

**Minutes of the Board of Commissioners  
Multnomah County, Oregon  
Multnomah County Central Library  
810 SW 10<sup>th</sup> Ave., Portland, Oregon  
December 15, 2014 from 2:00 to 5:00 pm**

**BOARD RETREAT**

Chair Deborah Kafoury called the meeting to order at 2:11 p.m. with Vice-Chair Diane McKeel and Commissioners Loretta Smith and Judy Shiprack present. Commissioner Jules Bailey arrived as 2:17 pm.

Facilitator: Alanna Hein, Hein Consulting Group.

Also attending were: Also attending were Jenny Madkour, County Attorney; Marissa Madrigal, CFO; Nancy Bennett, Chair's Chief of Staff (COS); Megan Beyer, District 1 COS; Gary Chenault, District 2 COS; Matthew Lashua, District 3 COS; & Eric Zimmerman, District 4 COS; Karyne Kieta, Budget Director; Lynda Grow, Board Clerk; and, Marina Baker, Assistant Board Clerk.

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

Chair Kafoury: I APPRECIATED OUR LAST CONVERSATION AT THE KENNEDY SCHOOL, AND I THOUGHT IT WOULD BE REALLY IMPORTANT AS WE ENTER INTO THE BUDGET SEASON TO TALK ABOUT OUR SHARED PRIORITIES. I JUST WANT TO REALLY APPRECIATE EVERYBODY TAKING THE TIME THIS AFTERNOON, BUT I ALSO WANT YOU TO KNOW THAT I WAS A COMMISSIONER AND I REMEMBER VERY WELL THE TENSION BETWEEN THE COMMISSIONERS AND THE CHAIR DURING THIS PROCESS AND WHAT IS KOSHER AND WHAT IS NOT, AND SO I THOUGHT IF WE COULD COME TOGETHER AND TALK ABOUT WHAT OUR SHARED PRIORITIES ARE, AND OUR SHARED GOALS FOR THE UPCOMING YEAR, AND START THE CONVERSATION, REALIZING WE WILL STILL HAVE ONE-ON-ONES DURING THE MONTHS AHEAD, BUT THAT WE CAN AT LEAST START OFF ON A SOLID FOOT SO THAT WE HOPEFULLY CAN CHANGE THE DYNAMICS OF HOW THESE BUDGET PROCESSES OFTEN GO. SO WE HAVE JENNY HERE FROM LEGAL, AND KARYNE HERE FOR BUDGET, AND WE HAVE THREE HOURS, SO LET'S GET STARTED.

Ms. Hein: THANK YOU FOR DOING THIS TALKING AND THINKING TOGETHER. I WANT TO DO A QUICK REVIEW OF THE JOURNEY WE HOPE TO GO ON THIS AFTERNOON, AND THEN WE'LL REVISIT THE MISSION, VISION, AND VALUES. THE PIECES OF WORK THAT WE'RE SPENDING A BUNCH OF TIME ON, ARE WHAT ARE YOUR LESSONS LEARNED ABOUT HOW TO MAKE THE PROCESS GO WELL. WHAT ARE YOUR SHARED WISDOMS, BECAUSE EVERYBODY IN THE ROOM HAS BEEN THROUGH THIS BEFORE. THERE WILL BE SOME THINGS YOU KNOW MAKE IT WORK WELL FOR YOU, SOME THINGS THAT HAPPEN TO BE

PRIOR YEARS THAT YOU'D LIKE TO REPEAT THINGS THAT HAPPENED IN PRIOR YEARS, YOU MIGHT LIKE TO CHANGE. SO THE INVITATION OF THIS FIRST PART OF THE CONVERSATION IS TO IDENTIFY WHAT THOSE THINGS ARE AND WHAT'S THE WISDOM THAT YOU'RE BRINGING INTO THIS PROCESS THAT WILL HELP MAKE THIS NEXT YEAR'S PROCESS GO AS WELL AS POSSIBLE. AND THEN THE NEXT PIECE OF THE AGENDA IS A LOOKING BACK. IMAGINE THAT THIS IS DECEMBER 2015, LOOKING BACK ON THE YEAR OF 2015, WHAT WOULD YOU LIKE TO HAVE ACCOMPLISHED? WHAT ARE THE POLICY THINGS THAT YOU WOULD LIKE TO HAVE SEEN ENACTED, WHAT ARE THE KINDS OF THINGS THAT YOU WOULD LOOK BACK AT IMAGINING IT WAS A YEAR FROM NOW WITH PRIDE AND SAY, YES, THIS IS WHAT WE DID, THIS IS WHAT WE STAND FOR, THIS IS WHO WE ARE? AFTER A BREAK WE'RE GOING TO BE LOOKING AT TIME LINE AND NUMBERS, KARYNE KIETA WILL DO A BRIEF REVIEW OF WHAT THAT IS, AND THEN WE'RE GOING TO BE TALKING ABOUT PRIORITIES IN TWO DIFFERENT SEGMENTS. ONE SET OF PRIORITY SUGGESTIONS AROUND ONGOING FUNDING, AND ONE SET OF PRIORITIES AROUND ONE-TIME FUNDING. AND THEN WE WRAP UP AND GO TO WHEREVER IT IS THAT YOU'RE GOING TO NEXT.

Chair Kafoury: PAR-TAY! [LAUGHTER]

Ms. Hein: SO ANY QUESTIONS ABOUT THE AGENDA? SO JUST TO GROUND THIS IN WHAT'S HAPPENED BEFORE, YOU WERE ALL PART OF RATIFYING THE MISSION, VISION, VALUES, HAVE YOU A COPY OF 90 FRONT OF YOU. THE MISSION THAT YOU ADOPTED THAT THE COMMISSIONERS PLANS FOR THE NEEDS OF A DYNAMIC COMMUNITY PROVIDES LEADERSHIP TO ENSURE QUALITY SERVICES, PRIORITIZING THE NEEDS OF OUR MOST VULNERABLE AND PROMOTES A HEALTHY, SAFE, AND PROSPEROUS COMMUNITY FOR ALL, AND THE BUDGET BEING THE WAY YOU'RE DOING THAT, IT SEEMED APPROPRIATE TOWN VOC THIS RECALL THIS WORK. THE VISION AND YOU MIGHT WANT TO THINK ABOUT THIS ALSO, BUILDING A COMMUNITY WHERE EVERYONE IS HEALTHY AND ANYONE WHO NEEDS HELP HAS A PLACE TO FIND IT, IF THE COMMUNITY KNOWS ABOUT IT AND IS ENGAGED IN WHAT WE DO, WE HAVE THE RESOURCES TO MEET THE COMMUNITY'S NEEDS AND EVERYONE IN OUR COMMUNITY SHARES EQUALLY IN OPPORTUNITY REGARDLESS OF WHAT THEY LOOK LIKE, WHERE THEY COME FROM, WHAT THEY BELIEVE IN OR WHO THEY LOVE, AND THERE'S A FULLY FUNDED SAFETY NET TO PROTECT THE MOST VULNERABLE IN OUR COMMUNITY. SO JUST TO KIND OF INVOKE THAT AS WE BEGIN OUR DISCUSSIONS. THE FIRST PIECE OF CONVERSATION I WANT TO ASK YOU TO INVITE YOU TO REFLECT ON AND TO TALK ABOUT ARE WHAT ARE YOUR LESSONS LEARNED ABOUT THE BUDGET PROCESS, WHAT HAS HELPED IT GO WELL IN PREVIOUS YEARS, OR WHAT HASN'T THAT YOU'D LIKE TO SEE CHANGED THAT YOU THINK WOULD HELP IT TO GO WELL THIS YEAR. ANY THOUGHTS?

Commissioner Shiprack: WHEN WE FIRST STARTED -- ALL OF US HAVE BEEN WORKING TOGETHER FOR SOME TIME, BUT DEBORAH AND DIANE AND I CAME IN AT THE SAME TIME, AND I'M NOT SURE THAT I EVEN REMEMBER THIS VERY WELL EXCEPT THAT MY CONCERN ABOUT THE BUDGET FROM THE OUTSET WAS PROBABLY SOME OF IT WAS THE COLLISION OF AUTHORITY BETWEEN THE CHAIR'S OFFICE AND THE COMMISSIONERS, AND I GUESS I FELT LIKE WE WERE A RESOURCE THAT WAS EITHER BEING USED AS A STAFFING RESOURCE, WHICH DIDN'T FEEL VERY GOOD, OR THAT WE WEREN'T BEING USED AT ALL, SO WHICH ONE IS IT, SHIPRACK. BUT MY REAL CONCERN WAS THAT WE WERE GOING TO FIND OURSELVES IN A KIND OF GROUNDHOG DAY. SO THAT EVERY YEAR THE BUDGET PROCESS WITH THE SAME OBJECTIONS THAT I FELT WERE COMING FROM MY COLLEAGUES AND I, THAT THAT SAME PROCESS WAS GOING TO REPEAT ITSELF, BECAUSE THE NATURE OF IT IS THAT THE BUILD-UP IS REALLY QUIET AND INVOLVES DEPARTMENTS AND THE CHAIR'S OFFICE, AND THEN THE ANNOUNCEMENT IS FAIRLY SUDDEN, AND THE PUBLIC MEETING PROCESS IS KIND OF PERFORMED. THEN WE ALL GET VERY BUSY DOING WHAT WE DO, AFTER WE HAVE NIPPED AT EACH OTHERS' HEELS, SORRY TO USE THESE COMPARISONS, YOU KNOW I DON'T MEAN ANY HARM -- DOGS, GOING AFTER SCRAPS, WITH THE SAME SORT OF, YOU KNOW, RELATIONSHIP SORT OF DIFFICULTIES, AND THEN WE GET BUSY IMPLEMENTING AND SORT OF FORGET ABOUT THAT PROCESS, SO IT IS GROUNDHOG DAY. IT REPEATS ITSELF. AND IF WE COULD JUST LIKE WE'RE DOING RIGHT NOW, KIND OF STOP THE REAL -- TO TAKE A LOOK, MY SUGGESTIONS ARE THAT WHILE WE TALK A LOT ABOUT ELIMINATING SILOS, AS WE BUDGET INTO SILOS, WHICH IS THE BUDGET PROCESS, AND AS LONG AS WE BUDGET IN A KIND OF A NOT THE MOST THOUGHTFUL METHOD, WHICH IS BASICALLY WHAT DID YOU GET LAST YEAR AND, UNLESS WE REALLY HAVE SOMETHING DRAMATIC GOING, WE'RE GOING TO GIVE YOU THE NAME, PLUS AN INCREMENT THIS YEAR, WE HAVE A KIND OF CURRENT SERVICE LEVEL BUDGET PROCESS THAT, I'M GOING TO SAY, IS A PROBLEM FOR ME. WHAT I WOULD RATHER DO IS BUDGET INTO PRIORITIES AND SYSTEMS RATHER THAN FILLING EVERYBODY'S CUP, AND THEN HAVING THEM PROMISE US THAT THEY UNDERSTAND AND THEY'LL ALL BE WORKING TOGETHER. MY SECOND LONG-STANDING ISSUE WITH THE BUDGET IS THIS DRIP, DRIP, DRIP OF ANNUAL BUDGETING INTO PROGRAMS THAT BY THEIR VERY NATURE DEMAND LONG-TERM COMMITMENTS, MENTAL HEALTH SERVICES, HOUSING, EVEN OUR CAPITAL PROJECTS, WHICH ARE LONG-TERM BECAUSE THEY'RE FUNDED BY BONDS, GET TREATED AS IF THEY WERE PART OF THIS DRIP, DRIP, DRIP SYSTEM, AND WE GET INTO TRAIN WRECK SORT OF POLITICS, BECAUSE WE DON'T HAVE A CAPITAL PLAN, AND WE DON'T REALLY WORK FROM A CULTURE OF PRIORITIES. SO I THINK THAT IF WE EXTRAPOLATE FROM THE BUDGET PROCESS, IF WE DID EVERYTHING LIKE WE DO THE BUDGET PROCESS, WE WOULD REALLY HAVE A HARD TIME MOVING A BUSINESS IN MULTNOMAH COUNTY FORWARD, BECAUSE I THINK THAT THINGS WOULD BREAK DOWN. BUT AGAIN, SMARTER PEOPLE THAN ME HAVE SAID THAT WHAT WE GOT WORKS WELL FOR WHAT IT WAS CREATED FOR. SO I'M NOT GOING TO SAY

IT'S TOTALLY TERRIBLE OR, YOU KNOW, TEAR INTO IT. BUT I WOULD LIKE TO SEE US ABLE TO CREATE SYSTEMWIDE PRIORITIES BASED ON REAL POLICY PREFERENCES THAT THE BOARD CONSIDERS AND THEN DECIDES ON PUBLICLY, AND I WOULD LIKE TO SEE US ACKNOWLEDGE THAT NEED -- THAT NOT ONLY OUR PRIORITIES HAVE, BUT CERTAINLY OUR PARTNERS IN THE COMMUNITY HAVE FOR US TO BE ABLE TO MAKE LONG-TERM PRIORITY COMMITMENTS. I'M ALMOST DONE. I THINK THAT IT WOULD BE HELPFUL FOR US TO MOVE FORWARD WITH THIS, BECAUSE SOME OF OUR ISSUES ARE POLITICAL. SOME OF OUR ISSUES ARE THAT WE'RE ALL IN EQUAL RANKING NOT JUST WITH EACH OTHER, BUT ALSO WITH THE D.A. AND WITH THE SHERIFF AS ELECTED OFFICIALS. AND IT WOULD HELP IF THERE WERE A SORT OF EXPERT WHO WAS STANDING OUTSIDE THE FRAY, AND IF WE COULD HAVE A COUNTY ADMINISTRATOR OR SOME KIND OF ACKNOWLEDGED BUREAUCRAT WHOSE EXPERIENCE, AGAIN, ABOVE THE FRAY OF POLITICS, WAS IN ADMINISTRATION, WHO COULD DEAL FROM A POSITION OF ACKNOWLEDGED EXPERTISE AND RESPECT FROM DEPARTMENT HEADS, AND THE BOARD, WHILE THE BOARD RETAINS, YOU KNOW, A HIGHER FIRE KIND OF AUTHORITY SO THAT WE FEEL THERE'S SOME KIND OF BALANCE OF POWER, I THINK THAT SOME OF OUR LOGICAL POLICY DIRECTION WOULD FIND LEGITIMACY BECAUSE IT WOULD NO LONGER BE SUBJECT TO ATTACKS OF BEING SOLELY POLITICAL. FOR EXAMPLE, IN MANAGERIAL ISSUES, IF SHERIFF'S OVERTIME IS A MANAGERIAL ISSUE OR IF IT'S A POLICY ISSUE, I THINK HAVING A MANAGEMENT REFEREE STANDING ABOVE THE FRAY WOULD HELP US ALL SORT THIS OUT ABOVE THE FRAY.

Chair Kafoury: THANK YOU. WHO'S NEXT?

Commissioner Smith: I THINK I AGREE WITH HAVING A VERY HOLISTIC LOOK. I THINK WE HAVE AN ADMINISTRATOR WHICH IS THE CHAIR. I THINK WE HAVE A PERSON WHO IS RESPONSIBLE FOR HAVING THE BROAD LOOK WITH OUR COO TO BRING A COUNTY MANAGER ON IS BASICALLY RUNNING SMACK DAB IN REVERSE TO OUR COUNTY CHARTER. THERE'S NO REASON FOR THAT. I DO THINK WE CAN BE MORE OF A PLAYER BECAUSE THE AGENCIES -- EVEN IF WE DO HAVE A COUNTY MANAGER, YOU DON'T THINK THEY'RE GOING TO BE INFLUENCED OR BE BIASED TOWARDS CERTAIN ISSUES, THAT DOESN'T COME WITH A NEUTRAL HEAD ALL THE TIME. THE ENTIRE DEPARTMENT, THEY'RE FIGHTING FOR THEIR MONEY. THE CHAIR CAN ACTUALLY PUT OUT AN ENTIRE BUDGET THAT REFLECTS THE PRIORITIES OF THE BOARD, THE DEPARTMENTS AND HERSELF, BUT I THINK THE MISSING LINK IS US. WE DON'T HAVE A SPACE -- I'M LOOKING AT THIS, I'M LOOKING AT THE 35 MILLION -- IS THAT RIGHT, KARYNE, THAT WE HAVE TO PLAY WITH?

Ms. Kieta: ONE-TIME-ONLY.

Commissioner Smith: ONE-TIME-ONLY THAT WE HAVE TO SPEND. OK. SAY IF COMMISSIONER WERE IN A POSITION WITH THE ONE-TIME ONLY, SAY WE

EACH GET 10%, WHICH WOULD BE \$3.5 MILLION OR SOMETHING LIKE THAT. 3.5 MILLION WITH 35 MILLION. IT COMES UP TO ABOUT 3.5 MILLION. WITHIN OUR OWN BROADER COMMUNITIES, BECAUSE YOU HAVE TO REMEMBER, WE ARE NOT AT LARGE COMMISSIONERS. WE ARE VOTED IN BY DISTRICTS. AND THERE ARE CERTAIN THINGS THAT ARE IN OUR DISTRICTS THAT WE NEED ADDITIONAL HELP WITH. IF WE HAD \$3.5 MILLION THAT WE SAID WE COULD EACH WORK WITH, AND WITHIN THOSE PARAMETERS, WE KNOW THAT -- I HAVE A LIST OF ABOUT 20 THINGS I THINK ARE IMPORTANT OF THIS \$1.6 BILLION BUDGET. 3.5 MILLION IS A SMALL PIECE OF CHANGE THAT WOULD GIVE US AN IDEA OF OUR PRIORITIES AND OUR DISTRICT'S PRIORITIES THAT WE THINK THAT WE NEED TO MAINTAIN AND TO EXPAND. IT WOULD AT LEAST GIVE US SOMETHING TO WORK WITH. THE WAY IT STANDS RIGHT NOW AND WHAT I'VE EXPERIENCED IN THE LAST FOUR YEARS, BASICALLY THE CHAIR PUTS OUT AN EXECUTIVE BUDGET, IT'S EITHER MY WAY OR THE HIGHWAY, YOU DON'T LIKE IT, YOU PUT IT IN AN AMENDMENT. WE'VE NEVER BEEN GIVEN THIS OPPORTUNITY. I'M GLAD FOR THIS KIND OF CONVERSATION, BECAUSE WE WERE NEVER GIVEN THAT OPPORTUNITY TO BE A PART OF THE EXECUTIVE BUDGET. IT WAS ONLY AFTER IT WAS RELEASED THAT, YOU KNOW, WE WERE TOLD THIS IS HOW THIS IS GOING TO BE. BUT IN ALL FAIRNESS, CHAIR COGAN, WHEN I FIRST CAME ON, HE WOULD SAY, ARE THERE THINGS YOU WERE SUPPORTIVE OF THAT YOU WANT? BECAUSE I DIDN'T UNDERSTAND WHAT THE COMMUNITIES' NEEDS WERE. I DIDN'T HAVE A BIG ASK FOR STUFF. I DIDN'T KNOW WHAT WE WERE WORKING WITH, WHAT OUR PARAMETERS WERE. I ONLY KNOW THE FEDERAL BUDGET. I KNOW WE AUTOMATICALLY APPROPRIATED 1% OF A TRILLION DOLLAR BUDGET. EACH SENATOR GOT A CERTAIN AMOUNT OF MONEY THAT YOU HAD FOR YOUR STATE OR YOUR DISTRICT TO DEAL WITH. SO I'M FAMILIAR WITH THAT. I DON'T THINK WE NEED TO REINVENT THE WHEEL. I JUST WANT TO SAY, AGAIN, I AM NOT IN SUPPORT OF A COUNTY MANAGER, WE HAVE A MANAGEMENT SYSTEM IN PLACE. I JUST WANT A LITTLE BIT MORE AUTHORITY OVER A SMALLER PIECE OF MONEY, IF I KNOW I HAVE X, Y, Z TO WORK WITH, YOU'RE GOING TO BE RESPONSIBLE REGARDLESS OF THE 1.6. LET US HELP YOU BY EVEN EXPANDING ON CURRENT PROGRAMS. LIKE, FOR EXAMPLE, WE ALREADY FUND COMCAST INTERNET ESSENTIALS. I'D LIKE TO PARTNER WITH YOU ON THE DIGITAL DIVIDE. YOU GAVE A FORUM ON THIS. WE ALREADY HAVE A SYSTEM IN PLACE. SO MY SUGGESTION IS GOING TO BE LET'S EXPAND IT. LET'S EXPAND IT IN A BIG WAY TO, LIKE, YOU KNOW, REYNOLDS, DAVID DOUGLAS, SO THAT THOSE FAMILIES IN POVERTY, THAT THEY GET TO HAVE A COMPUTER. IT IS SUCH A SMALL PRICE TO PAY, \$150 TO GET A COMPUTER FOR PEOPLE WHO ARE POOR, WE CAN EXPAND ON EXISTING THINGS THAT WE'RE ALREADY PAYING FOR. SO IT'S NOT OUT OF THE ORDER OF WHAT WE'RE CURRENTLY DOING, BUT JUST LET US HAVE SOME SAY-SO, BECAUSE THEN YOU WON'T HAVE THIS ISSUE OF, YOU KNOW, PEOPLE PUTTING 100 MILLION AMENDMENTS IN. AND THE ONLY REASON WHY THAT HAPPENED, WE DON'T FEEL LIKE WE ARE GOING, TO ONE, GET SOMETHING, OR -- WE HAVE THE ABILITY TO CREATE PRIOR TO THE EXECUTIVE BUDGET. AND I THINK IF

THAT'S DONE, IN A FAIR WAY, WE WILL FEEL LIKE WE'RE A PART OF THIS. NOW, IF YOU CREATE A BUDGET, YOU DON'T PUT ANYTHING THAT'S A PRIORITY FOR ME, I DON'T FEEL INCLINED TO VOTE FOR YOUR BUDGET. I'M GOING TO AMENDMENT IT UP TO GET THESE THINGS THAT I WANT. I DON'T WANT TO DO THAT. I WANT TO WORK INSIDE THIS CYCLE SO JUST LIKE THE DEPARTMENTS, THEY KNOW PRETTY MUCH WHAT YOU'RE GOING TO PUT IN, IN YOUR EXECUTIVE BUDGET, I WANT TO KNOW THAT IF YOU SAY TO ME YOU GOT \$4 MILLION, TO DO YOUR PRIORITIES, AND THEN AFTER YOU LOOK AT IT AND SEE THIS IS SOMETHING YOU WANT, THAT WE CAN HAVE THE SAME OPPORTUNITY.

Ms. Hein: WE ARE GOING TO SPEND A BUNCH OF TIME TALKING ABOUT PRIORITIES IN PARTICULAR. I WANT TO ALSO ASK FOLKS WE HAVEN'T HEARD FROM YET WHAT YOUR THINKING IS, ABOUT LESSONS LEARNED OR ABOUT WHAT YOU THINK WOULD HELP THE BUDGET PROCESS TO GO WELL.

Vice-Chair McKeel: I WILL SPEAK. I AGREE BASICALLY WITH WHAT COMMISSIONER SHIPRACK WAS SAYING. I DO THINK WE NEED TO IDENTIFY OUR PRIORITIES, AND WE NEED TO BUDGET PRIORITIES AND ASSISTANCE SO THAT WE HAVE A CONTINUITY OF WHAT WE'RE DOING. AND WE DON'T START JUST BUDGETING TO EVERY PROGRAM CAN SOUND GOOD. BUT THAT IS NOT MAYBE THE BEST PLACE TO PUT YOUR DOLLARS. YOU NEED TO UNDERSTAND THE SYSTEM TO KNOW WHERE THE BEST PLACE TO PUT YOUR DOLLARS IS. I ALSO THINK THAT WE DO NEED A COUNTY MANAGER OR ADMINISTRATOR. PEOPLE GO TO SCHOOL TO LEARN THESE SKILLS. AND I'VE SEEN THEM WORK IN CITIES, I'VE SEEN THEM WORK -- IT GIVES A LOT OF CONTINUITY TO WHAT WE'RE DOING, AND I WILL JUST ADD THAT SINCE I'M FINISHING SIX YEARS ON THE COMMISSION, IN THOSE SIX YEARS COUNTING INTERIMS AND CHAIRS, I HAVE HAD FIVE DIFFERENT CHAIRS. AND THAT'S, IN MY OPINION, NOT THE WAY YOU RUN YOUR BUSINESS. IT'S TOO MUCH TRANSITION IN YOUR LEADERSHIP TEAM, IN MY OPINION. SO I DO THINK THAT WE NEED SOMEONE WHO IS TRAINED, HAS THE SKILLS, AND I'M NOT SAYING THAT FIVE DIFFERENT CHAIRS HAVE BEEN BAD, I'M NOT SAYING THAT. I'M JUST SAYING IF YOU'RE GOING TO LOOK AT IT FROM A BUSINESS POINT OF VIEW, THAT IS NOT HOW YOU -- I KNOW WE'RE NOT EXACTLY PRIVATE SECTOR, BUT THERE'S NO PRIVATE SECTOR THAT WOULD HAVE THEIR LEADERSHIP TURN OVER AS FAST AS OURS DOES, AND SOME OF THAT IS DUE TO TERM LIMITS, AND HAVING TO RESIGN WHEN YOU RUN FOR SOMETHING. SOME OF THAT HAS TO DO WITH OUR CHARTER AND THE WAY THAT IT IS SET UP.

Commissioner Smith: AND CIRCUMSTANCES.

Commissioner McKeel: AND I KNOW THE FIRST YEAR, AS COMMISSIONER SHIPRACK WAS TALKING ABOUT, IT WAS CRAZY. I THINK WE WERE RUNNING THEM DOWN THE HALL RIGHT BEFORE WE WENT DOWN TO THE BOARD MEETING WITH AMENDMENTS. IT WAS A LITTLE BIT CRAZY, BUT I FEEL LIKE

THE PROCESS HAS GOTTEN MORE INCLUSIVE OF US AND OUR PRIORITIES, EVEN BY THE CHAIRS AS TO WHAT WE WOULD LIKE TO SEE IN THE EXECUTIVE BUDGET. SO I THINK THAT'S GOTTEN BETTER, BUT I STILL THINK WE HAVE A WAYS TO GO.

Ms. Hein: COMMISSIONER BAILEY, ANY PERSPECTIVES ON HOW TO MAKE THE BUDGET PROCESS GO WELL?

Chair Kafoury: YOUR HOPES AND DREAMS. [LAUGHTER]

Commissioner Bailey: MY VAST EXPERIENCE, LET ME PONTIFICATE. FIRST OF ALL, I REALLY APOLOGIZE FOR BEING LATE. I KNOW EVERYBODY'S TIME IS VALUABLE.

Chair Kafoury: WE CURSED YOU.

Commissioner Bailey: GET IN LINE.

Vice-Chair McKeel: WE'VE ALL BEEN LATE FROM TIME TO TIME.

Chair Kafoury: USUALLY IT'S ONE OF THE THREE OF US.

Commissioner Bailey: JUST DOING MY PART. SO I'LL TRY TO MAKE UP BY BEING RELATIVELY BRIEF. ONE, I THINK AS WE LOOK AT THE BUDGET, I ALWAYS LIKE TO HAVE AN EMPHASIS ON WHAT ARE THE OUTCOMES WE'RE TRYING TO ACHIEVE, WHAT ARE THE METRICS BY WHICH WE MEASURE THOSE OUTCOMES, AND HOW DO OUR BUDGETARY PRIORITIES DRIVE CHANGE WITHIN THOSE METRICS? AND I LIKE TO SEE BUDGETS THAT ARE BUILT FROM THAT OUTCOME-BASED PERSPECTIVES AS OPPOSED TO, SAY, PREVIOUS YEAR BUDGET LEVEL, OR SOMETHING LIKE THAT. LOTS OF DIFFERENT TERMS FOR THAT. I THINK EVERY BUDGET SYSTEM DOES IT ITS OWN WAY, IT'S OBVIOUSLY EASIER SAID THAN DONE TO DO IT THAT WAY. BUT I THINK CONTINUING TO KEEP THAT AS A PRINCIPLE IN MIND IS IMPORTANT. SECOND, I GUESS I'M LAYING OUT PRINCIPLES, BASICALLY, SINCE I HAVEN'T BEEN THROUGH THE PROCESS. SECOND PRINCIPLE FOR ME IS TRANSPARENCY. I THINK IT'S VERY DIFFICULT, AND I THINK IT'S DIFFICULT NOT JUST BECAUSE OF THE WAY THE BUDGET PROCESS WORKS, BUT BECAUSE OF THE WAY OUR QUORUM RULES WORK. I THINK THERE'S JUST INHERENT STRUCTURAL DIFFICULTIES WITH HAVING A HUGE AMOUNT OF OPEN DISCUSSION AND TRANSPARENCY AROUND BUDGET ITEMS. BUT I THINK MAKING SURE THAT PEOPLE IN THE COMMUNITY WHO HAVE A VESTED INTEREST IN CERTAIN BUDGET ITEMS HAVE THE OPPORTUNITY TO WEIGH IN AT THAT TIME, AND JUST HAVE AN EXAMPLE, LET'S SAY WE'RE DEBATING SOMETHING AROUND, YOU KNOW, SUPPORT TO A PARTICULAR COMMUNITY OF COLOR, OR SOMETHING THAT WE'RE TRYING TO MEET SOME NEEDS THAT THEY HAVE AROUND RACIAL DISPARITIES, OR MAKING SURE FOLKS THAT ARE FROM THAT

COMMUNITY REPRESENT THAT COMMUNITY, HAVE THE OPPORTUNITY TO WEIGH IN DURING THE BUDGET IN A TRANSPARENT WAY AND UNDERSTAND WHAT THINGS ARE HAPPENING. THIRD, I LIKE THE IDEA, AND I'M OPEN TO DISCUSSION ON IT BECAUSE I HAVEN'T BEEN THROUGH IT. SO I DON'T KNOW HOW IT WILL PLAY OUT NECESSARILY, BUT I LIKE THE IDEA OF HAVING COMMISSIONERS HELP SUPPORT THE CHAIR IN THE BUDGET PROCESS BY MAYBE HELPING TO DIG INTO SOME BUDGETARY AREAS, AND TAKE ON SCOURING THROUGH TO MAKE THAT PROCESS A LITTLE BIT EASIER. I'LL SAY THAT THE DRAWBACK TO THAT IS THAT IN A SITUATION IN WHICH THE CHAIR IS THE EXECUTIVE AND HAS THE SOLE AUTHORITY OVER THOSE AGENCIES, BEING IN A SITUATION IN WHICH JUST TO BE FRANK, THE AGENCIES FEEL LIKE THEY HAVE AN INCENTIVE TO BE FORTHRIGHT AND TO COMPLY WITH REQUESTS AND TO HAVE TRANSPARENCY WITH THE COMMISSIONERS IN THAT PROCESS, WILL REQUIRE THE FULL SUPPORT OF THE CHAIR IN THAT, SO THAT WE DON'T GET PLAYED ON BOTH SIDES, ESSENTIALLY. BUT AS LONG AS THAT SUPPORT IS THERE AND AS LONG AS THE DEPARTMENTS HAVE THE SORT OF THAT OPENNESS AND WILLINGNESS TO DIG INTO THE BOOKS, AND THE OUTCOMES WITH COMMISSIONERS, I THINK THAT COULD BE A WAY FOR BOTH COMMISSIONERS TO UNDERSTAND AND TAKE ON MORE, AND ALSO TO SPLIT THE CHAIR AND THE CHAIR'S PROCESS. SO I THINK I'LL JUST LEAVE IT THERE. I'LL HAVE MORE TO SAY NEXT YEAR. [LAUGHTER]

Chair Kafoury: I REALLY APPRECIATE ALL OF THIS. IT'S HELPFUL.

Commissioner Smith: IN ORDER TO PIGGYBACK OF COMMISSIONER BAILEY -- I THINK -- SO THAT WE HAVE THOSE HEARINGS BEFORE THE EXECUTIVE BUDGET DROPS, BECAUSE WHEN WE HAVE OUR THREE HEARINGS, OUR MANDATORY HEARINGS, THE BUDGET HAS DROPPED, THE AGENCIES HAVE ALREADY DROPPED THEIR PRIORITIES, SO REALLY IT'S JUST KIND OF A FORMALITY FOR US TO HAVE THOSE THREE HEARINGS. A LOT OF THE PRESSURE CAN BE TAKEN OFF IF WE HAVE THOSE HEARINGS EARLIER IN THE YEAR, SO THAT WE CAN GET THAT FEEDBACK BEFORE THE EXECUTIVE BUDGET IS DROPPED. BECAUSE EVERYTHING MOVES SO FAST, SO QUICKLY, YOU REALLY DON'T HAVE A CHANCE TO GO BACK AND FORTH AND TRY TO REALLY MAKE THE POINT AFTER IT'S DROPPED DOWN IN, YOU KNOW, APRIL-MAY. IT'S OVER. REALLY.

Chair Kafoury: LAST YEAR I KNOW YOU GUYS HAD BUDGET HEARINGS IN EACH DISTRICT, WAS THAT PRIOR TO THE --

Commissioner Smith: WE DID IT THE SAME WAY WE DID IT WHEN YOU WERE THERE. THOSE WERE TOWN HALLS THE CHAIR HAD. THAT WAS HER OWN -- SHE HAD TOWN HALL MEETINGS IN EVERY DISTRICT. ABOUT THE PROCESS OF THE BUDGET.

Chair Kafoury: THAT WAS PRIOR TO THE BUDGET --



Commissioner Smith: YEAH.

Commissioner Shiprack: I WOULD ADD ONE MORE THING. I DON'T KNOW IF WE'RE GOING TO TALK ABOUT THIS LATER, BUT BRIEFINGS ABOUT --

Ms. Hein: WHAT ABOUT BRIEFINGS?

Commissioner McKeel: I THINK THEY NEED TO BE MORE -- BRIEFINGS ARE RAH-RAH, HERE'S THE WONDERFUL THINGS WE DO IN OUR DEPARTMENT. WE NEED TO GET DOWN MORE INTO THE SPECIFICS AROUND BUDGETING IN THE -- IF WE'RE GOING TO BUDGET TO PRIORITY SYSTEMS. MORE SPECIFICS I WOULD SAY.

Ms. Hein: SO THE NEXT PIECE IS TO START IMAGINE THAT WE HIT FAST FORWARD. THERE WAS SOME MOVIE ABOUT BEING ABLE TO HIT FAST FORWARD AND BACKWARD ON YOUR LIFE.

Commissioner Bailey: THAT WAS AN ADAM SANDLER MOVIE.

Ms. Hein: OK. I'LL ALLOW IT. AND WE'LL AVOID THE LEVEL OF TASTE IN THAT MOVIE.

Commissioner Bailey: HEY!

Ms. Hein: I BROUGHT IT UP, RIGHT? JUST IMAGINE THAT IT'S 2015, WE ZOOMED OURSELVES FORWARD TO 2015. AND WE'RE SITTING HERE IN THIS WONDERFUL MEETING ROOM, HAVING COOKIES, AND TALKING ABOUT THE SUCCESSES, THE POLICY SUCCESSES THAT HAPPENED IN THE PAST YEAR IN 2015. LIKE TO DO A GO AROUND THE TABLE, AND HEAR FROM EACH OF YOU, WHAT WOULD BE THOSE SUCCESSES? WHAT WOULD BE THE THINGS, WE'RE SITTING HERE, THAT YOU WOULD BE HAPPY TO BE TALKING ABOUT AND REFLECTING ON? WOULD SOMEBODY LIKE TO BEGIN?

Commissioner Bailey: THERE'S A LOT, RIGHT? THERE'S A LOT OF THINGS WE NEED TO GET DONE. EVERYTHING FROM -- WE'VE MADE PRETTY BOLD COMMITMENTS AROUND HOUSING AND HOMELESSNESS THAT WE GOT TO ACHIEVE IN A YEAR. WE'VE SAID WE'RE GOING TO GET VETERANS OFF THE STREET BY NEXT YEAR. WE HAVE HAD A REALLY DRAMATIC PRESENTATION AROUND RACIAL AND ETHNIC HEALTH DISPARITIES. WE HAVE TO SEE PROGRESS ON THAT IN THE DATA. WE HAVE TO SHOW WE'VE DONE SOMETHING ON THAT. WE'VE GOT A LOT OF PRESS AND A LOT OF CRISIS AROUND MENTAL HEALTH. I WANT TO SEE A SOLUTION IN PROCESS ON CRISIS MENTAL HEALTH SERVICES. SO I COULD KEEP GOING. THERE'S A LOT OF THINGS THAT WE'RE ALL WORKING ON, BUT I THINK WE HAVE SOME BIG THINGS IN PLAY OVER THE COURSE OF THE NEXT YEAR, WHICH IS MY MIND,

THIS IS AN EXCITING TIME TO BE AT MULTNOMAH COUNTY. I THINK WE'RE TAKING ON SOME OF THE TOUGHEST THINGS THAT ANY LEVEL OF GOVERNMENT IS TAKING ON RIGHT NOW IN THIS STATE. I DIDN'T GET INTO THE PUBLIC SAFETY OR ANY OF THAT OTHER STUFF.

Commissioner Shiprack: I THINK YOU DID, BECAUSE MENTAL HEALTH SOLUTION IS GOING TO HAVE A TREMENDOUS IMPACT ON PUBLIC SAFETY, AND ONE OF THE -- AND IT GOES BACK TO THE PLEASURE THAT I WOULD TAKE IF IN 2015 WE HAD A SYSTEM THAT ACKNOWLEDGED PRIORITIES THAT TRAVELED HORIZONTALLY ACROSS THE DEPARTMENTS AND KIND OF FIEFDOMS OF MULTNOMAH COUNTY. ONE OF THE INCENTIVE, THEY ALL GET DRIVEN BY INCENTIVES, PEOPLE TALK ABOUT COST BENEFIT PROGRAMS, BUT WHEN THE BENEFIT GOES TO SOMEBODY ELSE'S PROGRAM, AND YOU HAVE THE COST, RIGHT NOW THERE'S NO INCENTIVE FOR YOU TO INCUR THAT COST, AND ALSO RIGHT NOW THERE'S NO INCENTIVE FOR THE OTHER PROGRAM TO SHARE THEIR SAVINGS ACROSS THIS HORIZON, AND I THINK THAT GOES BACK TO THE FACT THAT WE BUDGET BY SILOS, AND I THINK ONE EXAMPLE OF THAT IS IF THERE WERE MENTAL HEALTH SOLUTION THAT WERE, SAY, TO TRANSPORT PEOPLE OUT OF JAIL CELLS, THAT THE MENTAL HEALTH SYSTEM WERE TO INCUR COSTS WOULD THOSE COSTS BE REIMBURSED BY THE SHERIFF REDUCING THE REQUEST FOR JAIL CELLS IN THE BUDGET PROCESS. AND I JUST HAVE TO SAY THE INCENTIVES ARE ALL SIDEWAYS ON THAT.

Chair Kafoury: WE'RE SEEING THAT RIGHT NOW WITH THE MENTAL HEALTH COUNTY PAID ADDITIONAL MENTAL HEALTH STAFF IN THE JAILS KEEPING PEOPLE OFF SUICIDE WATCH.

Commissioner Shiprack: EXACTLY.

Chair Kafoury: IT COSTS MORE MONEY, AND YOU DON'T SEE THE SAVINGS ON THE OTHER END.

Commissioner Shiprack: EXACTLY. AND I GUESS THAT'S SORT OF A BIG INSTITUTIONAL FIX, BUT WE KNOW WHAT THE PROBLEM IS, WE'VE KIND OF FALLEN IN LOVE WITH THE PROBLEM, AND WITH ALSO KNOW WHAT THE -- WE KNOW WHAT SOME OF THE SOLUTIONS ARE. AND THE DIFFICULTY IS NOT JUST FUNDING THE SOLUTION WHILE WE CONTINUE PROVIDING CURRENT SERVICE LEVEL TO EVERYTHING ELSE, BUT IT IS REARRANGING THE BALANCE OF THE SYSTEMS ONCE YOU GET THE SOLUTION GOING SO THAT YOU CAN MAINTAIN THE SOLUTION AND NOT BOUNCE BACK TO STATUS QUO. SO I THINK PART OF THIS IS COMMUNICATION. I ALSO THINK THAT PART OF THIS IS THAT IF WE CAN COMMUNICATE SOME WAY TO GO ACROSS SILOS AND FUND IN THAT AREA, THEN WHAT YOU FIND IS THAT YOU'RE NOT JUST FUNDING A MENTAL HEALTH COUNSELOR IN THE JAIL. YOU'RE ALSO PAYING FOR HOUSING. SO THAT YOU CAN KEEP THOSE PEOPLE OUT OF THE JAIL.

Commissioner McKeel: I AGREE -- WERE YOU DONE, JUDY?

Commissioner Shiprack: I'M JUST ADMIRING THE PLATE AND THE NAPKINS. BUT I'M NOT GOING TO HAVE ONE.

Commissioner McKeel: I THINK WE NEED TO LOOK AT THE SYSTEMS, BUT WE NEED TO HAVE THE DATA TO LOOK THE SYSTEM. AND SEE WHERE WE ARE REALLY PUTTING OUR DOLLAR TO THE BEST USE. AND YOU'RE GOING TO HEAR FROM ME, I'M GOING TO GO WAY BACK TO EARLY CHILDHOOD, BIRTH TO 3 YEARS OLD. READ THE LITERATURE, THAT'S WHAT MAKES THE DIFFERENCE DOWNSTREAM. AND SO I THINK WE NEED TO LOOK AT THAT DATA TO PUT OUR DOLLAR IN THE BEST PLACE, I THINK BECAUSE I'M COMING TO MY LAST TWO YEARS, I WOULD LOVE TO WHEN I LEAVE THIS COMMISSION TO HAVE PEOPLE SAY, YOU KNOW WHAT? THAT COMMISSION REALLY MADE A DIFFERENCE. SO THAT'S JUST MY OPINION.

Commissioner Shiprack: I KNOW I HAD MY TURN, BUT I WANT TO ADD TWO OTHER THINGS THAT ARE REALLY IMPORTANT. ONE OF THEM IS GETTING THIS NEW CENTRAL COURTHOUSE BUILT. OR AT LEAST ON A SOLID ROAD IN THE NEXT TWO YEARS TO BEING BUILT. AND THE SECOND ONE IS MAKING REAL PROGRESS ON RACIAL AND ETHNIC DISPARITIES, PARTICULARLY IN OUR JUVENILE JUSTICE SYSTEM, BUT THROUGHOUT THE JUSTICE SYSTEM IN MULTNOMAH COUNTY. AND ACTUALLY COMMISSIONER MCKEEL -- I REALLY THINK THAT GOES SO TIGHTLY TOGETHER WITH HAVING DATA SO THAT WE CAN LOOK AT OUR SYSTEM AUTHENTICALLY.

Chair Kafoury: SOMETHING COMMISSIONER BAILEY TALKED ABOUT TOO, FOCUSING GETTING DATA, BUT ALSO FOCUSING OUR DOLLARS ON THE PROGRAM TO OUR WORKING AND SHOWING TANGIBLE OUTCOMES, WHICH I THINK BECAUSE WE'VE CUT OUR BUDGETS FOR SO LONG, THAT WE'VE CUT A LOT OF THE RESEARCH AND EVALUATION OUT OF OUR DEPARTMENTS, AND SO THAT'S GOING TO TAKE AN INVESTMENT IF WE AS A COMMISSION DECIDE THAT'S AN AREA FOR INVESTMENT, THAT'S ALSO DOLLARS. IT'S GOING TO BE A REAL DOLLARS JUST TO GET THE DATA WE NEED TO MAKE DECISIONS AND TO SEE WHETHER --

Commissioner McKeel: RIGHT. TO ME THAT MAKES SENSE, OTHERWISE YOU'RE JUST FUNDING ANOTHER PROGRAM THAT SOMEBODY'S BROUGHT YOU. AND THEY ALL SOUND GOOD.

Chair Kafoury: THEY ALL DO.

Commissioner Smith: AS YOU KNOW, THE COALITION OF COLOR, WE PAID THEM TO DO RESEARCH ACROSS THE BOARD, AND THAT'S HOW WE LEARNED ABOUT ALL THE DIFFERENT DISPARITIES. WE WERE GIVEN A REPORT EVERY YEAR ON EVERY ETHNIC GROUP FOR THE LAST FOUR YEARS. WHICH

INFORMED ME AND THE REASON WHY I WAS SUPPORTING PREVENTION DOLLARS WITH THE PROMISE -- SO I DO AGREE WITH COMMISSIONER SHIPRACK, BEFORE YOU ACTUALLY GET INTO THE JUVENILE JUSTICE SYSTEM, THAT WE PUT MORE DOLLARS IN PREVENTION SO THAT THEY DON'T HAVE TO BE PUT INTO THE JUVENILE AND ADULT SYSTEM, WHICH ARE WILDLY EXPENSIVE. THE SECOND PIECE, IF I WAS SITTING IN JANUARY 2015 I'D LIKE TO SAY THERE NEEDS TO BE ADDITIONAL AFFORDABLE HOUSING OPPORTUNITIES AND US SPEND SOME REAL MONEY IN THE BROWNFIELDS. MY DISTRICT I THINK HAS MORE BROWNFIELD THAN ANY OTHER DISTRICT IN MULTNOMAH COUNTY. I THINK YOU ALL DID A REPORT AT THE LEGISLATURE, AND THE MAJORITY OF THOSE BROWNFIELDS WERE IN HIS DISTRICT WHICH ARE MY DISTRICT, AND SO FOR ME, I'D LIKE TO SEE US, YOU KNOW, LEVERAGE SOME OF OUR COUNTY DOLLARS WITH STATE AND PRIVATE DOLLARS, AND ANY RESOURCES THAT WE HAVE TO PRODUCE, YOU KNOW, AFFORDABLE HOUSING FOR PEOPLE, ESPECIALLY IN MY DISTRICT WHERE GENTRIFICATION HAS REALLY TOOK A TOLL ON THE COMMUNITY. PEDESTRIAN SAFETY, DISASTER PREPAREDNESS, HOW WE'RE PREPARING OUR VULNERABLE POPULATIONS TO DEAL WITH A DISASTER. ONE OF THE THINGS I DID LAST YEAR, I REQUESTED VULNERABLE POPULATION KITS FOR VULNERABLE POPULATIONS. I KNOW THAT WE GOT KITS FOR US THROUGH EMERGENCY PREPAREDNESS, BUT I HAVEN'T GOTTEN MINE YET. SO I DON'T KNOW WHAT THAT IS. I CAN ACTUALLY PAY FOR MY OWN, BUT IT'S THOSE COMMUNITIES, THE SENIORS, COMMUNITIES OF COLOR, FOLKS WHO CAN'T SPEAK ENGLISH, THOSE ARE THE FOLKS WHO ARE GOING TO BE HIT THE HARDEST IN ANY DISASTER THAT WE HAVE. I'D LIKE TO EXPAND AND DECREASE THE DIGITAL DIVIDE THROUGH INTERNET ESSENTIALS. I'D LIKE TO EXPLORE WHAT WOULD IT LOOK LIKE IF WE SUPPORTED THE SOUL(?) DISTRICT AND DEVELOP OUT THE NORTHEAST HEALTH CLINIC. AND THAT'S SOMETHING THAT WE TALKED TO CARL AND RAY ABOUT. I'D LIKE TO EXPLORE CREATING FOOD PANTRIES FOR SENIOR CENTERS. AS MANY OF YOU KNOW, I DO PANCAKE BREAKFASTS AT THE SENIOR CENTERS. AND LET ME TELL YOU, THEY CAN EAT A LOT OF PANCAKES AND BACON. SO I'D LIKE TO EXPLORE THAT IDEA OF PUTTING -- IT JUST TAKES A SMALL INVESTMENT. WE SPEND LIKE JUST UNDER \$200, IS THAT RIGHT, GARY? ABOUT \$300?

Mr. Chenault: ABOUT \$300.

Commissioner Smith: BECAUSE MORE PEOPLE COME BACK, AND THEY GO. SO THAT'S SOMETHING THAT I'D LIKE TO SEE. I'D LIKE TO SEE US PUT SOME OF THAT FOUR TO \$6 MILLION THAT WE GET FROM LOTTERY MONEY IN TRUE ECONOMIC DEVELOPMENT LIKE EXPLORING THE IDEA OF COMMUNITY BENEFITS AGREEMENT THAT COULD HAVE GONE ON THE NORTHEAST -- THE NEW HEALTH HEADQUARTERS. OR ANY, YOU KNOW, INFRASTRUCTURE PROJECT. THE OTHER ISSUE IS, I'D LIKE TO SEE US EXPAND SUMMERWORKS. ME AND THE CHAIR WERE AT POIC THIS WEEKEND, AND SO MANY OF YOU HEARD ABOUT THE SHOOTING OVER AT ROSEMARY ANDERSON. IT WAS -- I

WAS VERY TROUBLED BY IT, AND THE CHAIR WAS TOO. AND WE WERE OUT THERE YESTERDAY JUST TALKING TO THE FAMILIES, AND JUST -- NOTHING THAT WE WERE PROPOSING OR THEY PROPOSED OF US, THEY JUST LIKED THE FACT WE WERE THERE AND THEY CARED. THAT KID THAT GOT SHOT, ONE OF THE KIDS, LABRAY FRANKLIN, HE WAS A CENTRAL CONTRIBUTOR TO THE ORIENTATION THAT WE DO WITH THE CITY AND THE COUNTY, AND HE WAS ACTUALLY IN OUR SUMMER PROGRAM, HE WAS ON THE MAYOR'S STAFF. JUST A BRILLIANT, ELOQUENT KID, AND HE TALKED ABOUT HIS COUSIN BEING SHOT THIS SUMMER AND WHY IT WAS IMPORTANT FOR HIM TO BE IN THE SUMMER WORKS PROGRAM. SO THESE KINDS OF PROGRAMS ARE THE KINDS OF PROGRAMS THAT WE SHOULD BE SPENDING OUR ECONOMIC DEVELOPMENT DOLLARS ON, BECAUSE WE HAVE TO SPEND THEM ON TRUE ECONOMIC DEVELOPMENT. I WANT TO SEE THIS KIND OF THING EXPANDED IN A WAY, AND WE HAVE OTHER INITIATIVES THAT WE HAVE SIGNED ON TO, WE SIGNED ON TO THIS HEALTH DISPARITIES TO DEAL WITH THOSE THINGS, WE ARE PARTNERING WITH BLACK MALE ACHIEVEMENT, THE CHAIR'S OFFICE S. THEY WANT TO SUPPORT THE PRESIDENT'S PROMISE KEEPERS, ALL OF THESE THINGS REQUIRE YOU TO SUPPORT BLACK AND BROWN, MEN AND BOYS, IN THE COMMUNITY. WE CAN KIND OF LIKE THROW OUT ONE ROCK, AND SUPPORT A NUMBER OF INITIATIVES BY SUPPORTING THESE DISPARITIES, BY SUPPORTING THESE PROGRAMS THAT SUPPORT AFRICAN-AMERICAN MEN, LATINO MEN WITH JOBS AND THOSE KINDS OF THINGS. WE CAN DO THAT, AND WE DON'T HAVE TO WOULD A SEPARATE INITIATIVE FOR EACH. IF WE DO SOMETHING BY EXPANDING SUMMER WORKS, I TALKED WITH THE MAYOR ABOUT THIS FRIDAY NIGHT, THAT COULD ALSO BE A STRATEGY TO SUPPORT MY BROTHERS KEEPER. IT CAN ALSO BE A STRATEGY TO SUPPORT THE HEALTH DISPARITIES. IT COULD ALSO BE A STRATEGY TO SUPPORT WHICH WE'RE A PARTNER OF THE BLACK MALE ACHIEVEMENT. IT'S NOT LIKE WE HAVE TO HAVE A PROJECT FOR EACH THING, BUT THESE ARE THE INITIATIVES WE'RE GOING TO EXPAND AND INCREASE UPON TO MAKE SURE THAT ONE, FOLKS HAVE A PLACE TO GO. BECAUSE I KNOW TOO, I'VE NEVER SEEN ONE OF THESE GANG MEMBERS DOING A DRIVE-BY ON THEIR WAY TO WORK. IT JUST DON'T HAPPEN. SO I'D LIKE TO SEE THAT. AND THE LAST PIECE, ME AND COMMISSIONER MCKEEL, WE KIND OF SHARE A DISTRICT WHERE PEOPLE HAVE MOVED OUT EAST. MY DISTRICT HAS MOVED FROM 122nd OUT TO 202nd. AND IT IS VERY CLEAR THAT WE DON'T HAVE RESIDENTIAL FACILITIES FOR COMMUNITIES OF COLOR WHEN YOU'RE DEALING WITH DRUG AND ALCOHOL REHAB. THEY'RE BASICALLY LIKE RESIDENTIAL AREAS OUT THERE. WHERE WE USED TO HAVE THEM, LIKE WITH NOT CLEAN SLATE -- YEAH. IT'S LIKE A CLEAN SLATE PROGRAM. BUT IT USED TO BE IN THE CITY. WELL, PEOPLE HAVE MOVED FROM PORTLAND PROPER OUT EAST, AND WE DON'T HAVE THE SAME ABILITY WITH COMMERCIAL PROPERTIES TO HAVE THOSE RESIDENTIAL KINDS OF THINGS. SO WE HAVE TO BE CREATIVE IN HOW WE'RE GOING TO EXPAND THOSE PROGRAMS WHERE WE CAN DO THAT. AND I'M COMMITTED TO DOING THAT AS WELL. THIS

IS A BIG LAUNDRY LIST OF THINGS. BUT IT ONLY COVERS A SMALL PIECE OF THE 1.6 BILLION DOLLARS.

Ms. Hein: OTHER THOUGHTS ABOUT -- WE'VE ENTERED THE ADAM SANDLER MOVIE, MULTNOMAH COUNTY VERSION, IT'S 2015 OF DECEMBER, AND OTHER THINGS YOU WANT TO LOOK BACK ON THIS YEAR AND SAY THAT HAS BEEN ACCOMPLISHED?

Vice-Chair McKeel: WELL, I THINK COMMISSIONER SHIPRACK TALKED ABOUT THE COURTHOUSE, AND THAT'S A PRIORITY, BUT WE HAVE A NUMBER OF OTHER CAPITAL PROJECTS GOING TOO. SO I WOULD LIKE TO SEE THAT WE'VE MADE SOME SIGNIFICANT PROGRESS TOWARDS ALL OF OUR CAPITAL PROJECTS.

Commissioner Smith: ESPECIALLY THE HEALTH DEPARTMENT, THE HANSON BUILDING, BECAUSE WE'VE ALREADY PUT MONEY ASIDE FOR THAT. AND I'M NOT QUITE SURE WHERE WE ARE, BECAUSE WE'VE BEEN WAY IN MOTION ON THAT, AND IT'S LIKE AT A STAND STILL RIGHT NOW, AND WE HAVE DOUBLED DOWN ON THE COURTHOUSE, BUT WE'VE LEFT THESE OTHER INFRASTRUCTURE PROJECTS JUST SITTING OUT THERE.

Chair Kafoury: WE ARE HAVING A BRIEFING COMING UP, WE'RE GOING TO BE -- ON OUR CAPITAL PLAN, BECAUSE ONE OF THE ISSUES IS THAT WE HAVE ALL THESE DISPARATE CONVERSATIONS GOING ON, AND WE'RE TRYING TO BRING THEM ALL TOGETHER. OH, HOW QUICKLY WE FORGET. WHAT WAS HIS NAME? OUR FACILITIES DIRECTOR. MICHAEL BOWERS, THANK YOU. HE WAS WORKING ON IT BEFORE HE LEFT, AND NOW SHERRY AND HENRY HAVE TAKEN IT OVER. SO WE CAN LOOK AT WHAT OUR NEEDS ARE AND NOT JUST WHO'S YELLING THE LOUDEST, BUT ALSO WHAT REALLY -- MAKING -- SO THAT THE NEXT PROJECT IN LINE IS NOT JUST BECAUSE SOMEONE IS OUT THERE SAYING, ME, ME, ME, BUT WE'VE DONE THE RESEARCH ON EACH PIECE OF PROPERTY AND LOOKED AT, YOU KNOW, ITS VIABILITY, IT'S -- WHETHER WE SHOULD SELL IT -- YOU KNOW, THAT'S NOT TO SAY SOMETIMES THINGS JUMP IN THE QUEUE BECAUSE TIMING, AS WE KNOW WITH REAL ESTATE, TIMING CAN BE CRUCIAL AS WELL. BUT I'VE BEEN ASKING FOR THAT SINCE I STARTED. NOW THAT WE HAVE THE MONEY, A LITTLE BIT OF MONEY, WE ARE GETTING BOMBARDED WITH ALL -- EVERYBODY'S COMING SAYING --

Commissioner Smith: DCJ CAME UP WITH SOMETHING, I DIDN'T KNOW THEY WERE THINKING ABOUT IT. THEY JUMPED THE GUN, AND YOU KNOW, IF WE'RE GIVING -- NOW YES CHANGED OUR POLICY THAT HAVE THE ONE-TIME-ONLY MONEY GOES TO FACILITIES SO THAT \$12 MILLION, 12.5 MILLION IS GOING TO FACILITIES WELL, FROM WHAT I UNDERSTAND ABOUT THE HEALTH HEADQUARTERS, IT WAS \$10 MILLION OVER THE BUDGET THAT WE ORIGINALLY -- WELL, WE HAVE \$10 MILLION THAT WILL BE PUT IN FISCAL YEAR '16, SO WHY CAN'T THAT 10 MILLION GO TO THE -- WE'VE ALREADY VOTE

ORDER THAT. SO IT'S ALMOST LIKE WE PUT THAT ON THE BACK DOOR, AND WE'RE JUST LIKE COURTHOUSE, COURTHOUSE, COURTHOUSE. BUT WE NEED TO DEAL WITH THE STUFF THAT WE ALREADY HAVE IN THE QUEUE.

Commissioner McKeel: I THINK IF YOU LOOK AT THE AUDITORS REPORT, WHICH I'VE BEEN READING, AROUND CAPITAL FACILITIES IT'S ABOUT, YOU KNOW, THEIR RECOMMENDATION IS THAT WE NEED TO HAVE THE CFO MORE INVOLVED, WE NEED TO HAVE THE BUDGET OFFICE MORE INVOLVED, IN THESE CONVERSATIONS, SO I THINK IT'S ABOUT BRINGING ALL OF THAT TOGETHER. IT'S PRETTY FASCINATING IN HIS REPORT WHAT HE'S DONE ABOUT THIS ISSUE. BUT I THINK IT'S A MORE COORDINATED, BECAUSE PART OF WHAT WE NEED TO LOOK AT IS NOT JUST NECESSARILY WHAT'S NEXT IN THE QUEUE, BUT WHAT DOES IT TAKE TO FUND THAT PROJECT? WHERE DO THOSE FUNDING STREAMS COME FROM? AND YOU KNOW, SO THAT WE'RE NOT PRIORITIZING ONE NECESSARILY OVER THE OTHER, WHEN WE'RE LOOKING AT DIFFERENT FUNDING STREAMS AND HOW YES MAKE THAT HAPPEN. AND I THINK THAT I DID -- I THINK MARK IS LOOKING AT THAT NOW. AND KARYNE. BUT I THINK IF IT WAS MORE IN THE FRONT END OF THESE PROJECTS, IT WOULD BE A BETTER PROCESS FOR US.

Commissioner Shiprack: I COMPLETELY AGREE WITH THAT, I DON'T THINK THAT WE HAVE TAKEN -- AND THIS IS PART OF THE CAPITAL PLAN, ABSENCE FOR US, WE NEED TO TAKE A VERY CLEAR LOOK, AND I GUESS, YOU KNOW, I HAVE MY DISTRICT ALSO HAS ME AS -- THERE'S A LOT OF MOVING, YOU KNOW, PEOPLE GO THROUGH MY DISTRICT FROM DIANE'S DISTRICT TO GET DOWNTOWN, AND I KNOW -- SO TRANSPORTATION --

Chair Kafoury: CAN WE TAX THEM?

Commissioner Shiprack: WE NEED TO MAKE THE BORDERS MORE CLEAR. BUT I ALSO THINK THAT WE HAD PRESENTATIONS ABOUT BRIDGES, AND WE ALL SAW WHAT OUR BRIDGE DEPARTMENT PRESENTED US WITH, WHICH WAS FOUR POTENTIAL LEVELS OF RESPONSIBILITY IN TERMS OF BRIDGE MAINTENANCE. SO I DRIVE OVER THESE BRIDGES ALL THE TIME WITHOUT REALLY THINKING ABOUT IT, BUT THESE ARE BRIDGES THAT WERE BUILT A HUNDRED YEARS AGO TO LAST FOR 50. AND THANK GOODNESS THE ENGINEERS 100 YEARS AGO OVERBUILT EVERYTHING. BECAUSE IF THEY HADN'T, WE WOULD HAVE HAD THIS PROBLEM IN OUR POCKETBOOK, YOU KNOW, SOME TIME AGO. I THINK IF YOU LOOK AT THE MINIMUM BRIDGE MAINTENANCE BUDGET SWAMPS OUR INFRASTRUCTURE CONSTRUCTION BUDGETS, AND KIND OF BURYING OUR HEADS IN THE SAND IS PROBABLY NOT AN EFFECTIVE WAY TO DEAL WITH THAT. IF WE WERE TO, YOU KNOW, LOOK AT THE THIRD HIGHEST BRIDGE SOLUTION IN THE NEXT 20 YEARS, THAT WOULD BE \$1.9 BILLION. B. IT MAKES OUR OTHER CONSTRUCTION PROJECTS LOOK SMALL. BUT AGAIN, THOSE ARE OBLIGATION, WE HAVE A RESPONSIBILITY TO MAINTAIN THEM. I THINK THAT WHOEVER HERE SAYS WE

NEED REVENUE TO PAY THE DEBT SERVICE ON THESE PROJECTS IS EXACTLY RIGHT. BUT WAY BEFORE YOU GO TO REVENUE, THANK YOU CITY OF PORTLAND, FOR TEACHING US THIS, YOU REALLY HAVE TO SHARE YOUR VISION OF WHAT IT IS YOU'RE GOING -- YOU'RE PLANNING ON BUYING WITH THE MONEY THAT YOU'RE RAISING. AND I HONESTLY BELIEVE THAT THESE CAPITAL PROJECTS THAT WE'VE TALKED ABOUT TODAY, PLUS THE TRANSPORTATION CAPITAL PROJECTS, ARE PROJECTS THAT WE NEED TO BE TALKING TO ALL OF OUR ON CONSTITUENTS ABOUT, AND THAT OUR ABILITY TO WORK TOGETHER IN A LOGICAL, PROGRESSIVE WAY AT LEAST AS FAR AS THE PUBLIC SEATS, WE CAN ARM WRESTLE IN OUR OFFICES, AND I'VE DONE THAT MANY TIMES MYSELF, BUT AS FAR AS WHAT THE PUBLIC SEES, IS A UNIFIED FRONT. BECAUSE WE ARE GOING TO NEED THAT.

Commissioner Bailey: APPARENTLY I SHOULD BE LIFTING WEIGHTS.

Commissioner Shiprack: WE'RE PROBABLY GOING TO NEED SOME REVENUE IF WE'RE GOING TO BE RESPONSIBLE ABOUT TAKING CARE OF THESE INFRASTRUCTURE NEEDS. AND I THINK IT'S GOING TO CREATE JOBS, TOO.

Commissioner Smith: OH, YEAH.

Commissioner Shiprack: AND IT'S GOING TO HELP THE ECONOMY. AND WE NEED TO TAP INTO THIS VISION AND BE UP FRONT AND UNIFIED ABOUT IT. AND I WOULD BE PROUD IF WE WERE UP FRONT AND UNIFIED ABOUT A CAPITAL NEEDS VISION BY JANUARY OF -- BY DECEMBER OF 2015.

Commissioner Bailey: I THINK THAT'S A GOOD POINT. I WOULD SAY MAYBE AS A YEAR FROM NOW FOCUSING SPECIFICALLY, TAKING IT AS A SUBSET OF CAPITAL THAT SAY THE TRANSPORTATION PROJECTS I'M THINKING ABOUT, BUT THE COMMUNITY HAS A CLEAR UNDERSTANDING OF NEED, AND IS AT THE TABLE WITH US TO FIGURE OUT WHAT THE SOLUTIONS ARE. I THINK THAT'S AN APPROPRIATE GOAL FOR A YEAR, AND THAT WE'VE GOT CLEAR IDEAS ON THE TABLE OF WHERE WE MIGHT BE ABLE TO MOVE THERE. BECAUSE I THINK THAT'S THE BIGGEST STEP. GETTING PEOPLE REALLY AWARE OF WHAT THE NEED IS AND WILLING TO COME AND ENGAGE WITH US AND FIGURING OUT WHAT THE SOLUTIONS ARE. BECAUSE NONE OF THE SOLUTIONS ARE GOING TO BE EASY. THEY'RE ALL GOING TO BE COMPLICATED AND HARD. AND WE NEED PEOPLE TO VOLUNTEER TO COME TO THE TABLE WITH US RATHER THAN US COMING UP WITH THINGS AND JUST THROWING SPAGHETTI AT THE WALL AND SEEING WHAT STICKS.

Chair Kafoury: THAT IS A GOOD POINT. I THINK COMING UP WITH SOME KIND OF AN OUTREACH PLAN, A PUBLIC INVOLVEMENT PLAN, BECAUSE IT REALLY HELPS TO HAVE THAT SIX YEARS PLANNING IN SELLWOOD BEFORE WE WENT FORWARD, BECAUSE PEOPLE KNEW EXACTLY WHAT WE WERE DOING. THE



300 COMMUNITY MEMBERS THAT WERE INVOLVED IN THE CONVERSATION ALL HAD THEIR TENTACLES OUT, AND I THINK THAT'S A GOOD POINT.

Commissioner Smith: AND I AGREE WITH YOU, CHAIR, AND COMMISSIONER SHIPRACK, THAT I THINK WE CAN DO THIS ARM WRESTLING IN OUR OFFICE AND WE KNOW HOW TO DO THAT, BUT IN TERMS OF US HAVING A UNITED FRONT, I THINK WE NEED TO COLLABORATE MORE AS A GROUP OR AS A UNIT, NOT JUST, YOU KNOW, YOU ARE ON THE SELLWOOD BRIDGE AND YOU HAD FORUMS FOR YOUR STUFF, AND I DIDN'T DO THAT, BUT I THINK GOING FORWARD WITH THE COURTHOUSE, AND WITH THE HEALTH HEADQUARTERS, WE NEED TO HAVE PUBLIC FORUMS WHERE ALL OF US ARE THERE AND COMMITTED TO BEING THERE. NOT JUST THIS IS JUST COMMISSIONER SHIPRACK AND COMMISSIONER KAFOURY'S PRIORITY, THIS IS A BOARD PRIORITY. AND THAT'S WHY I THINK IT'S IMPORTANT TO HAVE THAT COMMUNITY BENEFIT AGREEMENT DONE AND CREATED, SO THAT LIKE SHE SAID, IT'S GOING TO CREATE JOBS. BUT WHO'S GOING TO GET THOSE JOBS? SO THAT ALL OF OUR COMMUNITY IS BENEFITING FROM THESE INFRASTRUCTURE PROJECTS THAT WE'RE PUTTING ON BOARD. SO THEY FEEL, YEAH, COUNTY BOARD OF COMMISSIONS, THEY'RE REALLY COMMITTED TO MAKING SURE EVERYONE IS AT THE TABLE. SO I THINK THE MORE WE CAN HAVE THINGS TOGETHER AS A GROUP INSTEAD OF JUST US, ONE BY ONE, OR TWO BY ONE, IT MAKES MORE SENSE. AND IT GIVES A BETTER LOOK.

Ms. Hein: WE'RE AT OUR TIME FOR BREAK. WHEN WE COME BACK, AT 3:20, KARYNE KIETA IS GOING TO DO A REVIEW OF TIME LINE AND NUMBERS. WE'LL GO INTO A DISCUSSION ON PRIORITIES AFTER THAT. THANK YOU.

[BREAK]

Ms. Hein: I'M GOING TO TURN THE FLOOR OVER NOW TO KARYNE KIETA, WHO'S GOING TO DO A PRESENTATION, SOME BIG PICTURE REVIEW, AND ALSO IF THERE ARE ANY QUESTIONS, I HEARD THERE MIGHT BE QUESTIONS FOR KARYNE, THERE MIGHT BE QUESTIONS FOR JENNY.

Ms. Kieta: GOOD AFTERNOON, EVERYBODY. I PUT TOGETHER A LITTLE PARTY FAVOR IN YOUR PACKETS. LAST WEEK MIKE PRESENTED THE FISCAL YEAR 2016 FORECAST. EVERYBODY HEARD THAT, SO THIS IS REALLY JUST A REMINDER RECAP OF WHAT HE SAID. WE HAVE A WHOLE BRIEFING ON THAT. THIS IS THE BEST FORECAST THAT WE HAD IN AT LEAST A DECADE, SO THERE'S LOTS OF GOOD NEWS IN HERE. AND IT REALLY IS AN OPPORTUNITY FOR THE BOARD AND THE CHAIR TO MAKE SOME STRATEGIC INVESTMENTS THAT WILL MOVE FORWARD YOUR PRIORITIES AND THAT'S WHY THIS CONVERSATION TODAY IS REALLY IMPORTANT, AND REALLY IMPORTANT TO ME AS WE WORK ON HELPING CRAFT THAT EXECUTIVE BUDGET. EVEN THOUGH THIS IS REALLY SOME GREAT FINANCIAL NEWS, WHAT YOU FOLKS ARE GOING TO BE SEEING AND THE CHAIR HAS ALLUDED TO THIS, IS WE HAVE

SOME REAL SIGNIFICANT PENT-UP DEMANDS FROM OVER A DECADE. SO OVER THE COURSE OF THE NEXT SIX MONTHS YOU'RE GOING TO BE HEARING ABOUT A LOT OF THAT, AND THOSE DEMANDS, AS IN EVERY YEAR GOOD OR BAD, ARE GOING TO EXCEED OUR CURRENT RESOURCES. AND THAT'S WHERE PRIORITIZATION COMES BACK. I WANT TO CONGRATULATE YOU FOR THINKING ABOUT THIS AND HAVING THESE CONVERSATIONS, BECAUSE THIS YEAR THE DECISIONS THAT YOU MAKE FOR '16 ARE GOING TIME PACT THE NEXT FOUR YEARS. SO THEY'RE ACTUALLY REALLY, REALLY CRITICAL. SO IF I JUST DIRECT YOU TO THE FIST PAGE HERE, THIS IS THE SUMMARY SHEET, MICHAEL'S FORECAST. AND A REALLY HIGH LEVEL -- OTHER THAN RESOURCES EXCEEDED THE COST OF CURRENT SERVICE LEVELS BY \$18.5 MILLION, SO THAT'S ONGOING REVENUE AVAILABLE. BUT I WILL CUT THAT IN HALF REALLY QUICKLY. SO OVER THE COURSE OF THE FIVE-YEAR FORECAST, YOU CAN ONLY SUSTAIN ABOUT 7.7 MILLION OF THAT 18.5. SO WHEN YOU'RE THINKING ABOUT YOUR PRIORITIES, WE WANT TO BE ABLE TO SUSTAIN NEW FUNDING INITIATIVES, FILLING GAPS, BACKFILLING GAPS IN INFRASTRUCTURE. SO YOU WANT TO BE THINKING ABOUT THAT OUR GENERAL FUND RESOURCES, WE HAVE AN ADDITIONAL \$25 MILLION OF ONE-TIME-ONLY, AND PER THE FINANCIAL POLICIES THAT WE ADOPTED LAST YEAR, HALF THAT GOES TO CAPITAL, SO THAT'S 12.5 MILLION TO CAPITAL. THAT LEAVES ANOTHER 12.5 MILLION TO ALLOCATE TO OTHER THINGS. WE ALSO HAVE IN OUR FINANCIAL POLICIES THAT WE STRONGLY ENCOURAGE SPENDING ONE-TIME-ONLY DOLLARS ON ONE-TIME-ONLY ITEMS, SO AS NOT TO PUSH A DEFICIT INTO FUTURE YEARS. IF THE BOARD AND THE CHAIR CHOSE TO BALANCE OUR BUDGET OVER THE LIFE OF THE FIVE-YEAR FORECAST, THAT WOULD MOVE ONGOING RESOURCES, THE 18.5 MILLION, WE CAN SUSTAIN 7.5, THAT WOULD MOVE 10.7 MILLION DOLLARS TO THE ONE-TIME-ONLY COLUMN AND GIVE USA BALANCE OF 35.7 MILLION, WHICH IS SIGNIFICANTLY HIGHER THAN WE'VE SEEN IN PAST YEARS. SO THERE REALLY ARE SOME OPPORTUNITIES HERE. JUST REMIND YOU MAJOR RISKS, THE STATUS OF THE PERS REFORM, IF THE JUDGES WERE TO RULE AGAINST US, THAT WOULD BE AN IMMEDIATE 8.7 MILLION DOLLAR IMPACT TO THE GENERAL FUND, WHICH WIPES OUT ESSENTIALLY THOSE LOVELY NEW ONGOING DOLLARS AVAILABLE. AND YOU'LL ALSO RECALL THE ECONOMIST LOOKS AT THE RECESSION CYCLES, AND THIS IS SAYING OUR COSTS IN ANTICIPATION, IF HISTORY IS ANY PREDICTOR, WE'RE DUE FOR ANOTHER RECESSION IN ABOUT 18 MONTHS. WE WANT TO MAKE SURE WE NOT ONLY USE THIS MONEY WISELY, BUT SET OURSELVES UP IN THE BEST FISCAL POSITION SO ANY FUTURE ECONOMIC CHANGES WE'RE GOING TO EXPERIENCE. WE'VE GOTTEN BETTER, BUT WE DON'T WANT TO FORGET THOSE LESSONS. TURN TO THE SECOND PAGE. THIS IS BASICALLY YOUR MAJOR BUDGET MILESTONES. WHAT I DID IS I -- COMPARISON FROM FISCAL YEAR '15 TO '16, AND YOU CAN SEE THEY'RE ROUGHLY THE SAME. WHAT I DO WANT TO CALL OUT IS WE DID HEAR THE BOARD SAYING THEY NEEDED ADDITIONAL TIME TO DELIBERATE, HAVE CONVERSATIONS, TO HEAR FROM DEPARTMENTS ABOUT THE BUDGETS AND THE PROGRAMS, SO THERE'S AN

ADDITIONAL THREE WEEKS IN THIS PROCESS, AND WE'LL BE ADOPTING IT JUNE 18th. I DO WANT TO ADDRESS, I WANT TO GO BACK, AND IF YOU LOOK AT THE LINES BETWEEN WHEN THE DEPARTMENT BUDGET REQUESTS ARE DUE AND THE EXECUTIVE DECISIONS ARE FINALIZED, I WANT TO TALK A LITTLE BIT, BECAUSE OF COMMENTS WE HEARD, A LITTLE BIT ABOUT OREGON BUDGET LAW AND OUR CHARTER. AND IN AS MUCH SOME OF OUR RESTRICTION AND TIME LINES ARE DRIVEN BY OREGON BUDGET LAW. AND THE CHARTER ALSO DICTATES THAT THE CHAIR IS RESPONSIBLE FOR THE EXECUTIVE BUDGET, AND THERE ARE SOME OF THE COMMENTS THAT CAME OUT ABOUT HAVING MORE INVOLVEMENT IN THAT EXECUTIVE DECISION-MAKING PROCESS. THAT DOESN'T -- WE CAN WORK WITH THAT, WE CAN DO THINGS TO PROVIDE THAT INPUT, THE BRIEFINGS ALONG THE WAY THROUGHOUT THE YEAR PROVIDE POLICY DIRECTION, BUT IT REALLY IS THE CHAIR'S SOLE RESPONSIBILITY TO CRAFT THAT BUDGET AND WHEN IT'S RELEASED AND IT BECOMES A LEGAL DOCUMENT, THAT IS THE TIME FOR THE BOARD TO DELIBERATE. BUT THERE'S LOTS OF WAYS WE THAN GET THE BOARD'S INPUT AND INFORMATION INTO THAT PROCESS. AND IT'S NOT JUST AT ONE POINT DURING THE YEAR. IT'S CONCURRENTLY THROUGHOUT THE YEAR. DO YOU WANT TO ADD ANYTHING ABOUT OREGON BUDGET LAW?

Ms. Madkour: NO, I THINK THAT ABOUT COVERS THE BUDGET LAW PORTION. I THINK THE IMPORTANT THING TO REMEMBER FROM THE BOARD'S PERSPECTIVE IS JUST THAT WHEN YOU TALK ABOUT TRANSPARENCY, THE BUDGET LAW AND THE CHARTER IS REALLY SET UP SO THERE'S FULL TRANSPARENCY, SO THAT IT'S THE CHAIR THAT PUTS OUT THE EXECUTIVE BUDGET, AND THEN THE BUDGET COMMITTEE COMES TOGETHER IN OPEN PUBLIC SESSION, AND THAT'S HOW WE HELP THE LAW AND OUR CHARTER GUARANTEES THAT TRANSPARENCY. SO THE BIG DECISIONS ARE MADE IN PUBLIC. THE IDEA BEING THAT WE DON'T HAVE A BIG BUDGET BEFORE -- AND THAT DOES CREATE SOME CHALLENGES, I THINK OPERATIONALLY, WHERE IT'S THE CHAIR'S EXECUTIVE BUDGET TO BEGIN WITH, BUT AS KARYNE SORT OF HIGHLIGHTED, THERE ARE THINGS WE CAN DO THROUGHOUT THE YEAR AS FAR AS BRIEFINGS ON OPERATIONS, AND WITH OUR BOARD AGENDA, AND MAKING SURE THAT COMMISSIONERS ARE ENGAGED AND INFORMED IN THE OPERATIONS OF THE COUNTY, SO WHEN IT COMES TIME FOR BUDGET, AND WHEN THE EXECUTIVE BUDGET IS FINALLY RELEASED, THAT YOU HAVE AT LEAST THE GENERAL AND BASIC INFORMATION ON ANY PARTICULAR PROGRAM, AND THEN WHAT WE'RE TALKING ABOUT IS REALLY BUDGET INFORMATION, WHICH IS DOLLARS AND CENTS, NOT NECESSARILY OPERATIONS AND POLICY.

Commissioner Smith: WHAT YOU'RE SAYING IS WE CAN'T HAVE HEARINGS BEFORE THE EXECUTIVE BUDGET IS DROPPED? OR HAVE OPEN MEETINGS ABOUT ISSUES BEFORE THE EXECUTIVE BUDGET IS DROPPED?

Ms. Madkour: COMMISSIONER, I WOULD DISTINGUISH BETWEEN ISSUES AND BUDGET.

Commissioner Smith: BUT --

Ms. Madkour: SO WHEN WE'RE TALKING DOLLARS AND CENTS AND HOW FINITE RESOURCES ARE ALLOCATED, THAT'S THE BUDGET CONVERSATION. BUT WE CAN HAVE LOTS OF CONVERSATIONS AND BRIEFINGS AND WORKSHOPS AND ROUND TABLES AND WHATEVER WE WANT TO CALL THEM, WHERE WE TALK ABOUT OPERATIONS, AND PRIORITIES, AND GOALS, AND ABOUT HOW WE WANT TO LET OUR GOALS AND PRIORITIES IS THE EASIEST WAY TO SAY IT, WHERE WE WANT TO FOCUS OUR EFFORTS.

Ms. Kieta: AND COMMISSIONER SMITH, WE HAVE HAD -- HEARING IS A TECHNICAL TERM, AND OREGON BUDGET LAW WE TAKE TESTIMONY, IT'S A REQUIREMENT TO HAVE THAT. BUT WE HAVE HAD LOTS OF PUBLIC OUTREACH, PUBLIC WORK SESSIONS PRIOR TO THE EXECUTIVE BUDGET TO RECEIVE, TO DO THAT OUTREACH AND GET THE PUBLIC INPUT. SO WE CAN DO WHAT YOU'RE TALKING ABOUT, WE JUST USE A DIFFERENT WORD FOR IT.

Commissioner Smith: OK, GREAT.

Chair Kafoury: YOU DIDN'T KNOW IT WAS THAT EASY, DID YOU?

Ms. Kieta: I JUST WANT TO EMPHASIZE ONE OTHER THING THAT JENNY SAID, AND THAT'S THE PUBLIC DELIBERATION PIECE. IF YOU WERE TO COME TO AGREEMENT AND DID ALL THE WORK ON THE EXECUTIVE BUDGET BEFORE IT WAS RELEASED PUBLICLY, IT REALLY DEFEATS THAT DELIBERATION PROCESS, BECAUSE THERE WOULD BE NOTHING TO TALK ABOUT. SO WHY WOULD WE GO THROUGH THIS WHOLE ORS AND EVERYTHING LIKE THAT. SO IT'S REALLY IMPORTANT TO HAVE THAT PUBLIC DISCOURSE. IN OREGON BUDGET LAW IS GEARED TO HAVING THAT CONVERSATION.

Chair Kafoury: I THINK THAT IS ONE OF THE REASONS WHY WE WANTED TO MOVE THE DEADLINE, BECAUSE I THINK PART OF THE FRUSTRATION I FELT AS A COMMISSIONER IS THAT YOU HAVE A MONTH IN WHICH TO DELIBERATE THE BUDGET. AND THAT IS REALLY SO SHORT WHEN YOU'RE LOOKING AT, YOU KNOW, WE HAVE WORKED OVER THE YEARS TO TRY TO GET THOSE BRIEFINGS. SOMETIMES THEY'VE BEEN TRULY AWFUL AND THERE'S BEEN NOTHING RAISED, AND IF IT WEREN'T FOR LIKE SOMEBODY'S STAFF DIGGING DEEP INTO OH, WAIT, YOU'RE CUTTING SIX NURSING POSITIONS YOU DIDN'T TELL US ABOUT, WITH WOULDN'T HAVE FOUND OUT. AND SO WHEN YOU ONLY HAVE ONE MONTH FOR YOUR STAFF TO GO THAT DEEP, IT'S REALLY CHALLENGING.

Commissioner Smith: THAT'S WHY FOR ME TO HAVE THIS OPEN MEETING TO DISCUSS THE BUDGET WAS KIND OF MAKING ME CRINGE, BECAUSE I'M LIKE, WE'RE NOT GOING TO BE ABLE TO HAVE THIS CONVERSATION BECAUSE THE PUBLIC ARE NOT GOING TO COME TO HAVE THIS AND WE CAN'T DECIDE ANYTHING HERE BECAUSE THIS IS NOT THAT FORUM FOR THAT. SO THIS IS WHAT KIND OF MADE ME KIND OF CRINGE A LITTLE BIT ABOUT HAVING THIS CONVERSATION ABOUT OUR PRIORITIES, BECAUSE IF WHAT I'M HEARING THEM SAY IS THAT BECAUSE OF BUDGET LAW, WE CAN'T REALLY TALK ABOUT THAT OR INFORM YOU ON THAT PRIOR TO YOU RELEASING YOUR EXECUTIVE BUDGET.

Chair Kafoury: WE CAN TALK ABOUT PRIORITIES, WE CAN TALK ABOUT GOALS AND OBJECTIVES, WE CAN'T SAY, ALL RIGHT, I'M GOING TO PUT 3.2 MILLION DOLLARS INTO THIS PROGRAM INTO MY BUDGET. BUT WE CAN --

Commissioner Smith: WE CAN'T PUT A NUMBER TO IT.

Chair Kafoury: WE CAN SAY MENTAL HEALTH FUNDING IS GOING TO BE A PRIORITY FOR US.

Ms. Madkour: SO, THAT'S CORRECT. YOU JUST DON'T WANT TO DELIBERATE BEFORE THE BUDGET IS APPROVED. BECAUSE YOU WOULD GO TO BUDGET JAIL. THAT'S MY JOB TO KEEP YOU OUT MUCH BUDGET JAIL.

Commissioner Shiprack: I DON'T WANT TO GO TO BUDGET JAIL.

Chair Kafoury: IS THAT INVERNESS OR THE JUSTICE SYSTEM? [LAUGHTER; TALKING AT ONCE]

Commissioner Shiprack: THERE'S ONE THING THAT HAPPENS -- THERE ARE A COUPLE EVERY YEAR THINGS, AND I'M CURIOUS ABOUT ADDRESSING THEM. ONE IS THAT THE PUBLIC HEARINGS ARE PRETTY -- YOU CAN PRETTY MUCH ANTICIPATE WHAT THEY'RE GOING TO BE, WHO'S GOING TO TESTIFY, WHAT'S GOING TO BE SAID. I USUALLY MAKE A CHART WHILE THE TESTIMONY IS HAPPENING, AND I WRITE LIKE JUST MAKE HASH MARKS FOR THE NUMBER OF PEOPLE WHO TESTIFY ON EACH ISSUE, AND IT TURNS OUT THAT MAY BE THREE OR FOUR ISSUES THAT GET TESTIFIED ON. MANY TIMES, AND I COMMENTED ABOUT THIS EARLIER, PEOPLE COME FORWARD TO OBJECT TO CUTS THAT HAVE BEEN MADE IN THE BUDGET, THAT ACTUALLY HAVEN'T BEEN MADE IN THE BUDGET. AND BECAUSE IT'S A PUBLIC TESTIMONY TIME, NOBODY REALLY CORRECT THEM ABOUT -- ALTHOUGH I'VE HEARD CHAIRS CORRECT THEM IN THE PAST. IT DOES SEEM TO ME THAT MIGHT BE MORE USEFUL, AND THAT WHAT CHAIR MADRIGAL DID WAS PUT TOGETHER AN EDUCATIONAL PROGRAM TO GO INTO COMMUNITY AND TALK ABOUT WHAT THE BUDGET PROCESS IS AND WHAT THE BIG PICTURE OF THE BUDGET IS BEFOREHAND. I WOULD LIKE TO CONTINUE TO WORK WITH THAT AND SEE IF

WE CAN'T RAISE UP THE LEVEL OF DISCUSSION THAT WE GET AT THESE PUBLIC MEETINGS.

Chair Kafoury: ONE IN EACH DISTRICT, LIKE WHAT HAPPENED LAST YEAR?

Commissioner Shiprack: LIKE WHAT HAPPENED LAST YEAR. I WOULD BE VERY HAPPY TO DO THAT. AND I THINK THE LANDSCAPE OF COMMUNICATING OUT ABOUT THE MEETINGS AND COMMUNICATING THE CONTENT AND LINKING UP TO OTHER AREAS OF CONTENT, I DON'T KNOW, I THINK THAT WE COULD MAYBE WORK WITH OUR MULTNOMAH COUNTY TRAINING TEAM, BECAUSE THEY'RE SO REALLY EXPERT IN ROLLING OUT SOMETHING THAT -- I DON'T KNOW. IT'S HARD TO GET THESE RESULTS.

Commissioner Smith: THE ISSUE IS, WE HAD ONE AT THE KILLINGSWORTH LIBRARY, THE PEOPLE THAT ATTENDED THAT PARTICULAR MEETING, THEY WERE NOT NECESSARILY PEOPLE WHO COME TO OUR HEARINGS.

Chair Kafoury: OH, THAT'S GOOD.

Commissioner Smith: IT WAS JUST A HANDFUL OF THEM. SO IF WE'RE MORE DELIBERATE IN THE PEOPLE WHO REALLY USE OUR DOLLARS AND GET THINGS -- IF WE GET THEM OUT TO THESE THINGS SO THEY CAN UNDERSTAND THE BUDGET A LITTLE BIT BETTER, THAT MIGHT BE HELPFUL. IN ADDITION TO THE PEOPLE THAT, YOU KNOW, THAT COME IN.

Ms. Kieta: WHERE ARE THESE OUTREACH MEETINGS HAVE BEEN MOST SUCCESSFUL IS WHEN WE HAVE BEEN INVITED TO COME TO A GROUP. IF THERE'S A LARGE, CHAMBER OF COMMERCE OR SOMETHING OUT IN YOUR DISTRICT, THAT SEEMS TO BE WHERE WE HAVE THE MOST SUCCESS AT GETTING JUST NOT YOUR REGULAR STAKEHOLDERS INVOLVED, BUT FOLKS WHO ARE INTERESTED IN THE PROCESS IS WHAT I ALSO HEAR SOMETHING THAT YOU'RE INTERESTED IN. JUST TO FINISH MY SHORT PIECE, ON YOUR LAST PAGE IS A LOVELY CHART WE DO, SO THIS IS THE WHOLE BUDGET PROCESS IN ONE PAGE. WHICH IS KIND OF AMAZING. YOU'LL FIND IT USEFUL IF YOU GO TO COMMUNITY MEETINGS. I WON'T GO THROUGH IT EXCEPT IT HAS THE DIFFERENT PHASES OF THE BUDGET PROCESS, MAJOR MILESTONES, PLAYERS IN THE BUDGET PROCESS, AND SUCCINCTLY WHAT THEIR RESPONSIBILITY IS DURING EACH PHASE. AND SO WE HAVE USED THIS QUITE A BIT WHEN WE'RE HAVE TALKED TO FOLKS, SO THAT'S JUST THE PROCESS.

Ms. Hein: SO WE'RE GOING TO MOVE INTO THE CONVERSATION ABOUT PRIORITIES. AND JUST SO THAT I'M SURE THAT WE'RE NOT GOING TO LAND IN BUDGET JAIL, THE THING WE CAN DO IS TALK IDEOLOGICALLY AND TALK ABOUT PRIORITIES, BUT NOT TALK ABOUT A PRIORITY WITH A DOLLAR VALUE

ATTACHED. IS THAT ACCURATE? OR TRADE-OFFS OR CUTS. TALKING REALLY ABOUT PROGRAM LEVEL OR ABOVE PRIORITIES.

Ms. Madkour: YOU REALLY WANT TO FOCUS ON PRIORITIES.

Ms. Hein: OK.

Commissioner Shiprack: ONE THING, WE HAVE MISSION, VISION, AND VALUES. SOME COUNTIES HAVE ACTUALLY PUT SOME THINGS TOGETHER THAT THEY CALL A STRATEGIC PLAN. AND THOSE ARE, YOU KNOW, EXPENSIVE AND TIME CONSUMING, BUT WHERE THEY ACTUALLY DO HAVE THEM, THEY SEEM TO OFFER REAL GUIDANCE, AND THEY OFFER A REALLY MEANINGFUL PROCESS ALONG THE WAY. AND I ALSO HAVE TO SAY THAT THE SYSTEM THAT WE HAD IN PLACE BEFORE I CAME TO THE BOARD IS SOMETHING THAT HAS TREMENDOUS AMOUNT OF APPEAL TO ME, JUST BECAUSE THAT BUDGET METHOD, THAT PRIORITY-BASED BUDGET METHOD DIRECTED SOME AREAS OF REAL GUIDANCE AND DISCIPLINE TO THE BOARD AND TO THE CHAIR IN TERMS OF FRAMING A SYSTEM -- A BUDGET THAT ACKNOWLEDGES SYSTEMS, AND IT ACKNOWLEDGES THE INTERRELATIONSHIP BETWEEN SYSTEMS. AND WHILE THAT'S COMPLEX, HEY, IT'S A COMPLEX COUNTY THAT WE'RE MANAGING.

Commissioner Smith: SO IS THAT IN ADDITION TO WHAT THE DEPARTMENT HEAD WAS GIVE TO THE CHAIR AND THAT STRATEGIC PLAN WOULD GO TO THE CHAIR BEFORE SHE DROPS HER EXECUTIVE BUDGET? IS THAT WHAT YOU'RE SUGGESTING?

Commissioner Shiprack: WELL, THE CONTENT OF STRATEGIC PLANS CAN BE WHATEVER -- HOWEVER WE WANT TO DESIGN IT TO BE. I GUESS THE WHOLE POINT OF THAT DOCUMENT IS THAT WE AGREE THAT THAT'S GOING TO DRIVE THE CHAIR'S PROCESS, AND THAT WE ARE GOING TO LOOK AT THE BUDGET WITHIN THE CONTENT AS IT FITS INTO A STRATEGIC PLAN.

Commissioner Smith: DRIVE IT IN SOLELY AFTER THE DEPARTMENTS HAVE PUT THEIRS IN? PRETTY MUCH WE FUND WHAT WE FUNDED THE YEAR BEFORE, AND THE ACTUAL BALL GAME IS THE ONE-TIME-ONLY. SO WHAT ARE YOU --

Commissioner Shiprack: WHAT I'M SAYING IS, THAT CHANGES. THE SYSTEM INTO FUNDING TOWARDS OUTCOMES. THAT THE BOARD WOULD DETERMINE.

Commissioner Smith: SO YOU'RE SAYING WE WOULD HAVE OUTCOME-BASED EXECUTIVE BUDGET, BUT THAT'S NOT WHAT WE DO --

Commissioner Shiprack: I'M SAYING WE HAVE A STRATEGIC PLAN, IT'S JUST CALLED A STRATEGIC PLAN. IT'S NOT THE BUDGET. IT'S A STATEMENT OF PRIORITY AREAS AND OUTCOMES THAT GOES BEYOND WHAT THE MISSION

VISION AND VALUES SORT OF APPEAR -- THESE ARE OUR SORT OF REALLY HIGH-LEVEL PHILOSOPHICAL POSITIONS. BUT THE STRATEGIC PLAN ADDRESSES REAL SERVICES, LIKE INFRASTRUCTURE AND TRANSPORTATION, AND JOB CREATION, AND ECONOMIC DEVELOPMENT, AND HOUSING, AND MENTAL HEALTH SERVICES, AND PUBLIC SAFETY, AND PUBLIC HEALTH.

Commissioner Smith: WHO WRITES THIS PLAN, THAT'S WHAT I'M TRYING TO FIGURE OUT.

Commissioner Shiprack: THE BOARD WRITES IT.

Chair Kafoury: DO YOU HAVE OTHER COUNTIES YOU KNOW DO THIS?

Commissioner Shiprack: I KNOW ST. PAUL, HENNEPIN COUNTY, PUT ONE TOGETHER. IT'S AN INVESTMENT. IT TOOK THEM SOME TIME TO PUT IT TOGETHER. ONCE YOU'VE GOT IT, YOU'VE GEORGE STEINBRENNER GOT SOMETHING YOU REVISE AND WORK ON, BUT IT IS NOT JUST FOR THE BOARD, BUT ALSO FOR THE PUBLIC. IT GIVES THE PUBLIC SOME IDEA OF WHAT THE BOARD'S DISCIPLINED PRIORITIES ARE -- IT DOESN'T MEAN THE CHAIR HAS TO BUDGET INTO THOSE PRIORITIES, BECAUSE IT'S THE CHAIR'S BUDGET, BUT IT DOES GIVE BOARD MEMBERS A SUBSTANTIVE AND POLITICAL BASIS TO EITHER CHALLENGE OR SUPPORT THE CHAIR'S BUDGET.

Ms. Hein: OTHER SENSES OF PRIORITIES? I KNOW WE TALKED ABOUT SOME EARLIER. THIS IS THE CONVERSATION AROUND PRIORITIES FOR ONGOING FUNDING. DO YOU HAVE A SENSE OF WHAT THEIR PRIORITIES ARE? WHAT THEY'RE THINKING ABOUT?

Commissioner Smith: I AM INTERESTED IN MAKING SURE THAT WE FUND THE PROMISE NEIGHBORHOOD. IT'S CALLED DISPARITIES. THE NAME GOT CHANGED, BUT I WANT THE NAME TO GO BACK TO THE PROMISE NEIGHBORHOOD.

Ms. Hein: SO I'M GOING TO SUGGEST JUST FOR THE SENSE OF AIR TIME THAT IF YOU CAN THINK OF LIKE THREE, UP TO THREE THAT WOULD BE YOUR PRIORITIES. IN THAT WAY IT FORCES US TO SHARPEN OUR MINDS TOWARD PARTICULAR THINGS.

Commissioner McKeel: I THINK WE NEED TO LOOK AT THE INFRASTRUCTURE, THE HUMAN INFRASTRUCTURE AROUND DATA ANALYSIS AND GATHERING DATA, BECAUSE WE'VE CUT A LOT OF THAT, AND I THINK IT'S TIME TO MAKE AN INVESTMENT BACK INTO THAT SO WE KNOW WHERE IS THE BEST PLACE TO PUT OUR DOLLARS. I THINK ALSO THAT I'M VERY INTERESTED IN PUTTING MORE IN A PRIORITY BEING EARLY LEARNING, IT JUST GETS YOU SO MUCH DOWNSTREAM, AND I THINK WE NEED TO TAKE A LOOK AT THAT ZERO TO THREE YEARS AND WHERE WE CAN INVEST IN THAT AREA.



Chair Kafoury: IN THE GOVERNOR'S BUDGET THE LEGISLATURE IS GOING TO BE FOCUSED AND TALKING ABOUT WHAT THEY HAVE MORE MONEY FOR THE HUBS, AND FOR MENTAL HEALTH. AND THEY'RE NOT REALLY FLUSHED OUT YET, SO I THINK IT'S A GOOD OPPORTUNITY, IF WE CAN HAVE CONVERSATIONS ABOUT WHAT OUR PRIORITIES ARE, AND THAT THOSE AREAS, WE CAN HELP DRIVE STATE FUNDING.

Commissioner Shiprack: I LIKE BEING ABLE TO SAY YES! MY PRIORITY IS EARLY LEARNING 0-3, THAT'S ONE OF THEM. AND I THINK THEY'RE ALL GOING TO BE ON THE BOARD HERE. MENTAL HEALTH SYSTEM COMMUNITY BEHAVIORAL HEALTH SERVICES, INCLUDING SUPPORTIVE HOUSING. AND THE COURTHOUSE.

Commissioner Smith: ARE YOU ASKING FOR THREE FROM EACH OF US?

Ms. Hein: UP TO THREE FROM EACH OF YOU.

Commissioner Smith: THE OTHER PIECES I KNOW PEOPLE ARE GOING TO BE WORKING ON IN TERMS OF HOUSING, I GUESS IT'S THE TWO-PART DEAL, BUT I THINK WE NEED TO FIGURE OUT WAYS TO BE MORE DELIBERATE TO GIVE WOMEN AND FAMILIES WHO ARE IN DOMESTIC VIOLENCE SITUATIONS HOUSING, AND THE THIRD ONE IS TO DO BROWNFIELD CLEAN-UP OF COUNTY PROPERTIES TO PRODUCE AFFORDABLE HOUSING.

Commissioner Bailey: A LOT OF IT HAS BEEN SAID, I GUESS I'LL ADD SUPPORT FOR MATERNAL AND CHILD HEALTH, PRENATAL. ESPECIALLY DISADVANTAGED COMMUNITIES. I WOULD SAY --

Chair Kafoury: SAYS THE ONLY MAN ON OUR COMMISSION. [LAUGHTER]

Commissioner Bailey: I WOULD SAY SERVICES FOR OUR RURAL AREAS, IN TERMS OF LAND USE, SAFETY. AND THEN I WOULD SAY PRIORITIES THAT REDUCE RECIDIVISM AND HELP US GET MORE MONEY DOWN THE PIPELINE FROM THE STATE.

Commissioner Smith: JUST TO ADD TO THAT, THE GOVERNOR'S BUDGET INCLUDED, FOR THE FIRST TIME, ADDITIONAL MONEY FOR SUMMER JOBS AND I THINK WE HAVE REAL OPPORTUNITY TO MAKE SURE THAT LINE ITEM STICKS. SO I THINK WHAT HE IS TALKING ABOUT, EVIDENCE-BASED PRACTICES TO REDUCE RECIDIVISM, I THINK SUMMER WORKS DOES THAT, AND THAT SHOULD BE ONE THAT WE SUPPORT.

Ms. Hein: ANY OTHER THOUGHTS OR CONVERSATION ABOUT PRIORITIES?

Commissioner Shiprack: I JUST WOULD LOVE TO HAVE EITHER ANOTHER SESSION OR THIS SESSION TO TAKE EACH ONE OF THOSE PRIORITIES AND DO A BRAINSTORM OF BUNNY TRACKS OUT FROM THE PRIORITY INTO THE OTHER BUDGET, OTHER AREAS THAT YOU WOULD FIND IN OUR BUDGET THAT SUPPORT THAT PRIORITY JUST AS A FOR EXAMPLE ABOUT HOW INTERCONNECTED THESE ARE, AND HORIZONTALLY INTERCONNECTED BETWEEN DEPARTMENTS.

Ms. Hein: WE HAVE SOME TIME TO EXPLORE THAT IF YOU WANT TO TALK ABOUT -- THIS SOUNDS --

Commissioner Shiprack: LET ME JUST SAY THAT EARLY LEARNING, THE 0-3, AND THIS WHOLE AREA NOW OF ADVERSE CHILDHOOD EXPERIENCES STUDY AND THE ACES CRITERIA, AND HOW THAT FITS INTO THE DEFENDING CHILDHOOD INITIATIVE AND THE STRIVE GRANT PROGRAM, AND PRENATAL -- THE FIRST THOUSAND DAYS FOCUS, AND THEN HOW, LIKE THE NURSE FAMILY PARTNERSHIP PROGRAM ENCOMPASSES TAKING CARE OF NOT JUST THE FIRST THOUSAND DAYS, BUT ALSO MOMS AND DADS, AND WHAT THAT SUPPORT SYSTEM IS, WOMEN AND FAMILIES, HOUSING, SO THEN WE GET INTO THE BASIC SAFETY NET FOR CHILDREN TO PREVENT ADVERSE CHILDHOOD EXPERIENCES, WHICH DON'T ONLY INCLUDE CHILD ABUSE, NEGLECT, BUT ALSO POVERTY, AND HOMELESSNESS. WITNESSING DOMESTIC VIOLENCE. SO IN THIS EPIDEMIOLOGICAL STUDY, I KNOW WE ALL READ THAT EVERYBODY READS BOOK ABOUT THE CHOLERA MAP. JULES, YOU WEREN'T HERE, SO YOU'RE A LITTLE BEHIND.

Commissioner Bailey: I'M ACTUALLY WELL AWARE OF CHOLERA MAPPING. I'M ACTUALLY NOT JOKING.

Chair Kafoury: THE MAP THAT CHANGED THE WORLD.

Commissioner Bailey: YEAH.

Commissioner Shiprack: THE ACES STUDY BASICALLY IS LIKE THE CHOLERA MAP. IT TAKES EVERYTHING BACK IN EPIDEMIOLOGICAL KIND OF A STUDY, AND POINTS TO DIFFICULTY HOLDING DOWN A JOB, CHRONIC HEALTH ISSUES, INVOLVEMENT WITH THE CRIMINAL JUSTICE SYSTEM, FAILURE TO SUCCEED IN SCHOOL, AND TIES ALL OF THOSE TOGETHER INTO THESE ADVERSE CHILDHOOD EXPERIENCES. JUST SAYING, IF WE WERE REALLY PUSHING UPSTREAM, I THINK WE WOULD HAVE A BIG SYSTEM THAT WE WOULD HOLD TOGETHER AROUND SUPPORTING THE FIRST THOUSAND DAYS.

Commissioner Smith: DON'T WE DO THAT WITH THE EARLY LEARNING?

Chair Kafoury: THAT'S THE IDEA BEHIND IT, BUT THERE ARE STILL TRYING TO FIGURE OUT HOW TO GET THE BIGGEST BANG FOR THE BUCK.

Commissioner McKeel: IF YOU READ THE INFORMATION, IT'S HUGE WHAT HAPPENS IN THOSE FIRST THOUSAND DAYS, EVEN PRENATAL, LIKE YOU WERE SAYING, JULES, BUT IT'S AMAZING. ONE STATISTIC IS WHAT -- THE KIND OF PARENTING A CHILD HAS BETWEEN 0-3 YEARS OLD IS A BETTER INDICATOR OF WHETHER THEY GRADUATE FROM HIGH SCHOOL THAN THEIR I.Q. THOSE ARE THE KINDS OF THINGS THAT REALLY MAKE YOU UNDERSTAND WHERE YOU NEED TO PUT THAT.

Commissioner Smith: AND YOUR ADDRESS WILL DETERMINE YOUR SUCCESS.

Commissioner McKeel: YES.

Ms. Hein: SO HOW DOES THAT HELP INFORM THE CONVERSATION AROUND PRIORITIES? WHEN DOES THAT MAKE YOU WANT TO THINK ABOUT, OR REFLECT ON? HOW DOES THAT INFORM WHAT YOU'RE LOOKING AT?

Commissioner Bailey: NOT TO OVERSIMPLIFY, WHAT I HEAR THE COMMON THREAD IN THE DISCUSSION WE JUST HAD IS UPSTREAM, UPSTREAM, UPSTREAM. HOW DO WE ACHIEVE MULTIPLE PRIORITIES WITH INVESTMENTS BY GOING AS UPSTREAM AS POSSIBLE SO WE CAN HAVE LONG-TERM EFFECTS ACROSS MULTIPLE PRIORITY AREAS.

Chair Kafoury: AND THINKING ABOUT THE BUDGET, NOT IN TERMS OF PROGRAM BY PROGRAM, BUT THINKING OF IT IN TERMS OF WHAT WE WANT TO ACHIEVE, SO FAR FOCUSES GOING TO BE PUTTING AN EMPHASIS ON EARLY CHILDHOOD. WE DON'T NEED TO GET INTO THE SPECIFICS OF I WANT \$5,000 FOR THIS PROGRAM, \$10,000 FOR THIS PROGRAM, BUT KNOWING EACH PROGRAM WE INVEST WILL BE HEADED IN THAT DIRECTION.

Commissioner McKeel: AND IT ADDRESSES THE SYSTEM. AND IF WE HAVE THE DATA --

Commissioner Bailey: AND TIES ACROSS SO MANY DIFFERENT AREAS. WORK WE'RE DOING ON TOBACCO, AND PUBLIC HEALTH, IT TIES INTO THE WORK THAT WE'RE DOING WITH SUN SCHOOLS, IT TIES INTO WORK WE'RE DOING ON 3194. THERE'S A LOT OF DIFFERENT PLACES WHERE THE UPSTREAM PRINCIPAL REALLY MANIFESTS.

Chair Kafoury: HOW DOES IT TIE IN WITH THE BRIDGE? [LAUGHTER] WE'VE ALMOST TIED IT ALL TOGETHER.

Commissioner Bailey: LET ME THINK ABOUT IT OVERNIGHT AND I'M SURE I CAN TIE IT TO THE COURTHOUSE AND CAPITAL PLAN.

Ms. Hein: SO IT DOES SUGGEST A KIND OF A WAY OF THINKING ABOUT THE BUDGETING PROCESS, AND THINKING ABOUT HOW YOU WANT TO APPROACH IT, KIND OF ON A META ETHICAL LEVEL.

Chair Kafoury: I ALSO THINK IT'S WHAT KARYNE IS TALKING ABOUT WITH TELLING THE STORY. I THINK OUR BUDGET IS REALLY GOOD AND IN SOME WAYS IT IS OUR STRATEGY PLAN RIGHT NOW, AND WE FIND A LOT OF REALLY IMPORTANT PROJECTS THAT DO A LOT OF GOOD IN THE COMMUNITY, BUT TRYING TO TELL THE STORY ABOUT WHAT OUR GOALS ARE, HOW WE AS A BOARD FIGURED OUT THESE WERE OUR GOALS AND PRIORITIES, AND THAT OUR BUDGET IS GOING TO GET US THERE.

Ms. Hein: OTHER THINGS TO BE SAID ABOUT THIS ONGOING PRIORITIZATION AROUND ONGOING BUDGET?

Commissioner Shiprack: I WANT TO SAY ONE OF THE THINGS, SO HERE IS THAT -  
- THE DIAMETRIC OPPOSITE, WE'RE AT -- OF THE GIVE EVERY DISTRICT COMMISSIONER \$3.5 MILLION TO SPEND IN THEIR DISTRICT.

Commissioner Smith: THAT WAS JUST --

Commissioner Shiprack: IT'S USEFUL TO TALK ABOUT THIS. BECAUSE THERE IS A CULTURE OF PEOPLE COMING TO US WITH THEIR NOT-FOR-PROFIT THAT'S STRUGGLING, OUR THEIR CONCEPT FOR A PROGRAM THAT NEEDS REALLY WHAT COMPARED TO OUR BUDGET NUMBERS ARE, IS A REALLY SMALL AMOUNT OF MONEY. AND US AS INDIVIDUAL COMMISSIONERS, BEING ABLE TO CHAMPION THAT. AND THAT KIND OF WORKS BOTH WAYS. IT PRODUCES GOODWILL IN THE DISTRICT FOR US, AND IT PRODUCES RESULTS AND IT HAS A REALLY, LIKE, WELL-DEVELOPED POLITICAL KIND OF REWARD SYSTEM, AND BECAUSE OF JUST BUDGET LIMITS, IT'S CONSTRAINED. SO IT DOESN'T GO CRAZY, BUT IT BREEDS.

Commissioner Smith: IN TERMS OF CLARIFYING, THIS IS NOT A POLITICAL ISSUE, THIS IS WHAT I WAS TALKING ABOUT WAS BEING ABLE TO INFORM THE BOARD OR TO BE ABLE TO SUPPORT IDEAS OR PRIORITIES NOT NECESSARILY FOR MY DISTRICT, BUT THIS IS SOMETHING I WANT TO PRESS UPON YOU, CHAIR, WE NEED MORE MONEY FOR HOMELESSNESS. I DON'T CARE IF IT'S IN MY DISTRICT OR NOT, BUT THIS IS MY ISSUE, AND I WANT TO SPEND \$2 MILLION TOWARDS HOMELESSNESS. THIS HAS NOTHING TO DO WITH A POLITICAL ISSUE. THIS HAS SOMETHING TO DO WITH DEALING WITH THE PROBLEMS THAT WE HAVE AROUND PEOPLE NOT HAVING A PLACE TO LIVE. I'LL GIVE YOU AN EXAMPLE ABOUT PROMISE NEIGHBORHOODS. THIS WASN'T NECESSARILY BY PARTICULAR PROGRAM, THIS WAS ABOUT GO BACK TO MY ORIGINAL LANGUAGE -- CRADLE-TO-CAREER PROGRAMS THAT SERVE LOW-INCOME UNDERSERVED FAMILIES. POVERTY PROGRAMS. IT DIDN'T HAVE TO BE A PARTICULAR PROGRAM IN DISTRICT TWO. I NEEDED IT TO SERVE ALL OF

MULTNOMAH COUNTY. AND THEY HAD -- IT WAS SPECIFIC. WE HAD TO HAVE A CRADLE-TO-CAREER PROGRAM. SO THIS HAS NO POLITICAL ISSUE, THIS IS JUST ABOUT PEOPLE WHO ARE POOR.

Chair Kafoury: I THINK THERE HAS BEEN IN THE PAST WITH THE BUDGETS, A TENDENCY TO HAVE THE EXECUTIVE BUDGET COME OUT AND THAT THERE JUST HAPPENS TO BE ALL THE DOLLARS SPENT BUT \$1 MILLION, AND THEN EVERYBODY GETS A LITTLE CHIP AND WE ALL VOTE AND GO HOME. SO I THINK THAT IS ONE OF THE REASONS OF HAVING THIS CONVERSATION, IS THAT WE'RE GOING TO TALK -- AND IT'S NOT GOING TO REPLACE THAT. I'M NOT SAYING THERE'S STILL NOT GOING TO BE A CHANCE WITH \$35 MILLION, THERE'S GOING TO BE, YOU KNOW, THAT'S WHAT WE'RE TALKING ABOUT NEXT.

Ms. Hein: WE COULD GO INTO THAT NOW.

Chair Kafoury: OK. IF WE FOLLOW THE CAREFULLY CONSTRUCTED WAY TO TURN MILLIONS OF DOLLARS INTO PENNIES, BY KARYNE KIETA. YOU HAVE \$18.5 MILLION -- YOU HAVE \$7.7 MILLION. SO IF WE FOLLOW THAT, WE HAVE 35-- \$35.7 MILLION, ONE-TIME-ONLY. AND WE HAVE THE POLICY OF PUTTING HALF INTO FACILITIES CAPITAL, AND I CAN'T ADD --

Ms. Kieta: I JUST WANT TO SAY, THERE'S A LITTLE BIT OF INTERPRETATION ROOM IN THE POLICY ITSELF IN TERMS OF, IF YOU JUST LOOK AT THE FORECAST FOR ONE YEAR, YOU HAVE \$25 MILLION OF ONE-TIME-ONLY. IF WE BALANCE OVER THE SEVEN YEARS, THAT GIVES US 35. THE POLICY DOESN'T ADDRESS WHETHER IT'S THE \$25 MILLION WE SPLIT IN HALF OR THE 35. BECAUSE THERE'S SOME MOVING OF THE PIECES. SO THAT'S REALLY UP FOR THE BOARD TO HAVE THAT DECISION.

Ms. Hein: CAN YOU HELP ME UNDERSTAND, IF HALF OF THAT ONE-TIME-ONLY IS BECAUSE OF LAST YEAR'S DECISION GOING INTO CAPITAL EXPENDITURES, THEN DOES IT MAKE SENSE TO HAVE PART OF THIS CONVERSATION ABOUT PRIORITIZATION AROUND CAPITAL EXPENDITURES, OR HAVE THE CONVERSATION AROUND EXPENDITURES AROUND OTHER ONE-TIME EXPENDITURES?

Commissioner Smith: UNTIL WE GET THE COMPREHENSIVE REPORT FROM FACILITIES THAT TELLS US WHAT OUR INFRASTRUCTURE NEEDS ARE, WE CAN'T HAVE THAT CONVERSATION.

Ms. Hein: SO IS THAT A CONVERSATION THAT YOU WANT TO HAVE AT THAT POINT?

Commissioner Smith: YEAH. WE WOULD JUST BE TALKING, IT WOULD BE ABOUT THE SAME STUFF. BUT WE CAN'T BE REALLY INFORMED ON WHAT'S NEEDED.

Ms. Kieta: JUST TO ADD TO THAT A LITTLE BIT, COMMUNICATION ABOUT CAPITAL IS IMPORTANT BECAUSE DEPENDING UPON WHAT YOUR CAPITAL PRIORITIES ARE COULD ALSO DRIVE AN IMPACT ON YOUR ONGOING -- THE EXAMPLE THAT'S LARGEST IN FRONT OF US, IF WE WERE TO MOVE FORWARD AND SAY THE COURTHOUSE IS A PRIORITY, AND THERE'S SOME ONE-TIME-ONLY MATCH MONEY WE NEED TO COME UP WITH, AND IF WE WERE TO ISSUE BONDS OR GET A GEOBOND -- ISSUE BONDS, THERE COULD BE UP TO \$15 MILLION OF ONGOING DEBT SERVICE REQUIRED. AND THAT WOULD CERTAINLY DRIVE SOME OF YOUR OTHER DECISIONS. SO THEY'RE CONNECTED.

Ms. Hein: DOING THIS MEANS YOU HAVE TO DO THAT.

Commissioner Smith: SO THEN WE HAVE TO PRIORITIZE THE COURTHOUSE RIGHT NOW AS THE NUMBER ONE PROJECT. WITH THE UNDERSTANDING THAT THESE NUMBERS DON'T HAVE THE MONEY THAT WE ALREADY HAVE, AND THE KITTY SET ASIDE FOR THE COURTHOUSE, WE NEED TO BRING THOSE DOLLARS INTO PLAY IF WE'RE GOING TO HAVE THAT CONVERSATION. AND THEY'RE NOT ON THIS PIECE OF PAPER.

Ms. Kieta: AND I JUST PULLED THE COURTHOUSE OUT AS AN EXAMPLE. JUST TO TALK ABOUT THE INTERRELATEDNESS, AND THE PRIORITIES WILL DRIVE SOME OF YOUR OTHER DECISION-MAKING.

Ms. Madrigal: I JUST WANT TO ADD ON, AND TALK A LITTLE BIT ABOUT A TOOL THAT MARK CAMPBELL IS DEVELOPING. TO GENERATE DIFFERENT SCENARIOS, PLANNING SCENARIOS FOR CAPITAL INFRASTRUCTURE. SO HE'LL BE ABLE TO PROGRAM IN THE AMOUNT OF MONEY WE KNOW WE'RE GETTING FROM OUTSIDE RESOURCES, MAKE A COUPLE DIFFERENT ESTIMATES, PESSIMISTIC ESTIMATE, AN OPTIMISTIC ESTIMATE ABOUT HOW MANY OTHER RESOURCES WE'LL HAVE AND HAVE THAT ROLL INTO THE TOP SHEET. IF YOU REMEMBER THE FUNDING TOOL THAT YOU SOMETIMES USED DURING THE BUDGET PROCESS THAT HAS ALL THE DEPARTMENTS AND YOU CAN PLAY AROUND WITH IT AND MAKE DECISIONS OVER HERE AND IT ALL ROLLS UP TO THE BOTTOM LINE, WE'RE GOING TO BE CONSTRUCTING SOMETHING SIMILAR FOR CAPITAL.

Commissioner Smith: IS THAT WHAT HE'S GOING TO ROLL OUT THURSDAY?

Ms. Madrigal: NO. THIS WILL BE -- THE TOOL WOULD HAVE THE COURTHOUSE, ALL THE SORT OF BIG IDENTIFIED PROJECTS THAT ARE ALREADY IN EXISTENCE WITH THE POTENTIAL TO ADD ON OTHER THINGS, LIKE THE BRIDGES, OR OTHER ELEMENTS. WE HEARD LOUD AND CLEAR THAT THE BOARD WANTED TO SEE SORT OF THE INTERPLAY OF THE DIFFERENT CHOICE

AND DIFFERENT POSSIBILITIES FOR OUTSIDE REVENUE OVERLAID WITH THE FORECAST, SO THERE'S A TOOL THAT'S BEING CONSTRUCTED.

Commissioner Smith: I HOPE THAT TOOL IS GOING TO INCLUDE MONEY THAT'S SITTING IN OTHER PLACES THAT ARE DESIGNED FOR OUR PARTICULAR FISCAL YEAR. BECAUSE THE LAST VOTE THAT WE TOOK ON THE BRIDGES IN TERMS OF WHAT WE WERE GOING TO DO, WE HAD SOME INCORRECT INFORMATION, AND IT'S THAT IT WAS GOING TO COST SOMEWHERE BETWEEN 32 TO 35 MILLION TO DO THE BRIDGES, AND THAT'S WHAT THEY HAD THAT THEY WERE HAVING. AND I'M THINKING, OK, WHEN DID YOU GET THIS 32, 35? THAT WAS NOT IN THE FISCAL YEAR '15 BUDGET. SO THEY SAID, OH, YES IT WAS, COMMISSIONER. AND I SAID, OK, MEET WITH ME AFTERWARDS. SO IT WASN'T IN THE FISCAL YEAR '15 BUDGET, \$32 MILLION IS SITTING AT ODOT FOR OUR BRIDGES. SO MY QUESTION TO JOANNE WAS, WHY DID YOU SAY WE HAD IT? SHE SAID, WE DO HAVE IT, IT'S EARMARKED FOR MULTNOMAH COUNTY. BECAUSE WHEN THEY CAME AND GOT OUR SUPPORT FOR THE THREE, ONE, TWO, THREE, THEY SAID WE NEEDED THIS 32 AND 35, BUT WE ALREADY HAD IT. SO THEY NEED TO BE VERY CLEAR ON MONEY THAT WE HAVE UNDER OUR UMBRELLA, AND MONEY WE HAVE SITTING SOMEWHERE ELSE THAT'S EARMARKED FOR US.

Commissioner McKeel: THE OTHER QUESTION I HAVE, WILL THIS TOOL SHOW -- IS IT JUST THE STRUCTURES AS WE LOOK AT THEM, I'M ASKING BECAUSE WE ARE BUILDING THE HEALTH HEADQUARTERS THAT ISN'T GOING TO HOUSE EVERYTHING THAT'S IN THE HEALTH HEADQUARTERS, WE'RE LOOKING AT A COURTHOUSE THAT ISN'T GOING TO HAVE THE D.A.'S IN IT, BUT SOME OF THE COURTS -- TO ME THOSE ARE COSTS OF THE PROJECT. THAT'S THE WAY I LOOK AT IT. ARE THOSE FACTORED INTO THIS, OR WILL THEY BE AT SOME POINT?

Ms. Madrigal: THAT'S THE HOPE. SO FOR EACH THERE ARE A RANGE OF COSTS WE MIGHT INCUR, AND SO THE CERTIFIED SMART PEOPLE WILL BE BUILDING IN DIFFERENT RANGES. SO YOU CAN INCREASE THE COST. AND IF YOU GOT THE MAXIMUM ALLOWABLE MONEY FROM OUTSIDE SOURCES, IT WOULD BE THIS. BUT MAYBE YOU DECIDE, WELL, WE'RE NOT GOING TO -- WE'RE GOING TO ELIMINATE THAT CLINIC, SO IT'S GOING TO BE IN THE LOWER END OF THE RANGE BUT WE'RE STILL GOING TO MAXIMIZE THE AMOUNT OF OUTSIDE REVENUE, IN THEORY WE SHOULD BE ABLE TO SEE THE INTERPLAY OF THOSE THINGS ON EACH PROJECT, AND THEN INTERPLAY OF EACH PROJECT AGAINST EACH OTHER OR TOGETHER. IT IS GOING TO USE THE FORECAST AS A BASIS, BECAUSE ALL OF THIS BLOWS INTO OPERATING COSTS. CURRENT, PRESENT, AND FUTURE.

Commissioner McKeel: OK.

Ms. Jaspin: IF WE GET THERE, LET'S WILL BE VERY NICE.

Commissioner McKeel: THAT'S AMAZING.

Ms. Madrigal: THAT'S WHY MARK CAMPBELL AND MIKE JASPIN, THE SMARTEST PEOPLE IN THE COUNTY ARE THE ONES WORKING ON IT. [LAUGHTER]

Commissioner Shiprack: THIS WILL BE HELPFUL BECAUSE WE KNOW THERE'S A DYNAMIC HERE, AND THE COURTHOUSE IS THE ONE WE'RE MOST FAMILIAR WITH, WHICH IS THE AMOUNT OF MONEY WE SPEND TO MAINTAIN AN OLD, DEFICIENT, REALLY STRUCTURALLY OBSOLETE COURTHOUSE THAT ALSO DOESN'T PROVIDE US WITH THE SECURITY LEVEL WE NEED SO WE'RE CARRYING A LIABILITY THAT'S HUGE. EVEN WITHOUT A SUBDUCTION ZONE EARTHQUAKE WHICH MAKES THE LIABILITY EXPLOSIVE. SO THOSE ARE ALSO COSTS THAT EXIST IN THE MARGINS OF OUR PRO FORMA. I THINK IT'S INTERESTING YOU BRING UP THE D.A. IN THE COURTHOUSE, BECAUSE THE COST PER SQUARE FOOT OF THE NEW COURTHOUSE, IF YOU LOOK AT THE D.A., YOU NEGOTIATION RENTING SPACE, WHICH BASICALLY WE ALL RENT SPACE IN OUR OFFICES, IS SO MUCH HIGHER THAN THE COST IF THERE IS A BUILDING CLOSE BY THAT'S CLASS A OFFICE SPACE FOR THE D.A. TO OCCUPY. SO THERE'S AN ECONOMY THERE AS WELL, WHICH WE JUST HAVEN'T REALLY TAKEN THE TOOLS TO LOOK AT. MAINLY BECAUSE NOT BEING IN THE COURTHOUSE CREATES SUCH A HUGE CHANGE FROM OUR PERSPECTIVE. BECAUSE WE'VE HAD A HUNDRED YEARS OF HAVING THE D.A. IN THE COURTHOUSE.

Chair Kafoury: THAT'S ONE OF THE THINGS WE'RE LOOKING AT WITH THE HEALTH DEPARTMENT HEADQUARTERS RIGHT NOW. BECAUSE WE CAN'T -- NOT ONLY DID THE COST GO UP \$10 MILLION OVER THE 46, WHICH WAS ALREADY OVER THE 32, WHICH WAS ALREADY OVER THE 27, NOT ONLY DID THE COST GO UP TO 55, WE STILL WEREN'T FITTING IN ALL THE OTHER PEOPLE. SO CAN WE BUILD -- CAN WE REDUCE THE COST, GO BACK TO THE \$32 MILLION HEALTH DEPARTMENT HEADQUARTERS AND BUILD A CHEAP -- RENT A SPACE FOR THE REST OF THE PEOPLE SOMEWHERE ELSE? THAT'S THE KIND OF -- SO THOSE -- IF WE HAD HAD THIS TOOL --

Commissioner Smith: CAN WE GO BACK AND SAY WE'RE 11 LEDGE -- LEVERAGING \$27 MILLION FROM PDC, IT HAS TO BE URBAN RENEWAL. IF WE BUILD THIS OUTSIDE THE URBAN RENEWAL IT'S GOING TO COST ANOTHER \$15 MILLION.

Chair Kafoury: WE'RE GOING TO DO IT, IT'S JUST LOOKING AT, DO WE BUILD A SMALLER BUILDING, GO BACK -- I'M THROWING THIS OUT THERE. DO WE BUILD A \$27 MILLION BUILDING, AND IN THAT SPOT AND RENT SPACE SOMEWHERE ELSE? WE COULD DO IT FOR CHEAPER THAN FOR AN ADDITIONAL \$27 MILLION, WHAT IT WOULD COST TO BUILD OUT THAT BUILDING AND STILL



HAVE X NUMBER OF PEOPLE HOUSED SOMEWHERE ELSE, WE DON'T KNOW YET.

Commissioner Smith: WE NEED A GLOBAL VIEW OF THIS. THIS IS HOW WE'RE LOOKING AT THIS FOR TODAY. OUR BONDS ARE GOING TO BE, WHAT, 15, 30-YEAR BONDS, KARYNE?

Ms. Kieta: DEPENDING ON THE SIZE.

Commissioner Smith: SO WE HAVE TO THINK ABOUT WHAT IS IT GOING TO BE AT THE END OF 30 YEARS? IT'S GOING TO COST US MORE TO RENT OUT, LEASE OUT SPACE FIVE YEARS FROM NOW AFTER IT'S BUILT THAN IT WOULD BE TO ACTUALLY PUT THOSE FOLKS IN OUR BUILDING. I THINK IT'S HORRIBLE WE DON'T HAVE THE D.A. IN THE COURTHOUSE. WE SPEND SO MUCH TIME AND MONEY TO MAKE SURE THEY WERE IN THE COURTHOUSE WHERE THEY'RE AT, AND TO TAKE THEM OUT, OF COURSE, YOU KNOW, ROD IS GOING TO SAY, YEAH, I'LL GO -- BUT HE WOULD PROBABLY MUCH PREFER TO BE IN THE BUILDING. AND I THINK THERE'S A WAY WE CAN DO THAT SO THAT EVERYBODY IS PLEASED. 30 YEARS DOWN THE ROAD WHEN OUR BONDS COME UP, IT'S GOING TO BE CHEAPER FOR US TO BUILD AT A HIGHER RATE TODAY THAN TO LEASE OUT THIS SPACE. SO WE HAVE TO HAVE A BIGGER, WIDER VIEW.

Ms. Hein: THIS IS PART OF THAT CONVERSATION ABOUT HOW DO YOU BALANCE THESE PRIORITIES. THIS IS EXACTLY THE -- YEAH. AND THERE ARE CLEARLY DIFFERENT WAYS TO THINK ABOUT IT. YOU THINK ABOUT IT IN TERMS OF WHAT DOES IT COST TODAY, OR WHAT DOES IT COST TO PUT EVERYBODY IN ONE PLACE, VERSUS WHAT DOES IT COST DOUBT ROAD, VERIZON WHERE IS IT POSSIBLE TO RENT OTHER SPACE.

Commissioner Smith: TODAY IT'S CHEAPER, BUT IF WE HAVE 30-YEAR BONDS -- THERE'S ANOTHER BIG ELEPHANT I WANT TO TALK ABOUT. OK. WAPATO. WAPATO IS IN MY DISTRICT, EVERYBODY HAS EVERY IDEA ON WHAT TO DO WITH WAPATO AND THE WHOLE NINE YARDS. APPROXIMATELY I THINK IT'S ABOUT 350,000 THAT WE'RE SPENDING FOR UPKEEP? THAT'S A CONSIDERABLE AMOUNT OF MONEY THAT COULD BE PAID TO DEBT SERVICE. WE NEED TO REALLY GET SERIOUS AND I'D LIKE TO HAVE A CONVERSATION WITH THE CHAIR AND WHO ELSE WANTS TO BE ON THIS TASK FORCE TO LET'S GET BUSY DOING WHATEVER WE'RE GOING TO DO WITH WAPATO. BECAUSE THAT'S ANOTHER FORM OF RESOURCE FOR THE COURTHOUSE AND OTHER THINGS THAT WE WANT TO DO.

Ms. Hein: I WANT TO ASK A QUESTION, WE'VE BEEN TALKING ABOUT CAPITAL PROJECTS KIND OF IN TERMS OF ONE-TIME MONEY, ONE-TIME-ONLY MONEY IN TERMS OF THIS YEAR. A SENSE OF PRIORITIES AROUND, THAT WE WENT THROUGH AND TALKED ABOUT A BUNCH OF PRIORITIES AROUND ONGOING

FUNDING. I'D LIKE TO GO AROUND AND ASK FOLKS TO TALK ABOUT PRIORITIES ABOUT ONE-TIME-ONLY MONEY. ANYBODY WANT TO KICK US OFF?

Ms. Madkour: PRIORITIES AS TO ONE-TIME-ONLY MONEY AS OPPOSED TO PRIORITIES IN GENERAL?

Ms. Hein: YES.

Ms. Madkour: PROBABLY KEEP IT TO THE IN-GENERAL, SO WE DON'T ALL END UP IN WAPATO BUDGET JAIL.

Ms. Hein: THE SHORTER-TERM PRIORITIES? THANK YOU. THAT'S VERY APPRECIATED. SO SHORTER-TERM PRIORITIES --

Commissioner Bailey: I HAVE NO IDEA WHAT ANY OF THAT MEANS. I'M GOING TO SAY SOMETHING VERY GENERAL AND SEE -- WHICH IS -- THERE'S A FLIP SIDE KARYNE IS VERY GOOD POINT, WHICH IS CAREFUL WHICH CAPITAL PROJECTS YOU COMMIT TO, BECAUSE YOU CAN BE COMMITTING YOURSELF TO OPERATING FUNDS OR OTHER COSTS OVER A LONGER PERIOD OF TIME. I THINK THAT'S WHAT YOU WERE SAYING, RIGHT? I THINK THE FLIP SIDE OF THIS, WE OUGHT TO LOOK FOR CAPITAL EXPENDITURES THAT HAVE POSITIVE OUTCOMES OVER TIME ON OPERATIONS AND EXPENDITURES, AND THAT THAT OUGHT TO BE AREAS WHERE WE'RE PRIORITIZING OUR DOLLARS. SURE, THERE'S BACKLOG, MAINTENANCE, CAPITAL PROJECTS, THINGS THAT JUST NEED TO HAPPEN BECAUSE THEY'RE THE COST OF DOING BUSINESS, AND WE NEED TO PUT MONEY IN THERE, AND IT MORE REDUCES ONGOING MAINTENANCE COSTS THAN IT DOES REALLY BENEFIT ANY PARTICULAR PROGRAM, AND OBVIOUSLY WE NEED TO MAKE THOSE HAPPEN. BUT I THINK AS WE LOOK AT STRATEGIC OPPORTUNITIES TO PUT MONEY INTO NEW PLACES, THOSE EXPENDITURES THAT ARE GOING TO HAVE RIPPLE EFFECTS, RABBIT TRAILS, PERHAPS, IF YOU WILL, INTO OTHER AREAS WHERE WE'RE GOING TO SAVE MONEY, WHETHER THAT'S ON --

Commissioner Smith: WAPATO.

Commissioner Bailey: I WASN'T GOING TO NAME NAMES, BUT --

Commissioner Smith: I'M GOING TO NAME NAMES.

Commissioner Bailey: I'LL STOP THERE. I DON'T THINK I CAN SAY MORE WITHOUT BEING ANYTHING LESS THAN OBTUSE.

Ms. Hein: LOOKING FOR EXPENDITURES THAT HAVE A POSITIVE DOWNSTREAM EFFECT.

Chair Kafoury: BOTH PROGRAMMATIC AND FINANCIAL.

Commissioner Bailey: CORRECT.

Commissioner Shiprack: AND JUST TO ADD TO THAT, BECAUSE I THINK THIS IS KIND OF A FUN MODEL TO PLAY WITH, THERE ARE SOME INFRASTRUCTURE EXPENDITURES THAT HAVE POSITIVE EFFECTS THAT ARE IN MARGINS, THEY CREATE JOBS, IT CREATES ECONOMIC OPPORTUNITY, IT'S LIKE HAVING A SELLWOOD BRIDGE THAT BUSES CAN'T GO ON TO A SELLWOOD BRIDGE THAT BUSES AND TRUCKS CAN GO ON. AND THAT APPLIES TO THE DEVELOPMENT THAT IS GOING TO HAPPEN AROUND A NEW COURTHOUSE, TO THE DEVELOPMENT THAT WOULD HAPPEN IF SOME -- WE WERE ABLE TO SPRING SOMETHING AROUND WAPATO OR EVEN IF WE WERE TO GO -- JUST GIVE WAPATO AWAY WE WOULD SAVE \$350,000 A YEAR THAT WE DON'T PAY TO MAINTAIN IT. THERE ARE LOTS OF WAYS OF LOOKING AT THESE CHOICES THAT WE HAVE WITH OUR BIG CAPITAL PROJECTS.

Commissioner Smith: ONE OF THE OTHER THINGS IS THE NORTH-NORTHEAST HEALTH CLINIC. WE'VE BEEN APPROACHED BY FOLKS TRYING TO FIGURE OUT WAYS POSSIBLY THAT COULD BE DEVELOPED, WHICH RIGHT NOW WE OWN THE SPACE ON MLK, AND KILLINGSWORTH, AND WE'RE NOT GETTING ANY BITI ON IT; WE'RE NOT GETTING PROPERTY TAXES ON IT. IT'S LIKE A LOT OF SQUARE FOOTAGE THAT'S BEING UNUSED; A LOT OF DEFERRED MAINTENANCE THAT'S BEING UNUSED, WE HAVE OUR SENIORS IN A BUILDING THAT ONLY HAS ONE DOORWAY OF NATURAL LIGHT AND IT'S JUST -- IT COULD BE USED -- WE COULD PUT THOSE PROGRAMS THAT ARE IN THAT BUILDING SOMEWHERE ELSE, AND DEVELOP THAT PROPERTY, ESPECIALLY SINCE IT'S PART OF THE BLOCK THAT HAS THE VANPORT 102, WHERE WE COULD BE BRINGING IN ADDITIONAL DOLLARS, HAVE THAT BE SOME SORT OF TECH CENTER WHERE WE BEGIN PROPERTY TAXES, WE WOULD BE GETTING BITI, AND, YEAH, WE'RE GOING TO HAVE TO FIND A PLACE, WHERE DO WE PUT THE NORTH-NORTHEAST HEALTH CLINIC AND THE SENIOR CENTER, BUT WE'LL BE BRINGING IN A POSITIVE CASH FLOW. WHEN WE'RE LIKE, ZERO RIGHT NOW.

Commissioner McKeel: I'M GOING TO PUT SEISMIC ON, THERE I HAVE A LOT OF CONCERNS ABOUT SEISMIC ISSUES, AND I'M NOT TALKING ABOUT THE BIG ONE -- IT'S NOT GOING TO MATTER BUT THE 5.0, AND THE 6.0s, WHAT ARE WE DOING AROUND THOSE ISSUES THAT AREN'T INFRASTRUCTURE, TRANSPORTATION INFRASTRUCTURE?

Ms. Hein: OTHER PRIORITIES, SHORTER TERM?

Commissioner Smith: I'D LIKE TO BALANCE SOME THINGS OUT. NOW I'LL GET VERY SPECIFIC IN TERMS OF DISTRICTS. WE ALL REPRESENT A DISTRICT, AND AS WE LOOK AT ALL THE INFRASTRUCTURE PROJECTS THAT HAVE BEEN PRODUCED, AT LEAST SINCE I'VE BEEN HERE THE LAST FOUR YEARS, I DON'T

WANT MY DISTRICT JUST TO CONTINUE TO BE THE DONOR DISTRICT. AND NOT HAVE INFRASTRUCTURE PROJECTS IN MY DISTRICT. IF I LOOK ONE THROUGH FOUR, SINCE I'VE BEEN HERE EVERYBODY HAS HAD AN INFRASTRUCTURE PROJECT EXCEPT DISTRICT TWO. AND I THINK WE DESERVE TO HAVE ONE. PARTICULARLY SINCE WE HAVE THE MAJORITY OF THE NONPROFIT INFRASTRUCTURE, WE HAVE LOTS OF HEALTH CLINICS, EVEN THOUGH A LOT OF OUR POOR FAMILIES ARE MOVING OUT EAST, BUT IT SEEMS LIKE WE JUST KEEP SENDING OUR TAX DOLLARS IN, WE DON'T GET THE BENEFIT OF HAVING INFRASTRUCTURE BUILT IN DISTRICT TWO, SO I'M JUST LOOKING DOWN THE ROAD, BUT I THINK THERE NEEDS TO BE SOME FAIRNESS IN HOW WE DIVVY OUT OUR COUNTY DOLLARS.

Commissioner Shiprack: TWO AND THREE.

Commissioner Smith: YOU HAD THE HEALTH CLINIC.

Commissioner Shiprack: NO, THAT'S IN ONE.

Commissioner Smith: IT'S THAT ONE? YEAH. ONE IS -- THEY GOT A COURTHOUSE, THEY GOT --

Chair Kafoury: ONE CONTRIBUTES ALL THE BITI DOLLARS.

Ms. Hein: ARE THERE THOUGHTS ABOUT SHORTER-TERM PRIORITIES?

Chair Kafoury: I THINK LOOKING AT, AND I KNOW CHAIR WHEELER DID THIS WHEN WE WERE IN FINANCIAL HARDSHIP, I ALSO THINK IT'S LOOKING AT IF POSSIBLE I DON'T KNOW IF PAY DOWN DEBT NOW TO SAVE MONEY IN THE LONG TERM, I DON'T KNOW WHETHER --

Ms. Kieta: SO WE'VE PRETTY MUCH PAID OFF [INAUDIBLE].

Chair Kafoury: EXCELLENT. I'M OK WITH THAT.

Ms. Kieta: THERE IS, FOR EXAMPLE, A LITTLE BIT OF DEBT LEFT ON THE [INAUDIBLE]. THE LARGEST THINGS, WE DID A PRETTY BIG SWEEP OF THEM.

Commissioner Shiprack: THAT'S AN INTERESTING SORT OF CONCEPT, BECAUSE ON THE OTHER SIDE OF THAT ALL OF THE CERTIFIED SMART PEOPLE ARE SAYING TO EXPECT INTEREST RATES TO GO UP NOW THAT THE ECONOMY IS COOKING ALONG A LITTLE BIT, SO NOW IS THE VERY END OF THE BEST TIME TO BORROW HEAVILY, BECAUSE INTEREST RATES ARE RELATIVELY LOW, THAT I UNDERSTAND THE OTHER SIDE OF THAT IS YOU GET INTO TROUBLE WITH THE IRS IF YOU DON'T SPEND IT IN THREE YEARS. WHICH IS JUST KIND OF LIKE, SHOULD FOLD INTO THIS CERTIFIED SMART PERSON, CRANK UP THE MACHINE AND GET YOUR ANSWER OUT. IT SAYS GO VISIT THE ORACLE.

THERE IS AN OPPORTUNITY HERE WITH OUR DEBT SERVICE, YOU KNOW, WITH US GETTING CLOSE TO THE END OF THE PAYOFF PERIOD ON A SERIES OF BONDS, AND HAVING SOME PROJECTS THAT ARE COMING UP TO LOOK AT KIND OF MAKING HAY WHILE THE SUN SHINES. BUT I'M NOT SURE, THIS WOULD BE LIKE DID YOU HAVE A SHOVEL READY PROJECT READY FOR THAT ARRA?

Commissioner Smith: EXACTLY.

Commissioner Bailey: I JUST WANT TO ASK A QUESTION, I'M NOT NECESSARILY SUGGESTING WE DO THIS, BUT WHETHER IT'S POSSIBLE. IS IT POSSIBLE TO TAKE ONE-TIME DOLLARS, PUT IT INTO A RAINY DAY FUND? IS IT POSSIBLE TO DO AN INVESTMENT ACCOUNT, LIKE AN ENDOWMENT, AND HAVE INTEREST OFF THAT FEED FUTURE BIENNIA?

Ms. Kieta: YOU CAN SET ASIDE ANY MONEY YOU WOULD LIKE. AND YOU CAN PUT AS MANY STRINGS AROUND IT AS YOU WANT. IF IT'S IN OUR RESERVES, IT WOULD BE VERY DIFFICULT FOR THE BOARD TO ACCESS MONEY; YOU CAN PUT THE MONEY IN CONTINGENCY -- THERE'S ANY NUMBER OF WAYS, DEPENDING HOW ACCESSIBLE YOU WANTED IT, BUT YES, YOU COULD SET ASIDE AS MUCH AS YOU WANT.

Commissioner Shiprack: WHICH GOES TO THE OTHER SIDE OF THAT BORROWING, IF INTEREST RATES ARE GOING TO GO UP, AND YOU BORROW MONEY NOW AND SALT IT AWAY, OR SAVE IT NOW AND SALT IT AWAY, YOU'RE HEDGING AGAINST THE INTEREST RATE GOING UP, RIGHT? BUT YOU'RE THE ECONOMIST, SO --

Commissioner Bailey: WELL SAID.

Ms. Kieta: THE ONLY THING ONSETTING ASIDE MONEY, IT'S NOT AS MUCH OF A PRESSURE RIGHT NOW BECAUSE THE ECONOMY IS GOOD AND OUR FORECAST IS GOOD, BUT THERE'S ALWAYS THAT TENSION AND PRESSURE BETWEEN PROVIDING SOME LEVEL OF SERVICE OR NEED OR INVESTING IN THE LIFE SAFETY ISSUES, VERSUS HAVING MANY --

Commissioner Bailey: IT'S A TOTAL POLICY CALL. I'M JUST CURIOUS IF IT'S EVEN POSSIBLE.

Chair Kafoury: IT'S RAINING FOR SOMEBODY OUT THERE.

Commissioner Bailey: IT'S ALWAYS RAINING. JUST OUT OF CURIOSITY.

Commissioner Smith: WE'RE A SAFETY NET ORGANIZATION, AND I THINK WE NEED TO BE PUTTING OUR MONEY INTO DIRECT SERVICES. IT SEEMS LIKE EVERYTHING THAT WE'RE DOING IS INFRASTRUCTURE, INFRASTRUCTURE,

BUT REALLY AT THE END OF THE DAY, WE'RE A DIRECT SERVICES PROVIDER, AND WE ALSO CONTRACT OUT TO GIVE THOSE DIRECT SERVICES TO PEOPLE WHO ARE LOW-INCOME. AND SO I DON'T WANT US TO GET SO BIG PICTURE AND FORGET ABOUT THE PEOPLE THAT WE'RE HERE TO SERVE, AND TO BE ABLE TO SERVE MORE OF THOSE FOLKS, BECAUSE WE'VE ACTUALLY INCREASED OUR POVERTY LEVEL IN OREGON OVER THE LAST 10 YEARS. SO WE HAVE MORE PEOPLE THAT WE'RE SERVING TODAY THAN WE DID YESTERDAY, AND JUST REMEMBER, THAT WHILE THERE ARE COUNTIES ALL OVER THE STATE OF OREGON, IT SEEMS LIKE PEOPLE MAKE THEIR WAY BACK TO MULTNOMAH COUNTY TO GET OUR SERVICES.

Commissioner Shiprack: THEY ALSO COME HERE TO GET A JOB. AND IF WE'RE ABLE TO INVEST IN INFRASTRUCTURE IN A WAY THAT CREATES JOBS, THEN WE ARE NOT ONLY ABLE TO PROVIDE THE BANDAGES FOR THE INJURED PEOPLE, BUT WE'RE ABLE TO PROVIDE THAT UPSTREAM OPPORTUNITIES SO THAT FEWER OF THEM ARE GETTING HURT IN THIS ECONOMY.

Ms. Hein: WHEN YOU'RE TALKING ABOUT THAT IT'S LIKE THE TRIPLE BOTTOM LINE KIND OF THING, THINKING ABOUT MAKING EVERY DOLLAR HAVE MULTIPLE POSITIVE IMPACTS.

Commissioner Shiprack: THAT'S SORT OF THE BRIDGE BUILDING PART OF THIS. IF YOU CAN GET COMMERCE OVER THE BRIDGE, IF YOU CAN GET JOBS CREATED BUILDING THE BRIDGE --

Chair Kafoury: CAN YOU FIND JOBS FOR PEOPLE WHO HAVE JUST COME OUT OF JAIL, OR WHOEVER, THEN YOU HAVE THAT.

Ms. Hein: SO OTHER THOUGHTS AS YOU'RE THINKING ABOUT PRIORITIES AND THINKING ABOUT HEADING INTO THE OTHER SET OF THIS PIECE OF THIS WORK?

Commissioner Smith: WE NEED TO LOOK AT, I KNOW WE'VE HAD A LOT OF DIVESTING FROM THE CITY OF PORTLAND, I STILL THINK WE NEED TO FIND OPPORTUNITIES TO COLLABORATE WITH THE CITY OF PORTLAND IN SOME OF OUR OTHER LOCAL DISTRICTS TO HELP US GET THE MOST BANG OUT OF OUR BUCK.

Ms. Hein: YOUR THOUGHTS? SO AS WE'VE HAD THIS PART OF THE CONVERSATION, I WANT TO INVITE YOU TO THINK ABOUT THE EARLIER PART OF THE CONVERSATION TOO, AND THINKING BACK WITH THIS CONVERSATION NOW ABOUT PRIORITIES, AND WHAT YOU HAVE COME TO UNDERSTAND FROM EACH OTHER ABOUT WHAT YOUR OTHER COMMISSIONERS AND THE CHAIR'S PRIORITIES MIGHT BE. IF THERE ARE OTHER THINGS THAT YOU WOULD WANT FROM THE PROCESS OF HOW TO MAKE THIS BUDGET PROCESS A GOOD AND WORTHWHILE PROCESS. GIVEN THE CONVERSATION WE JUST HAD, I'M

INVITING YOU TO REFLECT ON THE EARLIER CONVERSATION AND SEE IF THERE'S ANYTHING YOU'D LIKE TO ADD TO THAT THAT YOU FEEL WILL HELP GET YOU TOWARD SOME OF THESE PRIORITIES IN TERMS OF THE WAY THE PROCESS CAN SUPPORT MOVING TOWARD THESE GOALS.

Commissioner Shiprack: I JUST WANTED TO MENTION MY FRUSTRATION AT THE BEGINNING WITH DRIP, DRIP, DRIP OF OUR ABILITY TO FUND AND HOW -- I THINK WE'VE TRIED TO MAKE UP FOR THAT IN A WAY THAT ALSO KIND OF MAKES US GROW, WHICH IS THE CURRENT SERVICE LEVEL FUNDING, AND THAT'S ALL FINE AND THAT WORKS FINE UNTIL YOU GET TO THE DATA PIECE AND THE, WE CAN MEASURE NOT JUST OUTPUT, BUT OUTCOME AS WELL. SO NOW THAT WE ARE ABLE TO MEASURE OUTCOMES, IT SEEMS LIKE IT'S A GOOD TIME TO START LOOKING AT METHODOLOGIES LIKE PAY FOR SUCCESS WHERE YOUR PROCUREMENT SYSTEM WOULD BE ABLE TO ENCOURAGE A PROVIDER TO CREATE HOUSING IF THE PROVIDER IS CONFIDENT ENOUGH THAT HOUSING WILL ENHANCE THE SUCCESS OF THEIR PROGRAM. SO YOU HAVE A MENTAL HEALTH PROVIDER, HOUSING ISN'T OUR DEAL, THAT'S NOT MY DEPARTMENT, BUT IF THERE WERE A PROCUREMENT METHODOLOGY THAT SAID, LOOK, IF AT THE END OF 10 YEARS OF THIS, YOU CAN SHOW THIS RESULT, YOU GET WHAT YOU WOULD HAVE ASKED FOR ON AN ANNUAL BASIS PLUS A BUMP, BECAUSE IT'S WORTH A LOT TO MULTNOMAH COUNTY TO HAVE REAL SUCCESS, THEN YOU MIGHT GET A MENTAL HEALTH PROVIDER WHO WOULD SAY, WELL, IF THAT'S THE CASE, WE'RE GOING TO PUT A HOUSING COMPONENT INTO THIS. WHEREAS NOW THEY WOULD SAY, ON A DRIP, DRIP, DRIP, YEAR-TO-YEAR BASIS, WE CAN'T GET A LOAN FOR THAT HOUSING RESOURCE, EVEN THOUGH WE KNOW IT WOULD MAKE OUR PROGRAM MORE EFFECTIVE. SO I'M JUST SAYING I THINK WE'RE AT A PLACE WHERE WE HAVE THE DATA CAPACITY AND WE HAVE THE INSIGHT INTO WHAT WORKS, SO THAT WE MIGHT BE ABLE TO CHANGE OUR PROCUREMENTS TO ENABLE US TO BE MORE LONGITUDAL IN OUR CONTRACTING.

Commissioner Smith: BEFORE IT GETS TO THE PROCUREMENT LEVEL WE HAVE TO GET DOWN TO THE DEPARTMENT LEVEL TO SEE IF THAT'S WHAT THEY WANT COMING OUT OF THEIR DEPARTMENT. WE SKIPPED OVER THEM. THEY HAVE TO KNOW THAT THIS IS A BEST PRACTICE.

Ms. Hein: ANY OTHER THOUGHTS BASED ON REFLECTING ON ALL OF THE PRIORITIES? PROCESS OR THINGS YOU WOULD REQUEST?

Chair Kafoury: I JUST WANT TO SAY THANK YOU ESPECIALLY TO SOMEBODY WHO IS SITTING -- THANKS FOR COMING AND SITTING HERE WHILE YOU'RE NOT FEELING WELL.

Commissioner Shiprack: ACTUALLY, I FEEL FINE. I WAS ON AN AIRPLANE YESTERDAY.

Chair Kafoury: THIS IS VERY HELPFUL FOR ME, AND I DO WANT TO SAY, REPEAT WHAT I SAID AT THE BEGINNING, I HOPE CONTINUING ALONG AND NOT THE END, SEE AN APRIL 23rd WITH THE BUDGET. SO THANK YOU GUYS FOR SPENDING TIME WITH US THIS AFTERNOON.

ADJOURNMENT – 4:00 pm

ALL RIGHT. WE ARE ADJOURNED.

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