

**Minutes of the Board of Commissioners
Multnomah Building, Board Room 100
501 SE Hawthorne Blvd., Portland, Oregon
Tuesday, December 1, 2015**

BOARD BRIEFING

Chair Deborah Kafoury called the meeting to order at 10:06 a.m. with Commissioners Loretta Smith and Diane McKeel present. Vice-Chair Jules Bailey arrived at 10:35 a.m. Commissioner Judy Shiprack was excused.

Also attending were Jenny Madkour, County Attorney, and Marina Baker, Assistant Board Clerk.

[THE FOLLOWING TEXT IS THE BYPRODUCT OF THE CLOSED CAPTIONING.]

Chair Kafoury: GOOD MORNING, WELCOME TO THE BOARD BRIEFING FOR THE MULTNOMAH COUNTY BOARD OF COUNTY COMMISSIONERS. WE HAVE MIKE JASPIN TO GIVE US OUR FIVE-YEAR FORECAST. TAKE IT AWAY.

Mr. Jaspin: GOOD MORNING, MIKE JASPIN, COUNTY ECONOMIST AND INTERIM BUDGET DIRECTOR. TODAY WE'RE HERE TO REVIEW THE FIVE-YEAR GENERAL FUND FORECAST, AND THIS ALSO KIND OF MARKS THE OFFICIAL KICKOFF OF THIS YEAR'S BUDGET PROCESS. IT HELPS US SET PROGRAMS ON HOW MUCH MONEY WE DO OR DON'T HAVE GOING FORWARD. OUR AGENDA WILL BE THE SAME AS MOST OF OUR OH FORECASTS. WE'LL JUST WALK THROUGH AN ECONOMIC OVERVIEW, THEN CHECK IN HOW OUR BIG THREE REVENUES ARE DOING FOR THE CURRENT FISCAL YEAR, THEN WALK THROUGH THE FIVE-YEAR FORECAST. BECAUSE THIS IS THE FIRST FORECAST OF THE CYCLE WE'LL WALK THROUGH A NUMBER OF OUR ASSUMPTIONS, INCLUDING HOW PERS IMPACTS THE FORECAST. THEN WE'LL PICK UP OUR ONE-TIME-ONLY FUNDS A QUICK UPDATE ON THE CONTINGENCY. BECAUSE, I'M AN ECONOMIST, WE HAVE TO CAVEAT EVERYTHING WE JUST SAID.

SO THE NATIONAL ECONOMY CONTINUES TO GROW AS ROUGHLY 2.2% THROUGH THIS YEAR. IT'S BEEN A BIT UNEVEN THIS YEAR. IF YOU MEASURE THE GROWTH OF THE ECONOMY BY GROSS DOMESTIC PRODUCT, ESSENTIALLY THE VALUE OF GOODS AND SERVICES PRODUCED, IT GREW 6/10th OF A PERCENT THE FIRST QUARTER, AND 2.1% IN THE THIRD QUARTER. THE FIRST QUARTER WAS IMPACTED BY THE UNUSUALLY COLD WINTER IN THE NORTHEAST AND THE WEST COAST PORT DISPUTE. U.S. GROWTH HAS BEEN RATHER ROBUST BUT IT HAS BEEN CONSTRAINED AND IMPACTED BY EVENTS, TO SOME DEGREE, OUTSIDE OF THE U.S. NAMELY, SLOWER GROWTH IN CHINA, AND ACTUALLY A RECESSION IN OTHER COUNTRIES GLOBALLY HAS IMPACTED OUR GROWTH AS IT RELATES TO SPORTS. WITHIN THE U.S. THE COLLAPSE IN OIL PRICES AND THE FALLING COMMODITY PRICES GLOBALLY HAS IMPACTED

SPECIFIC SECTORS. OBVIOUSLY THE OIL SECTOR BUT SECONDARILY THE MANUFACTURING SECTOR, WHICH SUPPLIES THE OIL SECTOR AND THE COMMODITIES SECTOR. SO THINK ABOUT FOLKS THAT EITHER BUILD LARGE EQUIPMENT OR MANUFACTURE STEEL PIPE USED IN THAT. TO MAKE THAT MORE TANGIBLE TO YOU, EARLIER THIS MONTH ESCO ANNOUNCED THEY ARE CLOSING THEIR PORTLAND, MAINE, MANUFACTURING PLANT. THEY'RE THE FOLKS THAT ARE DOING MINING AND THE OIL INFRASTRUCTURE.

Mr. Jaspin: THE DOLLAR MAKES OUR EXPORTS LESS ATTRACTIVE TO OTHERS AND IMPORTS CHEAPER; WE'RE LIKELY TO IMPORT MORE. IT LEADS TO KIND OF A WEAK MANUFACTURING SECTOR. THE TABLE THERE USES DATA FROM THE INSTITUTE FOR SUPPLY MANAGEMENT. AND ESSENTIALLY WHAT THEY DO IS THEY DO A SURVEY TO ASK MANUFACTURES EVERY MONTH, ARE THINGS GETTING BETTER OR WORSE. SO 50% YOU'RE NEITHER SHRINKING NOR GROWING. GREATER THAN 50% IMPLIES GROWTH. IF YOU'RE LESS THAN 50%, YOU'RE SHRINKING. IRONICALLY THE DATA FOR NOVEMBER CAME OUT THIS MORNING. ACTUALLY THE MANUFACTURING SECTOR WAS SHRINKING FOR THE FIRST TIME IN 36 MONTHS. BUT IF YOU LOOK AT THE EMPLOYMENT EVEN FOR OCTOBER IT WAS CONTRACTING. BUT IF YOU CONTRAST THAT TO A NONMANUFACTURING SECTOR, LIKE FOOD SERVICE OR I.T. SOFTWARE WOULD BE A GOOD EXAMPLE, THAT ACTUALLY HAS BEEN GROWING RATHER ROBUSTLY. SO DEPENDING ON WHERE YOU LOOK IN THE ECONOMY YOU CAN GET A GLOOMY LOOK OR ACTUALLY IT'S KIND OF ROSY. OVERALL WE'RE GROWING AT AN AVERAGE RATE.

THE STRONG DOLLAR AND LOW COMMODITY PRICES HAS CONTINUED TO HELP PROVIDE FOR A LOW TO MODEST INFLATIONARY ENVIRONMENT. AND THE EMPLOYMENT DATA CONTINUES TO LOOK RELATIVELY GOOD. AS I SAID, WE'RE FINALLY STARTING TO SEE SOME WAGE GROWTH. TAKING A BROAD LOOK AT THE U.S. ECONOMY IN TERMS OF NUMBERS OF JOBS YEAR TO DATE, THE U.S. ECONOMY HAS ADDED OVER TWO MILLION JOBS, ABOUT 200,000 A MONTH. WE WON'T REACH THE 2014, WHICH WAS ACTUALLY THE BEST YEAR OF THE CENTURY, ALTHOUGH OBVIOUSLY NOT THE BEGINNING OF THE CENTURY, WHERE WE ADD BAD 3.1 MILLION JOBS. AT CURRENT TRENDS WE SHOULD END UP ADDING ABOUT 2.5 MILLION JOBS THIS YEAR, EQUALING 2005 AND 2013.

CLOSER TO HOME, THE OREGON AND MULTNOMAH COUNTY AREAS CONTINUE TO SEE GOOD EMPLOYMENT DATA. THE OREGON UNEMPLOYMENT RATE IS HOVERING AROUND 6% AND EMPLOYMENT US UP TO ABOUT 1.8 MILLION. IT HAS SLOWED RECENTLY BUT IS STILL UP OVER 3% ON A YEAR OVER YEAR BASIS, FASTER THAN OUR POPULATION GROWTH. IN MULTNOMAH COUNTY OUR UNEMPLOYMENT RATE IS HOVERING AROUND 5%. OUR NONFARM EMPLOYMENT IS NOW GETTING CLOSE TO HALF A MILLION FOLKS. IT'S UP OVER 3% ON A YEAR OVER YEAR BASIS. IT'S ACTUALLY KIND OF ACCELERATED IN THE LAST FIVE OR SIX MONTHS.

Mr. Jaspin: SOMETIMES WHEN YOU LOOK AT EMPLOYMENT DATA IT ACTUALLY TELLS AN INTERESTING STORY ABOUT WHAT'S HAPPENING IN THE ECONOMY. AND THESE TWO SLIDES OR TWO GRAPHS DO THAT. SO IN THE UPPER LEFT-HAND CORNER THE GRAPH SHOWS OREGON HIGH-TECH EMPLOYMENT BUT IT BREAKS IT OUT BY SOFTWARE RELATED AND I.T. RELATED. AND WE THINK OF OURSELVES MORE AS A HARDWARE INDUSTRY, I.E. INTEL AND BEFORE INTEL, TECHTRONICS. AS WE CAME OUT OF THE RECESSION HARDWARE MANUFACTURING HAS BEEN FLAT. IF YOU GO BACK TO THE TECH BUBBLE, IT'S ACTUALLY DECLINED. IN SOME RESPECTS THAT MAKES SENSE BECAUSE IT'S A MORE MATURE INDUSTRY. SOFTWARE HAS BEEN GROWING AND NOW HAS MORE EMPLOYMENT THAN THE HARDWARE MANUFACTURING. WHERE THIS GETS INTERESTING FOR MULTNOMAH COUNTY IS THE SOFTWARE IS CENTERED IN MULTNOMAH COUNTY.

SO IF YOU LOOK AT THE GRAPH IN THE LOWER RIGHT-HAND CORNER, WHAT YOU'LL NOTICE IS THAT WE HAVEN'T ADDED ANY MANUFACTURING JOBS BUT WE'VE ADDED A FAIR BIT OF SOFTWARE. AND IN FACT OVER THE LAST THREE YEARS OR SO WE'VE ADDED NEARLY 3,000 JOBS RELATED TO SOFTWARE. THAT KIND OF PLAYS INTO WHAT YOU HEAR OF PEOPLE MOVING UP FROM THE BAY AREA TO TAKE SOFTWARE JOBS HERE. THAT'S A LITTLE OVERBLOWN, THEY ARE MOVING FROM EVERYWHERE AND THAT IS NOT DRIVING OUR ENTIRE GROWTH. DURING THAT SAME PERIOD MULTNOMAH COUNTY ALSO ADDED NEARLY 6,500 JOBS IN THE ACCOMMODATIONS AND FOOD SERVICE, PEOPLE WORKING IN HOTELS AND RESTAURANTS. IT RAISES ANOTHER QUESTION OF KIND OF A LOW-WAGE JOB VS HIGH WAGE JOBS, AND HOW THAT IMPACTS THE STRUCTURE OF OUR ECONOMY.

SO SPEAKING OF HOUSING, THIS IS THE S&P CASE-SCHILLER PRICE INDEX OVER THE LAST 20 YEARS OR SO. IT'S THE SAME GRAPH SINCE THE HOUSING BUBBLE EXCEPT I FOCUSED THIS TIME JUST ON PORTLAND, SAN FRANCISCO AND SEATTLE. YOU CAN SEE THE BLUE LINE WHICH IS PORTLAND MIRRORS SEATTLE ALMOST PERFECTLY, SAN FRANCISCO HAS MORE UPS AND DOWNS. WHAT'S REMARKABLE IS ONCE OUR HOUSING PRICES STARTED GROWING THEY HAVE GROWN AT 6.4%, 13.1%, 6.8%. WHAT I FIND REALLY SURPRISE IS THIS YEAR WE'RE GROWING AT OVER 10% PER YEAR. MOST PEOPLE THOUGHT WE'D BE MORE SINGLE DIGITS. IF YOU LOOK OVER ON THE FAR RIGHT-HAND SIDE OF THE GRAPH YOU CAN SEE THE BLUE LINE, WHICH IS PORTLAND, AND IT'S ACTUALLY GROWING FASTER THAN SEATTLE, ALMOST AT THE SAME RATE OF SAN FRANCISCO. IT HAS BEEN INCREASING AS THE YEAR HAS PROGRESSED. EARLIER IN THE YEAR WE WERE GROWING AT 4 OR 5% AND NOW AT 10%. I WOULDN'T CALL THIS A BUBBLE BUT IT'S STARTING TO LOOK A LITTLE FROTHY I THINK IS A GOOD WAY TO CHARACTERIZE IT.

Commissioner Smith: MADAM CHAIR, I HAVE A QUESTION. THANKS, MIKE. HOW MANY MORE HOUSES WERE RECORDED THIS YEAR OVER LAST YEAR? WHAT IS THE DIFFERENCE BETWEEN 6 AND 10% IN NUMBERS OF HOUSES?

Mr. Jaspin: WELL, IT'S A PRICE INCREASE. IF YOU TALK ABOUT VOLUME OF SALES IT OBVIOUSLY VARIES BY REGION. EAST COUNTY, THE VOLUME OF SALES IS UP OVER 30%. SOME OF IT ARE THE SAME HOUSE JUST TURNING OVER BUT IT'S A PRETTY REMARKABLE CLIP.

Commissioner Smith: YES, YES. LIKE, WERE 600 MORE HOUSES SOLD THIS YEAR THAN LAST YEAR? THAT'S WHAT I WAS TRYING TO FIGURE OUT.

Mr. Jaspin: I DON'T HAVE THAT IN FRONT OF ME, I'D BE HAPPY TO SEND IT TO YOU.

Commissioner Smith: WHEN YOU SAY 10, 20, 30%, IT DOESN'T CLICK IN MY HEAD HOW MANY HOUSES ACTUALLY THAT IS.

Mr. Jaspin: SO ONE WAY TO KIND OF JUSTIFY SAYING THE HOUSING MARKET IS GETTING A LITTLE FROTHY IS TO LOOK AT THIS GRAPH THAT WE'VE SHOWN BEFORE. THE BLUE LINE SHOWS YEAR OVER YEAR CHANGE IN HOUSE PRICE IN THE HOUSE PRICE INDEX, WHEREAS, THE RED LINE SHOWS THE RELATIONSHIP BETWEEN HOUSE PRICE TO INCOME. SO THE HIGHER THAT RATIO, THE LESS AFFORDABLE HOME PRICES ARE. SO YOU CAN SEE IN THE MIDDLE OF THE GRAPH THE BIG HOUSING BUBBLE. AND YOU CAN SEE OFF TO THE RIGHT HOW WE ARE STARTING TO GET SOMETHING THAT LOOKS VERY SIMILAR TO WHAT WE HAD BEFORE. THE BIG CAVEAT HERE IS THAT THIS GRAPH DOES NOT TAKE INTO ACCOUNT INTEREST RATES WHICH ARE DRAMATICALLY LOWER. WHICH MEANS YOU CAN AFFORD MORE HOUSE WITH LESS INCOME. BUT IT DOES GIVE YOU THE SENSE THAT GIVEN THAT THE FED IS LIKELY TO START RAISING INTEREST RATES WE DON'T HAVE A LOT MORE ROOM FOR HOUSE PRICES TO RUN.

SO ONE FINAL GOOD NEWS-BAD NEWS GRAPH BEFORE WE LOOK AT OUR FY 16 REVENUES: THIS GRAPH SHOWS THE FOUR-WEEK MOVING AVERAGE FOR JOBLESS CLAIMS GOING BACK TO 1971. THE BLUE BARS INDICATE RECESSION. THE GOOD NEWS IS THAT WE ARE ESSENTIALLY AT 40-YEAR LOWS FOR THE NUMBER OF NEW UNEMPLOYMENT CLAIMS. AND THE OTHER PIECE OF GOOD NEWS IS ONCE THAT HITS BOTTOM, IT'S USUALLY ANOTHER, LET'S SAY, 18 MONTHS UNTIL RECESSION HITS. SO IF PRIOR PATTERNS HOLD, WE WILL MAKE IT THROUGH 2017 WITHOUT ENCOUNTERING A RECESSION. THE BAD NEWS PART OF THIS IS THAT ONCE YOU DO HIT BOTTOM AND IT'S HARD TO TELL YOU'VE HIT BOTTOM UNTIL YOU START TO GO BACK UP AGAIN, IS THAT IN 18 MONTHS YOU DO TEND TO HAVE A RECESSION. YOU'LL SEE THERE IS A CYCLE FOR RECESSION. THEY SEEM TO OCCUR FOR DIFFERENT REASONS EACH TIME BUT OVER THE LIFE OF OUR FOUR-YEAR FORECAST IT IS LIKELY WE WILL ANNOUNCE A RECESSION JUST BASED PURELY ON HISTORICAL PATTERNS. SO LOOKING AT OUR CURRENT YEAR REVENUES, THERE ARE GOING TO BE ABOUT 4.3 MILLION DOLLARS HIGHER ON 1% THAN WE HAD IN THE ADOPTED BUDGET.

THIS IS DRIVEN LARGELY BY PROPERTY TAXES, AND IN PARTICULAR COMPRESSION FALLING FASTER THAN WE HAD ASSUMED. I WILL DIVE INTO THAT MORE IN A MINUTE. WE ARE NOT ADJUSTING OUR INCOME TAX ESTIMATES AT THIS TIME. THE MOTOR VEHICLE RENTAL TAX WE'RE BUMPING UP AGAIN DUE TO VERY STRONG TRAFFIC GROWTH AT PDX. THE U.S. MARSHALL REVENUES CONTINUE TO BE BELOW OUR EXPECTATIONS. THERE'S A GRAPH IN THE APPENDIX I WON'T GO THROUGH BUT IT'S THERE FOR YOUR REFERENCE. LIKEWISE OUR RECORDING FEES ARE UP SIGNIFICANTLY DUE LARGELY TO STRONG VOLUMES OF SALES. I HAVE A GRAPH SHOWING SOME OF THAT INFORMATION IN THE APPENDIX IF YOU ARE INTERESTED.

Mr. Jaspin: LOOKING AT PROPERTY TAXES, THIS GRAPH SHOWS THE REAL MARKET VALUE IN RED. THE ASSESSED VALUE IN BLUE. AND COMPRESSION IN ORANGE. SO I JUST WANT TO TALK BRIEFLY ABOUT A COUPLE OF THESE LINES AND WHAT IT MEANS FOR OUR REVENUES. THE RED LINE IS REAL MARKET VALUE. YOU CAN SEE THAT IN THE LAST COUPLE YEARS IT HAS SPIKED DRAMATICALLY. IT WENT UP 10.5% FOR THE CURRENT YEAR AND 10.3% THE PRIOR YEAR. THE NUMBER THAT REALLY JUMPED OUT AT ME WHEN YOU DIG IN TO THE MORE SPECIFIC DATA IS THAT THE VALUE OF MULTIFAMILY HOUSING IN PORTLAND INCREASED 22.5% IN THE LAST YEAR. WHICH PART OF THAT IS DUE TO NEW CONSTRUCTION BUT PART IS DUE TO THE VALUES OF THE CURRENT BUILDINGS, AND ALSO I THINK GOES PRETTY FAR IN EXPLAINING SOME OF THE HOUSING ISSUES WE'RE CURRENTLY HAVING. THE ORANGE LINE SHOWS COMPRESSION.

THE EASIEST WAY TO THINK ABOUT COMPRESSION WITHOUT DIVING INTO A PROPERTY TAX DISCUSSION IS THAT IF COMPRESSION IS 1%, YOU'VE JUST LOST 1% OF YOUR PROPERTY TAX REVENUE. IN 2007-08 THAT NUMBER WAS ABOUT 2.5%. AS THE HOUSING BUST OCCURRED THAT NUMBER INCREASED AND THAT SPIKED AT 7.8%. WE ARE LOSING 7.8% OF OUR PROPERTY TAX REVENUES. THAT HAS COME DOWN FASTER THAN WE HAD ASSUMES, RATHER DRAMATICALLY. IN 2017 WE ACTUALLY ASSUME WE'LL DROP THROUGH 3.8%. THE DROP FROM 7.8% TO 3 HADN'T 8% TRANSLATES INTO ROUGHLY 11.3 MILLION MORE PROPERTY TAX REVENUE THAN WE WOULD HAVE FIT JUST STAYED CONSTANT. THAT'S ONE REASON WE'VE HAD FASTER REVENUE GROWTH WHICH HAS HELPED OUR FINANCIAL PICTURE OVER THE LAST COUPLE OF YEARS. THE TAKE AWAY FROM THIS GRAPH IS IT CAN'T GO MUCH LOWER. THERE'S NOT A LOT MORE ROOM FOR US TO BE SURPRISED, LET'S SAY. WHAT THAT MEANS IS SINCE PROPERTY TAXES ACCOUNT FOR ABOUT TWO THIRDS OF OUR GENERAL FUND REVENUES, WE ARE GOING TO BE LIMITED BY HOW FAST THAT BLUE LINE GROWS, WHICH IS JUST A LITTLE BIT NORTH OF 3% A YEAR.

Commissioner Smith: MADAM CHAIR, I HAVE A QUESTION. THE 3% THAT WE'RE LOSING, ARE WE LOSING IT TO THE LIBRARY DISTRICT OR THE OTHER LEVIES? WHERE IS THAT MONEY GOING INTO THE URBAN RENEWAL?

Mr. Jaspin: THE MONEY THAT WE'RE LOSING DUE TO COMPRESSION ISN'T GOING TO ANYBODY OTHER THAN THE PROPERTY TAX OWNERS. IT'S MONEY THAT WE DON'T COLLECT.

Commissioner Smith: WE'RE JUST NOT COLLECTING THOSE DOLLARS?

Mr. Jaspin: YEAH, RIGHT.

Commissioner Smith: OKAY.

Mr. Jaspin: SO THIS NEXT GRAPH SHOWS OUR ANNUAL BIT REVENUES, YOU'VE SEEN THIS MANY TIMES BEFORE. THE BLUE LINE REPRESENTS OUR ACTUAL COLLECTIONS. HE AND WHEN IT'S DOTTED IS HOW WE'RE MODELING IT. THE RED LINE REFLECTS THE COMPOUND GROWTH RATE FROM A 20-YEAR PERIOD FROM 1994 TO 2014. YOU CAN SEE THAT IT GROWS DRAMATICALLY. SOMETIMES IT HAS GROWN AS MUCH AS 40%. THIS PAST YEAR IT GREW AT 19.5%, WHICH IF I LOOK AT THOSE NUMBERS RIGHT, IS THE THIRD HIGHEST RATE IN THE LAST 20 YEARS OR SO. GOING FORWARD, THE WAY WE ARE MODELING IT IS THAT IT WILL GROW BELOW TREND FOR THE NEXT FIVE OR SIX YEARS. AND WHAT WE'RE REALLY TRYING TO DO IS REPRESENT AN INCREASING PROBABILITY OF A RECESSION. YOU CAN SEE THAT AT THE END OF OUR FORECAST IT IS BELOW THE HISTORICAL TREND. IF THERE IS A RECESSION SOONER WE WILL HAVE OVERESTIMATED THE REVENUES. CONVERSELY, IF THERE IS NOT A RECESSION IN THE NEXT COUPLE YEARS, I WOULD SUSPECT WE HAVE UNDERESTIMATED THE REVENUES. THE REAL QUESTION IS DO WE GET SOMETHING THAT LOOKS LIKE WHAT HAPPENED IN 2007 WITH A VERY BIG BUBBLE MORE LIKE A SPIKE? OR DO WE GET SOMETHING THAT LOOKS LIKE 1996 OR 1997? SO IT IS ENTIRELY POSSIBLE THAT WE WILL BE BACK LATER OR NEXT YEAR SAYING THAT IN THE SHORT TERM OUR BIT REVENUES ARE SLIGHTLY HIGHER GIVEN THE STRENGTH WE SEE IN THE ECONOMY. BUT THAT PROBABLY WON'T CHANGE OUR LONG TERM OUTLOOK. WE INCREASED OUR MOTOR VEHICLE RENTAL TAX ESTIMATES. IT IS LOOSELY CORRELATED WITH CAR RENTALS AT THE AIRPORT.

I'M GOING TO LOOK AT AIRPORT TRAFFIC AT PDX. AND THIS GOES BACK TO 2003. WE WERE ACTUALLY CHASING THE MOTOR VEHICLE RENTAL TAX FOR A WHILE. AS THE LAST FISCAL YEAR ENDED WE THOUGHT WE HAD GOTTEN EVERYTHING CALIBRATED CORRECTLY. PDX TRAFFIC HAD SLOWED TO 2% GROWTH OUR 0% GROWTH. THEN THE SUMMER HIT AND PDX TRAFFIC TOOK OFF AGAIN. IT'S ACTUALLY BEEN PRETTY REMARKABLE WHAT'S HAPPENED OVER THE LAST THREE OR FOUR MONTHS. IN HINDSIGHT WE SHOULD HAVE REALIZED WITH THE LOWER OIL PRICES AIRFARES WOULD DROP AND IT WOULD TAKE A WHILE FOR THE CAPACITY TO MATCH THAT AND FOR TRAVELING TO INCREASE. BUT THAT'S DRIVING OUR MODEST INCREASE IN THE MOTOR VEHICLE RENTAL TAX.

Mr. Jaspin: SO GETTING TO OUR FIVE-YEAR FORECAST, WE ARE GOING TO CONTINUE TO ASSUME SLIGHTLY BETTER THAN AVERAGE GROWTH IN THE PORTLAND AREA. AND WE DO EXPECT PROPERTY VALUE GROWTH TO SLOW. IF IT DOESN'T, IT WILL BE MORE BUBBLY AND CREATING OTHER PROBLEMS FOR US. WE'VE MADE A FEW SIGNIFICANT CHANGES TO THE FORECAST WHICH I'LL WALK THROUGH IN A MINUTE. WE'VE TALKED ABOUT THE PROPERTY TAXES, THE OTHER TWO BIGGIES ARE WHAT WE ARE ASSUMING FOR THE CPI AND OUR REFINED PERS ESTIMATES. AS YOU CAN SEE IN THE TABLE THERE OUR REVENUES ARE GREATER THAN OUR EXPENDITURES FOR 17 AND 18. BUT BY THE TIME YOU GET OUT TO 20-21 OUR EXPENDITURES WILL EXCEED OUR REVENUES BY ABOUT \$4M. THE OTHER WAY TO LOOK AT IT, OUR EXPENDITURES GROW SOMEWHERE BETWEEN FOUR AND \$7 MILLION FASTER THAN OUR REVENUES OVER THE NEXT FIVE YEARS. WHAT THAT TELLS US IS THAT WE DON'T HAVE THE ABILITY TO SUPPORT ANY NEW OR ENHANCED PROGRAMS OVER THE NEXT FIVE YEARS ABSENT NEW REVENUES, REDUCING ANOTHER PROGRAM OR FINDING EFFICIENCIES.

THE FORECAST DOES NOT ASSUME ANY DEBT PAYMENTS OR FOR THAT MATTER ANY INCREASED OR DECREASED OPERATING COSTS ASSOCIATED WITH THE CONSTRUCTION OF THE DOWNTOWN COURTHOUSE OR THE NEW HEALTH DEPARTMENT HEADQUARTERS. IN THAT RESPECT IT'S PROBABLY TOO ROSY IF THE GENERAL FUND HAS TO COVER THIS. I WANTED TO SHOW HOW THE IMPACT IT WOULD IMPACT OUR DEBT FORECAST. I KNOW YOU'LL SEE INFORMATION ON THE COURTHOUSE IN THE UPCOMING WEEKS. THIS ASSUMES WE'LL ISSUE DEBT IN 2018 WITH REPAYMENT STARTING IN 19. WHAT YOU'LL SEE, THE WAY THE TABLE IS LAID OUT BELOW IS THE SURPLUS OR DEFICIT FROM THE PRIOR TABLE WITH THE DEBT SUBTRACTING FROM ANY SURPLUS OR ADD TO GET DEFICIT.

REAL ROUGHLY WE CAN PROBABLY SUPPORT THE DEBT, AND OUR CURRENT PROGRAMS THROUGH 19 AND AFTER THAT THE GAP GROWS TO NEARLY 11.7 MILLION DOLLARS IN 2021. KEEP IN MIND THAT TWO OR 3% OF OUR TOTAL GENERAL FUND, IT'S NOT AS INSURMOUNTABLE AMOUNT. I WOULD BE LESS WORRIED ABOUT THAT GAP. AND THE BIG TAKE-AWAY IS WE DON'T HAVE THE ABILITY TO ADD NEW PROGRAMS AND STILL BE ABLE TO ADDRESS THE DEBT IN THE OUT YEARS. SINCE THIS IS A FORECAST FOR FIVE YEARS HERE'S ALL THE NUMBERS BEHIND THE REVENUE ESTIMATES FOR YOUR REFERENCE.

Commissioner Smith: MIKE, CAN WE GO BACK FOR A SECOND?

Mr. Jaspin: YES.

Commissioner Smith: IF THE FORECAST IS TAKING WE DON'T HAVE THE SURPLUS OR GENERAL FUND MONEY TO PAY IT FOR, WHERE DO WE GET THIS \$11 MILLION FROM? ARE WE GOING HAVE TO CUT PROGRAMS?

Mr. Jaspin: WE CAN EITHER FIND REVENUES, REALLOCATE EXISTING RESOURCES, HOPE WE CAN BECOME MORE EFFICIENT IN HOW WE DO THINGS ALTHOUGH WE'VE WORKED AT THAT FOR A VERY LONG TIME.

Commissioner Smith: WE'RE GOING HAVE TO CUT PROGRAMS.

Mr. Jaspin: THAT IS A DISTINCT POSSIBILITY.

Commissioner Smith: IN ALL THE AREAS FROM 19, 20 AND 21 IN RED, WE WILL HAVE TO CUT THE BUDGET? IF EVERYTHING YOU SAY IS TRUE, AND YOU'RE PRETTY ACCURATE --

Mr. Jaspin: WE WOULD ACTUALLY MAKE TO IT 2020. IN YEAR FOUR IS WHEN YOU'D HAVE TO START MAKING THE REDUCTIONS.

Commissioner Smith: BUT EVEN AT 2020 THAT'S \$6 MILLION.

Mr. Jaspin: YEAH.

Commissioner Smith: AND THEN THE NEXT YEAR, WHAT WE VOTE ON TODAY IS GOING TO IMPACT FUTURE COMMISSIONS AND THEIR ABILITY TO PAY FOR ADDITIONAL PROJECTS.

Mr. Jaspin: YES.

Commissioner Smith: OKAY.

Chair Kafoury: VERY GOOD POINT, COMMISSIONER. AND ALSO TO KNOW IF WE WERE TO MAKE CHANGES IN 2019, SO SAY WE HAD TO MAKE SOME CUTS, FIND NEW REVENUE OR FIND EFFICIENCIES BECAUSE WE WILL HAVE TO BALANCE THE BUDGET FOR 2020, THEN THE NUMBER FOR 2021, THE DEBT WOULD NOT BE \$11 MILLION. SO WE'LL HAVE TO ADDRESS THIS ISSUE LONG BEFORE WE GET TO 2021.

Mr. Jaspin: AND THE ONE THING TO KEEP IN MIND, WE STILL ONLY ARE TALKING 2 - 3%. SO IT'S NOT INSURMOUNTABLE. WE'VE BUILT IN OUR PERS ASSUMES.

Commissioner Smith: THAT'S WHAT I WAS GOING TO ASK YOU, TOO. WHAT ABOUT PERS?

Mr. Jaspin: THEY ARE AND I WILL TALK ABOUT PERS IN MORE DETAIL IN A LITTLE BIT.

Commissioner Smith: OKAY.

Mr. Jaspin: SO I WANTED TO TRY TO PREEMPTIVELY ANSWER A QUESTION THAT IS VERY LOGICAL. WHY IS THERE AN OPERATING SURPLUS FOR OUR FISCAL YEAR 2017. AND THE SHORT ANSWER IS THERE WAS SUPPOSED TO BE ABOUT \$12.5 MILLION OF THAT SURPLUS IS FUNDS FROM THE CURRENT FISCAL YEAR THAT WE TREATED AS ONE TIME ONLY, REASONABLE STARTING NEW PROGRAMS WE CAN'T AFFORD OVER THE LONG TERM. THAT SHOWS US UP A SO CALLED "SURPLUS" FOR NEXT YEAR. THE OTHER COUPLE OF CHANGES IS REFINING OUR PERS ESTIMATES, ABOUT \$3.6 MILLION. INTERESTINGLY, THAT IS LARGELY OFFSET FOR THE UPCOMING YEAR BY A LOWER CPI ENHANCED COST-OF-LIVING ADJUSTMENT. WE ARE ASSUMING IT WILL BE 1.6%. THE DATA ACTUALLY SUGGESTS IT MAY BE SUBSTANTIALLY LOWER THAN THAT AND WE WOULD HIT THE FLOOR OF OUR CONTRACTS. BUT RIGHT NOW WE'RE ASSUMING 1.6%. AND THE OTHER ONE WE'VE TALKED ABOUT IS PROPERTY TAXES. MOST OF THAT IS DUE TO COMPRESSION BUT WE HAD HIGHER ASSESSED VALUE THAN ASSUMED AND A LOWER DELINQUENCY RATE. EVERYTHING THAT COULD WOULD GO RIGHT ON THE PROPERTY TAXES DID.

I'D LIKE TO QUICKLY WALK THROUGH SOME OF THE COST DRIVERS AND ASSUMPTIONS FOR THE UPCOMING YEAR. LABOR COSTS MAKE UP THE MAJORITY OF OUR EXPENSES. WE ARE ASSUMING OUR LABOR COSTS WILL GROW AT 4.97% OR 5% IN NICE ROUND NUMBERS. PREVIOUSLY WE WERE ASSUMING IT WOULD BE ABOUT 4.11% MADE UP OF THE COLA, STEPS EN MERIT. MEDICAL-DENTAL GOING UP 6%, OUR FIRST INCREASE IN FIVE YEARS. WE HAD BEEN ASSUMING IT WOULD GO ABOUT 5%. PRETTY MUCH IN LINE WITH EXPECTATIONS. PERS WE'LL BE BUMPING UP BY 2% OF PAYROLL AND I'LL TALK ABOUT THAT MORE IN THE NEXT SLIDE THAT. TRANSLATES FOR INTERNAL SERVICES, WE EXPECT THEM TO GO UP ABOUT 3.7%, LARGELY DRIVEN BY NURSE NECESSARILY COSTS. JUST A FEW RULES OF THUMB HERE. A 1% INCREASE TO THE GENERAL FUND IS ABOUT \$2.6 MILLION. AN INCREASE IN THE MEDICAL-DENTAL RATE IS ABOUT \$2.2 MILLION. THE GENERAL FUND MAINTAINS A CONTINGENCY OF \$1.2 MILLION AND THE CORPORATE REVENUE RESERVE, AS WELL AS THE BIT RESERVE, ANOTHER \$7.5 MILLION. SO THIS IS EVERYTHING YOU WANTED TO KNOW ABOUT PERS IN ONE SLIDE. I APOLOGIZE FOR IT BEING A BIT DENSE HERE.

Mr. Jaspin: WE RECENTLY RECEIVED OUR ADVISORY VALUATION FOR DECEMBER 31ST, 2014. THESE THINGS RUN QUITE FAR BEHIND CURRENT TIMES. ESSENTIALLY THERE IS A VERY LARGE INCREASE IN OURS AND THE UNFUNDED ACTUARIAL LIABILITY. MOST OF THIS YOU ALREADY KNEW ABOUT AND WE DID A BRIEFING BACK IN JUNE ABOUT THE INCREASE. SO I JUST WANT TO BRIEFLY EXPLAIN THE INCREASE. I KNOW THERE'S BEEN A COUPLE OF NEWSPAPER ARTICLES RECENTLY. THE LARGEST ONE IS WHEN THE OREGON SUPREME COURT MADE A JUDGMENT IN THE MORROW CASE, WHICH ESSENTIALLY REDUCED THE COLA ADJUSTMENT, THE LEGISLATURE HAD PASSED THAT OUGHT THE 2 WITHIN TWINE BILLION TO THE LIABILITY

SYSTEMWIDE. THE TWO BIG ACTIONS THE PERS BOARD HAS TAKEN SINCE THAT TIME ARE TO REDUCE THE EARNINGS RATE TO 7.5%, LARGELY EXPECTED AND IT MAY EVEN GO FURTHER THAN THAT. THE OTHER CHANGE WAS TO UPDATE MORTALITY ASSUMPTIONS. IN SOME RESPECTS THIS IS GOOD NEWS THAT PEOPLE ARE LIVING LONGER, BUT IT ALSO MEANS WE HAVE TO COVER RETIREMENT COSTS LONGER.

YOU CAN SEE THAT THOSE TWO BIG ADJUSTMENTS AREN'T QUITE AS LARGE AS THE EXPECTED MORO DECISION BUT ARE IN THE SAME ORDER OF MAGNITUDE. I DO WANT TO EMPHASIZE THAT THE ADVISORY VALUATION DOES NOT INCLUDE ANY IMPACT OF LOWER THAN ASSUMED EARNINGS IN THE CURRENT YEARS. LAST TIME I CHECKED THE PERS EARNING WAS A LITTLE NORTH OF 3%. SO THEY ARE OFFICIALLY ASSUMING 7.5%. THAT WILL BE LARGER UNTIL WE HAVE A REALLY GOOD A DECEMBER IN THE STOCK MARKET. A COUPLE OF IMPLICATIONS: THE SYSTEM WIDE FUNDING STATUS DROPS IF YOU EXCLUDE SIDE ACCOUNTS. THE WEIGHTED SYSTEM INCREASE IS ABOUT 8.8% OF PAYROLL, IF YOU JUST TOOK IT IN ONE BIG CHUNK. BUT THE PERS SYSTEM IMPLEMENTS A COLLARING SO YOU DON'T HAVE TO PAY FOR IT ALL AT ONCE. YOU STILL HAVE TO PAY FOR IT, YOU JUST SPREAD IT OUT OVER TIME. THAT'S ABOUT 3.25% OF PAYROLL. I THINK IT'S HELPFUL TO GET VERY TANGIBLE NUMBERS. FOR THAT OUR UNFUNDED LIABILITY INCREASED FROM \$89 MILLION TO ALMOST \$389 MILLION. YES, THAT'S ABOUT THE COST OF THE COURTHOUSE, GIVE OR TAKE.

SO WE'VE BEEN PLANNING FOR THIS INCREASE AND THE FORECAST HAS A NUMBER OF ASSUMPTIONS AROUND IT. SO FOR 2017 WE ARE GOING TO PREEMPTIVELY START RAISING THE RATES BY ABOUT 2% FOR PAYROLL, SMOOTHING INCREASES SO WE DON'T HAVE A BIG JUMP NEXT YEAR. ALSO RESOURCES TO SET UP A SIDE ACCOUNT WHICH HOPEFULLY REDUCE THE LONG TERM COSTS TO US. WE WILL HAVE STEADY INCREASES TO THE FIVE-YEAR FORECAST. ACTUALLY IT'LL INCREASE WELL BEYOND THAT, AS WELL. THAT INCREASE WILL BE SOMEWHERE BETWEEN .5% AND 1.25% EACH YEAR FOR THE FORESEEABLE FUTURE.

SO FOR YOUR REFERENCE, HERE THE NEXT COUPLE PAGES HAS A LIST OF ALL THE PROGRAMS WE FUNDED ON A ONE-TIME-ONLY BASIS IN THE CURRENT YEAR, THAT WE ARE ASSUMING WILL NOT CONTINUE IN FY17. THIS SHOULD BE FAMILIAR FOR MOST OF US. AND THE BULK OF THE ONE-TIME-ONLY IS ACTUALLY EMBEDDED IN OUR CAPITAL PROJECTS SUCH AS THE \$28 MILLION FOR THE COURTHOUSE OR SOME OF THE EFFICIENCY PROJECTS THAT WE UNDERTOOK SUCH AS THE \$1.5 MILLION FOR JAIL WATER EFFICIENCY CAN. I WANTED TO LOOP BACK QUICKLY FOR OUR ONE TIME ONLY WE'LL HAVE THIS YEAR OR NEXT YEAR AS THE BOARD DECIDES TO USE THEM. IF WE START WITH ROUGHLY 80 MILLION IN THE MIX, ABOUT \$15 MILLION MORE THAN WE WOULD HAVE ASSUMED. THE VAST MAJORITY IS DUE TO DEPARTMENTAL UNDERSPENDING. WE ASSUME DEPARTMENTS FULLY SPEND THEIR FUNDS.

YOU TAKE THAT AMOUNT AND MAINTAIN OUR RESERVES FOR HIGHER REVENUE LEFTS AND ALSO ADD THE \$1.3 MILLION FOR THE RESERVE AND THAT GETS YOU TO \$17.8 MILLION. BY BOARD POLICY WE DEVOTE HALF OF THAT TO FACILITIES CAPITAL AND THE REMAINING \$8.9 MILLION TO BE ALLOCATED. KEEP IN MIND, IF THE BOARD DOES NOT START ANY NEW PROGRAMS WE WILL ALSO HAVE AN ADDITIONAL \$16.4 MILLION OF ONE-TIME-ONLY MONEY BY TRADING THAT ONGOING. YOU ADD THAT AND THE GET TO \$34.2 MILLION OF ONE-TIME-ONLY FUND FOR FY17.

Mr. Jaspin: JUST FOR YOUR REFERENCE I'VE INCLUDED AN UPDATE TO OUR GENERAL FUND CONTINGENCY. I'M NOT GOING TO WALK THROUGH THIS. JUST TO SAY THAT WE HAVE AN UNALLOCATED CONTINGENCY AMOUNT OF ABOUT \$1.6 MILLION. THE FORECAST ASSUMES THIS WILL BE FULLY SPENT IN THE CURRENT FISCAL YEAR. IT'LL JUST ROLL OVER INTO THE FOLLOWING YEAR, IF IT'S NOT.

WE NORMALLY HAVE RISKS THAT ARE LARGELY UNCHANGED. I FIND IT INTERESTING TO SEE WHAT WE HIGHLIGHTED AND WHAT HAPPENED. KEEP IN MIND SOME OF THESE UNCERTAINTIES AND RISKS ARE RISKS TO THE UP SIDE, NOT ALWAYS TO THE DOWN SIDE. A GOOD EXAMPLE OF THAT IS INFLATION. IF IT'S LOWER THAN WE ASSUMED OUR COST INCREASE WILL BE LESS THAN ANTICIPATED. THE POINT I WANT TO DRAW OUT FROM MY PERSPECTIVE, THE BIGGEST CONCERN IS CONFLUENT RISKS. IN OTHER WORDS, TRYING TO DEAL WITH PERS, CAPITAL PROJECTS, A RECESSION AND ANY IMPACTS THAT WOULD HAVE ON OUR INVESTMENT EARNINGS. AT THE SAME TIME, IT IS VERY DIFFICULT FOR US TO DEAL WITH. IF WE TACKLE THEM ONE-BY-ONE, WILL HELP US PLAN FOR IT, WHILE STILL BEING ABLE TO PROVIDE SERVICES.

TO QUICKLY SUMMARIZE I THINK THE FORECAST IS SUNNIER IN THE SHORT-TERM AND A LITTLE CLOUDIER IN THE LONG TERM. OUR CURRENT YEAR REVENUES ARE UP \$4.3 MILLION. WE STILL HAVE TWO MORE FORECASTS SO THAT NUMBER COULD GO UP OR DOWN. YOU HAVE A GENERAL FUND CONTINGENCY BALANCE OF \$1.6 MILLION STILL AVAILABLE. FOR FY17 OUR REVENUES EXCEED OR EXPENDITURES. BY THE END OF THE FIVE-YEAR FORECAST THERE'S A \$4.1 MILLION SHORTFALL. THE KEY TAKE-AWAY HERE IS WE CAN NOT SUPPORT ANY ONGOING LONG TERM PROGRAMS OR THE ALLOCATION OF EXISTING RESOURCES. YOU HAVE \$17.8 MILLION OF ONE-TIME-ONLY GENERAL FUND RESOURCES FOR FY17, AND THAT NUMBER JUMPS UP TO 34.2 IF YOU TREAT THE SURPLUS AS ONE TIME ONLY. THE MAJOR RISKS ARE MOSTLY YOU ARE WELL AWARE OF JUST DEALING WITH PERS, THE TIMING OF THE NEXT RECESSION AND ADDRESSING OUR LARGE CAPITAL NEEDS/PROJECTS. IF THERE ARE ANY QUESTIONS I'D BE MORE THAN HAPPY TO TAKE A STAB AT THEM.

Chair Kafoury: QUESTIONS FOR MIKE? NO QUESTIONS? THANK YOU VERY MUCH FOR THIS PRESENTATION, MIKE. I THINK IT'S HEARTENING TO SEE THAT WE ARE

ON SOLID FINANCIAL FOOTING AT LEAST FOR THE SHORT-TERM. SEVERAL YEARS AGO TO PUT THIS INTO PERSPECTIVE, WE WOULD HAVE BEEN OVERJOYED TO SEE NUMBERS LIKE THIS APPEAR BEFORE US. IT'S GOOD TIMING, WE'RE JUST ENTERING THE BUDGE DISCUSSIONS FOR THEM. YEAR AND WE HAVE A CLEAR DISCUSSION YOU'VE OUTLINED FOR US. SO THANK YOU. ALL RIGHT. WELL, WE HAVE OUR NEXT BRIEFING, IF YOU FOLKS WANT TO COME ON UP. WE HAVE A DISCUSSION ON COUNTYWIDE GRANT DEVELOPMENT EFFORTS, OVERVIEW OF OUR CURRENT STATUS AND PLANNED ACTIVITIES WITH A WHOLE HOST OF MULTNOMAH COUNTY STAFF TO APPEAR BEFORE US.

B.2 Board Briefing on Countywide Grant Development Efforts – Overview of Current Status and Planned Activities. Presenters: Sheri Campbell, Senior Grants Coordinator; Eric Arellano, Deputy CFO; Joyce Resare, Business Manager (DCJ); Joanna Valencia, Program Manager (DCS); Jana Hill, Grant Coordinator (DCHS); Marc Harris, Health Services Administrator (MCHD); Linda Yankee, Chief Deputy (MCSO); and, Allen Vogt, Finance Manager.

Ms. Campbell: GOOD MORNING. I'M SHERI CAMPBELL WITH THE OFFICE OF GOVERNMENT RELATIONS AND I'M YOUR SENIOR GRANTS CORD NARRATOR FOR THE COUNTY. AS THE CHAIR MENTIONED, WE HAVE A BIG CONSORTIA OF PEOPLE FROM ACROSS THE COUNTY HERE TODAY. TO MY RIGHT IS JANA HILL, THE GRANT COORDINATOR DCHS. AND WE HAVE ALLEN VOGT FROM THE D.A.'S OFFICE. JOYCE IS THERE FROM DCJ. AND WE'RE GOING TO BE SWITCHING OUT AND ADDING JOANNA VALENCIA FROM DCS, AND MARC HARRIS, SORRY, FROM THE HEALTH DEPARTMENT. UNFORTUNATELY, LINDA YANKEE WON'T BE ABLE TO JOIN US TODAY, SHE'S ON MEDICAL LEAVE, BUT WE DO HAVE WANDA YANTIS AND MICHELLE FROM THE SHERIFF'S OFFICE IN CASE ANY QUESTIONS COME UP IN RELATION TO THEIR WORK. THIS IS A DIRECT FOLLOW-UP FROM THE BRIEFING I DID LAST YEAR WITH YOU WHICH INVOLVED FOUR OF THE DEPARTMENTS. I'M THRILLED TO SEE WE HAVE EVERYBODY FROM THE COUNTY INVOLVED IN TRYING TO FIGURE OUT HOW TO COORDINATE GRANTS HE AND BE MORE EFFECTIVE IN FILLING IN THE SHORTFALL YOU JUST HEARD ABOUT A FEW MINUTES AGO. I'M SORRY MANY AND THE TWO FOCUS NOT REPRESENTED HERE TODAY ARE THE LIBRARY. AS YOU KNOW THEY HAVE THEIR OWN UNIQUE FUNDING STREAM. I AM COORDINATING WITH THEM AND WE'RE TRYING TO LOCATE WAYS TO COORDINATE TOGETHER BUT THEY ARE NOT A PART OF THIS BRIEFING.

Ms. Campbell: THE OTHER ONE THAT'S NOT HERE EXCEPT FOR MYSELF IS NONDEPARTMENTAL. AND WE'RE INVOLVING THEM BUT ON THE OTHER HAND THEY DON'T REALLY HAVE SOMEBODY TO JOIN EXCEPT FOR MYSELF. OUR AGENDA FOR TODAY, LOOKING AT LAST YEAR WE HAD SOME RECOMMENDATIONS, KIND OF PICK UP WHERE WE LEFT OFF LAST YEAR. AND THEN LOOK AT THE ADVANCES WE'VE MADE THIS YEAR IN THE LAST 12 MONTHS AROUND COORDINATING ACROSS DEPARTMENTS AND LOOKING AT HOW WE'RE KIND OF TRYING TO REORGANIZE OURSELVES AND OUR

CONVERSATIONS TO BE MORE EFFECTIVE AND EFFICIENT. A QUICK LOOK AT OUR FISCAL YEAR 15 GRANT ACTIVITY WHAT WE SUBMITTED, WHAT WE RECEIVED. AND THEN LOOKING AT AS BEST WE CAN OUR PLANNED ACTIVITIES FOR THE UPCOMING YEAR. THIS IS IN DIRECT RESPONSE TO A QUESTION FROM YOUR STAFF AROUND, AS WE WERE LOOKING AT CHANGING THE NOI PROCESS, AND TRYING TO KIND OF GET IN FRONT OF THAT. YOU'RE NOT HEARING ABOUT A GRANT AFTER IT'S BEEN SUBMITTED OR THE DAY BEFORE BUT KIND OF TRYING TO SEE HOW WE'RE TRYING TO BE PLANFUL AND MORE EFFECTIVE IN OUR PLANNING. WE'RE STILL WORKING ON THAT, WE'RE CERTAINLY NOT THERE YET.

TODAY'S BRIEFING IS OUR FIRST SHOT AT TRYING TO BE A LITTLE MORE INFORMATIVE FOR YOU IN TERMS OF WHERE WE'RE GOING. SO LAST YEAR WHEN I WAS HERE IN OCTOBER I HAD JUST STARTED WORKING WITH THE DEPARTMENTS, AND IT CAME OUT WITH THESE RECOMMENDATIONS IN TERMS OF KIND OF THE WORK PLAN, IF YOU WILL, FOR THE UPCOMING YEAR. THE FIRST WAS TO CREATE A STANDING CROSS-DEPARTMENT AT ALL GRANT COMMITTEE. AND WE HAVE OUR CHECKMARK THERE. WE'RE GOING TO TALK A LITTLE MORE ABOUT THAT. THAT IS THE FOUNDATION OF ALL THE OTHER WORK AND FRANKLY THE FACT THAT WE DON'T HAVE MORE CHECKMARKS UP THERE, IS BECAUSE WHAT I'VE DISCOVERED IS THIS IS MUCH MORE COORDINATING ACROSS THE DEPARTMENTS AND OFFICERS. IT'S EXHILARATING, EXACTLY WHAT WE NEED TO DO AND IT'S COMPLICATED. THAT IS OUR CROSS-DEPARTMENT AT ALL DEPARTMENTALS FOR THE WORK WE'RE DOING GOING FORWARD.

WE ARE WORKING ON TRACKING AND BEING ABLE TO PROVIDE BETTER TRACKING AND REPORTING TO YOU AND TO ALL THE DEPARTMENTS ABOUT HOW WE'RE DOING WITH THIS. WE'RE ALSO INCREASING ACCESS TO GRANT WRITING RESOURCES. THAT DOESN'T NECESSARILY MEAN A GRANT WRITER IN EVERY DEPARTMENT BUT WE'RE LEARNING TO COORDINATE AND INCREASE CAPACITY IN A VARIETY OF WAYS. WE'RE ALSO REALLY STARTING TO TALK ABOUT HOW DIFFICULT GRANT WRITING IS, AND HOW WE CAN MAKE IT EASIER AND THAT'S WHAT I'M CALLING GRANT LITERACY. WE'RE INCREASING THAT. FINAL WHEN WE'VE REALLY FIGURED OUT WHAT THIS LOOKS LIKE OUR PLAN CONTINUES TO BE TO DEVELOP A DASHBOARD NEXT TO OUR METRICS WHICH I'D BE ABLE TO SHARE ON AN I DON'T KNOW GOING BASIS.

Commissioner McKeel: I HAVE A QUESTION. I THINK THE CROSS-DEPARTMENTAL IS A GREAT IDEA. HAVE YOU ACTUALLY MET YET?

YES, WE HAVE. WE'RE GOING TALK MORE ABOUT THAT IN A BIT, BECAUSE IT IS THE FOUNDATION. WE'RE GOING TO HAVE JANA AND ALLEN SPEAK TO SOME OF THE SUCCESSES WE'VE HAD BEYOND JUST SUBMITTING GRANTS BUT SOME OF THE VERY WORK YOU WERE REFERRING TO IN TERMS OF WHAT WE'VE ACCOMPLISHED TOGETHER.

Mr. Vogt: THANK YOU. I'M ALLEN VOGT FROM THE DISTRICT ATTORNEY'S OFFICE. IF YOU WERE PRESENT AT THIS UPDATE LAST YEAR YOU WOULD HAVE SEEN THE DISTRICT ATTORNEYS OFFICE IN THE AUDIENCE. WE WEREN'T A PART OF THIS GROUP A YEAR AGO BUT CAME TO THIS BRIEFING BECAUSE WE REALLY WANTED TO IMPROVE OUR ABILITY TO PURSUE GRANTS AND SAW THIS GROUP AS A POTENTIAL WAY FOR US TO COLLABORATE WITH SOME OF THE OTHER DEPARTMENTS. AND SO WE WERE REALLY EXCITED TO COME A YEAR AGO AND HAPPY TO REPORT THAT WE HAVE SINCE JOINED THIS GROUP AND HAVE FOUND QUITE A LOT OF VALUE IN PARTICIPATING WITH OUR COLLEAGUES ACROSS THE DEPARTMENTS. SPEAKING FOR THE DISTRICT ATTORNEY'S OFFICE WE'RE ONE OF THE SMALLER DEPARTMENTS. IT'S VERY DIFFICULT FOR US TO HAVE DEDICATED GRANT STAFF. SO TO BE ABLE TO PARTICIPATE WITH SOME OF OUR LARGER DEPARTMENTS OR OTHER FOLKS THAT HAVE REALLY THAT INGRAINED EXPERTISE WITHIN THEIR GROUPS, IT'S BEEN A BIG BENEFIT FOR US TO SEE HOW OTHER FOLKS ARE DOING IT, TO SHARE OUR IDEAS WITH THEM.

WE'RE VERY PLEASED TO BE A PART OF THIS GROUP AND LOOK FORWARD TO PARTICIPATING AS IT GOES FORWARD. SO WHEN THE FIRST BULLET HEARSAY EVERY DEPARTMENT IS REPRESENTED, THAT SHOWS THE INCREASING SIEFS OUR GROUP. THE SCOPE IS ALSO INCREASED. ONE OF THE THINGS THAT HAS HAPPENED OVER THE PAST YEAR IS THIS ESTABLISHMENT OF COUNTYWIDE STRUCTURE AND COMMITMENT TO ALIGN OURSELVES TOGETHER. THAT'S NOT TO SAY WE HAVEN'T WORKED TOGETHER IN THE PAST. A LOT OF OUR FISCAL FOLKS FROM ACROSS DEPARTMENTS OFTEN WORK TOGETHER AROUND BUDGET TIME, AROUND AUDITS. BUT THIS HAS BEEN A TIME WHERE WE'VE EXPANDED THAT FISCAL COMMUNITY TO INCLUDE SOME PROGRAM FOLKS. AND THEN ALSO TO FOCUS IN ON THIS AREA OF GRANTS, WHICH AS YOU'LL SEE THROUGHOUT THIS PRESENTATION IS PRETTY COMPLICATED. THERE'S LOTS OF PEOPLE INVOLVED, LOTS OF MOVING PIECES. SO THAT EXPANSION IN NOT JUST THE NUMBER OF PLAYERS BUT IN THE SCOPE OF THE FOLKS WHO ARE AT THE TABLE HAS ALSO BEEN SOMETHING THAT'S HAPPENED OVER THE PAST YEAR. THE ONLY OTHER COMMENT I WOULD MAKE, AGAIN, THIS WORK HAS REALLY BEEN COMPLEMENTARY TO SOME OTHER WORK THAT'S GOING ON. IN THE PUBLIC SAFETY WORLD, WE COLLABORATE ON GRANTS CURRENTLY. THERE'S BEEN A LOT OF WORK OVER THE PAST YEAR ON THE SAFETY AND JUSTICE CHALLENGE AND JUSTICE REINVESTMENT. AND THIS TYPE OF WORK WITH THIS GRANT GROUP HAS REALLY EXPANDED THAT ROLE AND HELPED US TO FORM GOOD RELATIONSHIPS AND COLLABORATE WITH ONE ANOTHER. WE'RE REALLY PLEASED TO BE A PART OF THE GROUP.

Ms. Hill: GOOD MORNING, AGAIN, MY NAME IS JANA HILL FROM DCHS. I'M FAIRLY NEW STILL. JUST TO BUILD OFF OF WHAT ALLEN WAS TALKING ABOUT. WITHIN OUR SYSTEM, ONE IMPORTANT THING TO ALSO TALK ABOUT IS WITHIN THIS COLLABORATIVE GROUP WE TALK ABOUT SHARED DEFINITIONS AND GRANTS

KEEP COMING UP AND BUBBLING UP ACROSS OR GROUP. WE'VE DEVELOPED SHARED DEFINITIONS THAT HAVE REALLY HELPED US COME TOGETHER AND MAKE SURE WE'RE TALKING ABOUT APPLES TO APPLES IN A GRANT ECOSYSTEM WE'LL TALK ABOUT A LITTLE BIT LATER.

DURING OUR DISCUSSIONS AS COUNTYWIDE GROUP, WE SATURDAY IN TWO AREAS. THE PROGRAM SIDE HE AND THE FISCAL ADMINISTRATIVE SIDE. WE REALIZED THERE WAS SOME CONNECTIVITY BETWEEN THOSE. WE'VE DEVELOPED TWO WORK GROUPS UNDERNEATH OUR COUNTYWIDE AND ONE IS FOCUSED ON PROGRAMMING AND THE OTHER ALSO WAS ESTABLISHED THIS FISCAL YEAR. TO TRANSLATE THIS INTO NUMBERS, WHAT WE CAN SAY IS OVER THE PAST FISCAL YEAR THAT AT LEAST WE'VE SECURED COLLECTIVELY AS ALL OF THE DEPARTMENTS REPRESENTED AND OFFICES, JUST UNDER \$30 MILLION TO EXPAND EXISTING PRIORITIZED SERVICES AND REALLY SERVE MULTNOMAH COUNTY COMMUNITY.

Ms. Campbell: SO I WANTED TO TAKE A COUPLE MORE MINUTES TO TALK ABOUT THE WORK GROUPS THAT WE'VE BEEN. I'VE BEEN WORKING WITH ERIC ARELLANO TO HELP THINK ABOUT THIS ACROSS THE COUNTY. HE WASN'T ABLE TO BE WITH US TODAY BUT IS A PART OF OUR WORK GROUP. THE PURPOSE OF IT IS REALLY JUST TO MAINTAIN AN EXPAND GRANT RESOURCES TO SUPPORT THE COUNTY'S MISSION. AND WE'RE IDENTIFYING AND OUTLINING OUT-SECTOR PRACTICES ACROSS DEPARTMENTS AND OFFICERS TO THE END OF INCREASING EFFECTIVENESS AND TRACKING AND MONITORING. SO TO DO THIS, WE'VE GOT AS JANA MENTIONED TWO WORK GROUPS. THE FRONT END, THE PROGRAM FOLKS, IT'S THE BELLS AND WHISTLES IF YOU WILL TO GRANTS THAT YOU HEAR ABOUT, THEY ARE THE FOLKS THAT ARE PRESENTING NOIS TO YOU ON A REGULAR BASIS. THE FIRST KIND OF PIECE OF WORK THAT WE'RE WORKING AND OUR PRIORITY IS TO IDENTIFY EFFICIENCIES AND SHARE BEST PRACTICES ACROSS THE DEPARTMENTS. AS YOU MAY KNOW, THE HEALTH DEPARTMENT HAS A ROBUST GRANT TEAM, VERY EFFECTIVE.

Ms. Campbell: OF THE \$30 MILLION WE MADE LAST YEAR AT THE COUNTY THE VAST MAJORITY OF THAT WAS RAISED BY THE HEALTH DEPARTMENT. THERE ARE A LOT OF EARNINGS THEY HAVE THAT THEY ARE ABLE TO SHARE ACROSS DEPARTMENTS. I'M TRYING TO BRING SOME OF MY EXPERTISE AND NOW WE HAVE JANA ON THE TEAM. WE'RE TRYING TO BUILD OUT SOME DIFFERENT PERSPECTIVES AND WAYS TO WORK TOGETHER. ALLEN WAS MENTIONING SUPPORTING OFFICES THAT DON'T HAVE THAT LEVEL OF SUPPORT. WE'VE SPOKEN A BIT ABOUT CROSS-DEPARTMENTAL COLLABORATION. ONE OF THE THINGS YOU KNOW AND WE TALK ABOUT ON A REGULAR BASIS IS WE'RE ALL WORKING WITH THE EXACT SAME FOLKS. THEY HAVE A LOT OF NEEDS AND THEY DON'T FIT IN SILOS. I THINK WE CAN USE GRANTS TO REALLY EXPLORE NEW AND DIFFERENT WAYS WE CAN WORK ACROSS THOSE SILOS AND SECURE FUNDS TO WORK ON THAT. AND ONE OF THE OTHER THINGS THAT WE'VE BEEN TALKING ABOUT, AND WE'RE PUTTING ON OUR WORK PLAN, I'M

NOT SURE WE'RE GOING TO FINISH IT THIS YEAR, IS REALLY THAT WE ARE WORKING WITH A LOT OF SAME COMMUNITY PARTNERS. WE ARE CONTRACTING WITH A LOT OF THE SAME COMMUNITY PARTNERS. A LOT OF TIMES WE DON'T EVEN KNOW THAT'S HAPPENING ACROSS DEPARTMENTS. IF WE CAN BETTER ALIGN THOSE COMMUNICATIONS AND EXPECTATIONS WE CAN BE MORE EFFECTIVE AND EFFICIENT WITH THE WAY WE WORK. AND A LOT OF THOSE ARE HAPPENING THROUGH GRANTS AND SO WE'RE ADDING THAT TO OUR CONVERSATION.

AND THEN FINALLY, ONE OF THE THINGS WE ARE STILL NOT GOOD AT IS REALLY, REALLY UNDERSTANDING AND TRACKING OUR CROSS-DEPARTMENTAL AND COMMUNITY PARTNER COLLABORATIONS. WE DON'T HAVE THE SYSTEMS OR EVEN LANGUAGE AT THIS APPROPRIATE TO BE ABLE TO QUANTIFY AND REPORT THOSE OUT. WE'RE CONTINUING TO WORK ON IT BUT IT'S STILL A PRETTY RUDIMENTARY SYSTEM. SECONDARILY WE HAVE A SECOND WORK GROUP, AND THIS IS THE FISCAL ADMINISTRATION -- ADMINISTRATIVE WORK GROUP F. THIS IS THE BACK END THESE RIGHT FISCAL FOLKS DOING THE TRACKING AND THEY ARE DOING LOT OF THE REPORTING. AND THEY ARE ALSO KIND OF COUNTING AND MEASURING THE MONEY. AND THIS IS A GROUP WE HAVEN'T HAD AS MANY CONVERSATIONS YET, IT KIND OF GOT LOST IN THE AUDIT SEASON AND WE WILL BE LAUNCHING IT FULL FORCE EN JANUARY, WITH THE PRIMARY GOAL OF USING IT AS A VENUE TO DISCUSS COUNTYWIDE FISCAL ISSUES. AS ALLEN SAID THOSE CONVERSATIONS ARE HAPPENING CURRENTLY BUT NOT AT A BROAD LEVEL OF BEING ABLE TO SHARE AND REALLY LOOK AT BEST PRACTICES AND HOW WE CAN LINE CONVERSATIONS AND DEFINITIONS UP.

WE'RE ALSO LOOKING TO ALIGN GRANT MANAGE AND TRACKING ACROSS DEPARTMENTS. NO SURPRISE A LOT OF THE DEPARTMENTS HAVE DIFFERENT SYSTEMS. WE PHONED OUT EVERY TIME WE TRY AND HAVE A CONVERSATION ONE WORD DOESN'T MEAN THE SAME THING IN ANOTHER DEPARTMENT. WE'RE TRYING TO CUE THOSE UP TO FIND EFFICIENCIES THAT WAY. AND WORKING WITH THE COUNTYWIDE GRANT POLICY SO WE DON'T HAVE TO KEEP TALKING ABOUT DEFINITIONS. THIS WORK WILL BE ONGOING AND WE'LL BE WORKING TOGETHER. ALL RIGHT. SO AT THIS POINT I AM GOING TO PASS THE COMPUTER OFF TO MARC HARRIS. WE'RE GOING WALK YOU THROUGH THE GRANT ECOSYSTEM WHICH I PRESENTED LAST YEAR, IT WAS THE FIRST TIME, I DON'T THINK ANYBODY'S EVER TALKED ABOUT A GRANT ECOSYSTEM. BUT IT'S MADE A BIG DIFFERENCE IN TERMS OF HOW WE TALK TO EACH OTHER AND HOW WE UNDERSTAND HOW WE'RE ALL LINKED TOGETHER.

Ms. Resare: WHILE WE'RE CHANGING CHAIRS I'LL KIND OF START ON THE GRANT ECOSYSTEM. I'M JOYCE RESARE WITH THE DEPARTMENT OF COMMUNITY JUSTICE. LAST YEAR WE HAD A VERSION OF THE GRANT ECOSYSTEM AND THIS IS KIND OF A MORE EXPANDED VERSION. AND WHAT THIS HELPS US TO DO IS WHEN WE'RE CONSIDERING GRANT OPPORTUNITIES, IT HELPS US TO LOOK AT

IT IN A BROADER SYSTEM RATHER THAN IN THE PAST WHEN WE WOULD LOOK AT A GRANT OPPORTUNITY. AND WHETHER WHAT WE WOULD FIND WOULD ALIGN WITH OUR MISSION, VALUES AND STRATEGIC DIRECTION. WE ALSO LOOKED AT WHAT IS OUR CAPACITY TO APPLY FOR THE GRANT. IN ADDITION TO APPLYING FOR THE GRANT, ONCE YOU GET THE GRANT YOU HAVE TO IMPLEMENT THE PROGRAM, YOU HAVE TO ADMINISTER THE GRANT. YOU HAVE A LOT OF COMPONENTS THERE THAT WE REALLY THOUGHT ABOUT BUT DIDN'T LOOK AT IT IN A STRATEGIC FASHION. SO THIS ECOSYSTEM HELPS US TO KIND OF LOOK AT THOSE DIFFERENT PIECES AT THE VERY FRONT END AND PLAN IN THAT DIRECTION.

AND IT ALSO HELPS US TO LOOK AT ALL OF THE DIFFERENT COMPONENTS OR PARTNERS THAT MIGHT BE INVOLVED, OTHER DEPARTMENTS, OTHER RESOURCES WITHIN THE COUNTY, CENTRAL SERVICES, COMMUNITY PARTNERS, SO ALL OF THOSE ARE COMPONENTS THAT WE TRY TO LOOK AT THE FRONT END. THE OTHER PIECE, TOO, BEING A FINANCE PERSON, I TEND TO LOOK AT THINGS VERY LINEAR. AND REALLY, THE REASON WHY THIS IS CIRCULAR AND YOU SEE ALL OF THE ARROWS GOING BACK AND FORTH, IT'S NOT A LINEAR PROCESS. WHEN WE GO THROUGH THE DIFFERENT COMPONENTS YOU'LL SEE PARTS OF THEM, EVEN THOUGH THEY LOOK LIKE THEY ARE IN THEIR OWN SILO OR AREA, THEY ARE ACTUALLY -- THEY HAVE TO BE CONSIDERED AND INCLUDED IN VARIOUS COMPONENTS OF THE WHOLE ECOSYSTEM. I'M GOING TURN IT OVER TO JOANNA TO KIND OF START THIS PROCESS OUT OR KIND OF GOING THROUGH THE DIFFERENT COMPONENTS.

Ms. Valencia: HI, GOOD MORNING, JOANNA VALENCIA FROM THE DEPARTMENT OF COMMUNITY SERVICES. LET'S KICK IT OFF IN THE PREPARATION BOX. UNDER THIS BOX WHAT THIS INVOLVES INCLUDES LOOKING FOR GRANTS. SO NOT ONLY LOOKING FOR GRANTS AT THE VARIOUS DIFFERENT RESOURCES BUT ALSO TAKING A LOOK AT GRANT CYCLES. HOW OFTEN THEY OCCURRING TAKING A LOOK AT ALIGNING THOSE TIMELINES WITH THE PROJECTS WE HAVE ON DECK. WE'RE LOOKING AT OPPORTUNITIES FOR PARTNERSHIP AS JOYCE MENTIONED. THIS CAN INCLUDE BOTH INTERNALLY ACROSS DEPARTMENTS AT THE COUNTY OR EXTERNALLY WHETHER COMMUNITY PARTNERS AND STAKEHOLDERS. AND IN ADDITION TO THAT AS PART OF THE PROJECT DEVELOPMENT, WE'RE COLLECTING DATA AND LOOKING AT GAPS IN REGARDS TO WHAT OUR SYSTEM NEEDS. AN EXAMPLE OF THIS IS THE CAPITAL IMPROVEMENT PLAN AND PROGRAM WHERE WE HAVE A 20-YEAR LIST OF PROJECTS ESSENTIALLY. THOSE ARE OUR NEEDS HE AND TAKING A LOOK, THAT IS ESSENTIALLY AN ANALYSIS AND ASSESSMENT AND DATABASE OF OUR GAPS IN OUR TRANSPORTATION SYSTEM. HERE AT THE COUNTY LEVEL, THAT IS SOMETHING THAT OTHER DEPARTMENTS ARE ALSO WORKING ON AND STRIVING FOR DEVELOPING DIFFERENT SORT OF OTHER CAPITAL SORT OF TYPES OF PROJECT LISTS, AS WELL, SUCH AS I.T. AND OTHER DEPARTMENTS.

Ms. Valencia: ALSO LOOKING AT WAY TO LEVERAGE THAT AND BEING ABLE TO

CONTINUE TO DO THE GOOD WORK AND LOOKING AT OPPORTUNITIES WHERE GRANTS ARE AVAILABLE TO BE ABLE TO LEVERAGE WHAT WE MAY HAVE RECEIVED LAST YEAR INTO WHAT WE MAY BE CONTINUING INTO FUTURE YEARS. SO THAT'S REALLY ALL PART OF THE PREPARATION SERIES OF THE GRANTS ECOSYSTEM OF I'LL TURN IT OVER TO JANA.

Ms. Hill: AS JOYCE MENTIONED THEY ARE ALL INTERLOCKED AND INTERCONNECTED. THE NEXT SECTION OF THE ECOSYSTEM WAS PROPOSAL DEVELOPMENT. ONCE THE GRANT PROPOSAL OR THE SOLICITATION COMES OUT, KIND OF SCRAMBLING FACE OF DOING THE GRANT DEVELOPMENT HE AT CONTENT WRITING, GATHERING STAKEHOLDERS FOR ENGAGEMENT TO DEVELOP THE GRANT, DOING THE BUDGET PROCESS FOR THE ACTUALLY GRANT SUBMISSION. AND ALL THE BACKGROUND AND COLLATERAL MATERIALS TO ACTUALLY SUBMIT THE GRANTS THIS. STRATEGICALLY IN LINE WITH PREPARATION AND STRATEGIC DIRECTIONS EITHER ACROSS DEPARTMENTS OR FOR COLLABORATING WITHIN OUR CROSS-DEPARTMENTS, AS WELL. THIS IS THE MOST TIME-CRUNCHED PROCESS, IF ANY OF YOU HAVE DONE GRANTS, IT CAN BE CHALLENGING WITH COMPETING PRIORITIES. BUT ALSO IS JUST ONE PIECE IN THIS ECOSYSTEM PROCESS.

Ms. Resare I'M GOING TALK A LITTLE ABOUT THE GRANT ADMINISTRATION. SO WE DO THE GRANT APPLICATION, WE SUBMIT IT AND THREE, FOUR, FIVE MONTHS LATER WE GET NOTIFIED THAT WE HAVE A GRANT AWARD. WE REFRESH OUR MEMORY AS TO WHAT THAT WAS, AND THEN THE GRANTED A STRAYS PIECE, WHEN YOU THINK ABOUT THAT, YOU THINK ABOUT BUDGET. YOU THINK ABOUT THE FISCAL REPORTING, YOU THINK ABOUT THE PROGRAMMATIC REPORTING, THE EVALUATION. IN ADDITION TO THAT THERE'S CONTRACTS AND PROCUREMENTS SO THOSE ARE ALL KIND OF COMPONENTS OF THE GRANTED A STRAYS. BUT AGAIN, THINKING ABOUT IT IN A NONLINEAR FASHION A LOT OF THOSE ARE ALSO PART OF THE PREPARATION AND THE PROPOSAL. YOU HAVE TO SUBMIT OR CREATE A BUDGET WHEN YOU'RE MAKING THE PROPOSAL, AS WELL GETTING IT IN PLACE ONCE WE GET THE AWARD. WHEN YOU'RE YOU SHOULD BE THINKING ABOUT HOW YOU'RE GOING TO DO YOUR PROCUREMENT FOR THAT CONTRACT IF YOU GET THE AWARD. SOME OF THOSE ARE PART OF THE IMPLEMENTATION PROCESS, ESPECIALLY IF THE GRANT IS FUNDING CONTRACTS. YOU NEED TO GET THE CONTRACTS IN PLACE IN ORDER TO IMPLEMENT THE PROGRAM. I'LL HAND IT OVER TO MARC TO TALK MORE ABOUT THE IMPLEMENTATION PIECE.

Commissioner Smith: I'D LIKE TO ASK YOU A QUESTION. HOW DO YOU DETERMINE WHERE THE GRANT COMES FROM FOR FEDERAL, STATE OR LOCAL? ARE YOU LOOKING IN THE FEDERAL REGISTRY EVERY MORNING? HOW DO YOU GET YOUR GRANT ANNOUNCEMENTS?

Ms. Resare: THERE ARE A LOT OF DIFFERENT WAYS. SHERI OR MAKE MARC OR

JANA HAS THE MOST EXPERTISE. A LOT OF US ARE SIGNED UP WITH GRANTS.GOV AND PUT IN DIFFERENT FEDERAL DEPARTMENTS YOUR LOOKING FOR, GRANT OPPORTUNITIES, AND YOU GET NOTIFICATION BUSY THOSE. ACTUALLY AS PART OF WHAT WE'RE DESIGNING NOW, WE'RE TRYING TO BE MORE PROACTIVE HE AND BEING AWARE OF WHAT GRANTS MIGHT BE COMING UP. AS A MATTER OF FACT, SHERI JUST SENT ME A LIST OF A NUMBER OF DIFFERENT GRANTS THAT MIGHT BE COMING OUT IN THE NEXT -- I THINK IT WAS NINE MONTHS. SO IT'S KIND OF LOOKING AHEAD AND TRYING TO DO SOME RESEARCH AND BE PLANFUL. WE ALSO LOOK AT IF THERE'S A GRANT OPPORTUNITY NOW AND MAYBE WE'RE NOT PREPARED TO APPLY IT FOR NOW, IT'S LIKE OKAY, MAYBE NOT NOW. BUT NEXT TIME, IS THE ONE THAT'S GOING COME OUT IN ANOTHER YEAR OR TWO, AND TRYING TO BE MORE STRATEGIC ABOUT THAT, AND PLANNING AHEAD AND GETTING WHATEVER WE NEED IN PLACE. SO THAT WE'RE ABLE TO APPLY FOR IT NEXT TIME IT COMES UP. IN TERMS OF BEFORE PROACTIVE ABOUT THE PRIVATE FOUNDATIONS IN OTHER PLACES, HAVE YOU IDENTIFIED A SELF-EVIDENT FOUNDATIONS THAT WE NORMALLY CONTACT EVERY MONTH TO FIND OUT WHAT'S IN THE HOPPER?

Mr. Harris: FROM THE DEPARTMENT'S PERSPECTIVE, OVER THE YEARS WE'VE NOTICED A SHIFT ON THE FOUNDATION LEVEL WHERE WE USED TO APPLY TO MORE FOUNDATIONS AND THAT'S SORT OF STROKED DOWN AS EITHER THE CEILING ON THE AMOUNTS THAT SHRUNK OR THEY ARE LOOKING TO PUT MONEY INTO COMMUNITY-BASED ORGANIZATIONS AS OPPOSED TO GOVERNMENT. WE STILL APPLIED TO THE NORTHWEST HEALTH FOUNDATION FOR SOME INITIATIVES, KAISER WILL WORK WITH THEM SOME. NATIONALLY YOU KNOW, THERE'S ROBERT WOOD JOHNSON AND KRESGE AND A FEW WHO HAVE BEEN PUT ON ISSUES. THEY ARE PRETTY FORTHCOMING OF WHAT THEIR PRIORITIES ARE AND YOU CAN GET ON THE WEBSITE AND LOOK. EVERY THREE OR FIVE YEARS THEY WILL SWITCH WHAT THEY ARE PRIORITIZING. WE'LL WORK WITH THEM AS WE SEE IT APPROPRIATE. FROM A HEALTH PERSPECTIVE, WE'LL MAKE SURE WE'RE DOING IT IN PARTNERSHIP WITH COMMUNITY ORGANIZATIONS. A LOT OF TIMES GETTING THAT KIND OF CULTURALLY SPECIFIC APPROACH, ALSO JUST GROUNDED IN THE COMMUNITY, IS REALLY A CRITICAL ASPECT TO THOSE TYPE WAS FUNDING STREAMS.

Commissioner Smith: THAT WAS MY NEXT QUESTION. WHEN DO YOU DETERMINE WHETHER TO PARTNER WITH A COMMUNITY BASED ORGANIZATION OR IF WE'RE MORE SUITED TO APPLY FOR SOMETHING OR CBO? HOW DO WE MAJOR THOSE DECISIONS?

Ms. Campbell: YOU GUYS ARE PROBABLY AWARE OF THE MACARTHUR FOUNDATION, WHICH IS A LARGE FUNDING STREAM YOU'LL BE HEARING ABOUT AN NOI TO GO AFTER ANOTHER CHUNK OF MONEY. THAT'S A REAL UNIQUE SITUATION. TO BE HONEST WITH YOU THE REASON WE WERE SUCCESSFUL IN SECURING THOSE FUND BECAUSE OF MANY YEARS OF WORK AND SUCCESS AROUND PUBLIC SAFETY. AND SO I THINK WHAT HAPPENS WITH FOUNDATIONS

IS AS MARC SAID, WE'RE NOT ELIGIBLE AS A COUNTY FOR MANY OF THOSE FUNDS. AND THE FUNDS WE ARE, IT'S NOT REALLY LOOKING TO SEE WHEN FUNDS ARE AVAILABLE, IT'S ABOUT RELATIONSHIPS. TO BE HONEST WITH YOU IT'S RELATIONSHIPS ALL OF YOU HAVE PROBABLY MORE THAN WE DO, AND THAT'S PART OF THE COMMUNICATION IS KNOWING WHERE OUR STRENGTHS ARE, WHERE ARE WE ON THE CUTTING EDGE AND HOW MIGHT WE BE ABLE TO LEVERAGE THAT TO SOME FUNDS FROM SOME OF THE LARGER FOUNDATIONS. THE PIECE AROUND HOW TO DECIDE, I THINK MOST OF THE TIME A COMMUNITY PARTNER IS MORE COMPETITIVE FOR A FOUNDATION. AND FRANKLY ELIGIBLE. AND I THINK WE CAN -- I THINK WE CAN DO A BETTER JOB SUPPORTING OUR COMMUNITY BASED PARTNERS TO FURTHER THE WORK OF THE COUNTY. BECAUSE WE ARE ALL DOING THE WORK OF THE COUNTY. I THINK THAT WE DON'T QUITE HAVE THE CAPACITY OURSELVES INTERNALLY YET TO BE ABLE TO TAKE CARE OF OUR OWN NEEDS. BUT I DO THINK THAT IS AN AREA OF GROWTH THAT WE COULD INCREASE SERVICES. BUT WE NEED TO KIND OF GET OUR OWN HOUSE IN ORDER FIRST.

Commissioner Smith: I TOTALLY AGREE WITH YOU. ONCE WE'RE INVOLVED WE ADD A CERTAIN LEVEL OF CREDIBILITY AND EXPERTISE, AS MANY OF THE NONPROFITS DON'T HAVE. BUT THEY DO HAVE SCOPE OF WORK OVER THE YEARS. I THINK THIS IS GREAT. I'M REALLY MORE INTO THE PIECE AROUND BEING CREATIVE ABOUT WHERE WE ACTUALLY LOOK FOR MONEY. AND DO MORE OF THAT. THIS IS A GREAT INFRASTRUCTURE THAT YOU'RE PUTTING IN. I ALWAYS WONDER BAD THAT WHEN I GOT HERE, THAT THERE WAS NO SYSTEM. AND YOU'RE RIGHT, YOU PUT TOGETHER AN EXCELLENT ECOSYSTEM HERE. IT'S EASIER FOR US TO SEE IN DIFFERENT DEPARTMENTS WHAT'S GOING ON.

Ms. Campbell: GIVE ME A LITTLE MORE TIME, COMMISSIONER.

Commissioner Smith: I THINK YOU'RE DOING FINE.

Mr. Harris: A LOT OF TIMES WE'LL KIND OF CONVENE, A LOT OF THEM NOW ARE MOVING TOWARDS WHETHER IT'S A COLLABORATIVE OR CONSORTIUM OF MULTISECTORIAL PARTNERS. THEN WE PROVIDE ASSISTANCE TO WHOEVER THE LEAD APPLICANT MIGHT BE. SO ON TO THE IMPLEMENTATION PIECE. THIS IS REALLY WHERE THE SERVICE DELIVERY HAPPENS, ENSURING WE'RE MEETING THE GOALS AND OBJECTIVES AND OUTCOMES WE'VE OUTLINED IN THE PROPOSAL. WHILE DOING THAT, I REALLY THINK THIS IMPLEMENTATION REALLY IS CIRCULAR FOR A REASON. IT REALLY IS LINKED INTO ALL OF THOSE. TYPICALLY YOU STILL CONTINUE DOING ONGOING PROGRAM PLANNING WHILE YOU'RE THINKING ABOUT SUSTAINABILITY. AND KNOWING ESPECIALLY IN A MULTIYEAR PROJECT, OUR COSTS GO UP BUT THE GRANT DOES NOT. AND SO CONTINUING TO WORK AND PLAN ABOUT HOW WE'RE GOING TO APPROACH THAT, AND WHAT WE'RE GOING TO DO WHEN IT GRANT ENDS. AND ALSO CONTINUE TO BUILD PARTNERSHIPS AROUND THE INITIATIVE AND CONTINUING

TO ENGAGE THE COMMUNITY THAT'S THE IMPLEMENTATION PIECE. HERE IS THE FULLY ADORN SYSTEM. AND YOU'LL SEE WHAT WE'VE DONE IS SHOW HOW ALL OF THOSE ARE FEEDING INTO BOTH LIKE DCM AND CENTRAL HR AND THOSE FUNCTIONS, AS WELL AS DEPARTMENTAL FUNCTIONS WITHIN FINANCE AND CONTRACTING, ETC.

Ms. Campbell: QUICKLY, IN TERMS OF GETTING OUR BRAINS WRAPPED AROUND WHAT IS A GRANT. WHEN YOU SAY TO A FISCAL PERSON A GRANT, THEY MEAN A LOT OF DIFFERENT THINGS THAN A PROGRAM PERSON DOES. THIS YEAR WE'VE WORKED REALLY HARD TO FIGURE OUT WHAT WE MEAN WHEN YOU SAY THE WORD GRANT SO WE CAN COMMUNICATE. AND COMPETITIVE GRANTS ARE WHAT YOU SEE AS AN NOI. MANY OF THOSE REQUIRE SOME UP-FRONT WORK TO KEEP THE MONEY COMING. SO YOU WON'T SEE THOSE BECAUSE THEY ARE STILL COVERED BY THE INITIAL NOI. BUT THAT DOESN'T MEAN GRANT STAFF AND PROGRAM STAFF AREN'T PREPARING. IT'S TAKING RESOURCE TO KEEP THAT MONEY FLOWING. AND THEN THE OTHER PIECE, AND WE'RE STILL STRUGGLING WITH HOW YOU TO DEFINE AND COUNTY AND MEASURE THIS, ARE THE FORMULA FUNDS. I THINK YOU'VE HEARD AND WE'RE EXPERIENCING ON A REALLY TANGIBLE LEVEL AT THE PROGRAM LEVEL, THAT IS FORMULA FUNDS THAT USED TO JUST COME TO US BECAUSE WE WERE HERE, NO LONGER JUST SHOW UP.

THE GREATEST EXAMPLE FOR ME EN MY WORLD IS THE JUSTICE REINVESTMENT FUNDS THAT LAST YEAR JUST CAME TO US. THIS YEAR IT TOOK A HUGE LIFT FROM A LOT OF FTE AT THE COUNTY TO BE ABLE TO BRING IN THE \$8 MILLION OVER THE BIENNIUM. THOSE MONEYS WERE OURS, ALLOCATED AT THE LEGISLATIVE LEVEL. YET, IT FELT, FOR ALL OF US, AS A COMPETITIVE GRANT. SO WHAT WE'RE LOOKING AT IS THAT'S WHAT'S TAKING FRONT END EFFORT AT THE COUNTY. WHAT TAKES THE BACK-END RESOURCE ARE ALL THE OTHER ADMINISTRATIVE FUNCTIONS THAT REQUIRE TRACKING AT THE FISCAL LEVEL, BUT FRANKLY THE PROGRAM PEOPLE AREN'T REALLY THINKING ABOUT IT. IT'S KIND OF HAPPENING AUTOMATICALLY. SO WHAT I WANTED TO DO, AND THIS IS A LOT OF INFORMATION BUT WHAT WE'RE TRYING TO DO IS REALLY MEASURE HOW MUCH WORK AT THE FRONT END ARE WE PUTTING INTO SECURING FUNDS FOR THE COUNTY.

Ms. Campbell: THIS IS JUST A QUICK OVERVIEW OF THE NUMBER OF NEW COMPETITIVE GRANTS THAT WERE SUBMITTED BY EACH DEPARTMENT AND OFFICE AT THE COUNTY. AS YOU CAN SEE THE DEATH DEPARTMENT IS THE LIONS SHARE OF THAT. WE'VE INCREASED THE COMPETITIVENESS OF OUR GRANTS ACROSS THE DEPARTMENTS THIS YEAR. WE'VE SECURED 40 GRANTS OUT OF 57. AS JANA SAID PREVIOUSLY, ABOUT \$30 MILLION. THE RENEWALS ARE ALL TAKING RESOURCE BUT THOSE ARE NOT COMPETITIVE. 37 OF THOSE KEEPING A LITTLE OVER \$26.5 MILLION COMING INTO THE COUNTY. THAT'S WHAT WE CALL THE FRONT END, THAT'S KIND OF THE PROGRAM IMPACT. THAT'S WHAT YOU THINK OF AS A REGULAR GRANT WRITER, WE ARE STILL

STRUGGLING WITH HOW TO SAY WHAT PART OF THE WORK FOR THE FISCAL ADMINISTRATION FOLKS, AND THE BLUE PART OF THIS PIE CHART, THOSE ARE THE COMPETITIVE GRANTS. THE PROGRAM FOLKS ARE SCRAMBLING TRYING TO GET IN A LITTLE TINY AMOUNT OF THE MONEY THAT FISCAL AND BUSINESS DEPARTMENTS ARE DEALING IN. AND REALLY HELPING THE PROGRAM PEOPLE UNDERSTAND THAT IT IS A PART, IT FEELS THE SAME TO THEM. IT'S A SMALL PART, IN MANY CASES, OF THEIR WORK. ONE OF THE THINGS THAT I LOOK AT THIS, AND I'M CONCERNED AND WONDERING, IS HOW THE FORMULA FUNDS THAT AS YOU CAN SEE ARE THE VERY LARGE ORANGE PART OF THOSE PIE CHARTS. AS WE'RE SEEING THE STATE LOOKING AT HOW WE APPLY FOR OUR FORMULA FUNDS. IF THAT TREND CONTINUES, THE PRESSURE IT'S GOING TO PUT ON OUR FRONT-END WORK TO BE ABLE TO MAINTAIN THOSE FORMULA FUND.

Commissioner Smith: MADAM CHAIR, I HAVE A QUESTION, SHERI. I'M CONFUSED. ARE WE TALKING ABOUT FORMULA FUNDING OR COMPETITIVE OUR BOTH?

Ms. Campbell: THE COMPETITIVE FUND, THE PURPLE TRIANGLE, ALL THOSE FUNDS WERE SECURED FROM ACTIVE PARTICIPATION IN GRANT AWARDS. SO A GRANT WRITER FULL WILL, PROGRAM PEOPLE WERE VERY INVOLVED. IN THE PAST FORMULA FUNDS PRETTY MUCH CAME TO US WITHOUT MUCH WORK. INCREASINGLY WHAT WE'RE SEEING IS THAT IT IS TAKING A LOT OF FRONT-END WITH EARTHQUAKE TO BRING THOSE FUNDS IN. IT'S ALWAYS BEEN A LOT OF WORK FOR THE FISCAL PEOPLE. IT'S NOT BEEN IN THE PAST MUCH WORK FOR THE PROGRAM PEOPLE. WHAT WE DON'T KNOW RIGHT NOW IS WE DON'T HAVE A WAY TO SAY WHAT PERCENT OF THIS \$5 MILLION IS REQUIRING FRONT END WORK. WE'RE NOT TRACKING THAT. BUT WE'RE FEELING IT. SO IT'S SOMETHING WE'RE TRYING TO TRACK AT THIS POINT.

Commissioner Smith: WHAT PERCENTAGE IS FEDERAL, STATE?

Ms. Campbell: I CAN GET THAT TO YOU. I DIDN'T ASK IT FOR BUT I CAN GET IT. IT'S LARGELY STATE IF I REALLY FROM LAST YEAR'S BREAKDOWN.

Ms. Resare: I KNOW FOR US, THE MAJORITY OF OUR FUNDING, OTHER FUNDING OTHER THAN THE FEDERAL, IS STATE REVENUE. BUT WE DO HAVE FEDERAL FUNDS AND AN INCREASING AMOUNT OF FEDERAL FUNDS OVER THE YEARS.

Commissioner Smith: AND NOW SINCE THEY DON'T DO EARMARKING ANYMORE, THE DEPARTMENTS, THE SECRETARIES OF EACH DEPARTMENTS ARE MAKING MORE OF THOSE DECISIONS IN EACH DEPARTMENT. THEY HAVE DISCRETIONARY FUNDS THAT THEY HAVE THAT I THINK THAT WE WILL BE REALLY PRIMED TO GET IF WE DO AFTER SOME OF THESE FEDERAL DOLLARS.

Ms. Campbell: AND THERE'S A REALLY DIFFERENT ROLE THAT FEDERAL FUND PLAY. FORMULA FUNDS, YOU'RE TYPICALLY YOU'RE DOING WHAT THEY ARE

ASKING YOU TO DO. WHERE, A FEDERAL FUND IS TYPICALLY, IT'S WITHIN CERTAINLY EXPECTATIONS. BUT YOU HAVE MORE CHANCE FOR INNOVATION A LOT OF TIMES MORE IN PRESIDENT FORMULA FUNDS.

Commissioner Smith: I IMAGINE, WITH THE MENTAL HEALTH STUFF, WE COULD GO TO SAMHSA AND LOOK IN THERE. WE WOULD BE ELIGIBLE FOR LOTS OF DOLLARS.

Ms. Campbell: I WILL BE TALKING A LITTLE BIT LIKE THAT, THAT'S COMING RIGHT UP. ALL RIGHT. - I'M GOING BACK OFF AND LET MARC SIT HERE AGAIN AND TALK A LITTLE ABOUT EXACTLY THAT, HOW WE'RE APPROACHING THE CURRENT FISCAL YEAR AND KIND OF THE OPPORTUNITIES AND THE CONSTRAINTS AND WHAT WE'RE LOOKING FOR FIND FUNDING FOR.

Ms. Resare: SO WHEN WE'RE LOOKING AT THIS FISCAL YEAR AND NETWORK THEY WERE YEAR, THIS ISN'T SPECIFIC PROGRAMMATIC CATEGORIES BUT JUST KIND OF AN OVERVIEW. WE'RE LOOKING FOR OPPORTUNITIES THAT WILL HELP US ENHANCE OR EXPAND OUR EXISTING SERVICES. WE'RE GOING TO BE LOOKING FOR SUPPORTING OUR EXISTING INFRASTRUCTURE. WE'RE ALSO GOING TO BE LOOKING FOR WAYS THAT WE CAN IMPLEMENT NEW AND INNOVATIVE APPROACHES TO ADDRESS OUR STRATEGIC PRIORITIES. AND I THINK A LOT OF THAT IS WHERE THE FEDERAL FUNDING COMES INTO PLAY. WE HAVE THE EVIDENCE AND RESEARCH AND HOW IT'S GOING TO WORK AND HOW DO WE IMPLEMENT THAT AND START THAT NEW PROGRAM. THE OTHER THING THAT GRANT FUNDING DOES FOR US AS WE'RE LOOKING FORWARD, IT HE OFTEN POSITIONS US FOR ADDITIONAL FUNDING IN THE FUTURE. IF WE CAN START A NEW PROGRAM AND GET SOME THINGS IN PLACE THAT OFTENTIMES THEN QUALIFIES US FOR ADDITIONAL FUNDING A. LOT OF GRANTS EVEN COMPARTMENTALIZE THEIR FUNDING AS A PLANNING PHASE AND IMPLEMENTATION PHASE AS ONGOING.

Mr. Harris: NOW WE'RE GOING TO MOVE ON A LITTLE BUT THE TO SORT OF CONSTRAINTS RELATED TO COMPETITIVE GRANTS WHICH AS JOYCE VOICED. COMMISSIONER SMITH HIT ON SOME OF THE QUESTIONS YOU WERE ASKING EARLIER. THERE IS THE FEDERAL REGISTRY AND YOU CAN GET IN THERE AND LOOK AT WHAT'S FORECASTED TO COME OUT. WHAT WE'VE FOUND IS TYPICALLY THE ELIGIBILITY IS VERY VAGUE SO WE WOULDN'T KNOW IF THE COUNTY WAS ELIGIBILITY OR IF THEY ARE PUTTING VERY SPECIFIC PARAMETERS ON IT. WE KNOW THE OPPORTUNITY IS COMING OUT BUT IT'S HARD TO POSITION THE COMMUNITY AND SEE WHO SHOULD BE MOVING THAT WORK FORWARD. AND ALSO RELATED TO THAT A LOT OF TIMES THEY ARE AREN'T COMING OUT ON TIME WHEN WE ARE TRYING TO PREDICT WHEN WE AREN'T COMING OUT. WE'LL TALK MORE ABOUT THAT LATER. THE OTHER PART OF THIS, IT'S REALLY TIED INTO MONEY AT THE FEDERAL LEFT. SOMETIMES THERE'S MONEY THAT HASN'T BEEN APPROPRIATED OR THEY ARE HOLDING BACK THEN TOWARDS SPRING AND SUMMER WHEN THEY ARE TRYING TO

APPROPRIATE THAT FISCAL YEAR MONEY, THERE WILL BE OPPORTUNITIES WE WEREN'T EXPECTING TO COME OUT. IT'S SORT OF A GOOD AND BAD ONE ON THIS. SOMETIMES DOES IT COME OUT AND YOU WEREN'T ELIGIBILITY OR SOMETHING COMES OUT THAT WE WEREN'T EXPECTING.

THE NEXT IN STATE FUNDING STREAMS. THIS WOULD BE AT THE STATE LEVEL WITH ADDITIONS AND THE NEW HOUSE BILLS AND CHANGING OUR SCOPE OF WORK AND WHAT RESOURCES WE'RE ABLE TO RECEIVE RELATED TO THAT. ANOTHER ONE WOULD BE -- AND THIS HAPPENS A LOT AT THE FEDERAL LEVEL WITHIN HEALTH -- IS THAT IN ORDER TO GET A BUDGET PASSED OR SECURED THERE WILL BE CERTAIN CONCESSIONS. ONE BIG ONE RECENTLY IS THAT PREVENTION DOLLARS ARE BEING CUT MOVING FORWARD IN THE FEDERAL BUDGET. WHICH WOULD IMPACT BOTH COMPETITIVE GRANTS AND ALSO SOME BLOC FUNDING THAT WOULD TYPICALLY GO TO THE STATE AND GET PASSES DOWN TO THE COUNTY. FORMULA DOLLARS ARE SHIFTING TO BE MORE COMPETITIVE. FINALLY WE'LL HAVE A NEW PRESIDENT COMING IN AND IT'S GOING TO TAKE SOME TIME TO SEE WHAT'S PRIORITIZED UNDER THAT. UNDER OBAMA WE'VE SEEN A LOT OF HEALTH MONEY COME IN AND IT TOOK SOME TIME TO BUILD THAT UP. I WOULD EXPECT SOMETHING SIMILAR ONCE WE HAVE A NEW PERSON IN OFFICE.

Mr. Harris: THE FOURTH SHORT TERM, ONE IS PLANNING NIMBLE RESPONSE TEAMS. THIS GOES BACK TO THE ECOSYSTEM. THEY NEED TO HAVE A STRONG GRANT ECOSYSTEM. A LOT OF TIMES WHEN THEY DO COME OUT WE HAVE 30 TO 60 DAYS. NOT REALLY TIME TO GATHER OR WORK ACROSS DEPARTMENTS TO RESPOND. WE HAVE TO DO THAT COLLABORATE AND WORKUP FRONT AS FAR AS PLANNING AND DOING GREAT WORK STRATEGICALLY. OPPORTUNITIES MAY NOT MAKE SENSE FROM A COST BENEFIT PERSPECTIVE. WHAT WE MEAN BY THAT IS THERE MAY NOT BE ENOUGH MONEY TO PROVIDE THE SUPPORT AND INFRASTRUCTURE SUPPORT THAT WE NEED. WE'RE VERY CAREFUL TO NOT OVEREXTEND OURSELVES. WE DON'T WANT TO APPLY FOR A LOT OF \$50,000 OR \$100,000 GRANTS THAT WILL NOT ALLOW US THE ABILITY TO REPORT ON THEM AND ACTUAL MANAGE THOSE PROJECTS. IT'S A REAL FINE LINE WHEN HE START TO THINK ABOUT WHAT MAKES SENSE AND WHAT DOESN'T. A DEPENDS ON A LOT ON THE PROGRAM CAPACITY AND WHERE THEY ARE OUGHT. IT MAY NOT BE AN ALLOWABLE DEPOSIT DUMP MONEY INTO DEVELOPING YOUR REPORTING SYSTEMS. HENCE IT DOESN'T MAKE SENSE TO APPLY BECAUSE WE'D HAVE TO INVEST SO MUCH FROM SOMEWHERE ELSE.

FINALLY, WORKING WITH COMMUNITY PARTNERS WHERE IT MAY BE THAT A COMMUNITY-BASED ORGANIZATION CAN REALLY MAKE THE DOLLARS GO FURTHER. WHEN YOU THINK ABOUT IT FOR A COST BENEFIT PERSPECTIVE, WE GET MORE BANG FROM THE BUCK IF THE MONEY COMES TO PARTNER AS OPPOSED TO THE COUNTY. AND THEN CONTRACTING IT OUT. THAT'S ALL ON THAT ONE. ANY QUESTIONS? OKAY. AND NOW WE'RE GOING TO MOVE ON TO FY 16 GRANT PRIORITIES.

Ms. Valencia: SO AS PART OF OUR CONVERSATIONS WITH THE WORK GROUP WE'VE ESTABLISHED ESSENTIALLY THIS BULLETED LIST OF GRANT PRIORITIES. I'LL DELVE A LITTLE INTO STRUCTURE. IT'S TAKING A LOOK AT ACCESS TO ALL AND PROVIDING SERVICES TO ALL. IN REGARDS TO INCREASING ACCESS TO HEALTH CARE SERVICES TO DO WORK THAT YOUR TRANSPORTATION DIVISION DOES IN REGARDS TO PROVIDING CURRENT TRANSPORTATION INFRASTRUCTURE. THIS CAN INVOLVE IMPLEMENTATION OF THE CAPITAL IMPROVEMENT PLANNING PROGRAM. WE'VE JUST COMPLETED THE BRIDGE CIP, AND SOME OF THAT HAS COME AT THE TIME FOR SEE IMPROVEMENTS THAT ANY BOULEVARDS AND WE'RE WORKING ON CORNELIUS PASS. THESE ARE EXAMPLES OF PRIORITIES IN REGARD TO INFRASTRUCTURE.

Mr. Harris: I'LL TALK A LITTLE ABOUT EQUITY. THE FIRST THING TO UNDERSCORE IS THE EQUITY EMPOWERMENT LENS LOOKING AT RACIAL AND ETHNIC DISPARITIES LOCALLY AND THINK ABOUT HOW WE APPROACH THAT WORK ACROSS THE COUNTY. THAT'S PART OF THAT, SORT OF ADDRESSING SOCIAL DETERMINANTS. POVERTY, FOOD ACCESS, THOSE SORTS OF THINGS THAT IMPACT HEALTH AND WELL-BEING. ANOTHER EXAMPLE WOULD BE INCREASED SERVICES TO NEIGHBORHOODS AND POPULATIONS MOST IN NEED. YOU KNOW, TRANSPORTATION, PLANNING DCHS, HEALTH, JUSTICE, WE WERE THINKING ABOUT ALL OF THOSE DEPARTMENTS PART OF IT HAS BEEN REALLY NEW STRATEGIC PLANS AND THEY HAVE A LARGE FOCUS ON THAT, JUST REALLY TRYING TO TIE THAT WORK IN THERE. AND A COUPLE LAST POINTS WITH PUBLIC SAFETY ALSO ADDRESSING ETHNIC AND RACIAL DISPARITIES IN THE PUBLIC SAFETY SYSTEM.

Ms. Hill: RELATED AS WELL WITH THE DOMAIN. HOW CAN WE WORK UPSTREAM TO PREVENT DOWNSTREAM CONSEQUENCES, NOT ONLY HUMAN CONSEQUENCES FOR OUR COMMUNITY BUT ALSO FISCAL CONSEQUENCES, AS WELL. LOOKING AT WHAT UPSTREAM CAN WE DO ACROSS POLICY WORK AND ENVIRONMENTAL AND SYSTEM WORK TO HAVE A MORE SUSTAINABLE IMPACT ACROSS THE COMMUNITY. THIS IS REALLY A GREAT POINT THAT WE'VE TALKED ABOUT TO COME TOGETHER AND LOOK AT JOINT GRANTS COMING DOWN FROM A FEDERAL LEVEL. I KNOW MARC AND I HAVE TALKED A LITTLE ABOUT SOCIAL DETERMINANTS OF HEALTH, WHICH DCHS IS LOOKING AT DOING SOME UPSTREAM WORK AROUND, THERE'S A GREAT OPPORTUNITY TO COLLABORATE WITH EVERYONE AT THE TABLE. ANOTHER BULLET THAT'S A HUGE PRIORITY FOR THE COUNTY IS HOUSING AND WRAP-AROUND SUPPORTS FOR OUR COMMUNITY AND KEEPING OUR EYE ON ANY GRANTS COMING DOWN WITHIN THAT DOMAIN, AS WELL, BECAUSE THAT'S A LARGE PRIORITY.

Ms. Resare: WHEN I LOOKED AT THIS GRANT PRIORITY LIST FROM A PUBLIC SAFETY PERSPECTIVE AS WHOLE, NOT JUST FOR YOU DCJ, I LOOK ABOUT THESE. WHEN WE'RE LOOKING FOR GRANT PRIORITIES WE'RE LOOKING ACROSS ALL OF THESE PRIORITIES, I THINK A LOT OF US DO THE SAME THICK.

WE'RE LOOKING FOR MENTAL HEALTH ISSUES AND HOW DO WE ADDRESS THOSE WHEN. WE'RE LOOKING AT THE ISSUES RELATED TO THE POPULATION THAT WE HAVE IN OUR JAILS AND AS SUPERVISION. WE'RE LOOKING AT RACIAL AND ETHNIC DISPARITIES ACROSS OUR PUBLIC SAFETY SYSTEM. AND ALSO LOOKING AT INTERVENTION, HOW DO WE DECREASE THE PENETRATION INTO OUR COMMUNITY JUSTICE SYSTEM? AND WE'RE ALSO LOOKING AT HOUSING AND WRAP-AROUND SUPPORTS HOW DO WE, FOR THE PUBLIC SAFETY SYSTEM, WE'RE LOOKING AT DIVERTING PEOPLE FROM THE JAIL HE AND THE PRISONS ON THE FRONT END. WE NEED TO PROVIDE THOSE WRAP AROUND SUPPORTS AND WHEN WE'RE LOOKING AT TRANSITIONING, WE NEED DO THE SAME. WE'RE LOOKING ACROSS THOSE PRIORITIES AND HOW THEY FIT, AND WORKING WITH DCHS AND THE DEPARTMENT OF HEALTH AND WITHIN OUR COMMUNITY PARTNERS AND WITHIN OUR PUBLIC SAFETY SYSTEM AS A WHOLE.

Mr. Harris: SO PROGRAM ENHANCEMENTS AND EXPANSION. ALL OF US ARE LOOKING TO REALLY THINK ABOUT WHERE IS OUR CURRENT CAPACITY AT. THIS COMES INTO THE PLANNING PIECE AND REALLY BUILD OFF OF WHAT WE'RE DOING. A LOT OF TIMES WE GET THESE COMPETITIVE GRANTS AND THEY HELP SERVICES BEING SUPPORTED BY GENERAL FUND OR FORMULA FUNDING AND THEN REALLY EXPANDING FROM THERE. AND ALSO DOING IT STRATEGICALLY WHERE WE DON'T OVERWHELM OURSELVES WITH THE INFLUX OF TOO MANY DIFFERENT NEW THINGS. WE DON'T WANT TO BOG DOWN THE ECOSYSTEM AND SORT OF CRASH AND BURN.

Ms. Campbell: OUR NEXT STEPS: BASICALLY WE'RE GOING KEEP DOING WHAT WE'RE DOING OUR WORK GROUPS ARE COMPLETE, WE'VE STARTED ON OUR WORK PLANS. WE'VE GOT A LOT OF WORK TO DO TO FLESH OUT THE SPECIFIC TASKS FOR THE WORK GROUPS. AND THAT WORK IS GOING MOVE US TOWARDS THE RECOMMENDATIONS I MADE LAST YEAR THAT WE WENT OVER AT THE BEGINNING. MY GOAL IS, IS TO COME BACK NEXT YEAR AND BE ABLE TO BE A LOT MORE SUCCEED EXTINCT ABOUT WHAT WE'RE DOING. I ALSO AM COMMITTED TO WORKING WITH YOUR STAFFS ABOUT QUESTIONS ABOUT GRANT OPPORTUNITIES OR ANY INFORMATION YOU MAY WANT. ONE OF THE PROMISES I MADE TO YOUR STAFF WHEN WE WERE MAKING THE CHANGES ON THE NOI WAS THAT WE WERE GOING TO BE TRANSPARENT ABOUT WHAT WE'RE DOING. AND ANY INFORMATION YOU NEED ABOUT HOW WE'RE PROCEEDING WITH THIS, IS YOURSELF FOR THE ASKING. SO, ANY LAST QUESTIONS?

Commissioner Smith: MADAME CHAIR, NOT REALLY A QUESTION BUT I WOULD LIKE TO FOLLOW UP WITH YOU ABOUT SOME OF THE GRANT OPPORTUNITIES. I'M REALLY INTERESTED IN. WE HAVE 28 BRIDGES THAT WE'RE RESPONSIBLE FOR. AND I'M TRYING TO FIGURE OUT, HOW DO WE BRING ADDITIONAL DOLLARS IN FOR THAT KIND OF INFRASTRUCTURE. WE DID THE TIGER GRANT FOR THE SELLWOOD BRIDGE, THE BIG FEDERAL MONEY. BUT THERE MAY BE

INFRASTRUCTURE KINDS OF THINGS THAT MAY BE OUT THERE. I THINK WE SHOULD JUST BE PROACTIVE. THANK YOU FOR ALL YOUR WORK.

Ms. Campbell: OH, MY PLEASURE.

Commissioner McKeel: CHAIR, THANK YOU. I JUST WANT TO SAY THANKS FOR THE PRESENTATION. I THINK YOU'RE DOING GREAT WORK AND I'M LOOKING FORWARD TO HEARING A FEW MORE SPECIFICS, SOME STORIES AROUND WHAT'S HAPPENING. I WOULD LOVE TO HEAR THAT.

Ms. Campbell: OKAY, THANK YOU. THAT'S GREAT FEEDBACK FOR ME TO HEAR.

Vice-Chair Bailey: FASCINATING PRESENTATION, THIS IS A REALLY IMPORTANT EFFORT AND I APPRECIATE ALL OF YOU DOING THIS.

Chair Kafoury: THANK YOU ALL FOR JOINING US TODAY AND WE WILL SEE YOU THURSDAY.

ADJOURNMENT

The meeting was adjourned at 11:35 a.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

Submitted by:
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Board of County Commissioners
Multnomah County