP, THEY HAVE 40 SOME PEOPLE, PROVIDERS AND COMMUNITY MEMBERS, AND INDUSTRY PARTIES, AND ALL THE VARIOUS JURISDICTIONS, AND THEY'VE BEEN COMING UP WITH A LIST OF PRIORITIES FOR WHAT THEY THINK ARE -- IS THE GREATEST NEED IN THE COMMUNITY, WHAT'S THE MOST EFFECTIVE FINANCIALLY TO FUND, AND I THINK THEY'RE GOING AROUND AND MEET CAN WITH FOLKS, IF THEY HAVEN'T ALREADY, ABOUT WHAT THEY'RE LOOKING AT. MARC JOLIN IS GOING AROUND. WE WILL HAVE THE FINAL SAY ON WHAT GETS FUNDED.

Commissioner Smith: IN EXECUTIVE BUDGET?

Chair Kafoury: PROBABLY.

Commissioner Smith: AND SO SINCE IT'S IN EXECUTIVE BUDGET, THEY REALLY DON'T HAVE TO COME AND TALK TO US ABOUT IT?

Chair Kafoury: I THINK THEY WANT YOU TO -- THEY WANT YOUR INPUT ON IT, TO SEE IF THERE'S QUESTIONS THAT YOU HAVE, AREAS THAT YOU AGREE OR DISAGREE. WE STILL GET TO VOTE ON THE BUDGET. SO THEY WANT YOUR SUPPORT.

Commissioner McKeel: THEY CAME TO TALK TO OUR OFFICE. I THINK WHAT THEY'RE LOOKING AT IS JUST THE FACT THAT WE KNOW THAT MONEY ISN'T IN THE BUDGET, EITHER CITY OR THE COUNTY BUDGET, AND --

Commissioner McKeel: THE OTHER FROM THE CITY. ANYWAY, WHAT THEY'RE DOING IS SETTING OUT, IF WE APPROVE THOSE DOLLARS, WHAT WOULD WE

BE LOOKING AT DOING WITH IT, WHICH I THINK IS SOMETHING THAT YOU KNOW, IT IS -- I KNOW HOME FOR EVERYONE IS WORKING REALLY HARD, IT IS DIFFICULT, BECAUSE AS I ASKED THEM IN THE BRIEFING, PEOPLE ASKED ME, IS THERE A PLAN. I MEAN, THEY SEE US ALLOCATING MONEY, BUT WHAT'S HAPPENING? AND I KNOW THAT'S A LONGER TERM THAN, WELL, TOMORROW, WE'RE GOING TO BUILD THIS STRUCTURE. BUT IT IS THE PLAN IS REALLY IMPORTANT TO WHAT WE'RE DOING. OTHERWISE, IT JUST LOOKS TO PEOPLE LIKE THEY'RE ALLOCATING A LOT MORE MONEY TO ADDRESS THE PROBLEM.

Commissioner Smith: ARE THEY GOING TO COME AROUND AND TELL US WHAT THEY'RE GOING TO DO WITH THE \$10 MILLION, IS THAT --

Chair Kafoury: I HAVEN'T HEARD WHAT THEY ARE TALKING ABOUT SPECIFICALLY, BUT THEY HAVE PUT TOGETHER A PROCESS, IT'S KIND OF MULTIPLE OVERLAYS, THE GOAL THAT WAS SET OUT WAS HOW CAN WE CUT THE NUMBER OF HOMELESS IN OUR COMMUNITY BY HALF BY THE END OF 2017. SO -- BECAUSE THEY WANT NUMBERS TO BACK UP, SO IT'S NOT JUST, WE'RE GOING TO BUILD THIS FACILITY AND THAT SHELTER, THERE'S GOING TO BE NUMBERS BEHIND IT - IF YOU SPEND THIS MILLION DOLLARS YOU GET THESE, \$5 MILLION YOU GET THIS.

Commissioner Smith: ONE-TIME-ONLY MONEY?

Chair Kafoury: IT'S ALL UP TO US TO FIGURE OUT.

Commissioner Smith: WHAT ARE YOU GOING TO DO IN YOUR BUDGET?

Chair Kafoury: I HAVEN'T LOOKED AT MY BUDGET. I HAVEN'T STARTED THAT PROCESS.

Commissioner Smith: OKAY.

Chair Kafoury: THEY HAVE DATA BEHIND EVERYTHING THEY'RE TRYING TO DO. THAT'S WHAT THEY'RE TRYING TO DO, WHAT THEIR PRIORITIES ARE BASED ON THE DIFFERENT COMMITTEES THEY SET UP.

Commissioner McKeel: BASICALLY THIS IS THE PLAN FOR THE MONEY, THE \$30 MILLION IF IT'S APPROVED.

Commissioner Smith: WE HAVEN'T DECIDED WHERE OR HOW WE'RE GOING TO GET THAT \$10 MILLION, IF IT'S GOING TO BE ONE-TIME-ONLY, WE WERE TOLD EARLIER IN THE MEETING WE NEED TO STAY AWAY FROM ONGOING, SO I ASSUME THIS COMING FROM ONE-TIME-ONLY --

Chair Kafoury: THAT'S THE PROCESS.

Ms. Madkour: A POINT OF PROCEDURE, COMMISSIONERS AND CHAIR, TODAY WE CAN TALK ABOUT GOAL SETTING, ABOUT PRIORITIES, BUT WE SHOULDN'T BE TALKING ABOUT SPECIFICS IN PARTICULAR BUDGET PROPOSALS. IN THIS PARTICULAR EXAMPLE, GOAL SETTING WOULD BE THAT IT'S A GOAL OF THE COMMISSIONERS TO REDUCE HOMELESSNESS BY A CERTAIN AMOUNT IN A CERTAIN AMOUNT OF TIME. BUT NOT THE DOLLARS THAT ARE ALLOCATED, UNDER OREGON BUDGET LAW, DOES THAT MAKE SENSE?

YES.

Commissioner Shiprack: I HAVE HAD THIS PRESENTATION, AND I JUST WANT TO SAY IN GENERAL THAT I REALLY APPRECIATE HAVING THE VISION IN FRONT TO BE FOLLOWED BY THE MONEY. AND I THINK THE LESSON OUR COMMUNITY HAS HAD SEVERAL TIMES, I'M NOT SURE WE'VE YET LEARNED IT, ALTHOUGH I THINK MULTNOMAH COUNTY HAS LEARNED IT BY OBSERVING, AND THAT IS BASED ON REPEATED TAX PROPOSALS THAT LACK VISION THAT HAVE COME OUT OF CITY COUNCIL. SO JUST BECAUSE I CAN TAX YOU DOESN'T MEAN THAT THERE'S A VISION THERE. JUST BECAUSE THERE'S A PROPOSAL THAT HAS A DOLLAR AMOUNT ATTACHED TO IT, DOESN'T MEAN THERE'S A VISION THERE. AND I THINK THE COMMUNITY HARDENS UP TO THIS CONCEPT OF LEADING WITH MONEY. I'M NOT GOING TO SEE ANY OF THAT MONEY, AND YOU'RE GOING TO ASK ME TO PAY YOU THAT MONEY. WHAT YOU MIGHT BE ABLE TO MAKE AN INROAD WITH ME, OR MY CROTCHETY CONSTITUENCY, WHO I REPRESENT IN SO MANY WAYS - I'M GOING TO SIT THERE AND BE ONE OF THEM, LIKE I AM, IS A VISION. IT'S A VISION FOR A BETTER COMMUNITY. IS A PLAN FOR ADDRESSING WHAT I'M, YOU KNOW, WHAT I FEEL BOTH SHAME AND, LIKE -- GET THAT OFF OF SPRINGWATER CORRIDOR, I FEEL GUILT FOR NOT BEING ABLE TO DO ANYTHING TO EASE THE SUFFERING OF ALL THESE PEOPLE, AND I WANT THEM OFF OF THAT SO I FEEL THAT I CAN RIDE MY BIKE, WALK, WHATEVER IT IS I DO ON THAT LAND SAFELY. AND I THINK THAT REALLY THERE ARE WHOLE CONSTITUENCIES THAT ARE HAVING BATTLES BETWEEN THE FAITH COMMUNITY THAT WANTS TO FEED PEOPLE, AND THE NEIGHBORHOOD ASSOCIATION THAT DOESN'T WANT TO ENCOURAGE PEOPLE TO HANG AROUND. IT HAS GOTTEN TO BE A PROBLEM THAT EVERYONE RECOGNIZES. SO HOW DO YOU LEAD INTO A PROGRAM, YOU LEAD WITH A VISION OF WHAT ARE WE GOING TO DO ABOUT IT. AND I JUST WANT TO THROW THIS ON THE TABLE. I KIND OF HATE TO IN A WAY, BECAUSE IT FEELS VULNERABLE, THAT I REALLY FEEL THAT THERE'S A GREAT OPPORTUNITY HERE TO TAKE THE WORK THAT WE'RE DOING WITH THE UNITY CENTER AND THE WORK THAT'S BEING ASKED FOR US TO DO SOMEHOW REGARDING JAIL, AND TO LOOK AT THE INCIDENTS OF PEOPLE SUFFERING FROM MENTAL ILLNESS IN THESE TWO POPULATIONS IN OUR JAIL POPULATION, AND IN OUR HOMELESS POPULATION. AND SEE IF THERE ISN'T SOME SORT OF CAMPUS ORIENTED

WAY OF ADDRESSING ODDLY ENOUGH TWO PROBLEMS THAT ARE RELATED PERHAPS PROGRAM ATICALLY IN A PREVENTIVE SENSE. AND I THINK THAT JUST THE ASPIRATION ISN'T ADEQUATE, BUT THE ASPIRATION PLUS A VISION, EVEN A VISION THAT INCLUDES SOME INNOVATION, IT WOULD BE VERY MUCH WELCOME, AND THAT'S -- THOSE ARE PROBLEMS I THINK WE HAVE IN ALL OF OUR DISTRICTS, AND THIS IS WHY THE \$10 MILLION, THE \$30 MILLION FOR ME, THIS IS VERY HOLLOW, I WANT TO KNOW WHAT'S THE PLAN. AND THAT'S WHERE THIS COMING AROUND LED BY MARK JOLIN WITH A PLAN IS TO ME CREATES A WHOLE NEW RESPECT FOR THE EFFORT THAT GOES INTO PUTTING RESOURCES INTO THE PROBLEM.

Ms. Stein: ON THIS TOPIC THEN, IN TERMS OF A PLAN, DURING YOUR BUDGET DELIBERATIONS, HOW CAN THE BOARD OF COMMISSIONS BE THE MOST HELPFUL TO THE OVERALL COMMUNITY, WHO'S TRYING TO STRUGGLE WITH THIS ISSUE, HOW COULD YOU CONTRIBUTE TO THE CONVERSATION THE BEST TO MAKE THAT A GOOD CONVERSATION? I THINK WHAT JUDY IS SAYING, LEADING WITH A PLAN IS IMPORTANT, AND TO EMPHASIZE THAT. ARE THERE OTHER THOUGHTS HAVE YOU HOW THE BOARD CAN HELP SET THE TONE FOR THIS DISCUSSION?

Commissioner Smith: WHEN WE TALK ABOUT HOMELESSNESS, AFFORDABLE HOUSING, THERE'S DIFFERENT LAYERS, MENTAL HEALTH ISSUES, THERE'S DOMESTIC VIOLENCE ISSUES, WHEN THEY ARE ON THE STREETS WITH THEIR FAMILIES. THEN WE HAVE OTHER PEOPLE WHO JUST LOSE THEIR JOB. HOW DO THEY GET ANOTHER JOB THAT'S PAYING -- SO THEN THEY BECOME A PART OF THE HOMELESS OR AFFORDABILITY ISSUE. SO I THINK IT'S DIFFERENT LEVELS. WE'RE TALKING ABOUT SOME PRESERVATION, HOUSING PRESERVATION OPTIONS. HOW TO ACTUALLY IMPLEMENT THAT IS NOT LAID OUT YET. BUT I JUST THINK HAVING A CONVERSATION WITH THE CITY AND THE COUNTY IN DUAL MEETINGS SO WE CAN ALL GET AT THE SAME TABLE HAVING THAT CONVERSATION, WE'VE NEVER HAD THAT, BECAUSE WE'RE PUTTING THE MOST DOLLARS INTO THAT WHOLE ISSUE, THE CITY AND THE COUNTY, I THINK WE NEED TO HAVE A BIG MEETING SO WE CAN HEAR -- BECAUSE YOU HEAR THE SOUND BITES IN THE NEWSPAPER, WHICH IS TOTALLY NOT FAIR, BECAUSE IT DOESN'T GET AT THE ROOT OF THE PROBLEM. I THINK IF WE ALL HAVE A CITY-COUNTY, KIND OF LIKE WHEN JPAC AND MPAC GET TOGETHER, IF WE HAVE A MEETING TO TALK ABOUT HOMELESSNESS AND AFFORDABILITY IN GENERAL, THAT'S ALL WE TALK ABOUT, SO WE CAN ACTUALLY HEAR AND SEE SOME OF THE THINGS THAT ARE PRIORITIES. WELL, I KNOW DEPARTMENTS CAN COME AROUND AND TALK ABOUT ISSUES, BUT IF IT'S NOT A PRIORITY OF EACH OF THE COMMISSIONS, IT'S NOT GOING TO MOST LIKELY GO ANYWHERE. SO AS LONG AS WE KNOW WE HAVE THE SAME INFORMATION, THE EMERGENCY IS REAL ABOUT HOUSING. IT IS SO TOTALLY REAL, AND ONE OF THE THINGS WE TALK ABOUT, THE 60 TO 80 PERCENTILE GROUP, THEY'RE GETTING -- 30 PERCENTILE PEOPLE, WHILE THERE ARE PROGRAMS FOR THE 30

PERCENTILE PEOPLE, THE 60 AND THE 80% ARE THE WORKING POOR, THEY CAN'T KEEP UP. THEY CANNOT KEEP UP WITH THE COST OF HOUSING. AND HOW DO WE PRESERVE SOME OF THAT HOUSING FOR THOSE FOLKS SO THEY CONTINUE TO BE -- WE HAVE -- WE HAVE PROBABLY THE GREATEST COUNTY IN THE STATE OF OREGON, AND I MAY BE A LITTLE BIAS BECAUSE I LIVE HERE, BUT WE HAVE SUCH A DIVERSE VARIETY OF FOLKS, IT IS ALSO KIND OF RARE IN LOOKING AT ALL THE OTHER COUNTY COMMISSIONERS, THAT WE HAVE A GROUP OF COMMISSIONERS ON THE CITY AND THE COUNTY SIDE THAT HAVE THE SAME VALUES AROUND HOMELESSNESS. THE STRATEGY TO GET THIS ISSUE OF HOMELESSNESS ACROSS THE FINISH LINE, BECAUSE WE ALL HAVE AN IDEA HOW TO DO THAT. BUT THE VALUES AROUND REALLY ATTACKING THIS ISSUE, REALLY PUTTING SOME RESOURCE TO IT, TO KIND OF GET IT UNDER CONTROL, WE ALL FEEL THE SAME WAY. SO I THINK IT'S IMPORTANT TO HAVE A CONVERSATION TOGETHER.

Ms. Stein: THAT'S NOT TOTALLY UNPRECEDENTED. I REMEMBER HAVING THOSE JOINT MEETINGS. ONE THING I'M HEARING IS THAT ONE WAY YOU COULD CONTRIBUTE TO THE CONVERSATION TO INITIATE A JOINT CITY-COUNTY CONFAB ON THIS. THE OTHER THING I'M HEARING, AND I WANT TO CHECK WITH THE REST OF YOU, IS THAT -- WHY ARE YOU LOOKING AT ME --

Ms. Stein: THE OTHER THING I'M HEARING, I WANT TO CHECK WITH YOU ALL, IS THE IDEA, TALKING ABOUT THE HOMELESSNESS WITHIN A LARGER FRAME OF THE ISSUE AND HOUSING AFFORDABILITY. I'M WONDERING IF THAT'S SOMETHING AS A BOARD YOU WANT TO TAKE UP THAT AS PART OF YOUR FRAMING TO THE COMMUNITY. IS THAT SOMETHING THAT --

Commissioner Smith: I WOULD. IT'S JUST NOT HOMELESSNESS, THERE ARE OVER 2200 PEOPLE ON THE STREET WE COUNT EVERY YEAR, THERE ARE ACTUALLY MORE THAN 2200 PEOPLE WHO ARE HOMELESS ON OUR STREETS.

Ms. Stein: AND IS IT A SYSTEM.

Chair Kafoury: I THINK THAT IS PART OF -- THERE'S A BAZILLION DIFFERENT STRATEGIES, AND FINITE DOLLARS. BUT THE COMMUNITY GROUP OF HOME FOR EVERYONE, PART OF THEIR GOAL OF REDUCING HOMELESSNESS TALKS ABOUT A THOUSAND HOMELESSNESS PREVENTION. SO IT'S -- THERE IS NOT JUST GETTING PEOPLE -- THERE'S PLACEMENTS OF GETTING PEOPLE OFF THE STREETS INTO HOUSING, BUT THERE'S ALSO, IT'S OBVIOUSLY LESS EXPENSIVE TO KEEP PEOPLE IN THEIR HOUSING THAN HAVE THEM BECOME HOMELESS AND HAVE TO FIND HOUSING, ESPECIALLY WHEN THERE'S NO HOUSING TO BE FOUND. SO I THINK THEY HAVE TRIED, AND I'M HOPEFUL THEY'RE COMING IN SOON TO MEET WITH YOU, COMMISSIONER, THAT THEY

HAVE TRIED TO BALANCE DIFFERENT -- SO IT'S NOT JUST ALL IN ONE STRATEGY, THERE'S SEVERAL AREAS.

Commissioner McKeel: AND THEY DO LOOK AT STRATEGIES THAT ARE SUCCESSFUL IN OTHER PARTS OF THE COUNTRY TOO. BECAUSE I ASKED, WHAT ARE YOU TALKING ABOUT PREVENTION, WHAT DO YOU MEAN, WHEN WE LOVE PREVENTION, WHAT DOES THAT REALLY -- AND SO THEY HAVE DONE SOME RESEARCH. PLUS WE HAVE THE SUCCESS OF HOUSING THE VETERANS, THE HOMELESS VETERANS, AND WE NEED TO BE ABLE TO BUILD UP FROM WHAT WE DID THERE IN THAT PROGRAM AS WELL, TO REACH OTHER POPULATIONS.

**D2. Capital requests from non-county entities in view of policy of no money to external organizations**

Ms. Stein: OKAY. LET'S MOVE ON TO ANOTHER TOPIC, THEN. I THINK ANOTHER ONE, A GOOD ONE HERE IS THE CAPITAL REQUESTS, SO THIS IS A QUESTION WE TALKED A LITTLE BIT, TOUCHED ON ACTS BIT EARLIER, BUT THIS ONE CAME UP FROM SOMEBODY ABOUT THE REQUEST FOR NONCOUNTY ENTITIES IN VIEW AFTER POLICY TO NO MONEY FOR EXTERNAL ORGANIZATIONS. YOU APPARENTLY HAVE A POLICY, I WAS AWARE OF THIS -- YOU HAVE A POLICY.

Chair Kafoury: I THINK WE TALKED ABOUT THIS EARLIER; THIS IS WHAT WE WERE GETTING ON ABOUT SOLE SOURCE CONTRACTING.

Commissioner Smith: -- STRUCTURE AND POLICY WE SPEND 50% OF OUR ONE-TIME-ONLY MONEY TOWARDS THAT KIND OF INFRASTRUCTURE. WE PASSED THAT A COUPLE YEARS AGO.

Ms. Stein: THIS IS ABOUT THE CAPITAL, IT'S A LITTLE BIT DIFFERENT FROM WHAT WE WERE TALKING ABOUT -- HAVE YOU ALREADY COVERED THAT? YOU DON'T WANT TO TALK ABOUT IT ANYMORE? THAT'S FINE.

Commissioner McKeel: I THINK WE KIND OF TALKED ABOUT IT. THERE ARE GROUPS THAT HAVE COME TO US ABOUT HELPING THEM BUILD OUT A STRUCTURE WHICH IN GENERAL THE POLICY -- WE DID APPROPRIATE MONEY - THAT'S A BENEFIT TO US, WHEN WE MOVE THE DIAL ON MENTAL HEALTH, THAT MAKES A DIFFERENCE IN OUR JAILS. SO I THINK THOSE ARE SOME OF THE DISCUSSIONS AROUND HAVING THAT KIND OF POLICY.

Ms. Stein: THE POLICY IS THAT YOU DON'T SPEND CAPITAL MONEY ON NONCOUNTY FACILITIES. IS THAT THE POLICY?

Chair Kafoury: I THINK WHERE WE'VE MADE OUR DISTINCTIONS IS, IF WE'RE PROVIDING SERVICES IN THE FACILITY, SO WITH THE UNITY, WE HAVE STAFF



WHO ARE GOING TO BE WORKING IN THAT FACILITY. SO AS OPPOSED TO, YOU KNOW, THIS IS THE THING, WE HAVE GONE THE OTHER WAY, BUT FOR THE MOST PART WE TRY VERY HARD TO SAY THAT IF IT'S -- IF JOE SMITH WANTS TO BUILD A NICE NEW CENTER FOR SOMETHING THAT THEY DON'T -- IT DOES GOOD WORK IN THE COMMUNITY BUT WE DON'T HAVE ANY -- WE DON'T FUND THEM TO DO ANY OTHER PROGRAM, THEN WE SAY THAT'S LOVELY, BUT THAT'S NOT OUR PROGRAM.

Ms. Stein: EVERYBODY IS ON BOARD ON THAT?

Commissioner Shiprack: I WANT TO SAY THE EXAMPLE, JUST TO CALL IT OUT, WHEN THE COUNTY CHAIR COMES TO YOU AND SAYS I AM GOING TO PUT \$500,000 OUT OF MY BUDGET INTO THE EARL BOYLE SCHOOL CONSTRUCTION PROJECT, WHICH IS IN YOUR DISTRICT, HOW DO YOU FEEL ABOUT THAT, PRETTY MUCH LIKE -- GREAT. LET'S GO. AND THAT IS -- I THINK EXHIBIT A IN, WELL, THAT'S AWKWARD, BECAUSE THERE GENERALLY WOULD BE A PUBLIC CONTRACTING PROCESS. SO I THINK IN TERMS OF, WHAT IS THE SUCCESSION PLANNING BOOK WE CAN CREATE FOR THESE NEW COMMISSIONERS, I THINK THAT'S AN EXAMPLE OF SOMETHING JUST TO BE AWARE OF. THAT THAT FELT REALLY GOOD TO DO, AND THERE ARE SOME PROGRAMS IN PLACE THAT ENABLED THE COUNTY TO LEND, FOR EXAMPLE, OUR BOND RATE THROUGH, YOU KNOW, A PROGRAM THAT'S FOR HOSPITALS AND FACILITIES SORT OF A CONDUIT BOND PROGRAM -- BUT WHO KNEW?

Commissioner McKeel: OR WE'VE STRUCTURED THAT AS A LOAN BUT THERE'S OTHER GOOD ENTITIES OUT IN THIS COUNTY THAT WE SAID NO TO, THAT WE WEREN'T GOING TO -- FRIENDS OF THE CHILDREN, BOYS AND GIRLS CLUB, ETC. WE SAID NO, WE DON'T DO THAT, AND SO EVEN THOUGH WE KNOW THEY'RE GOING TO BE GREAT OUT THERE, BUT, YOU KNOW -- BUT I THINK AS DEBORAH WAS SAYING, WE HAVE -- IF WE HAVE SERVICES IN THE BUILDING, THEN -- AND WE CAN SUPPORT THEM IN OTHER WAYS, BUT NOT THE COUNTY --

### **D3. Consider priority based budget as way to address political pressure**

Ms. Stein: SO I'M NOT HEARING ANY DESIRE TO RE-LOOK AT THIS POLICY OR, IS THERE A DESIRE TO RELOOK AT IT? OKAY. SO JUST GOING DOWN THROUGH THIS LIST, SO YOU'RE THE ONE THAT BROUGHT UP THE PRIORITY-BASED BUDGET AS A WAY TO ADDRESS POLITICAL PRESSURE. DO YOU WANT TO COMMENT ON THAT?

Commissioner Shiprack: WELL, THERE'S AN EXAMPLE OF A PRIORITY-BASED BUDGET EXERCISE IN THIS HOME FOR EVERYONE, AND I THOUGHT IT WAS REALLY INTERESTING TALKING TO THEM ABOUT IT, AND I'M DELIGHTED THAT THEY DID IT. I THINK THAT AS A WAY FOR THE BOARD TO COME TOGETHER AROUND VALUE ASSIST A WAY MORE HELPFUL STATEMENT OF OUR MISSION

VISION AND VALUES THAT A MISSION, VISION, AND VALUE STATEMENT EVER COULD BE, BECAUSE YOU JUST SORT OF WANT YOUR BUDGET TO BE THE EXPRESSION OF YOUR VALUES. I MEAN, THAT'S WHERE YOU PUT YOUR MONEY, THAT SHOULD BE WHAT YOU VALUE. THE EXERCISE ITSELF, WHICH WHEN I CAME TO WORK FOR THE COUNTY IN LIKE 2004, WE WERE HEADED DOWN THE ROAD AND WE ACTUALLY IMPLEMENTED A PRIORITY-BASED BUDGET PROCESS, AND IT WAS VERY DIFFICULT AND IT'S PAINFUL TO HAVE TO SAY, THIS MAKES IT, THIS DOESN'T, BECAUSE EVERYBODY ENDS UP WITH, YOU KNOW, SOME REALLY FONDNESS THAT IS NOT ON THE RIGHT SIDE OF THE LINE. ON THE OTHER HAND, IT REALLY BUILDS A POWERFUL STATEMENT. AS AN EXAMPLE, THERE ARTICULATES WAY BETTER THAN I COULD, AND IT'S GRUELING, AND IT ALSO APPRISE TO ONE-TIME-ONLY FUNDING. SO THIS PRIORITY DECISION MAKING PROCESS OFF OF A LIST AND THEN BASED ON KIND OF A VOTE OF WHERE THE PRIORITIES ARE, AGAIN, IS VERY PRINCIPLED, WHICH IS GOOD, AND DIFFICULT, BECAUSE IT'S -- IT'S EXTREMELY DEMOCRATIC, WHICH CAN BE DIFFICULT, BUT IT ALSO -- I THINK PRODUCES SOMETHING THAT MAKES -- THAT LINKS VERY WELL WITH ANOTHER MODEL THAT I'VE BECOME VERY ATTACHED TO, WHICH IS THIS WHOLE CONCEPT OF PAY FOR SUCCESS, WHICH IS BEFORE YOU PUT THE MONEY INTO THE PROJECT, YOU'RE ABLE TO ARTICULATE WHAT YOU WANT, WHAT IS THE VALUE OF THIS, WHAT DO YOU EXPECT -- VERY CLEAR ARTICULATION OF YOUR EXPECTATIONS, AND THEN YOU HOLD THEIR FEET TO THE FIRE IN TERMS OF ACTUALLY DELIVERY OF WHAT IT WAS YOU ASKED FOR. AND IT MEANS YOU SIT DOWN WITH YOUR DEPARTMENT, YOU SIT DOWN WITH YOUR CONTRACTOR AND YOU NOT ONLY HOLD THEIR FEET TO THE FIRE, BUT YOU GET TO LEARN FROM THEM, IT'S REASONABLE TO EXPECT. WHAT'S REASONABLE TO EXPECT WITHIN THE FRAME OF TIME AFTER YEAR WHERE THE FIRST THREE MONTHS ARE SPENT GATHERING TOGETHER THE CRITERIA FOR THE RFP -- EXCUSE ME, BEVERLY, BUT LET ME FINISH THE SENTENCE.

Ms. Stein: THAT'S FINE.

Commissioner Shiprack: THE CRITERIA FOR AN RFP, AND YOU GET THE RFP OUT TO THE COMMUNITY, AND YOU HAVE TO EVALUATE THE RESPONSES. AND IN AN ACCELERATED MODEL, IT'S NOVEMBER BEFORE YOU'VE EVEN PUT THE MONEY ON THE STREET, AT WHICH TIME IT'S TIME TO START THE BUDGET PROCESS AGAIN, BECAUSE DEPARTMENTS ARE PUTTING IN, AND WE'RE HAVING THESE CONVERSATIONS. SO PART OF A REALISTIC CONVERSATION IS, HOW CAN WE STRETCH THE TIME FRAME FOR DELIVERY, AND WHAT IS A RATIONAL TIME FRAME FOR DELIVERY. THESE ARE PARTS OF BEING SERIOUS ABOUT WHAT YOU'RE SPENDING YOUR MONEY ON, AND I THINK THAT WANTS YOU OPEN THE DOOR, YEAH, YOU CREATE A WHOLE LOT OF ISSUES AND PROBLEMS FOR YOURSELF, BUT THEY'RE ALL SO LEGITIMATE. THEY'RE SO LEGITIMATE TO BEING RESPONSIBLE ABOUT RUNNING A GOVERNMENT AND BUYING SERVICES ALWAYS WITH OTHER

PEOPLE'S MONEY. AND ALWAYS WITH THIS DISCIPLINE OF -- THAT NOW WE'VE GOT THE TOOLS, YOU KNOW, TO BE RESPONSIBLE. WE HAVE DATA COLLECTING CAPACITY. SO WE ACTUALLY CAN MEASURE PERFORMANCE, AND WE CAN COME UP WITH THE METRICS TO MEASURE PERFORMANCE. SO I THINK THAT IT'S REASONABLE TO GO BACK TO PUSH OURSELVES INTO THIS RESPONSIBLE POSITION OF GETTING BACK TO PRIORITY-BASED BUDGETING. WHICH HELPS US LEGITIMATELY PUT OUR MONEY WHERE OUR MOUTH IS, AND THEN DO MORE THAN ACTUALLY MEASURE PERFORMANCE.

Ms. Stein: THAT'S A LOT OF STUFF. ANY THOUGHTS ABOUT THAT?

Commissioner Bailey: I ABSOLUTELY AGREE, I THINK IT'S IMPORTANT TO HAVE A PROCESS BY WHICH WE SET OUT CLEAR GOALS, WE'RE BUDGETING TO THOSE GOALS THAT WE HAVE OUTCOMES THAT WE'VE IDENTIFIED THAT WE HOLD OURSELVES ACCOUNTABLE TO - I DON'T KNOW HOW WE INSTITUTIONALIZE THAT FROM YEAR TO YEAR, I KNOW YOU HAVE SOME EXPERIENCE WITH THAT.

Ms. Stein: RIGHT, BUT I'M NOT HERE --

Commissioner Bailey: BUT I THINK IT'S AN INTERESTING IDEA TO PURSUE IN TERMS OF HOW TO INSTITUTIONALIZE THAT, BUT I DON'T HAVE ANY BRIGHT IDEAS.

Ms. Shiprack: WE DID INSTITUTIONALIZE IT IN MULTNOMAH COUNTY BACK IN 2006 AND '07. AND AFTER TED WHEELER WAS ELECTED CHAIR AND GOING INTO THE RECESSION TO KIND OF DECIDED COUNTY CHAIR THAT IT WAS A GREAT METHOD FOR SPENDING MONEY BUT NOT A VERY GOOD METHOD FOR CUTTING. AND IT WAS VERY DIFFICULT TO PUT TOGETHER, IT WAS LIKE CLIMBING A BIG MOUNTAIN, AND THEN WE JUST DROPPED IT. IT WAS REALLY EASY TO GO BACK DOWN THAT ROAD. SO IT TAKES POWER AWAY FROM THE CHAIR, BECAUSE IT'S SO DEMOCRATIC. SORRY, I DON'T MEAN -- IT DOES, AND IF YOU'RE LOOKING AT IT FROM, WE'VE GOT TO CUT, AND I'M GOING TO BE THE DECIDER, THAT'S LESS ATTRACTIVE.

Commissioner Smith: YOU CAN DO THAT PRIORITY BASED BUDGETING AND THEN IF WE HAVE THIS ISSUE AROUND EQUITY, AND SOMETIMES THOSE THINGS DON'T NECESSARILY LINE UP, OUR VISION AND VALUES AROUND EQUITY MAY NOT MATCH THE DOLLARS THAT WE'RE SPENDING ON THE PRIORITY-BASED BUDGETING THAT WE HAD. SO THERE HAS TO BE A WAY THAT WE CENTER THAT TO MAKE SURE THAT WHILE WE I MAY BE DOING PRIORITY-BASED BUDGETING, WE ALSO MAY BE DEALING WITH AN ISSUE OF NOT HAVING ENOUGH APPROPRIATE -- SPECIFIC RESOURCES GO INTO CBOs. SO THAT'S ALSO, IT HAS TO BE SOMETHING THAT YOU LOOK AT IN THIS EQUATION. IT'S NOT SOMETHING YOU CAN DO OVERNIGHT, AND WE CAN'T JUST -- CAN'T PIECEMEAL AND SAY SOME PROGRAMS WILL BE PRIORITY-

BASED BUDGETING AND OTHERS CONTINUE TO GET FUNDED. IT HAS TO BE EVEN. AND IF YOU'RE NOT READY TO DO IT EVENLY, IT'S REALLY TOUGH TO DO.

**D4. What to do if don't get the \$100M from the State for the Courthouse**

Ms. Stein: OKAY. I THINK THAT -- IF THAT'S THE DIRECTION YOU WANT TO TAKE, IT'S A BIG CHANGE, AND YOU HAVE TO DISCUSS IT, AND IT'S PROBABLY NOT FOR THIS YEAR. LET'S MOVE ON. HERE WAS A QUESTION THAT WAS RAISED BY SOMEONE, IS -- WHAT I UNDERSTAND IS THAT WERE YOU SEEKING \$100 MILLION FROM THE STATE FOR THE COURTHOUSE. IS THAT RIGHT?

Chair Kafoury: \$93 MILLION.

Ms. Stein: THE QUESTION WAS RAISED, WHAT HAPPENS IF YOU DON'T GET THAT FROM THE STATE? SO THAT'S GOING TO BE A BUDGET ISSUE, I IMAGINE. SO THOUGHTS ABOUT THAT, OR -- DEBORAH, DO YOU WANT TO START WITH THAT? DO YOU HAVE PLAN B?

Chair Kafoury: I'M OPERATING ON THE POSITION WE ARE GOING TO GET THAT MONEY. WE'RE GOING TO FUND OUR SHARE AND THEY'RE GOING TO FUND THEIR SHARE.

Ms. Stein: ANY OTHER COMMENTS ANYONE WANTS TO MAKE ON THAT?

Chair Kafoury: THE LEGISLATIVE LEADERSHIP A COUPLE YEARS AGO, BECAUSE WE BROKE OUT OUR ASKS INTO SERIES OF CHUNKS. SO IN THE FIRST TWO, THE '15 AND THE '17 WERE FUNDED, BUT PRIOR TO THAT LEGISLATIVE LEADERSHIP ASKED US TO LOOK AT OPTIONS THAT WEREN'T JUST BONDED DOLLARS. SO WE HAVE A PROPOSAL IN THIS SHORT SESSION THAT WOULD ALLOW COMMUNITIES, COUNTIES SPECIFICALLY WHO ARE INVOLVED IN THIS COST SHARING ARRANGEMENT WITH THE STATE, AND HAVE A PLAN TOGETHER FOR THE COURTHOUSE TO DO TWO THINGS. ONE IS TO RAISE THE FILING FEE WITH THE DIRECTION OF THE CHIEF JUSTICE, RAISE THE FILING FEE TO GO TO THE COURTHOUSE, AND THAT WOULD GO TO THE STATE'S HALF. THE OTHER WOULD BE ALLOW COUNTIES SHOULD THEY CHOOSE TO PUT A FEE ON -- AGAIN THIS, IS ALL UP TO THE COUNTIES AND WE WOULD HAVE TO HAVE A CONVERSATION, IT DOESN'T -- IT ISN'T MANDATED, IT JUST ALLOWS THE POSSIBILITY. SECOND PIECE WOULD BE FOR PARKING AND MOVING VIOLATIONS. SO IF -- AND THAT PIECE WOULD GO TOWARDS THE COUNTY'S SHARE. SO WE'RE PUTTING OPTIONS ON THE TABLE FOR ALLOWING COUNTIES TO DO THIS -- OTHER COUNTIES ARE SUPPORTIVE, BECAUSE THEY WANT THIS ABILITY - EVERY COUNTY IN THE STATE SAVE TWO I THINK LOOKING TO REBUILD THEIR COURTHOUSES.

Commissioner Smith: SO IS THIS SOMETHING THAT IS ON OUR LEGISLATIVE AGENDA TO LOOK AT THIS WEEK?

Chair Kafoury: WE HAVEN'T -- HAVE THEY TALKED TO YOU YET?

Commissioner Smith: I DON'T THINK WE TALKED ABOUT THAT

Chair Kafoury: IT'S SUPPOSED TO BE ON THERE.

Commissioner Smith: IT WASN'T EXPLAINED IN GREAT DETAIL.

Ms. Stein: OTHER THOUGHTS ON THE ISSUE OF THE COURTHOUSE FUNDING? IS LUNCH COMING AT NOON?

Ms. Bennett: IT'S HERE.

#### **D.5 Additional priorities: Mental health, Seniors, Re-Entry**

Ms. Stein: OKAY, GOOD. I -- ONE OF THE THINGS BEFORE WE DO LUNCH, I JUST WOULD LIKE TO RAISE, THERE ARE SPECIFIC ISSUES HERE THAT WERE RAISED BUT I THINK THOSE ARE THE KINDS OF THINGS THAT WHEN DEBORAH TALKS TO YOU, THAT YOU'LL WANT TO RAISE THOSE SPECIFIC ISSUES. BUT ARE THERE OTHER SORT OF GENERAL ISSUES AND THEY COULD BE THESE, THAT YOU FEEL LIKE IT'S IMPORTANT TO SORT OF RAISE NOW BECAUSE WE WANT TO TALK ABOUT THEM DURING THE BUDGET PROCESS? THEY'RE ISSUES YOU REALLY WANT TO TACKLE DURING THE BUDGET PROCESS THAT WE WANT TO TALK ABOUT HOW TO TALK -- WITHOUT GETTING INTO DETAILS.

#### **D.6 Animal Shelter Replacement**

#### **D.7 Burnside Bridge Upgrade**

Commissioner McKeel: I'M THE ONE THAT PUT ANIMAL SHELTER AND BURNSIDE BRIDGE ON THERE. AND THE QUESTION TO ME WAS, WHAT AS YOU'RE COMING TO THE END OF YOUR TERMS, WHAT WOULD YOU -- WHAT DO YOU FEEL IS UNDONE OR WHAT WOULD YOU LIKE TO SEE DONE. SO THAT WAS MY ANSWER TO THOSE QUESTIONS. AND I THINK THAT THE ANIMAL SHELTER IS CERTAINLY A CAPITAL PROJECT WE NEED TO PUT ON THE TABLE, IF WE'RE GOING TO GET THE AUDIT SOON, AND WE HAVE -- WE HAVE -- I HAVE A LOT OF THOUGHTS AROUND THIS AS -- BUT PROBABLY I CAN'T DISCUSS HERE TODAY, BUT I JUST THINK THAT IS A PROJECT WE NEED TO PUT ON THE TABLE, AND I KNOW WE HAVE A PLUMB OF CAPITAL PROJECTS, BUT AS WE TALK ABOUT WHAT NEEDS TO BE DONE AND WHAT IS THE NEXT -- WHAT NEEDS TO BE DONE, IT IS A FACILITY THAT NEEDS TO BE DONE. AND WE HAVE A NEW DIRECTOR, WE HAVE A NEW OPPORTUNITY -- THE ANIMAL

SHELTER HAS LOTS OF FUND-RAISING OPPORTUNITIES THAT OTHER DIVISIONS OR DEPARTMENTS DON'T HAVE. AND SO I THINK IT'S SOMETHING WE NEED TO PUT THERE. I PUT THE BURNSIDE BRIDGE BECAUSE THAT IS A REGIONALLY DESIGNATED LIFELINE IN THE BIG ONE, AND WE KNOW THERE WAS A 7.2 IN THEN ALASKA JUST YESTERDAY, OR WHENEVER IT WAS, I MEAN, I THINK WE HAVE TO REALLY CONCENTRATE ON THAT BRIDGE IF THAT'S -- IF THAT'S THE DESIGNATED LIFELINE FOR WHEN THE BIG ONE HAPPENS. ALSO THERE'S JUST -- I'LL THROW THIS OUT, IN JPAC THURSDAY THEY DISCUSSED THE FEDERAL TRANSPORTATION BILL, THEY'VE CHANGED THE GUIDELINES AROUND BRIDGES. THEY HAD TO BE CONNECTED TO A NATIONAL HIGHWAY SYSTEM PRIOR. THEY'VE CHANGED THAT NOW. AND THEY CAN DO OTHER BRIDGES. SO AS AN OPPORTUNITY -- THAT'S ANOTHER OPPORTUNITY. SO THAT'S WHY I PUT THOSE TWO ON THE -- ON THIS PRIORITIES LIST.

Ms. Stein: OTHER ISSUES YOU WANT TO MAKE SURE GET RAISED DURING THE BUDGET PROCESS?

Commissioner Bailey: NOT TO GO BACK TO HOMELESSNESS, BUT TO TALK ABOUT AN EVER- AS WE THINK ABOUT WHAT WE LEAVE FOR THE NEXT BOARD, ONE OF THE THINGS THAT I HAVE APPRECIATED ABOUT BEING INVOLVED IN THE HOME FOR EVERYONE PROCESS, IS JUST HOW GRANULAR AND THOUGHTFUL THE GROUPS HAVE BEEN CHEWING ON THESE BUDGET PROPOSALS HAVE BEEN. THERE'S A MODEL TO BACK UP THE INVESTMENTS. THE INVESTMENTS ARE TIED TO SPECIFIC OUTCOMES. IT'S ALL BUILT OUT AFTER PROCESS THAT IS RESULTING IN SPECIFIC ASKS THAT HAVE A REAL REASON AND A FOUNDATION BEHIND THEM. AND SEEK TO ACCOMPLISH SOMETHING. I DON'T KNOW THAT ON EVERY SINGLE BUDGET ITEM THAT WE CAN HAVE THAT KIND OF RIGOROUS PROCESS, BUT I DO THINK IT'S SOMETHING WE NEED TO LOOK AT AND SAY, AT LEAST FROM MY PERSPECTIVE, THAT I THOUGHT IT WAS SOMETHING THAT WORKED, IS WORKING REALLY WELL IN TERMS OF HOW IT DEVELOPS, BUDGET ASKS ON SOMETHING THAT IS A VERY LARGE, VERY NEBULOUS PROBLEM THAT THEORETICALLY YOU CAN SORT OF SORT ANYTHING UNDER THAT TOPIC AND RELATE IT BACK TO HOMELESSNESS. WE HAVE A GROUP OF STAKE HOLD THERE'S ARE EXPERTS THAT ARE DEVELOPING A FRAMEWORK AROUND IT. SO THAT'S NOT A SPECIFIC ITEM, I KNOW WE WERE TALKING ABOUT THE GENERAL PRINCIPLE OF SOMETHING TO LEAVE OTHER BOARDS WITH, SOMETHING FOR THEM TO LOOK AT.

Ms. Stein: LET'S JUST NOW JUST STICK A LITTLE BIT TO THE 2016-2017 BUDGET AND AFTER LUNCH WE'LL TALK ABOUT THE THOUGHTS FOR THE FUTURE BOARD. ANYTHING ELSE YOU WANT TO BRING UP FOR GROUP DISCUSSION PRIOR TO US LAUNCHING INTO THIS NEXT BUDGET PROCESS?

Commissioner Shiprack: PUBLIC SAFETY. IT IS A TREMENDOUS AMOUNT, REPRESENT AS TREMENDOUS AMOUNT OF THE COUNTY'S GENERAL FUND EXPENDITURES, WHICH IS REALLY WHERE WE HAVE DISCRETION WHERE WE'RE ABLE TO AS A BOARD MAKE A DIFFERENCE IN POLICY. AND I LIKE TO THINK THAT OVER THE ARC OF A CAREER IN POLITICS, I'VE SEEN REAL PROGRESS, AND I HAVE SEEN PROGRESS IN HOW WE ADDRESS PUBLIC SAFETY, AND ONE AREA THAT MULTNOMAH COUNTY'S DEPARTMENT OF COMMUNITY JUSTICE HAS BEEN TREMENDOUS ABOUT IS LOOKING AT THE SANCTIONING GRID FOR PROBATION VIOLATIONS AND PAROLE VIOLATIONS, AND JUST SAYING, WHAT DIFFERENCE DOES IT MAKE IF WE TAKE OUR SANCTIONING GRID FROM, YOU KNOW, 90 TO 120 DAYS AND WE CHANGE IT FROM 60 TO 90 DAYS? OR FROM 30 TO 60 DAYS? IN OTHER WORDS, WHAT'S THE DOSAGE OF JAIL, BECAUSE AS -- BECAUSE JAIL IS A VERY COSTLY RESOURCE AND HAS NOT REALLY BEEN VERY WELL CALIBRATED TO THE DOSAGE AND THE RESULT. SO IT'S LIKE, IS 30 DAYS ENOUGH -- IS 60 DAYS TOO MANY? IS 60 DAYS ENOUGH? IS 90 DAYS TOO MANY? THERE'S REALLY NO CALCULUS THAT EXPLAINS THIS, BUT THE ONE CALCULUS THAT'S REALLY CLEAR IS THAT THIS IS COSTLY. AND THEN THE OTHER CALCULUS --

Chair Kafoury: AND DISPROPORTIONATE.

Commissioner Shiprack: AND DISPROPORTIONATE. AND DISPROPORTIONATE, SO THESE ARE -- THERE ARE REALLY THREE PRIORITIES THAT I WOULD REALLY LIKE TO SEE US APPLY US A LENS TO OUR PUBLIC SAFETY SYSTEM. RACIAL AND ETHNIC DISPARITY IN OUR SYSTEM IS HORRIBLE. IT IS A SUBJECT THAT WE HAVE CALIBRATED WITH OUTSIDE HELP, AND I THINK HAVING A BENCHMARK IT'S LIKE THE WALL OF SHAME. WE NOW KNOW WHERE WE ARE ON THE WALL OF SHAME, AND IT IS OUR JOB TO MOVE OUT OF THAT. THE SAME WITH PEOPLE WITH MENTAL ILLNESS IN OUR JAIL. FOR 10 YEARS PLUS, EVERY YEAR THE CORRECTIONS GRAND JURY REPORT, CITIZENS COME IN AND LOOK AT THE JAIL, IT'S BEEN WHY IS IT THAT THIS YEAR, LAST YEAR SAID 43% OF THE PEOPLE IN YOUR JAIL ARE SUFFERING FROM MENTAL ILLNESS? THAT'S NOT A MEDICAL MODEL. THAT MAKES PEOPLE WORSE, SICKER. SO PUTTING PEOPLE IN JAIL BECAUSE OF THE COLOR OF THEIR SKIN, OR THEIR SICKNESS, OR USING JAIL AS A PLACE WHERE YOU PUT PEOPLE THAT YOU REALLY ARE MAD AT, AND NOT JUST THE ONES YOU'RE AFRAID OF, WHICH IS WHO NEEDS TO BE THERE, HAS TURNED OUT TO BE VERY COSTLY AND NOT ACHIEVING ITS OBJECT, WHICH IS A SAFER COMMUNITY, IN FACT IN SOME WAYS JUST THE OPPOSITE. SO I THINK WE'RE PUSHING IN A GOOD DIRECTION ON THIS, I THINK WE NEED TO CONTINUE PUSHING ON IT, I THINK THE RACIAL AND ETHNIC DISPARITY WHICH WE'VE CALLED BY SO MANY NAMES, CHANGING THE NAME OF THE PHENOMENON, IT'S NOT -- IT IS OXYMORONIC TO CALL A MAJORITY COMMUNITY A MINORITY. SO DISPROPORTIONATE MINORITY INCARCERATION OR DISPROPORTIONATE MONEY OR THE CONTACT IS OXYMORONIC AS OUR POPULATION BECOMES INCREASINGLY DIVERSE.

WE'RE STILL -- WE STILL HAVE ADDRESSED THESE AS BEING ISSUES THAT ARE SO STICKY THAT WE JUST SORT OF GIVE UP, AND I THINK THAT GIVING UP IS TOTALLY WRONG STRATEGY FOR US TO TAKE HERE, AND THAT WE SEE THIS ALSO IMPACTING HIGH SCHOOL GRADUATION IF WE LOOK AT -- AND IF WE LOOK AT LEAST THE RACIAL AND ETHNIC DISPARITY IN HIGH SCHOOL AND GRAD RATION RATES, AND ALSO IN HEALTH CARE OUTCOMES. SO THERE'S SOME REALLY INTUITIVE BRIDGES HERE, AGAIN, BETWEEN HEALTH CARE AND WHAT WE'RE RECEIVING FROM THE ACA, AND THE RESULTS WE'RE GETTING AND OUR PUBLIC SAFETY SYSTEM, AND AS WE SEE THE FRUITS OF THIS, I WANT TO MAKE SURE THAT THEY'RE INVESTED BACK IN A POSITIVE WAY INTO THE COMMUNITY AND DON'T GET LOST INTO THE BUDGET PROCESS WHICH IS WHY I CALL IT GROUNDHOG DAY, BECAUSE IT'S LIKE, WE TALK ABOUT INTEGRATING AND CROSSING SILOS ALL YEAR LONG EXCEPT FOR BUDGET PERIOD, AND THEN IT'S FILL MY CUP. FILL MY CUP. FILL MY CUP TODAY. AND REALLY, THERE'S SO MUCH DISCIPLINE I THINK THAT NEEDS TO BE APPLIED NOW WHILE WE'VE GOT THAT NARRATIVE AND BENCHMARKS TO CROSSING THESE SILOS BETWEEN PUBLIC SAFETY AND HEALTH CARE, AND EDUCATION AND SUN SCHOOL OUTCOMES AND PUBLIC SAFETY AND HEALTH CARE, AND OUR INVESTMENTS AND LORETTA, WHAT YOU WERE SAYING ABOUT HAVING A PRIORITY-BASED BUDGET THAT DOESN'T VALUE DIVERSITY AND DOESN'T VALUE EQUITY, THAT NEEDS TO BE AN IMPORTANT MEASURE, IT NEEDS TO BE A PART OF OUR PRIORITY, IS GETTING US INTO SOME KIND OF BALANCE AS A COMMUNITY. SO THAT'S THE PUBLIC SAFETY -- I JUST -- I LET IT SPREAD OUT BECAUSE IT NATURALLY DOES SPREAD OUT, BUT THAT'S THE PUBLIC SAFETY PRIORITY. THOSE THREE THINGS. RACIAL DISPARITY, HOLDING PEOPLE IN THE SYSTEM AND INAPPROPRIATE USE OF THE RESOURCES OF THE SYSTEM.

Commissioner McKeel: AND I WOULD LIKE US TO KEEP IT IN THE LENS OF THE SYSTEM. IT'S EASY TO GET JAIL, THAT'S THE SHERIFF, YOU KNOW, IT IS A SYSTEM. AND WHAT TOUCH POINTS ALONG EACH OF THAT SYSTEM WOULD - - COULD MAKE THE DIFFERENCE IN THAT ISSUE.

Ms. Stein: SO I HEARD A COUPLE THINGS THAT MIGHT BE WORTH A FEW MINUTES DISCUSSION. HOW DO YOU APPROACH THE BUDGET LOOKING AT IT AS A SYSTEM, BECAUSE ALL THE PIECES IF IT TOGETHER AND TRY TO OVERCOME SILOS, BECAUSE I THINK JUDY IS RIGHT, BUDGETS END UP IN THE SILOS WHEN YOU'RE TRYING TO THINK SYSTEMICALLY, SO ARE THERE WAYS YOU COULD HAVE YOUR DISCUSSIONS THAT WOULD ALLOW YOU TO HAVE SOME OF THE BENEFIT OF LOOKING AGENCIES ITEMS WHEN YOU'RE DOING BUDGETS?

Commissioner Smith: IT WOULD BE GREAT IF YOU COULD HAVE LPSCC GIVE US A BRIEFING.

Ms. Stein: IN TERMS OF WHAT DOES THE SYSTEM LOOK LIKE?



Commissioner Smith: YEAH.

Commissioner Shiprack: HOW DOES THE SYSTEM RESPOND, TO THE INFORMATION THAT SHOULD BE FEEDING THE SYSTEM.

Commissioner Smith: WE DON'T GET A LOT OF THAT INFORMATION THAT YOU SEE FROM LPSCC, WE DON'T GET IT AT THE BOARD LEVEL. SO TO HAVE A BRIEFING, HOW TO LOOK AT THE WHOLE ECOSYSTEM.

Ms. Stein: THAT'S A GOOD POINT. OTHER WAYS YOU MIGHT WANT TO TACKLE THIS ISSUE OF THE NEED TO LOOK SYSTEMICALLY AT THE SAME TIME YOU'RE DOING BUDGETS BY DEPARTMENT?

Commissioner McKeel: I THINK IN THE LAST SEVERAL YEARS WE'VE ASKED THE DEPARTMENTS TO COME TO US WITH A SYSTEM, AND HOW THEY WORK ACROSS DEPARTMENTS ON AN ISSUE RATHER THAN JUST COMING AND SAYING, HERE'S THE GREAT WORK WE DO. AND THAT'S WONDERFUL TO HEAR, BUT IT DOESN'T REALLY HELP US A LOT WHEN IT COMES TO BUDGETING POLICY SYSTEM. SO I FEEL LIKE THROUGH THE BUDGET OFFICE, THROUGH GUARANTEED -- THE BUDGET OFFICE, YOU LED THAT -- YOU NEED TO COME TO THE BOARD WITH HOW YOU WORK TOGETHER ON AN ISSUE, AND I THINK TO JUST CONTINUE TO PRESS ON THAT POINT, THAT'S WHAT WE VALUE WHEN THEY COME TO MAKE THEIR -- DURING BUDGET TIME EVERY DEPARTMENTS MAKE A PRESENTATION, SO I THINK WE'VE LAID THAT GROUND WORK, WE JUST NEED TO KEEP THAT IN THE PRIORITY WHEN THEY'RE COMING TO TALK TO US.

Commissioner Shiprack: I THINK -- I'M RESONATING ON SOMETHING YOU JUST SAID ABOUT THE SHERIFF'S OFFICE, I THINK WE NEED TO BE AWARE AND JUST SENSITIVE AND COGNIZANT OF THE FACT THAT THE SHERIFF AND THE D.A. ARE ELECTED OFFICIALS AND THEY HAVE CONSTITUENCIES AND THEIR NUMBER ONE CONSTITUENCY, WHICH IS -- I JUST SAW "SILENCE OF THE LAMBS" AGAIN, I HAVE TO SAY, IT'S MY FAVORITE MOVIE. THAT THEY HAVE LOYALTY TO WHAT THEY SEE EVERY DAY. WHICH IS NO THE BOARD OF COUNTY COMMISSIONER AND ALL OF OUR SYSTEMIC TALK, BUT WHICH IS VERY SPECIFIC CONSTITUENCY, AND I HAVE INSIGHT INTO THIS BECAUSE I WAS DEPUTY D.A. AND I'VE BEEN IN THAT CUBICLE IN THAT CUBBYHOLE WHERE YOU COME TO WORK EVERY DAY AND IT'S CRIME, CRIME, CRIME, MAKES IT REALLY DIFFICULT TO RAISE CHILDREN WHICH IS WHAT I WAS DOING AT THE TIME. WHEN YOU BELIEVE THAT YOUR COMMUNITY IS ALL CRIMINALS EXCEPT FOR THIS LITTLE GROUP OF YOU WORKING HARD TO THUMP THEM, THUMP THEM, PUT THEM AWAY, PUT THEM AWAY. AND I'M TELLING YOU, IT'S A DRUM BEAT AND IT -- WHEN YOU GET OUT OF THE OFFICE AND YOU ARE NO LONGER A DEPUTY D.A. AND YOU REALIZE THAT THE WORLD HAS PEOPLE IN IT OTHER THAN CRIMINALS, IT'S KIND OF A

BREATHING EXERCISE. AND I THINK THAT IN SOME WAYS IT'S THE SAME WITH THE SHERIFF AND THE FACT THERE ARE PEOPLE WHOSE CAREERS ARE VERY TALENTED AND CAPABLE PEOPLE WHO USE REAL SKILLS IN THEIR JOBS, BUT THAT'S THEIR CAREER. THEY ARE INTENSE WORKPLACES. I THINK THAT THERE JUST NEEDS TO BE AN AWARENESS OF THAT, A COMPREHENSION OF THAT, AND WE NEED TO WORK ALONG WITH OUR PARTNERS IN GETTING CHANGE THROUGH IN ORDER TO HAVE AN IMPACT ON THE CULTURE,

SO I THINK THE DOUBLE PUBLIC SAFETY, WHICH INCLUDES SO DIFFERENT JURISDICTIONS, LIKE THE OFFICIALS, THAT'S A REALLY TOUGH ONE TO THINK SYSTEMICALLY. BUT THAT'S THE CHALLENGE YOU ALL FACE. I WONDER IF THERE ARE ANY OTHER ISSUES YOU WANT TO MAKE SURE THAT AS THE BUDGETS DEVELOP THAT YOU'RE THINKING OF SYSTEMICALLY THAT YOU MAY NOT BE, OR THAT YOU WANT TO MAKE SURE IS -- THAT PEOPLE ARE AWARE IN SOME WAYS, HOUSING THINKING OF IT, MORE SYSTEMICALLY IN TERMS OF THE WHOLE RANGE OF HOMELESS AND AFFORDABILITY. ARE THERE OTHER SYSTEMIC ISSUES YOU WANT TO MAKE SURE YOU'RE FACING AS A BOARD IN THAT WAY?

HEALTH CARE.

Commissioner Shiprack: THE CONNECTION BETWEEN PUBLIC SAFETY AND THE UNITY.

Chair Kafoury: HOW I VIEW WHERE WE'RE HEADED AS A COUNTY IS THAT WE'RE -- WE CAN'T EVEN -- IT'S NOT JUST ABOUT BREAKING DOWN THE SILOS WITHIN COUNTY, WE ALSO HAVE -- I THINK WE'VE DONE A BETTER JOB OVER THE LAST FEW YEARS, BUT WE NEED TO CONTINUE, IS ALL OF OUR JURISDICTIONS. SO THAT'S WHY LPSCC IS THERE, BUT WE NEED TO REALLY CONTINUE TO DELVE INTO THOSE, BECAUSE IT'S -- IT'S NOT JUST THE SHERIFF. IT'S THE PORTLAND POLICE AND THEIR INTERACTION, AND GRESHAM POLICE, AND THEIR INTERACTION, AND CHECKS AND BALANCES ALL ALONG THE WAY. YOU CAN MAKE A CHANGE HERE, BUT IF YOU DON'T MAKE A CHANGE -- WE IN MULTNOMAH COUNTY CAN MAKE A CHANGE, BUT IF PORTLAND AND GRESHAM ARE DOING BUSINESS AS USUAL, THAT'S NOT GOING TO -- THAT DOESN'T HELP OUR -- US TRYING TO MAKE CHANGE. AND IT'S THE SAME WITH HEALTH CARE, WE'RE SO NOW INTERTWINED WITH WASHINGTON AND CLACKAMAS COUNTY, BECAUSE OF THE CCO, THAT WHERE THEY GO, WE GO. REGARDLESS OF HOW GREAT OUR PRACTICES ARE, IF THEY'RE NOT KEEPING THEIR END OF THE DEAL, THEN WE PAY THE PRICE.

SO SPECIAL ATTENTION TO THE HEALTH CARE SYSTEM, THE PUBLIC SAFETY SYSTEM, AND THE HOUSING SYSTEM SOUNDS LIKE SOME THINGS YOU WANT TO MAKE SURE GET LIFTED UP INTO YOUR DISCUSSIONS.

Chair Kafoury: AND TRANSPORTATION.

Commissioner Shiprack: NOTHING HAS COME UP ABOUT HOW IMPORTANT DATA IS, AND THE SSJ IS THE DECISION SUPPORT SYSTEM FOR JUSTICE, AND ODDLY ENOUGH, LOOKING BACK INTO THE HISTORY OF IT, I HADN'T THOUGHT OH, YEAH, WHEN WE PASS THE PAP TOE BOND THE PUBLIC GAVE A LITTLE BIT OF MONEY, LIKE I DON'T KNOW, MAYBE \$800,000 SO WE CAN START A DSSJ DATA WAREHOUSE FOR PUBLIC SAFETY SO THE JURISDICTIONS SEPARATE DATA COLLECTION SYSTEMS COULD FIT TOGETHER, AND WE COULD ACTUALLY INFORM OURSELVES WITH A SORT OF A TRENDS REPORT ON WHAT'S GOING ON INSIDE THIS BIG COMPLEX SYSTEM. WELL, IT WASN'T 800,000, IT WAS \$8.6 MILLION AND THAT WAS BACK IN 1996. AND THAT'S HOW MUCH TORQUE IT TOOK TO GET ALL OF THESE PEOPLE TO THE SAME TABLE, BECAUSE MONEY IS A FANTASTIC ATTRACTOR. AND ALL OF THE, YOU KNOW, FLOSS VINEGAR HERE. ALL THE FLIES. CAME UP WITH A GREAT SYSTEM OF SHARING, AND INTERGOVERNMENTAL AGREEMENTS TO SHARE INFORMATION AROUND A TABLE THAT HAD \$8 MILLION PILED UP ON IT. SO NOW IT'S 20 YEARS LATER, AND WE'RE 20 YEARS DOWN THE ROAD IN TERMS OF GETTING BETTER POTENTIAL FROM AN INFORMATION RETRIEVAL SYSTEM, BUT WE HAVE RECEIVED REALLY LITTLE INCREMENTS OF FUNDING BUT NOTHING LIKE WHAT STARTED THIS OFF. AND SO ONE OF THE THINGS THAT HAPPENS IS YOUR PARTNERS START TO FLOAT AWAY FROM THE TABLE BECAUSE THEY NO LONGER HAVE THAT INCENTIVE, AND YOU START TO BECOME VERY AWARE THAT THE SYSTEM THAT WE'RE SO PROUD OF, BECAUSE WE WERE THE FIRST, NOBODY HAD ANYTHING LIKE THIS. THAT IT WAS NO LONGER, IT MIGHT BE FIRST IN TIME, BUT IT'S NOT FIRST IN QUALITY NATIONALLY ANY LONGER. AND SO WE'RE GOING TO NEED TO REALLY PAY ATTENTION TO NOT ONLY THE WAY WE COLLECT DATA WITHIN THE PUBLIC SAFETY SYSTEM AND THE DSSJ INVESTMENT AND DATA AND DATA COLLECTING IS EXPENSIVE, THE POLICE HAVE CHANGED THEIR SYSTEM, SO THEY HAVE A NEW SYSTEM NOW, AND WE HAVE TO CONNECT TO THEIR NEW SYSTEM. WE'RE NOT REALLY UP TO SNUFF, AND THEY'VE GOT A BRAND-NEW ONE. E-COURT, BRAND-NEW. WE HAVE A WHOLE NEW VISION OF HOW COURT BUSINESS HAPPENS. DSSJ HASN'T KEPT UP. AND NOW WE KNOW THAT WE NEED TO BRIDGE OUT AND COORDINATE OUR DSSJ INFORMATION RETRIEVAL WITH THIS WHOLE WONDERFUL CONCEPT OF LIESL'S DEPARTMENT, COUNTY OF HUMAN SERVICES BEING ABLE TO COLLECT INFORMATION SO THAT WE CAN ALSO COORDINATE WITH WHERE OUR SERVICES ARE GOING. AND HOW WE CAN INTERVENE LIKE THE CHI PROGRAM BEFORE AS KEVIN MODICA SAYS, WE CAN IDENTIFY WHERE THESE PROBLEMS ARE GOING TO COME, FROM LET'S GO PROVIDE SERVICES THERE. IT'S THAT WHOLE CAMDEN HEALTH MODEL WHERE YOU TAKE THE SUPER UTILIZERS AND YOU DON'T EVEN FOCUS -- YOU FOCUS ON THE POPULATION. SO THANK YOU -- DSSJ IS A REALLY IMPORTANT KIND OF ALMOST INVISIBLE BUT WITHOUT IT YOU JUST CAN'T

GET WHERE WE WANT TO GO, YOU CAN'T GET TO THE BASELINE MEASURE UNLESS YOU CAN COLLECT INFORMATION, AND YOU CAN'T WEIGH YOURSELF, YOU CAN'T TELL IF YOU'RE MAKING PROGRESS IF YOU DON'T HAVE A WAY TO COLLECT DATA. AND MEASURE IT, AND TO HOLD YOURSELF AGAINST A STANDARD THAT'S RELIABLE. SO DSSJ. I'LL STOP.

Ms. Stein IT'S NOON NOW, SO LET'S TAKE A HALF HOUR BREAK FOR LUNCH, AND CATCH UP WITH YOUR EMAIL OR WHATEVER, AND AT 12:30 LET'S RECONVENE AND WE'LL DO THE NEXT SECTION, WHICH IS MORE THINKING TOWARDS THE FUTURE AND WHAT KIND OF ISSUES AND ADVICE HAVE YOU FOR FUTURE BOARDS.

RECESS: 12:00 pm

RECONVENED: 12:17 pm

**3. What are the long-term priorities/challenges (next 3-5 years) that need to be addressed?**

WE'RE ON TO ITEM THREE HERE, AND THE QUESTION WAS, ONE OF THE LONG-TERM PRIORITIES AND CHALLENGES FOR THE NEXT THREE TO FIVE YEARS THAT THE NEW BOARD WILL NEED TO ADDRESS. AND WE CAN GO THROUGH THESE THAT I GATHERED FROM OUR CONVERSATION AND SEE IF THERE'S ANY YOU WANT TO GIVE, OR ANYTHING YOU WANT TO ADD. S

**3a. Major capital commitments have been made that essentially bind future Boards**

Ms. Stein: ONE OF THE TOPICS THAT WAS RAISED IS THE FACT THAT YOU HAVE MADE A LOT OF MAJOR CAPITAL COMMITMENTS THAT ARE GOING TO GO OVER A LONG PERIOD OF TIME. AND THAT ESSENTIALLY ARE BINDING THE FUTURE BOARDS, NOT LEGALLY, BUT THEORETICALLY, SO THE QUESTION IS THAT THEY WILL NEED TO AGREE I GUESS OVER TIME. IS THERE ANYTHING YOU'D WANT TO SAY TO ELABORATE ON THAT POINT? IT'S JUST THE NATURE OF THE WORLD.

Commissioner Bailey: I THINK I BROUGHT THIS POINT UP, IT WASN'T SO MUCH TO SAY THAT I DISAGREE WITH THIS, I THINK THE PROJECTS WE'RE DOING, WE'RE DOING FOR A GOOD REASON, AND THERE'S MORE WE NEED TO DO. IT JUST OCCURS TO ME, IN THINKING ABOUT WHO'S COMING IN AFTERWARDS, ESPECIALLY WHEN YOU HAVE THREE NEW PEOPLE AND THAT THE BURDEN IS GOING TO BE ON YOU TWO, TO BE TALKING ABOUT WHY WE'RE CONTINUING IN THE DIRECTION THAT WE'RE CONTINUING AND WHY THE DECISIONS GOT MADE, BECAUSE IT IMPACTS THEIR FLEXIBILITY IN FUTURE BUDGETS TO HAVE THE DECISION MAKING. I THINK WE MADE THE RIGHT DECISION, I THINK WE CAN JUSTIFY THE DECISIONS, BUT I JUST WONDER AS

WE THINK ABOUT TRANSITION TO FUTURE BOARDS, JUST SO YOU AREN'T PUT IN BAD POSITIONS IN THE FUTURE, DOES IT MAKE SENSE FOR THE BOARD TO HAVE SOME SORT OF COMMUNICATION, TO HAVE SOME SORT OF -- MAYBE THERE ISN'T A WAY TO DO IT IN AN OVERARCHING WAY, MAYBE IT'S A PROJECT BY PROJECT BASIS, BUT TO MAKE SURE WE'RE LEADING THE RIGHT -- LEAVING THE RIGHT KIND OF DOCUMENTATION TRAIL AND STATEMENTS THAT HELP YOU HAVE THE CASE OF WHY WE'RE DOING WHAT WE'RE DOING.

Chair Kafoury: WE DO THAT THROUGH THE BUDGET PROCESS. I THINK OUR ACTIONS, THE 50% THAT WE NEED, THAT WE PUT AWAY, THOSE THINGS SHOW THAT WE'RE COMMITTED TO THESE PROJECTS.

Commissioner Shiprack: AND WHEN THE THREE OF US WERE NEW, WE HAD PRESENTATIONS THAT SUGGESTED THAT ONE OF THE THINGS THE COUNTY LACKED WAS A CAPITAL PLAN. AND NOW WE HAVE A CAPITAL PLAN, AND I THINK ONE OF THE REALLY GOOD THINGS ABOUT A CAPITAL PLAN IS IT'S -- IT LOOKS INTO THE FUTURE AND IT KIND OF LINES UP CAPITAL PROJECTS IN THE WAY THAT'S GOING TO HAVE TO BE REEXAMINED BY OTHER BOARDS. BUT IT DOES PROVIDE KIND OF A DIRECTION ON -- SOME RATIONALE FOR THAT DIRECTION. IT SEEMED LIKE IN THE SORT OF BEGINNING DAYS THERE WAS NO CRITERIA AND THE COUNTY OWNS A LOT OF BUILDINGS.

Commissioner McKeel: WHEN WE CAME ON BOARD THEY WERE ALWAYS COMING, THIS BUILDING NEEDS THIS. THIS BUILDING NEEDS THIS. AND I THINK THAT'S WHY WE WERE PRETTY COMMITTED TO HAVING THE STRATEGIC PLAN MOVING FORWARD, SO WE REALLY WERE -- THEY ALLOWED US TO BE MORE PROACTIVE AS WELL INSTEAD OF REACTIVE.

Chair Kafoury: I REMEMBER THAT BOARD MEETING. OH, THE DOORS AT JUVENILE THAT ARE SUPPOSED TO BE LOCKED, THE LOCK IS NOT WORKING. AND HOW LONG HAVE YOU KNOWN ABOUT THIS AND WHY IS IT COMING TO US AS AN EMERGENCY? WE NEED \$1.5 MILLION TOMORROW OR MAYBE LAST WEEK, BUT WE DIDN'T KNOW.

Ms. Stein: IT SOUNDS LIKE ONE OF THE THINGS FOR WHEN THE NEW BOARD IS SITTING IN TO GET A GOOD BRIEFING ON THE CAPITAL PLAN SO THAT THEY UNDERSTAND THIS CAME FROM SOMETHING, NOT JUST OUT OF THE THIN AIR, AND THEY CAN HOPEFULLY STICK WITH IT. OKAY.

### **3b. How to take advantage of the opportunities of health care reform**

Ms. Stein: ANOTHER TOPIC WAS RAISED WAS HOW TO TAKE ADVANTAGE OF HEALTH CARE REFORM. WHO WANTS TO SPEAK TO -- WHAT KINDS OF THINGS DOES THE NEW BOARD NEED TO BE REALLY AWARE OF TO TAKE

ADVANTAGE? WE TOUCH A LITTLE BIT ON IT ABOUT THE PUBLIC SAFETY, BUT  
--

Commissioner Bailey: THERE'S JUST -- THERE'S SO MANY RABBIT TRAILS TO GO DOWN ON HEALTH CARE REFORM, BUT WE TALK A LOT ABOUT HOME FOR EVERYONE, OPPORTUNITIES AROUND HEALTH CARE DOLLARS IN THE HOUSING, FOR EXAMPLE. AND EXPANDING MEDICAID MONEY FOR A WHOLE BUNCH OF DIFFERENT THINGS, OBVIOUSLY WE'RE -- THAT'S GOING TO BE A DEPARTMENT DRIVEN PROCESS, AND HOPEFULLY THOSE FOLKS HAVE THEIR EYE ON THOSE BALL AND ARE WORKING ON IT. BUT TO THE EXTENT WE'RE ABLE TO, IN THIS BUDGET CYCLE -- EVEN IF IT'S SOMETHING AS SIMPLE AS BUDGET NOTES OR OTHER THINGS, THEN BRING BACK INFORMATION FOR FUTURE BOARDS TO HELP THAT CONVERSATION, IT MIGHT BE USEFUL.

Ms. Stein: IT OCCURS TO ME THAT THE FIRST THING YOU MIGHT WANT TO USE THE BUDGET NOTE PROCESS AS A WAY OF SIGNALING TO THE NEW BOARD SOME OF YOUR THINKING ABOUT THE FUTURE THINGS THAT MAY NOT BE BUDGET ITEMS, BUT THAT YOU WANT TO COMMUNICATE THAT THEY SHOULD BE TRACKING.

Commissioner Shiprack: I DO THINK THIS IS WHAT WE DO AND THIS IS WHY WE'RE DOING IT FOR SOME OF THESE LONG-TERM DIRECTIONS. BACK ON HEALTH CARE REFORM, UNDERSTANDING WHAT IS REALLY DRAMATICALLY GREAT ABOUT A SCHOOL-BASED HEALTH CLINIC THAT HAS A BEHAVIORAL HEALTH COUNSELOR WHO STARTS WITH A CHILD AND THEIR PARENTS WHEN THEY'RE IN THE FIRST GRADE, AND HAS A RELATIONSHIP WITH THAT CHILD, AND THE PARENTS, ALL THE WAY UP INTO HIGH SCHOOL. SO -- THEN THERE'S THAT INTERSECTION, THE JUVENILE JUSTICE, WHERE SO MANY OF THE KIDS WHO GET CAUGHT UP IN THE JUVENILE JUSTICE SYSTEM ALSO HAVE UNADDRESSED OR NOT ADEQUATELY IDENTIFIED ISSUES OF MENTAL ILLNESS.

### **3c. City county consolidation**

Ms. Stein: ANOTHER ISSUE WAS RAISED WAS CITY-COUNTY CONSOLIDATION. BEEN THERE, DONE THAT.

Commissioner Shiprack: IT WAS PARTLY THAT DAN SALTZMAN AND THE CHAIR WERE IN MY OFFICE, DEBORAH AND DAN, AND IT'S PARTLY THAT WHEN THE THREE OF US WHO MOST OFTEN GO TO NACO, I SEE THERE ARE EXTRAORDINARY LEADERSHIP POSITIONS COMING OUT OF A NUMBER OF COUNTIES THAT ARE CONSOLIDATED WITH THEIR CITIES, SAN FRANCISCO, LOUISVILLE, SALT LAKE CITY. IT SEEMS POWERFUL -- THAT THE COMPLICATING FACTOR FOR -- DIANE IS GRINNING AND NODDING.

Commissioner Shiprack: AND I HAVE THOUGHT THIS IS NOT LIKE MY PLANNING WITH DIANE MCKEEL, IF YOU KNOW, YOU JUST LET THIS FLOAT UP ABOVE LIKE THE REGION OF DERISION, SPLITTING INTO TWO COUNTIES, ONE BEING A PORTLAND-BASED CONSOLIDATED COUNTY, AND THE OTHER ONE BEING A NEW COUNTY IN EAST MULTNOMAH COUNTY, THEN YOUR TERM LIMIT WOULD BE DIFFERENT. [LAUGHTER]

Ms. Stein: ANYONE ELSE WANT TO SAY ANYTHING ABOUT THAT IDEA?

Chair Kafoury: I JUST WANT TO SAY THAT THE PRESS -- SOME OF THE PRESS HAVE RENEWED INTEREST IN THIS RECENTLY, BECAUSE OF THE DISCUSSIONS AROUND THE MAYOR'S RACE, AND THE CITY OF PORTLAND MAYOR'S RACE. I BROUGHT THIS UP IN A COUPLE CASES WHERE I TALKED WITH PEOPLE AND I SAY, FIRST OF ALL OUR EAST COUNTY PARTNERS MIGHT NOT BE ALL THAT EXCITED TO BE JOINING FORCES WITH THE CITY OF PORTLAND, AND SECOND OF ALL, IT JUST SEEMS TO BE ONE OF THOSE ISSUES THAT'S SO BIG AND WOULD BE SO -- TAKE SO MUCH TIME AND EFFORT, I DON'T KNOW AT THE END OF THE DAY THAT ALL THAT TIME AND ENERGY, PAIN AND SUFFERING IS WORTH OF EFFORT. BUT THAT SO FAR HASN'T REALLY BEEN MET WITH UNDERSTANDING BY THE PRESS. SO I WOULD NOT BE SURPRISED IF THIS ISSUE KEEPS COMING UP OVER THE NEXT FEW MONTHS.

### **3d. Eliminate tax exemptions for other governments.**

Ms. Stein: ANOTHER ONE THAT WAS RAISED IS ELIMINATING TAX EXEMPTIONS FOR OTHER GOVERNMENTS. LORETTA, THIS IS ONE FROM YOU, DO YOU WANT TO SAY SOMETHING ABOUT THAT?

Commissioner Smith: [INAUDIBLE]

Ms. Stein: THOUGHTS ABOUT THE TAX ABATEMENTS?

Commissioner Shiprack: THIS IS THE DISCUSSION ABOUT WHY DON'T THE FEDERAL OFFICE BUILDINGS HAVE TO PAY PROPERTY TAXES. OR EVEN A PAYMENT IN LIEU OF TAXES.

Ms. Stein: IS THIS SOMETHING YOU THINK -- YOU SHOULD BE THINKING ABOUT?

Chair Kafoury: YEAH, I THINK IF THERE'S SPECIFIC IDEAS PEOPLE HAVE AROUND TAX EXEMPTIONS, I'M SURE -- IT'S ALWAYS A GOOD CONVERSATION TO HAVE.

### **3e. Affordable Housing**

Ms. Stein: AFFORDABLE HOUSING, I THINK WE'VE TALKED ABOUT THAT. IT PROBABLY CAME UP UNDER HERE BECAUSE IT'S PROBABLY NOT GOING TO BE DEALT WITH IN THE NEXT 12 MONTHS. SO IT'S PROBABLY AN ONGOING THING. DOES ANYONE WANT TO ADD ANYTHING ABOUT THAT?

Commissioner Smith: BASE NUMBER WE'RE TALKING ABOUT, I HAVEN'T SEEN THE NUMBERS.

Chair Kafoury: THAT'S THE HIGH-DEFINITION SO IT'S THE SMALLER NUMBER.

Commissioner Smith: THE 2200?

Chair Kafoury: NO, IT'S NOT THE 2200. IT'S THE NEXT LEVEL UP, AND I DON'T HAVE -- YOU KNOW, ARE THEY SCHEDULED TO COME TALK TO US, DO YOU KNOW, DAVID? IF MARK JOLIN AND STACY ARE SCHEDULED?

Ms. Stein: KEEP IN FRONT OF A FUTURE BOARD.

Chair Kafoury: YEAH.

Commissioner Smith: ESPECIALLY IF YOU'RE GOING TO DO IT WITHIN A YEAR. IT WOULD BE GOOD TO KNOW WHEN THAT NUMBER IS.

Chair Kafoury: IT'S THE END OF 2017, BUT ALSO -- IT'S TWO YEARS FROM NOW. BUT IT IS -- THEY ARE ALSO AT THE SAME TIME TRYING TO INCREASE THE DEFINITION, EXPAND THE DEFINITION, THE COMMUNITY BOARD IS BECAUSE THAT NUMBER AS WE'VE TALKED ABOUT, THE HUD NUMBER DOES NOT ADEQUATELY ADDRESS WHO'S ACTUALLY HOMELESS, BECAUSE IT DOESN'T TAKE INTO ACCOUNT THE COUCH SURFERS OR PEOPLE IN UNSAFE LIVING SPACES. SO I KNOW THE BOARD IS TRYING TO EXPAND THE DEFINITION SINCE THEY HAVEN'T YET, THIS IS STILL THE NUMBER WE ARE GOING WITH.

Commissioner Smith: THAT WOULD BE GREAT, BECAUSE I DON'T WANT US STICKING TO ONE NUMBER AND THEN ADDING ANOTHER NUMBER IN THEIR HEAD, AND WHEN WE COME BACK TO GO AND DO THIS NEXT YEAR, SO WE CAN ACTUALLY SEE IF WE ARE MAKING PROGRESS.

Ms. Stein: THAT'S A REALLY GOOD POINT TO GET IT REALLY CLEAR SO EVERYBODY KNOWS.

Commissioner McKeel: WE'RE SAYING NOW, YAY, WE HOUSED OUR VETERANS, BUT HOW DO WE KNOW NEXT YEAR AT THIS TIME HOW MANY VETERANS ARE OUT THERE? DID WE REALLY KEEP THEM HOUSED? YOU KNOW. THAT KIND OF THING.



Chair Kafoury: THAT'S WHAT I THINK IS DIFFERENT, PEOPLE ASK ME ABOUT WHAT'S DIFFERENT FROM THIS PLAN THAN PRIOR YEARS, IT'S THE FOCUS ON DATA. BECAUSE THIS IS -- IT'S NOT JUST FEEL GOOD, IT'S REALLY GOING TO BE DATA DRIVEN, THESE ARE ALL DOLLARS THAT REPRESENT ACTUAL PEOPLE BEING HOUSED.

### **3f. Northeast Health Clinic**

Ms. Stein: THE NORTHEAST HEALTH CLINIC, THAT'S WHAT YOU SPOKE TO EARLIER. DO YOU WANT TO SAY ANYTHING MORE ABOUT THAT?

Commissioner Smith: I'D JUST LIKE TO SEE IT DEVELOP IN A WAY THAT MAYBE A THIRD OF THE BUILDING IS BEING USED. SO IT WOULD BE GREAT IF WE COULD INVEST SOME RESOURCES, THINKING ABOUT WAYS IN WHICH WE CAN DEVELOP THAT PIECE OF PROPERTY.

### **3g. Animal Shelter Replacement**

### **3h. Burnside Bridge Upgrade as a Regional Lifeline**

Ms. Stein: AND YOU HAD MENTIONED THE ANIMAL SHELTER REPLACEMENT AS A FUTURE PROJECT THAT NEEDS TO BE LOOKED AT, AND THE BURNSIDE BRIDGE.

Ms. Stein: ARE THERE OTHER LONG-TERM PRIORITIES OR CHALLENGES THAT -- THE NEW BOARD IN THE NEXT YEAR IS GOING TO HAVE TO FACE?

Commissioner Shiprack: SOONER RATHER THAN LATER WE'RE GOING TO HAVE TO FACE ALL OF THOSE BRIDGES - WHICH IS THE HAWTHORNE -- THE BROADWAY -- THEY WERE BUILT 100 YEARS AGO FOR A 75-YEAR LIFE EXPECTANCY. I JUST FEEL WE'RE SO LUCKY THEY WERE SO OVERENGINEERED IN THOSE DAYS, BUT WE DON'T NEED SUBDUCTION ZONE EARTHQUAKE TO BE MOTIVATED TO REPLACE A STRUCTURE THAT IS BEYOND ITS LIFETIME. AND THAT'S -- THAT IS AN EXERCISE THAT IS GOING TO BE BUILT AROUND THE AMOUNT OF CREDIBILITY THAT THE NEW BOARD CAN ESTABLISH BETWEEN ITS WORK AND THE PUBLIC. AND I THINK THAT WHEN I FIRST GOT HERE WE TALKED ABOUT THE POSSIBILITY -- THIS IS A CONVERSATION THAT WAS BROUGHT IN TO ME BECAUSE FOR RELATIVELY SMALL IMPACT PER, LIKE, WHATEVER, WHATEVER, SMALL INCREASE, A PAYROLL TAX RAISES A LOT OF MONEY FOR, YOU KNOW, A PORTION AFTER PENNY, AND WE HAD JUST AS AN ACADEMIC EXERCISE LOOKED AT THE POSSIBILITIES OF PAYROLL TAX. WELL, NOW IN THE ENVIRONMENT WHERE PSU TAKES ON THE PAYROLL TAX, I WANT TO SAY IT'S POSSIBLE TO, LIKE, LIGHT ONE MATCH AND SET THE WHOLE MATCH BOOK ON FIRE FOR LIKE A -- NOT MUCH. SO IF YOU'RE GOING TO USE UP YOUR CREDIBILITY, YOU'RE GOING TO USE UP YOUR CONCEPT, I THINK YOU NEED TO HAVE A MORE

GLOBAL VIEW OF WHAT THESE -- WHAT THE CREDIBILITY AND WHAT THE CONCEPT CAN BE USED FOR. SO THAT WAS PROBABLY JUST POORLY STATED, BUT BRIDGES AND THE INFRASTRUCTURE INVESTMENT THAT BRIDGES REPRESENT IS GOING TO REQUIRE BEING ABLE TO GO TO A WELL, AND HOPEFULLY THE WELL HASN'T BEEN POISONED BY A LOT OF, I'M DOING THIS BECAUSE I CAN, KIND OF RATIONALE WITHOUT THE, HERE'S A VISION FOR THE WAY THIS REGION CAN TAKE CARE OF THIS PROBLEM THAT WE ALL OWN, AND MAKE ITSELF, THIS COMMUNITY WE ALL ENVISION. SO IT'S JUST A KIND OF APPROACH THAT STARTS AGAIN, I THINK IT STARTS WITH BUILDING CREDIBILITY, AND I THINK THE WAY YOU BUILD CREDIBILITY AS A GOVERNMENT ENTITY IS SOMETHING THAT THIS BOARD WALKED IN AND GOT SOME EXPERIENCE DOING RIGHT AWAY. WE'VE HAD ALL OF THESE PROJECTS THAT WERE STUCK IN THE PIPELINE, THE SELLWOOD BRIDGE, THE -- HOW DO WE FUND AND FINANCE RESPONSIBLY A LIBRARY AND KEEP IT, YOU KNOW, A NATIONAL NUMBER ONE INSTITUTION, THE DOWNTOWN COURTHOUSE, THE EAST COUNTY COURTHOUSE, ALL OF THOSE WERE IN THE PIPELINE AND I THINK IT WAS THE CREDIBILITY THAT THE BOARD NEEDED.

Commissioner McKeel: I AGREE WITH THE BRIDGE, BECAUSE THE OTHER THING IS WE TALKED ABOUT THE BIG SUBDUCTION ZONE EARTHQUAKE. WE REALLY DON'T KNOW WHAT WILL HAPPEN TO OUR BRIDGES IN A 6.0, 7.2 LIKE JUST HAPPENED IN ALASKA, WE DON'T KNOW THAT. AND SO WE COULD HAVE SIGNIFICANT DAMAGE, AND I THINK KEEPING OUR FUTURE BOARDS TO THEIR EYE ON SEISMIC ISSUES, AND WHAT WE'RE GOING TO DO ABOUT IT, AND THEN WITH THE FEDERAL TRANSPORTATION DOLLARS, MAYBE THERE'S MORE OPPORTUNITIES AS WELL TO GET SOMETHING -- SO I THINK JUST TO KEEP THAT ON THE FOREFRONT.

Chair Kafoury: MARISSA IS REALLY EXCITED, WHENEVER WE TALK ABOUT SEISMIC ISSUES, and SHE'S LIKE JUMPING UP AND DOWN. [LAUGHTER]

Commissioner Smith: THINGS WE NEED TO BE CONCERNED ABOUT, ESPECIALLY AFTER LAST WEEK BOARD BRIEFING, WE'RE 100 FEET AWAY FROM A RAILROAD. AND THE OIL THAT'S BEING TRANSPORTED, THE LEVELS THAT ARE GOING TO BE TRANSPORTED THROUGH MULTNOMAH COUNTY. SO I THINK THERE ARE LOTS OF DISASTERS THAT COULD HAPPEN, EVEN WITH THE I-30, THOSE KINDS OF THINGS. AND I THINK THE NEW BOARD NEEDS TO UNDERSTAND WHERE OUR OIL LINES ARE, THEY'RE NOT REALLY DEEP ALONG THE WILLAMETTE RIVER. I MEAN CONCEIVABLY -- I CAN'T GET THIS PICTURE OUT OF MY MIND - A COUPLE YEARS AGO -- HAD WHAT PORTLAND WOULD LOOK LIKE ALONG THE EAST SIDE OF THE WILLAMETTE, IF ANY SIGNIFICANT EARTHQUAKE THAT HAPPENS IN PORTLAND. SO THE FIRE, OIL, ALL OF THAT DISASTER STUFF COULD EASILY PUT US IN A REAL STATE OF FEDERAL EMERGENCY.

Commissioner McKeel: EVEN THE FLOODING THAT HAPPENED IN THE SOUTH PART OF THE COUNTRY WHERE I-10 WAS WASHED OUT, THAT'S A HUGE THOROUGHFARE, AND -- WE COULD HAVE THAT HAPPEN HERE TOO. WHEN WOULD HAPPEN IF PART OF I-5 WASHED OUT, OR I-84. NOT THAT THAT'S OUR JURISDICTION, BUT I'M JUST SAYING. PLUS WE HAVE A NUMBER OF SMALLER BRIDGES IN EAST COUNTY, WE HAVE THE BIG ONES AND WE KNOW ABOUT THAT, BUT WE HAVE A LOT OF SMALLER BRIDGES AS WELL.

Ms. Stein: OKAY. THAT'S DEFINITELY ONE TO ADD IS EMERGENCY PREPAREDNESS. ANYTHING ELSE WE WANT TO MAKE SURE IS ON THIS LIST FOR THE FUTURE?

Commissioner Bailey: ABSOLUTELY. I THINK IT'S CRITICAL THAT WE HAVE DISPARITIES WITH COMMUNITIES OF COLOR ON THIS LIST. IT'S SOMETHING WE HEAR ABOUT ALL THE TIME. AND WE'RE NOT MAKING REAL PROGRESS ON IT, OBVIOUSLY WE'RE DOING MAJOR RESTRUCTURING OF THE SUN SYSTEM, INVESTING IN PROGRAMS, WE'VE GOT TO GET OUR ARMS AROUND THIS.

Ms. Stein: OKAY. ANYTHING ELSE WE WANT TO MAKE IN TERMS OF ISSUES AND CHALLENGES FOR THE NEXT --

Commissioner McKeel: I THINK RECENTLY DEBORAH BROUGHT THIS UP IN HER PRIORITIES, THE EARLY, GETTING ON THE UPSTREAM SIDE OF OUR EARLY CHILDHOOD EDUCATION AND OUR -- THERE'S ENOUGH DATA AROUND THE WORD GAP THAT EXISTS BETWEEN ZERO AND TWO, AND DISPARITY AND FAMILIES, THERE'S DATA AROUND WHAT IT MEANS TO HAVE 4-YEAR-OLDS, YOU KNOW, EDUCATED AS OPPOSED TO NOT, AND THAT HAVE LIFELONG RAMIFICATIONS AROUND THE REALLY EARLY CHILDHOOD. SO I THINK THAT'S SOMETHING TO REALLY KEEP IN FOCUS.

Chair Kafoury: ON THE BACKDROP OF ALL OF THIS IS OUR BUDGET HEALTH. WE WORKED REALLY HARD TO BE RESPONSIBLE WHEN WE WERE MAKING CUTS AND MAKING CUTS AND MAKING CUTS, AND USING ONE-TIME-ONLY MONEY FOR ONE-TIME-ONLY PROJECTS AND TRYING TO -- LIKE THIS LAST YEAR WHEN WE DID A BUDGET -- WE TRIED TO DO IT OVER FIVE YEARS, AND IT ENDED UP BEING OVER THREE YEARS, BUT STILL NOT DOING A YEAR-TO-YEAR, BUT LOOKING AT THE FUTURE. BECAUSE IT DOESN'T DO US OR THE COMMUNITY GOOD IF WE START A NEW PROJECT AND CAN'T FUND IT THE FOLLOWING YEAR. AND I DON'T -- I'M ASSUMING THAT SOME OF THE FOLKS THAT ARE GOING TO BE COMING ON WILL BE -- HAVE BEEN WORKING THE LEGISLATIVE SESSIONS SITUATIONS WHERE YOU DON'T NECESSARILY THINK OF IT'S ABOUT -- I'M GOING TO -- UP FOR REELECTION NEXT YEAR, I'VE GOT TO GET MY STUFF ON, I'M NOT THINKING ABOUT WHAT'S COMING UP FOUR YEARS, FIVE YEARS FROM NOW. AND WE HAD TO DO THAT.

**4. What advice do you have for the next BCC from your combined many years of experience as Board members?**

**4a. How to deal with future of being in the red**

OKAY. I THINK THAT LEADS TO THIS NEXT QUESTION THEN, THE ADVICE FOR THE NEXT BOARD OF COUNTY COMMISSIONERS FROM YOUR COLLECTIVE EXPERIENCE. HOW TO DEAL WITH THE FUTURE BEING IN THE RED. DO YOU WANT TO SAY ANYTHING MORE ABOUT THAT? IT LEADS TO YOUR COMMENT YOU JUST MADE.

Commissioner McKeel: I THINK WHEN YOU COME IN IN A GOOD BUDGET TIME AND YOU DON'T THINK ABOUT THAT, WHEN THE THREE OF US CAME IN WE WERE LOOKING AT \$40 MILLION IN THE BUDGET. SO THAT GIVES A WHOLE DIFFERENT PERSPECTIVE. SO I THINK WE'VE BEEN VERY COMMITTED TO GETTING THE BUDGET HEALTHY AND KEEPING IT HEALTHY, AND SO I THINK THAT'S REALLY AN IMPORTANT THING TO REMEMBER.

Commissioner Shiprack: THERE'S THIS DYNAMIC THAT IS NOT REALLY CARVED IN STONE, BUT ENOUGH TO IMPACT COMMISSIONER MCKEEL AND I, AND THAT IS TERM LIMITS. AND PART OF THE DYNAMIC OF TERM LIMITS IS THAT IT TENDS TO EMPOWER DEPARTMENT DIRECTORS EVEN MORE THAN THEY'RE ALREADY EMPOWERED. AND I THINK THAT HAVING A LITTLE BIT OF A TUTORIAL, LEGISLATORS UNDERSTAND THIS, BECAUSE YOU COME TO SALEM, AND THE AGENCY PEOPLE ARE LIKE, WELL, THEY'LL BE GONE SOON. AND IT'S JUST INTENSIFIED. WE DON'T GET LOBBIED PARTICULARLY OFTEN, WHICH IS REALLY OBVIOUS BY THE WAY WE REACT WHEN WE DO GET LOBBIED. BUT WE DON'T GET LOBBIED VERY OFTEN. BUT WE DO HAVE THIS IMPACT OF A LOT OF EXPERTISE AND A LOT OF INSTITUTIONAL HISTORY RESIDING WITH DEPARTMENT DIRECTORS, AND THE BALANCE THAT -- OF POLICY AND THE WAY IT'S BEEN DONE, THE CULTURE OF THE DEPARTMENT. AND I GUESS -- I'M NOT QUITE SURE WHERE I'M GOING WITH THAT, IT'S JUST A DYNAMIC, SOMETHING TO BE AWARE OF WHEN YOU WALK INTO AN OFFICE. BECAUSE IT PLAYS IN AN ODD WAY UP AGAINST THE SCOPE OF COUNTY BUSINESS, AND ONE OF THE THINGS WE DID IN THE TIME OF CUTTING IS WE LOOKED VERY CAREFULLY AT WHAT IS THE BOOK OF BUSINESS. WHAT IS THE COUNTY RESPONSIBLE FOR, BECAUSE WE CERTAINLY SHOULDN'T BE EXPANDING IT NOW IN A TIME OF CONTRACTING BUDGETS. AND I THINK THAT HAVING A KIND OF COMMON SENSE APPROACH TO WHAT THE COUNTY'S BOOK OF BUSINESS IS HELPS KEEP THAT SCOPE OF BUSINESS INTO FOCUS. SO I KEEP THINKING ABOUT THAT MEALS ON WHEELS PRESENTATION THAT WE HAD WHERE SOMEBODY HAD DONE A CALCULATION OF THE AMOUNT OF JELLO THAT WAS DELIVERED TO PEOPLE ON THE MEALS -- THROUGH MEALS ON WHEELS, AND IF YOU TOOK THAT TOTAL OF JELLO FOR THE YEAR YOU COULD SPREAD A LAYER OF JELLO HALF AN INCH THICK OVER THE ENTIRE COUNTY. AND FOR ME -- [LAUGHTER]

THAT WAS LIKE A METAPHOR, MY AMOUNT OF EXPERTISE OVER THE ENTIRE SCOPE OF ISSUES, IT WOULD BE TANTAMOUNT TO A HALF-INCH OF JELLO. SO DON'T LET'S GET VERY DEEP INTO ELECTION LAW OR HEALTH CARE CLINIC OPERATIONS, OR, YOU KNOW, ANY OF THESE REALLY SPECIALIZED AREAS OF EXPERTISE THAT ARE ALREADY IN THE BOOK OF BUSINESS. SO JUST, YOU KNOW, KIND OF BUILDING AN AWARENESS OF THAT. IT'S THE JELLO METAPHOR, AND I'M STANDING BY IT. YOU DON'T WANT TO JUMP OFF OF A VERY HIGH BOARD INTO THAT.

#### **4b.Importance of Relationships**

Ms. Stein: THE SECOND POINT WAS THE IMPORTANCE OF RELATIONSHIPS, WHICH IS ADVICE, I KNOW YOU BROUGHT THIS UP ABOUT THE IMPORTANCE, AND HOW THIS BOARD HAS HAD RELATIONSHIPS -- THERE WILL BE A NEW BOARD, WHENEVER THERE'S NEW PEOPLE IN A MIX, THEN YOU HAVE TO RE-ESTABLISH TRUST AND BUILD RELATIONSHIPS. ARE THERE ANY ADVICE YOU WOULD GIVE TO THE NEW BOARD ABOUT HOW TO MAKE THAT HAPPEN MORE QUICKLY AND EFFECTIVELY SO THAT IN FACT YOU CAN HAVE THAT TO BUILD ON? THERE WILL BE THREE NEW PEOPLE AND YOU MIGHT NOT KNOW THEM OR TRUST THEM.

Commissioner McKeel: I THINK YOU SHOULD HAVE A BOARD 101 WHEN PEOPLE COME IN, BECAUSE I THINK BACK, THERE WAS SO MUCH I DIDN'T KNOW, REALLY, AND SO IT TAKES A WHILE TO -- THE EARLIER YOU CAN START ON THOSE RELATIONSHIPS AND WHAT IT MEANS, I THINK IS IMPORTANT TO GETTING OFF ON THE RIGHT FOOT.

Chair Kafoury: THAT'S A REALLY GOOD IDEA. WE HAVE NEW EMPLOYEE ORIENTATION, WE ALL THREE STARTED THE SAME YEAR, SO IT WAS -- AND IT WAS JUMPING IN THE DEEP END. \$42 MILLION, CUT AWAY.

Commissioner McKeel: AND YOU'RE COMING IN THE BUDGET AS A NEW COMMISSIONER, SO YOU -- NOT TECHNICALLY, BUT YOU ARE.

Chair Kafoury: THAT'S A REALLY GOOD IDEA.

#### **4c. Keep an eye on progress of capital projects**

Ms. Stein: THE OTHER ADVICE THAT I HEARD FROM MY DISCUSSION WITH YOU IS KEEPING AN EYE ON THE PROGRESS OF THE CAPITAL PROJECTS, WHICH I THINK IS RELATED TO THE EARLIER DISCUSSION THAT IT'S REALLY IMPORTANT FOR THE CONFIDENCE OF FUTURE BOARDS TO KNOW THAT YOU'VE BEEN WATCHING CAREFULLY SO YOU CAN -- NOTHING GOES OFF TRACK. BECAUSE THAT WOULD FREAK THEM OUT, RIGHT?

Commissioner McKeel: AND THE IMPORTANCE OF HAVING THE BRIEFINGS AND

THE STRUCTURE OF THE WAY WE'VE SET UP AROUND OUR CAPITAL PROJECTS, I MEAN, WE -- WE ARE BRIEFED CONSTANTLY ON ALL OF CAPITAL PROJECTS, AND THEY KNOW WE HAVE A WATCHFUL EYE. I MEAN, YOU KNOW, THEY KNOW MY FIRST QUESTION IS GOING TO BE, ARE WE ON TIME AND ARE WE ON BUDGET? LET'S START FROM THERE. YOU KNOW. SO I THINK IT'S JUST THAT IMPORTANCE OF THE WAY THAT WE HAVE SET UP THE PROCESSES AROUND OUR PROJECTS THAT IS IMPORTANT.

Ms. Stein: SO THAT WOULD BE THE ADVICE, TO KEEP DOING THOSE.

Commissioner McKeel: YEP.

Chair Kafoury: THE TEAM MEETINGS, THE MONTHLY UPDATE ON EACH PROJECT, SO YOU'VE GOT LEGAL, AND YOU'VE GOT FACILITIES PEOPLE, AND YOU'VE GOT YOUR OWNERS REP, AND COUNTY STAFF, SO THAT YOU GO THROUGH -- AND THEN THE BRIEFINGS WITH THE SNAPSHOTS IF WE HAVE GOALS SET FOR DIVERSITY, AND WHERE WE'RE GOING IN CONTRACTING.

Commissioner McKeel: BOARD BRIEFINGS, ONE-ON-ONE MEETINGS, TEAM PROJECTS - IT SOUNDS LIKE A LOT, BUT IT ISN'T.

Commissioner Shiprack: IT'S A LOT OF MONEY.

Commissioner McKeel: YEAH.

Commissioner Shiprack: I THINK ALL THESE AREAS WHERE WE AS THE GOVERNMENT INTERFACED WITH PRIVATE SECTOR ARE AREAS THAT ARE RIFE FOR ABUSE AND BEING TAKEN ADVANTAGE OF IN WAYS THAT THE GOVERNMENT IS NAIVE ABOUT, IN THE PRIVATE SECTOR IS EXPERT IN, AND THE CLEAR UNDERSTANDING OF THE DIFFERENCE IN OUR MISSION WITHOUT, YOU KNOW, IS NOT A JUDGMENT IN EXERCISE, IT IS JUST AN OBSERVATION OF REALITY THAT WE ARE A MISSION DRIVEN ORGANIZATION, AND PRIVATE ORGANIZATIONS ARE PROFIT DRIVEN, AND WITH THAT INTERFACE IS GOING TO BE A MORE OR LESS PROFITABLE EXPERIENCE, IT'S VERY MUCH ON THE TOP OF THE PRIVATE SECTOR'S MIND-SET, AND IT'S GOING TO BE A SUCCESSFUL MISSION EXPERIENCE, IT'S VERY MUCH AT THE TOP OF OUR MIND-SET, I JUST THINK AN AWARENESS, SO WE BUILD OUR LEVEL OF SOPHISTICATION IN THOSE AREAS IS HELPFUL, AND THAT IS VERY CONVENIENT TO HAVE A COMPETENT, WILLING, EAGER PRIVATE SECTOR THERE THAT HAS THE SERVICES THAT WE REALLY NEED. IT'S JUST NOT BEING, YOU KNOW, COMPLETE SHEEP FOR SHEERING.

**5. What do the new Commissioners need to know to be effective on day one?**

**5a. Review the stages of the budget process through the calendar year**

Ms. Stein: SO THAT LEADS TO THE LAST TOPIC HERE, WHICH I THINK IS RELATED TO WHAT DIANE SAID ABOUT WHAT THE NEW COMMISSIONERS NEED TO KNOW TO BE EFFECTIVE ON DAY ONE. AND I THINK THIS LIKE, OKAY, WHAT'S THE CONTENT OF BOARD 101?

**5b.All the different hats Board members wear (various Districts, etc.)**

Ms. Stein: I THINK SOME THINGS THAT I HEARD IS, YOU KNOW, THAT PEOPLE NEED TO FULLY UNDERSTAND THE WHOLE BUDGET TIMING PROCESS THAT CAME UP, THAT THE BOARD, NEW BOARD MEMBERS NEED TO UNDERSTAND THEY WILL BE TAKING OFF THEIR HATS AND PUTTING ON DIFFERENT HATS FOR JUST FOR SPECIAL DISTRICTS, AND OTHER KINDS OF THINGS, AND TO UNDERSTAND WHAT THEIR ROLE IS IN THESE DIFFERENT THINGS AND HOW THAT WORKS.

**5c.Need to function as a team and build trust**

Ms. Stein: AND THEN THE LAST THING IS SOME WAY OF MAKING SURE THAT YOU IMMEDIATELY START BUILDING AS A TEAM AND BUILD TRUST. AND NOT LET THAT LINGER UNTIL YOU RUN INTO TROUBLE. ARE THERE OTHER THINGS YOU THINK SHOULD BE IN BOARD 101?

Commissioner Bailey: I THINK THERE OUGHT TO BE A MEDIA TRAINING IN BOARD 101. I COULD SAY EVEN HAVING COME FROM A DIFFERENT LEGISLATIVE POSITION, THE LEVEL OF MEDIA ATTENTION YOU GET AT THE COUNTY LEVEL IS A WHOLE DIFFERENT LEVEL THAN AS A STATE LEGISLATOR. AND THE SORT OF IMMEDIACY WITH WHICH YOU DEAL WITH ISSUES WITH THE COMMUNITY, AND HOW OFTEN THINGS COME UP. I THINK IT WOULD BE HELPFUL NOT JUST FOR NEW COUNTY COMMISSIONERS REGARDLESS OF THEIR BACKGROUND, BUT ALSO JUST SO THAT FOLKS ARE ON THE SAME PAGE AND GETTING ON MESSAGE WITH COUNTY FUNCTIONS, HAVING A SORT OF BRIEFING AND UNDERSTANDING.

Ms. Stein: OTHER THINGS YOU THINK WOULD BE HELPFUL FOR NEW BOARD MEMBERS SO THEY CAN HIT THE GROUND RUN SOMETHING THINK ABOUT WHEN YOU FIRST CAME IN, WHAT YOU DIDN'T KNOW.

Commissioner McKeel: I THINK IT WOULD BE HELPFUL TO HAVE SOMETHING WITH THE DEPARTMENT HEADS SO THEY KNOW WHO THE DEPARTMENT IS, WHAT EXACTLY THE DEPARTMENT DOES, SOMETHING ALONG THOSE LINES WITH THE DEPARTMENT HEADS.

Commissioner Shiprack: I THINK THERE'S THIS PERIOD OF TIME FOR NEW COMMISSIONERS BETWEEN NOVEMBER AND JANUARY WHEN THAT -- THERE CAN BE THESE MEETINGS WITHOUT JULES AND DIANE AND ME THAT ARE A LUXURY ITEM, BECAUSE THE TWO SITTING BOARD MEMBERS NOT

CONSTITUTING A QUORUM CAN SIT DOWN WITH THREE UNSWORN BUT ELECTED MEMBERS AND REALLY GO THROUGH SOME OF THESE THINGS WITH SOME INTENSITY.

Commissioner McKeel: AND WE DID HAVE SEVERAL.

Commissioner Shiprack: WE DID.

Ms. Stein: OTHER BOARD 101 TOPICS THAT WOULD BE GOOD FOR NEW COMMISSIONERS TO GET GROUNDED IN?

Chair Kafoury: I THINK CONVERSATIONS WITH MAYBE HAVING THE BOARD CLERK COME IN AND DO -- HOW YOU GET THINGS ON THE BUDGET, ON THE AGENDA, WHAT IS -- JUST GOING THROUGH THE REALLY BASICS, SO THIS IS WHEN YOU EACH WEEK, THIS IS WHAT THE NEXT WEEK CALENDAR COMES OUT, THIS IS WHAT IT'S GOING TO TELL YOU. SO THEY KNOW WHERE TO GO FOR THE INFORMATION IF THEY NEED IT, AND WHAT THEY'RE GOING TO GET FROM THE BOARD CLERK AND WHAT THEY MIGHT NEED TO GET ON THEIR OWN.

Commissioner Shiprack: ALSO, AN INTRODUCTION AS TO WHAT IS AVAILABLE FOR OUR STAFF.

Chair Kafoury: YES, THAT'S A GOOD IDEA. STAFF SHOULD BE INVOLVED IN ALL OF THIS.

Commissioner Shiprack: STAFFING A COMMISSIONER, BECAUSE OF THE CONSTRAINTS OF PUBLIC MEETING LAW, WE HAVE REALLY EXTEND A LOT OF OUR COMMUNICATION TO STAFF, THE WHOLE DYNAMIC OF BOARD STAFF, AND THE WHOLE DYNAMIC OF THE GREATER COUNTY AS A TEACHING ORGANIZATION, WHICH IT REALLY IS, AND THAT VALUE THAT HAS BEEN PUT ON TRAINING, SO THAT STAFF HAVE SO MANY OPPORTUNITIES TO BUILD THEIR EXPERTISE. I THINK THE COUNTY IS A TREMENDOUS LAUNCH PAD FOR STAFF PEOPLE. AND JUST HAVING COMMISSIONERS UNDERSTAND THAT WHEN THEY WALK IN THE DOOR I THINK IS HELPFUL.

Commissioner McKeel: JENNY OR ONE OF HER STAFF COULD COME IN AND BRIEF THEM ON WHAT'S, YOU KNOW -- WHAT'S ACCEPTABLE.

Commissioner Smith: I HAVE A MEMO THAT I GET NEW STAFF ON HOW TO GET THINGS ON THE AGENDA, TIME LINES AND WHAT THAT IS, I COULD CERTAINLY SEND IT TO LYNDIA.

THAT WOULD BE A GREAT IDEA. THAT'S THE PACKET THAT HAS THAT BASIC INFORMATION IN IT. THAT WOULD BE VERY HELPFUL. ANYTHING ELSE YOU THINK SHOULD BE IN BOARD 101.



Commissioner Bailey: PERHAPS NUANCE, BUT WHERE IT SAYS REVIEW THE STAGES OF THE BUDGET PROCESS YEAR TO YEAR, IN ADDITION, THE CALENDAR AND THE STAGES OF THE PROCESS, IT WOULD BE HELPFUL TO HAVE A COPY OF THE PREVIOUS YEAR'S BUDGET AND WALK THROUGH HOW IS IT STRUCTURED, ONE-TIME-ONLY, ONGOING, WHAT ARE THE AMENDMENTS, WHAT DOES A PROGRAM OFFER LOOK LIKE, THOSE SORTS OF THINGS.

Ms. Stein: GREAT. WE HAVE A UNIQUE, NOT TOTALLY UNIQUE, BECAUSE THE THREE OF YOU CAME IN TOGETHER, BUT WHERE YOU HAVE A SORT OF MAJORITY OF THE BOARD COMING IN TOGETHER THEN EVERYONE CAN LEARN TOGETHER. OKAY.

Ms. Stein: ANYTHING ELSE YOU'D LIKE TO TALK ABOUT TODAY? DEBORAH DO YOU WANT TO CLOSE THE MEETING? IS THERE ANYTHING YOU WANT TO SAY?

Chair Kafoury: I WASN'T QUITE PREPARED FOR THE END OF THE MEETING YET.

Ms. Stein: YOU CAN JUST SAY THANK YOU. I THINK WE'VE COME TO THE END OF OUR AGENDA.

Chair Kafoury: DO PEOPLE HAVE OTHER THINGS THEY WANT TO DISCUSS?

Commissioner Smith: I HAVE SOMETHING. THIS IS JUST GENERAL STUFF, AS I WAS SITTING HERE THINKING ABOUT -- REALLY, JULES, JUDY AND DIANE WILL NOT BE HERE NEXT YEAR. I'VE BEEN HERE FIVE YEARS, IT'S BEEN GREAT WORKING WITH ALL OF YOU. I THINK THAT EACH OF US, WE HAVE SUCH A PASSION ABOUT CERTAIN THINGS AS RELATES TO OUR BOOK OF BUSINESS FOR THE COUNTY, AND I THINK WE ALL AGREE, YOU KNOW, OUR VALUE'S WITH US, SO I WANTED TO SAY THANK YOU FOR ALL THE WORK AND ALL THE EDUCATING FOR ME THAT YOU ALL HAVE BEEN. IT'S BEEN GREAT. AND I'M GOING TO MISS YOU GUYS.

Commissioner McKeel: THANK YOU.

Commissioner Shiprack: YOU'RE STILL STUCK WITH US FOR THE NEXT FEW MONTHS.

Commissioner McKeel: YEAH, WE ARE -- WE WON'T BE -- WE SOUND LIKE WE'RE DYING! BUT I JUST THINK WE HAVE -- WE STILL HAVE THIS ENTIRE YEAR, AND YOU KNOW, I'M READY TO WORK HARD WITH ALL OF YOU, AND I'M PRETTY SURE I'M SPEAKING FOR JUDY TOO. WE CAN GET A LOT DONE IN THIS YEAR. SO I THINK WE DISCUSSED A LOT OF THINGS TODAY, SO LET'S START THINKING, HOW DO WE MOVE FORWARD TOGETHER AS A TEAM FOR THIS

YEAR. AND REALLY GET SOME OF THESE THINGS IMPLEMENTED THAT WE'VE TALKED ABOUT.

Ms. Stein: THAT'S A GOOD POINT. YOU'RE NOT DONE YET. BUT THE SENTIMENTS ARE NICE.

Commissioner McKeel: BUT THANK YOU, YES. YOU'RE RIGHT, WE WON'T BE SITTING IN THIS RETREAT NEXT YEAR.

Commissioner Shiprack: I'D LIKE TO THINK OF IT ALONG THE LINES OF BARACK OBAMA, JUST TO SORT OF HITCH UP TO THE HIGHEST LEVEL, WHICH IS THIS IS OUR FOURTH QUARTER, AND WE CAN JUST DO ANYTHING.

Commissioner McKeel: THAT'S RIGHT. WE CAN BE PEYTON MANNING AND CAM NEWTON! [LAUGHTER] OKAY. I'M DONE.

Commissioner Bailey: I THINK IT WAS A GOOD DISCUSSION TODAY. I TOO AM LOOKING FORWARD TO WORKING HARD OVER THE COURSE OF THE NEXT YEAR.

Chair Kafoury: I THOUGHT IT WAS REALLY HELPFUL TODAY TO THINK ABOUT HOW -- NOT TO TOTALLY PAT OURSELVES ON THE BACK, BUT WHAT THE HECK. ALL OF THE THINGS WE HAVE PUT IN PLACE SINCE YOU KNOW, WE STARTED, HOW MANY YEARS AGO, AND WE'VE REALLY PUT A LOT OF IMPORTANT PROCESSES AND DIRECTIONAL -- DIRECTION FOR THE COUNTY TO HEAD - THAT IT'S -- I REALLY APPRECIATE THAT YOU ALL ARE WILLING TO TAKE THE TIME TO PUT IT DOWN ON PAPER SO WE CAN PASS ON THAT INFORMATION SO IT'S NOT JUST LOST. AND BECAUSE REALLY WE HAVE DONE A LOT OF GREAT THINGS, AND WE COULD VERY EASILY BE IN A COMPLETELY DIFFERENT SITUATION TODAY WERE IT NOT FOR WHEN WE'VE DONE. SO AGAIN, THANK YOU FOR TAKING THE TIME TODAY TO THINK THROUGH THE GOOD THINGS WE'VE DONE AND ALSO THINK ABOUT WHERE WE NEED TO GO STILL.

Commissioner Shiprack: THANK YOU, BEV, FOR BEING OUR FACILITATOR.

Ms. Stein: MY PLEASURE. MY PLEASURE. AND I JUST GAVE YOU AN EXTRA HOUR TO GO DO SOMETHING.

Commissioner Smith: WILL YOU GIVE US A FOLLOW-UP REPORT?

Ms. Stein: WE HAVE TO TALK ABOUT WHO'S GOING TO DO IT. I'M NOT SURE IT'S COMING FROM ME, BUT WE'LL WORK IT OUT.

Chair Kafoury: WE WILL GET YOU THE NOTES.

Commissioner Shiprack: THANK YOU FOR THE HOUR.

Chair Kafoury: WE'RE DONE.

### **ADJOURNMENT**

The meeting was adjourned at 1:01 p.m.

Transcript prepared by LNS Captioning and utilized in creating minutes by the Board Clerks. For access to the video and/or board packet materials, please view at: [http://multnomah.granicus.com/ViewPublisher.php?view\\_id=3](http://multnomah.granicus.com/ViewPublisher.php?view_id=3)

Submitted by:

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