

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Thursday, May 17, 2012**

**BUDGET WORK SESSION #7**

Chair Jeff Cogen called the meeting to order at 9:08 a.m. with Vice-Chair Loretta Smith and Commissioners Deborah Kafoury, Judy Shiprack and Diane McKeel present.

Also attending were Jenny Madkour, County Attorney, and Lynda Grow, Board Clerk.

**[THE FOLLOWING TEXT IS THE BYPRODUCT OF THE CLOSED CAPTIONING OF THIS PROGRAM.]**

>>> WE ARE HERE FOR AN UPDATE TO OUR FIVE-YEAR GENERAL FUND FORECAST. THE FORMAT WILL BE SLIGHTLY DIFFERENT, THEN SOME OF OUR PAST ONES, I WILL BE GOING OVER THE ECONOMIC OVERVIEW RATHER QUICKLY. WE WERE HERE ONLY TWO MONTHS AGO AND THE WORLD IS MUCH THE SAME, [INAUDIBLE] IS DISINTEGRATING, AND ALSO, WE HAVE MOVED A LARGE --

>> WHAT DO YOU MEAN, THEIR ECONOMY?

>> WE MOVED A FAIR BIT OF INFORMATION INTO AN APPENDIX SINCE WE'RE NOT GOING TO GO THROUGH IT BUT SO THAT PEOPLE HAVE THE INFORMATION IF THEY WANT IT. WE WILL LOOK OVER THE FY-2012 REVENUE. WE WILL LOOK AT THE VAT AND U.S. MARSHAL. WE WILL CHECK IN ON OUR GENERAL FUND CONTINGENCY FOR THE CURRENT YEAR, AND THEN LOOK AT THE FIVE-YEAR FORECAST, IN PART, LOOKING TOWARDS NOT FY-2013, BUT HOW IT WILL SET US UP FOR, FOR THE FOLLOWING YEAR, FISCAL YEAR 2014. WE'RE GOING TO TAKE A SIDE TRIP TO PERS, AND THEN WE WILL TALK A BIT ABOUT OUR PERSONAL COSTS GOING FORWARD, AND THEN I WILL PROVIDE AN UPDATE OF WHAT THE REVENUE EXPENDITURE GAP LOOKS LIKE IN THE OUT YEARS. SO, OUR GENERAL VIEW OF THE ECONOMY IS THAT IT CONTINUES TO, TO BE RELATIVELY STABLE, WITH MODEST GROWTH. WE WILL CONTINUE TO FACE INTERMEDIATE HEADWINDS, SO I WILL NOT WALK THROUGH THIS CHART. MOST OF THE NUMBERS -- THE NUMBERS HAVE BEEN UPDATED. THE ONLY NUMBER THAT I WANT TO CALL OUT, IN PARTICULAR, IS EARLIER THIS WEEK, YOU HEARD THAT THE JOBS WERE UP, ALL 3,000 JOBS, THAT'S .2 OF A PERCENT, AND THE OTHER THING TO KEEP IN MIND IS IN THOSE NUMBERS, THERE WERE NEARLY 7,000 PUBLIC SECTOR JOBS LOST WITH NEARLY 5,000 OF THOSE JOBS IN THE EDUCATION AREA. SO, JUST LOOKING AT UNEMPLOYMENT VERY BRIEFLY, THE U.S. UNEMPLOYMENT RATE IN APRIL WAS 8.1%, AND IN OREGON, IT WAS ABOUT A HALF PERCENT HIGHER AT 8.5 PERCENT, AND MULTNOMAH COUNTY AND THE PORTLAND METRO

AREA HAS BEEN DOING RELATIVELY BETTER. THE COMPARABLE NUMBER FOR MARCH WOULD BE 7.8%. WE'LL GET THE APRIL NUMBER NEXT MONDAY, BUT GENERALLY, WE'VE BEEN DOING BETTER. THE ONE THING TO POINT OUT IS THAT THE UNEMPLOYMENT RATE IS STILL ABOUT WHERE WE WERE AT THE PEAK OF THE LAST RECESSION, SO EVEN THOUGH THINGS ARE BETTER, TO SAY THAT, THAT WE'RE RECOVERED OR THAT PEOPLE STILL ARE NOT HAVING A HARD TIME FINDING JOBS WOULD BE A BIG MISNOMER. I THINK IT'S HELPFUL TO, ACTUALLY, SWITCH FROM LOOKING AT UNEMPLOYMENT TO, ACTUALLY, LOOKING AT EMPLOYMENT. SO, THIS, THIS SET OF CHARTS CAME OUT OF THE GRASS FROM TUESDAY'S OREGON UNEMPLOYMENT REPORT, SO THE CHART ON THE LEFT IS VERY SIMILAR TO THE ONE THAT I JUST SHOWED ON THE PREVIOUS PAGE, THAT SHOWS UNEMPLOYMENT SLOWLY COMING DOWN. THE ONE ON THE RIGHT IS EMPLOYMENT, AND WHAT YOU CAN SEE IS THAT AFTER WE DROPPED FROM 2008 TO 2009, WE HAD A, A MODEST RECOVERY, BUT OVER THE LAST YEAR AND A HALF, IT'S BEEN EXCEPTIONALLY FLAT, SO YOU CAN IMAGINE HOW LONG IT WOULD TAKE US TO GET BACK TO PRIOR EMPLOYMENT LEVELS AT THAT, AT THAT RATE. THIS IS, THIS IS, OBVIOUSLY, VERY IMPORTANT FOR THE STATE, WHICH DEPENDS HEAVILY ON INCOME TAXES, SO IT -- IF YOU ARE THE STATE, YOU ARE WORRIED ABOUT THE NUMBER OF PEOPLE WITH JOBS AND WHAT THEY ARE GETTING PAID AND HOW FAST THAT'S INCREASING. SO, OVER THE LAST COUPLE OF YEARS, I'VE BEEN SHOWING DIFFERENT VERSIONS OF THIS CHART, AND EVERYBODY HAS THEIR PARTICULAR FLAVOR THAT THEY LIKE. SO, AND WHAT THIS CHART SHOWS IS A PERCENTAGE OF JOB LOSSES FROM THE PEAK. THIS GRAPH WAS PUT TOGETHER BY JOSH AT THE OREGON OFFICE OF ECONOMIC ANALYSIS, AND I THINK HE'S PRESENTING IT THIS MORNING UP IN SEATTLE. BUT, WHAT IT SHOWS IS FROM OUR FEBRUARY PEAK, HOW MUCH -- THE NUMBER OF JOBS LOST IN OREGON AND WASHINGTON HAS, AS A STATE, BUT THEN ALSO LOOKING AT, AT OREGON EXCLUDING PORTLAND, LIKEWISE, LOOKING AT, AT WASHINGTON EXCLUDING SEATTLE BECAUSE WE KNOW THAT THE URBAN AREAS HAVE BEEN RECOVERING AT A STRONGER RATE THAN THE MORE RURAL AREAS. SO, THE LIGHT BLUE LINE THERE IS, IS POURED, AND YOU CAN SEE WE, WE LOST ABOUT 8% OF OUR EMPLOYMENT IN THE METRO AREA. NOW WE RECOVERED HALF OF THAT IN A 2.5-YEAR PERIOD, SO DOING SOME QUICK MATH, AT CURRENT RATES, IT WOULD TAKE US 2.5 YEARS TO GET BACK, ROUGHLY, TO WHERE WE WERE BEFORE. THE MORE DEPRESSING LINE IS LOOKING AT OREGON, EX PORTLAND, AND THAT'S THE DARK BLUE LINE, OR PURE BLACK, AND YOU CAN SEE THAT, ESSENTIALLY, THERE HAS BEEN ALMOST NO RECOVERY. SOME OF THAT YOU CAN THINK OF ASSAY THE R.V. INDUSTRY GOING AWAY, AND IT'S NOT GOING TO COME BACK. SOME OF THE AREAS SUCH AS BENT -- BEND WERE HIT BY THE HOUSING BUBBLE, AND THEY ARE STRUGGLING TO COME BACK. I WAS NOT GOING TO TALK ABOUT GASOLINE PRICES UNTIL I WILL LOOKED OVER LAST WEEK WHAT HAPPENED, AND I THINK THAT THERE IS THE OREGONIAN HAD THAT, HAD AN ARTICLE ON THIS RECENTLY, SO WHEN WE WERE HERE BEFORE, WE SAW GASOLINE PRICES SPIKING UP AND, AND THAT WAS FOR TWO REASONS. ONE WAS THE

UNREST IN THE MIDEAST, AND IN PARTICULAR, IRAN. BUT, THE OTHER PIECE OF IT WAS THE REFINERY OUTAGE UP AT CHERRY POINT IN WASHINGTON, AND SO IF YOU LOOK AT ROUGHLY MID TO LATE FEBRUARY THE PRICES SPIKED HEAVILY, AND THEN IN MARCH, AS OIL PRICES CAME BACK DOWN, THE BLUE LINE, WHICH IS THE U.S. AVERAGE, STARTED COMING BACK DOWN, AND EVEN IN PORTLAND, PRICES WERE STARTING TO COME BACK DOWN, AND THEN YOU SEE IN THE FIRST AND SECOND WEEK IN MAY, THE PRICES LITERALLY EXPLODED IN PORTLAND. THAT'S BECAUSE THE CHERRY POINT REFINERY STILL IS NOT ONLINE, AND CALIFORNIA LOST ANOTHER THREE REFINERIES. THEY TAKE THEM DOWN TO MAINTENANCE, AND THEY FOUND MORE PROBLEMS, AND THIS IS THE TIME OF YEAR THAT, THAT THEY SWITCH OVER TO, TO A DIFFERENT BLEND OF FUELS THAT, THAT GENERATES LESS POLLUTION IN CALIFORNIA. SO, THAT'S, THAT'S A LONG WINDED WAY OF SAYING THAT, THAT WE HAVE A SHORT-TERM SUPPLY, SO WE DO EXPECT THESE PRICES TO COME BACK DOWN TO MORE, MORE -- CLOSER TO THE NATIONAL AVERAGE, AND THIS IS IMPORTANT BECAUSE IF THEY DID NOT, THAT WOULD CAUSE INFLATION PROBLEMS IN OUR NECK. WOODS, WHICH WOULD TRANSLATE INTO OUR LABOR COSTS NEXT YEAR. OUR VIEW OF THE HOUSING MARKET IS THE SAME. IT'S GENERALLY BEEN STABILIZING, BUT BECAUSE THE HOUSING MARKET IS SO IMPORTANT TO THE PROPERTY TAX COLLECTIONS, WHICH MAKES UP ROUGHLY TWO-THIRDS OF THE GENERAL FUND, I DIDN'T WANT TO THROW THIS CHART INTO THE APPENDIX. THIS IS THE, THE CHART THAT WE SHOW EVERY FORECAST. THE BLUE LINE IS A YEAR OVER YEAR CHANGE IN THE PORTLAND METRO AREA HEALTH PRICES, AS MEASURED BY THE S&P 500 CASE SHILLER INDEX, IT'S A LAGGING INDEX, SO IT'S A THREE-YEAR -- A THREE-MONTH AVERAGE THAT LEGS TWO MONTHS, SO THIS IS REALLY FOR THE FINAL CORRIDOR OF LAST YEAR. AND AT THAT POINT, WE ARE DOWN ABOUT 3% ON A YEAR OVER YEAR BASIS. THIS SPRING HAS STARTED OUT RELATIVELY STRONG, AND AT THIS POINT, I WOULD SAY THAT THE MARKET IS RELATIVELY STABLE, AND WE'RE SEEING SOME VERY, VERY MODEST PRICE INCREASE, BUT OBVIOUSLY, IT DEPENDS ON THE, THE INDIVIDUAL NEIGHBORHOOD. NATIONALLY, THE HOUSING MARKETS ARE, ARE STABILIZING, ESPECIALLY IN SOME AREAS WHERE YOU ARE SEEING THE NUMBER OF FORECLOSURE AND BANK OWNED PROPERTIES START TO DWINDLE.

>> Comm. Shiprack: I AM NOT SURE THAT [INAUDIBLE]. WAGES, EVEN SCARIER, NOT CATCHING UP AS JOBS CATCH UP. MY QUESTION IS, WHO FINDS THESE HOUSES? AND IT WOULD BE INTERESTING TO SEE, ARE THESE HOUSES BEING BOUGHT BY INVESTORS? [INAUDIBLE] WHAT'S GOING ON HERE?

>> THERE IS INFORMATION THAT WE CAN DIG IN A BIT DEEPER INTO THOSE NUMBERS, BUT SOMETIMES, FINDING OUT EXACTLY WHO IS BUYING THE HOUSES IS A MUCH LARGER CHALLENGE IN A MORE SYSTEMIC WAY, BUT WHAT WE DO IS, IS THAT, AT LEAST ANECDOTALLY IN PORTLAND, BUT IN OTHER AREAS, ESPECIALLY AT THE LOWER END OF THE MARKET, A LOT OF

CASH-ONLY OFFERS, WHICH MEANS THOSE ARE GENERALLY COMING FROM INVESTORS BUYING THEM FOR RENTALS. IF YOU CAN BORROW ANY AT 3%, GIVE OR TAKE, THE RETURN FROM A RENTAL IS, IS, IS THE RELATIVELY ATTRACTIVE INVESTMENT, BUT WE CAN, WE CAN SEE --

>> Commissioner Shiprack: I DON'T MEAN TO TAKE THE WIND OUT OF YOUR SAILS ON A BUILT OF -- BIT OF GOOD NEWS, BUT --

>> SO CHECKING IN ON, ON OUR CURRENT YEAR, GENERAL FUND REVENUE, THIS IS THE SAME CHART THAT WE SHOW EVERY FORECAST, SO JUST AS A QUICK REMINDER, THE FIRST COLUMN OF NUMBERS IS OUR ADOPTED BUDGET. THE NEXT COLUMN IS WHAT WE -- HOW WE CHANGE THE FORECAST IN OCTOBER, AND THEN MOVING ONTO FEBRUARY AND MAY, YOU CAN SEE THAT THE ONLY THING THAT WE'RE CHANGING IN MAY IS THE VIT ESTIMATE, WHICH WE'LL BE BUMPING UP BY 2.7 MILLION, AND THEN THE FINAL COLUMN, AND I WILL TALK MORE ABOUT THAT IN A MINUTE, AND THE TIME COLUMN HAS, HAS THE NET CHANGE FROM THE ADOPTED, SO WE HAVE HAD SOME BIG UPS AND DOWN, BUT AT THE END OF THE DAY, WE WILL, ESSENTIALLY, COME IN RIGHT AT WHAT WE HAD THE ADOPTED BUDGET AT, AT -- WHAT I TAKE AWAY FROM THIS IS WE HAVE UPS AND DOWNS, BUT IF WE ARE DOING OUR JOB AND ESTIMATING RIGHT, HOPEFULLY THEY SHOULD BALANCE OUT, AND WE WILL BE RELATIVELY CLOSE AT THE END OF THE DAY. FOR OUR VIT COLLECTIONS, YOUR TO DATE, WE'RE UP ABOUT 11.7% COMPARED TO THE SAME POINT LAST YEAR. WE, ACTUALLY, HAD A RELATIVELY STRONG APRIL RETURN, WHICH IS ALWAYS OUR CRITICAL MONTH. JUST FOR A BIT OF COMPARISON, IN OCTOBER WE WERE UP NEARLY 16.4%, IN JANUARY, WE ARE ONLY UP 6.3%, AND OUR GENERAL ASSUMPTION IS THAT, IS THAT THE SECOND HALF OF OUR YEAR, WOULD BE WEAKER THAN THE FIRST HALF, SO THAT'S TRUE, BUT NOT AS WEAK AS WE THOUGHT, WHICH IS GOOD NEWS, SO ESSENTIALLY, WE'RE ASSUMING THAT WE'LL END THE YEAR WITH, WITH BEING UP BY ABOUT 8.5% ON A YEAR OVER YEAR BASIS. SO, TO DO THE, THE QUICK MATH, WE WILL BE INCREASING OUR FORECAST FROM \$50 MILLION UP TO \$57.2 MILLION. A COUPLE OF QUICK NOTES ABOUT THAT. THAT IS ONE-TIME ONLY MONEY TO THE GENERAL FUND, AND IT IS ONLY -- THE AMOUNT THAT THE BOARD WOULD HAVE AVAILABLE IS \$ 2.4 MILLION. PART OF THE MONEY IS SHARED WITH THE EAST COUNTY CITIES, SO I WANTED TO NOTE THAT. THE OTHER THING TO KEEP IN MIND IS THAT THIS REFLECTS OUR COLLECTIONS THROUGH AUGUST, SO THERE IS STILL ENOUGH TIME FOR THE, THE -- IT TO SWING A MILLION DOLLARS EITHER WAY. AND THE OTHER THING IS I WOULD CHARACTERIZE THE INCREASE IN THE FORECAST AS JUST A FASTER RETURN TO NORMAL AS OPPOSED TO A LONG, A LONG-TERM HIGHER RATE OF VIT COLLECTIONS. WHEN YOU LOOK AT THE FORECAST OUT INTO YEAR, YEAR, FISCAL YEAR 17, ESSENTIALLY, WE LEFT THE FORECAST UNCHANGED. FOR 2013 AND BEYOND, WE'LL HAVE AN ADDITIONAL \$2.1 MILLION THAT, THAT WILL BE ONE-TIME ONLY IN NATURE, AND YOU WILL SEE WHY WE'RE CALLING THAT ONE-TIME ONLY IN A BIT. FOR 2014, THAT

TRANSLATES INTO ABOUT, ABOUT ANOTHER, ANOTHER \$2.4 MILLION. SO, JUST A QUICK CHECK-IN ON THE U.S. MARSHAL. FOR THE CURRENT FISCAL YEAR, WE ASSUMED THAT, THAT FOR, FOR THE REST OF THE YEAR, IT WOULD BE ABOUT 100 BEDS PER DAY, IS THAT WE WOULD BE RENTING. AS YOU CAN SEE, FEBRUARY WAS 106, MARCH WAS 102. SO WE'RE, WE'RE ROUGHLY RIGHT ON TREND WITH, WITH THAT, AS A REMINDER FOR NEXT YEAR'S BUDGET. WE'RE ASSUMING 112 BEDS. SO, WE'RE, WE'RE RUNNING A BIT BELOW THAT, BUT NOT BY ENOUGH TO BE OVERLY CONCERNED AT THIS POINT. SO, LOOKING AT OUR --

>> CAN I ASK A QUESTION ABOUT THAT? WHAT FACTORS WENT INTO THE DECISION TO GO WITH 112 FOR FY-2013 WHEN -- FOR FY-2013.

>> WHEN WE CAME UP WITH 112, IT WAS ROUGHLY WHERE THE TWO-YEAR MOVING AVERAGE WOULD PUT US. SO IF YOU LOOK AT LIKE JULY, AUGUST, SEPTEMBER, THE NUMBERS TEND TO BE, AND EVEN IN OCTOBER, TEND TO BE A BIT HIGHER. AT THE TIME THAT WE CAME UP WITH THAT, THAT WAS BACK IN DECEMBER, JANUARY, SO WE WERE AT 107, 105, SO, 112 WAS A BIT OF SCIENCE, A BIT OF ART. THAT WAS A REASONABLE NUMBER THAT WAS NOT OVERLY CONSERVATIVE, BUT NOT OVERLY PESSIMISTIC.

>> OK. THANK YOU.

>> SO FOR THE GENERAL FUND CONTINGENCY, THIS IS UPDATING THE TABLE THAT, THAT WE SHOWED BACK IN MARCH. IT'S BEEN UPDATED FOR A COUPLE OF REQUESTS FROM THE GENERAL FUND CONTINGENCY AND ALSO TO REFLECT HOW THE, THE APPROVED FISCAL YEAR 2013 BUDGET INTERACTS WITH IT. SO, VERY QUICKLY, OUR SORT OF BASE GENERAL FUND CONTINGENCY WAS \$1.75 MILLION. AND THERE'S BEEN A NUMBER OF CONTINGENCY REQUESTS. THE NET AMOUNT REMAINING IN THE NON EARMARK IS \$530,000. THE AMOUNT REMAINING FROM, FROM THE STATE RAMP-DOWN FUNDS IS, IS \$2.1 MILLION, AND THE, THE, THE PROPOSED BUDGET FOR NEXT YEAR ASSUMES THAT WE'LL USE \$1 MILLION OF THAT, SO, SO THERE REALLY IS ONLY ABOUT \$1.1 MILLION OF THAT LEFT. YOU WILL SEE THE, THE RADIO REPLACEMENT BALANCE, THE \$1.5 MILLION IN THE BOARD EARMARKED FOR THE I.T. INNOVATION AND INVESTMENT. WE'RE ASSUMING THAT THAT WILL BE TRANSFERRED TO THE I.T. FUND FOR PROJECTS IN 2013, AND WE ARE ASSUMING THAT THE VIT RESERVE FUND, WHICH WE WILL NOT NEED BE WILL BE ROLLED OVER INTO 2013. SO, WHEN YOU DO THE MATH, THAT MEANS THAT THERE IS 1.8 MILLION THAT IS ALLOCATED EITHER IN THE CURRENT YEAR BUDGET OR NEXT YEAR'S BUDGET. A COUPLE OF QUICK NOTES, WE DO KNOW THAT THERE ARE SEVERAL REQUESTS THAT WILL STILL BE MADE OF THE CONTINGENCY BY THE END OF THE YEAR. THE SHERIFF'S OFFICE HAS FORWARDED US A REQUEST FOR ANOTHER 164,000. THE OTHER THING THAT I WANT TO POINT OUT WHERE WE'RE ON THIS CHART IS FOR THE UPCOMING FISCAL YEAR, OUR GENERAL FUND CONTINGENCY IS SET AT THE

\$1.25 MILLION NUMBER. AND, AND THAT IS, ACTUALLY, THE LOWEST TOTAL AMOUNT THAT YOU WOULD HAVE AVAILABLE TO SPEND FROM CONTINGENCY IN THE LAST FIVE OR SIX YEARS. SO, WHEN YOU LOOK AT THIS CHART, WE WOULD HAVE COMPLETELY EXHAUSTED THE CONTINGENCY THIS YEAR, AND IF WE DIDN'T HAVE THE EXTRA, THE EXTRA MONEY FROM, FROM THE, THE STATE RAMP-DOWN FUNDS. SO, MOVING ONTO THE FIVE-YEAR GENERAL FUND REVENUE FORECAST. THIS IS, ESSENTIALLY, UNCHANGED EXCEPT FOR ADJUSTING FOR THE VIT. THE ONLY THING THAT I WANT TO POINT OUT ON THIS CHART IS ABOUT TWO-THIRDS OF THE WAY DOWN, THERE IS A, A PERCENT CHANGE IN ONGOING REVENUE. SO, IF YOU LOOK AT THE, THE FISCAL 2014 COLUMN, YOU WILL SEE IT CHANGE -- IT INCREASES BY 3.88%, AND THEN 3.78% IN 2015. SO, ESSENTIALLY, THIS IS HOW FAST WE ANTICIPATE OUR GENERAL FUND REVENUES TO GROW OVER THE FORECAST PERIOD, WHICH IS ROUGHLY BETWEEN 3.5 AND 4%. NOW, FOR OUR LITTLE SIDE TRIP TO, TO PERS, I --

>> Commissioner Shiprack: BEFORE WE GO THERE, CAN WE GO BACK TO THE LAST CHART? I AM LOOKING AT YOUR LAST THREE ROWS, AV GROWTH -- WHAT DOES THAT STAND FOR?

>> THE TEST VALUE GROWTH.

>> ASSESSED VALUE? OK. COMPRESSION. I WOULD THINK THAT WOULD BE A NEGATIVE. CAN YOU EXPLAIN WHY COMPRESSION IS A POSITIVE?

>> WE'RE SAYING FOR 2014, IT WILL BE 3.95%, AND IN OTHER WORDS WE'LL LOSE 4% OF THE GENERAL FUND TO COMPRESSION. AND YOU CAN SEE THAT WE ASSUME COMPRESSION WILL TREND DOWN SLIGHTLY AS THE HOUSING MARKET RECOVERS.

>> SO IN TERMS OF WHERE WE'RE GOING ON THE CHART, IS IT IMPORTANT TO LOOK AT THE DIFFERENCE IN COMPRESSION PERCENTAGE FROM YEAR TO YEAR, OR IS IT MORE IMPORTANT TO LOOK AT THE TOTAL PERCENTAGE FROM YEAR TO YEAR?

>> TO LOOK AT THE TOTAL PERCENTAGE TO SEE THAT WE, IN THE 12 ADOPTED BUDGET, WE ASSUMED COMPRESSION WILL BE 3.45%. IT CAME IN AS CLOSER TO 4%, SO THAT MEANS COMPRESSION IS HIGHER. WE EXPECT IT WILL KEEP INCREASING INTO 2013 AND START GOING BACK DOWN SLOWLY.

>> SO THE GROWTH NUMBERS ARE WIPED OUT TO SOME EXTENT BY THE, THE GROWTH IN COMPRESSION. THAT'S WHAT THIS GRAPH SHOWS US, WHAT YOUR NUMBERS SHOW US?

>> NO, NOT EXACTLY. GO AHEAD FROM 2013 TO 2014 IT DROPS DOWN TO 3.95%, SO YOUR, YOU ARE PICKING UP .4 OF A PERCENT OF THE PROPERTY

TAXES. THEY ARE COMING BACK BECAUSE THEY WILL, THEY WILL, THEY WILL BE COMPRESSED AT A LOWER RATE.

>> Comm. Shiprack: OK. THAT'S HELPFUL.

>> SO THERE IS A PERS PRESENTATION -- IT IS PROBABLY 30 MINUTES TO 45 MINUTES TO FULLY UNDERSTAND THE INS AND OUTS OF PERS, BUT WHAT I WANTED TO TRY TO DO TODAY IS START PULLING AWAY A FEW LAYERS OF THE, OF THE ONION BECAUSE THIS WILL BE AN ISSUE FOR THE NEXT COUPLE YEARS, NOT JUST FOR US BUT FOR ALL GOVERNMENT JURISDICTIONS IN OREGON. SO, TAKE THIS AS A BIT OF A, A QUICK 101, WHAT'S LIKELY TO DRIVE OUR COSTS FOR THE UPCOMING YEARS? SO, IF YOU TAKE ALL OF THE JURISDICTIONS IN OREGON, AND BLEND THE TIER 1 FOLKS, THE TIER 2, AND THE [INAUDIBLE], THE AVERAGE PERS RATE STATEWIDE IS 6.3%. IN NOVEMBER OF LAST YEAR, BASED ON HOW 2010 TURNED OUT, THE PROJECTION WOULD BE THAT RATES WOULD INCREASE TO 19.9%. BASED ON THE ACTUAL EARNINGS THAT OCCURRED IN 2011, WE RECEIVED NOTIFICATION IN APRIL THAT THEY WOULD, ACTUALLY, BE INCREASING BY ABOUT ANOTHER 2% ON AVERAGE, SO WHAT THAT MEANS IS THAT THE PERS' RATES WOULD BUMP UP TO 21.8% OF PAYROLL. SO QUICK MATH SAYS THAT THE PERS RATES, AS A PERCENTAGE OF PAYROLL, WOULD INCREASE BY 5.5%. THAT'S NOT THE RATE GOING UP BY 5.5%, BUT 5.5% OF THE PAYROLL. SO, IF YOU THINK ABOUT THAT GRAPH THAT WE ARE JUST -- THAT TABLE THAT WE WERE JUST LOOKING AT WHERE THE REVENUES ARE GROWING, AT SAY 3.5 TO 4%, WHAT THIS IS SAYING IS, IS OUR, OUR -- IF YOU APPLIED THIS TO US, OUR PAYROLL COSTS WOULD BE GOING UP JUST, JUST DUE TO PERS ALONE BY 5.5%. THE OTHER -- A COUPLE OF QUICK POINTS, ABOUT HALF OF THAT RATE IS, IS, IS, IS DUE TO BENEFITS EARNED IN THE CURRENT PERIOD. IN OTHER WORDS, AS WE SIT HERE, WE'RE ACCRUING TIME IN PERS AND, AND -- IS ENTITLING US TO BENEFITS AND HALF OF THE RATE IS PAYING FOR THAT, AND THE OTHER HALF IS PAYING FOR THE UAL, WHICH IS THE UNFUNDED ACTUARIAL LIABILITY. SO, ESSENTIALLY, THAT IS HALF THE RATE IS MAKING UP FOR PRIOR LOSSES, OR WHERE NOT ENOUGH MONEY HAS GONE INTO THE, THE SYSTEM TO COVER EXPENSES. THE OTHER PIECE IS THAT, IS THAT 93% OF, OF THE SYSTEMS ACCRUED LIABILITIES ARE FOR PEOPLE THAT HAVE ALREADY RETIRED, ARE INACTIVE, OR TIER 1, AND THEREFORE, GETTING CLOSE TO RETIREMENT. SO ONE WAY TO THINK ABOUT THAT IS, AND THE, THE NEW HIRES, THE PEOPLE THAT ARE IN THE LESS EXPENSIVE [INAUDIBLE] SYSTEM ARE NOT CAUSING THE LIABILITY. THE, THE REAL EXPENSIVE PART OF THE SATELLITE IMAGERY IS FOR PEOPLE THAT HAVE ALREADY RETIRED. THIS IS NOT, NOT ONLY OREGON BUT SYSTEMS ALL OVER THE COUNTRY ARE STRUGGLING WITH, THAT THEIR LIABILITIES ARE DUE TO, DUE, DUE LARGELY TO FOLKS THAT HAVE ALREADY RETIRED, WHICH MEANS YOU CAN'T SIMPLY REDUCE BENEFITS FOR A WHOLE HOST OF, OF LEGAL, OF LEGAL, POLITICAL, MORAL ISSUES. SO, IF YOU LOOK AT, AT WHERE, WHERE THE PERS SYSTEM HAS BEEN FUNDED OVER THE LAST COUPLE OF YEARS, IN 2007, WHICH IS

BEFORE THE RECESSION HIT, WE WERE, ACTUALLY, SLIGHTLY OVERFUNDED AT 112% ON A SYSTEM-WIDE BASIS. AT THE END OF 2008, WHICH, WHICH WAS, WAS -- DO YOU REMEMBER, NOT THE BEST OF YEARS FOR THE STOCK MARKET, IT WAS FUNDED AT, AT 80%, DUE LARGELY TO A 27% INVESTMENT LOSS. THE TWO FOLLOWING YEARS, DUE TO EARNING -- RATHER STRONG EARNINGS, IT WAS FUNDED AT 87%. AT THE END OF 2011, IT'S FUNDED AT ROUGHLY 81%, AND THAT'S BECAUSE IT HAD WEAK EARNINGS OF 2.1%, AND THAT'S NOT BECAUSE THEY ARE NOT MANAGING THEIR INVESTMENTS WELL, BUT A LOT OF THAT IS INVARIABLY, THEIR INVESTMENTS WILL TRACK HOW THE STOCK MARKET DOES OVER THE LONG-TERM. THAT LEADS US TO THE NEXT POINT. OUR PERS SYSTEM IS LARGELY FUNDED NOT BY EMPLOYERS, IN THEORY, BUT RATHER, BY INVESTMENT EARNINGS, SO 85% OF THE FUNDING FROM PERS IS EXPECTED TO COME FROM INVESTMENT EARNINGS, AND IT'S ASSUMED THAT, THAT THOSE INVESTMENT EARNINGS WILL AVERAGE 8% A YEAR. SO, IF BOTH OF THOSE THINGS HOLD TRUE, EMPLOYERS WOULD PICK UP THE OTHER 15%. IF EARNINGS ARE GREATER THAN 8%, THAT MEANS THE EMPLOYER COST SHARE GOES DOWN, AND IF THE EARNINGS ARE LESS THAN 8%, EMPLOYERS MAKE UP THE DIFFERENCE. THAT IS WHAT'S HAPPENING RIGHT NOW AS THE EARNINGS HAVEN'T BEEN GREAT OVER THE LAST DECADE, THE EMPLOYERS ARE MAKING UP THE DIFFERENCE, AND THAT, THAT -- THAT 50% OF THE UAL IS EMBEDDED IN THE RATES. THAT'S WHERE THE INCREASE IN THE RATES ARE GOING.

>> Chair Cogen: SO THEY HAD BAD INVESTMENT RETURNS LAST YEAR, SO IT WILL COST US MORE MONEY NEXT YEAR?

>> YEP. NOW, ONE LAST THING THAT YOU MAY HEAR ABOUT, IT IS SOMETHING CALLED THE RATE [INAUDIBLE]. THE STOCK MARKET WILL GO UP AND DOWN, AND WHAT THAT MEANS IS THERE WHEN PROBABLY BE, IN AN IDEAL WORLD, SOME YEARS THAT YOU WOULD BE OVERFUNDED AND SOME YEARS THAT WOULD BE UNDERFUND -- FUNDED, AND YOU WOULD NOT WANT TO INCREASE OR DECREASE THE EMPLOYER RATES BECAUSE, BECAUSE YOU HAD ONE BAD YEAR. OVER TIME, THE STOCK MARKET TENDS TO RECOVER, OR CONVERSELY IF YOU HAVE A GREAT YEAR, YOU DON'T WANT TO LEAD EMPLOYERS TO BELIEVE THAT, THAT, THAT PERS IS GOING TO GET CHEAPER. SO, THERE IS SOMETHING CALLED RATE COLORING, AND THE IDEA BEHIND THAT IS, IS IF YOU ARE IN A [INAUDIBLE], AND WITH PERS, IT'S BETWEEN 80% AND 120%, THEY WILL ONLY INCREASE YOUR RATES BY, BY 3% OF PAYROLL OR 20% OF THE PREVIOUS RATE. AS YOU BECOME -- AND, AND AS, AS THE SYSTEM BECOMES LESS FUNDED, THEY ARE ALLOWED TO, TO INCREASE THE RATES EVEN MORE. ESSENTIALLY, YOU ARE GETTING MORE OUT OF THE CULTURE. AND ONE OF THE THINGS THAT, THAT THIS HAS DONE IS ALLOWED SOME JURISDICTIONS TO, TO NOT -- TO HAVE -- LET'S SAY, ARTIFICIALLY LOW RATES, WHEN THE RATES MIGHT, MIGHT, ACTUALLY, NEEDED TO BE HIGHER THAN THEY ARE, AND SO WHAT'S HAPPENING IN, IN -- WHAT EVERYBODY ANTICIPATES HAPPENING FOR 14 IS THAT WE WILL MOVE FROM THAT FIRST



TO THE SECOND COLLARING, AND MY APOLOGIES IF THIS IS GETTING A LITTLE TECHNICAL. WHAT IT MEANS IS THAT THE RATES WILL BE ALLOWED TO GO UP MORE THAN 3%, AND WE'LL BE CLOSER TO BETWEEN 4.5 AND 5.5% IS WHAT WE HAVE.

>> Chair Cogen: HOW MUCH EXTRA MONEY WILL WE HAVE TO PAY BECAUSE OF THIS. DO YOU KNOW?

>> I WILL GET TO THAT ON THE NEXT SLIDE. I HAVE THE NUMBERS THAT I CAN BACK INTO THAT.

>> Comm. Shiprack: THE OTHER DASHBOARD QUESTION BESIDES HOW MUCH EXTRA MONEY ARE WE GOING TO HAVE TO PAY, IS WHAT ARE THE, THE, THE OTHER LEVERS IF ANY THAT WE HAVE ANY, ANY CONTROL OVER CAPTURING THIS, THIS RATE. WHEN I SAY WE, I JUST MEAN WE AS A BOARD OF COUNTY COMMISSIONERS. I DON'T MEAN, YOU KNOW, THE LEGISLATURE.

>> UNFORTUNATELY, THERE IS NOT -- WE DON'T HAVE A LOT OF LEVERS FOR PERS. THE FINAL -- THE FINAL NOTE HERE IS, IS ONE REASON THAT YOU ALWAYS -- YOU DON'T WANT TO LET THE UNFUNDING -- OR THE UNFUNDED LEVEL GET TOO LOW IS BECAUSE SUCH A LARGE PERCENTAGE OF THE SYSTEM IS FUNDED BY EARNINGS, YOU NEED TO HAVE A LARGE ENOUGH POT OF RESOURCES UPON WHICH TO EARN MONEY. SO, ASSESS, AS -- SO, IF YOU ARE ONLY 50% FUNDED, THEN, THEN YOU ONLY HAVE 50% OF THE ASSETS THAT YOU NEED TO MAKE THAT, THAT -- THE 8% INVESTMENT RETURN. SO, THE -- HOW DOES THIS TRANSLATE INTO, INTO US? OR FOR US? SO, ONE OF THE THINGS THAT WE DO ON A REGULAR BASIS IS GO BACK AND UPDATE OUR PERSONAL COST MODELING, AND KNOWING WHAT'S GOING ON WITH PERS, WE WENT BACK AND LOOKED AT WHETHER WE HAD OUR ASSUMED INFLATION RATE, OUR ASSUMED PERSONAL COST ADJUSTED PROPERLY. AND WE ALSO ADJUST FOR THINGS SUCH AS WHAT DO WE THINK HEALTH CARE COSTS WILL DO OVER THE LONG-TERM, AND WHAT DO WE THINK INFLATION WILL BE, IE, OUR, OUR COLAS INVENTED IN THE LABOR CONTRACTS. AND, AND SO THE FIRST ROW, IT SHOWS WHAT OUR ASSUMPTIONS ARE IN THE MARCH FORECAST, SO, FOR FISCAL YEAR -- FOR THAT YEAR, OUR GENERAL FUND PERSONNEL COSTS, TOTAL COSTS ARE GOING TO BE ROUGHLY \$230 MILLION FOR 2014. WE ASSUMED THEY WOULD GET \$240 MILLION AND THEY WOULD INCREASE BY 4.25%. AND, AND WE ARE -- WE HAVE ALWAYS BEEN PESSIMISTIC ABOUT, ABOUT OUR, OUR, OUR LABOR COSTS, IN PART, DUE TO PERS AND HEALTH CARE, SO YOU CAN SEE, WE ARE ASSUMING 5%, 5.25%. THE NEXT LINE SHOWS, SHOWS -- WE WENT BACK AND, AND LOOKED AT WHAT WE THINK OUR RATES WILL DO IN THE OUT YEARS, AND SO NOW, RATHER THAN OUR PERSONAL COSTS GOING UP BY 4.25%, WE'RE THINKING THEY WILL GO UP TO 6.7%. THAT TRANSLATES INTO, INTO ROUGHLY AN ADDITIONAL 5.6 MILLION. YOU CAN SEE THAT, THAT IF YOU LOOK IN THE OUT YEARS, ACTUALLY, THEY GO, THEY GO UP LESS THAN WE PREVIOUSLY

THOUGHT, AND PART OF THAT IS DUE TO WE'RE ALSO TWEAKING WHAT WAS WE THOUGHT WOULD HAPPEN WITH OUR INSURANCE RATES. WE'VE BEEN USING CLOSER TO 8% TO 8.5%, AND WE THINK THAT OUR HEALTH INSURANCE WILL BE LOWER THAN 8%, SO FOR THE MODEL, WE ASSUMED BETWEEN 5% AND 6%. WE ALSO ALWAYS ASSUME THAT, ASSUMED THAT THE PERS RATES WOULD DRIFT UPWARDS, SO WE PULLED THOSE RATE INCREASES FORWARD. THAT'S HOW COME IF YOU LOOK AT FISCAL YEAR 2017, OUR PERSONAL COSTS ARE, ESSENTIALLY, THE SAME AS WE THOUGHT THAT THEY WOULD BE, BUT WHAT WE ARE REALLY DOING IS PULLING THOSE COSTS FORWARD.

>> Chair Cogen: THE BOTTOM LINE IS OUR GAP NEXT YEAR IS ABOUT 5.5 MILLION THAN WE THOUGHT, MORE.

>> EXACTLY. AND THE OTHER THING TO POINT OUT THERE, IS THAT IS JUST OUR GENERAL FUND PART OF IT. IF YOU JUST USE A ROUGH RULE OF THUMB THAT THAT'S ONLY HALF OF THE PERSONNEL COSTS, THE OTHER FUNDS, THERE WILL BE ANOTHER, YOU KNOW, 5.6 MILLION.

>> Chair Cogen: THAT WOULD BE \$11 MILLION.

>> IF YOU LOOKED AT ALL THE FUNDS.

>> Comm. Shiprack: DO WE EXPECT AT SOME POINT IN THE FUTURE, THAT ALL THE TIER 1, YOU KNOW, RETIREES LEAVE THE SYSTEM AND, AND, AND TIER 2 LEAVE THE SYSTEM, THAT, THAT THESE COSTS ARE GOING TO GO BACK DOWN?

>> YES.

>> Comm. Shiprack: SO CAN YOU, CAN YOU CHART THAT FOR US SO THAT -- YOU ARE SMILING. LOOK AT THE NEXT CHART. IS THAT THE NEXT CHART? [LAUGHTER]

>> IN THEORY, YES. BUT, THE, THE -- YOU SHOULD THINK LIKE 10, 20 YEARS OUT BECAUSE IT TAKES THAT LONG -- I MEAN, NOT TO BE -- SOUND OVERLY MORBID, BUT THE ONLY WAY A LOT OF THOSE TIER 1 AND RETIREE COSTS WILL GO AWAY, IS AS PEOPLE DIE. SO, YOU ARE LITERALLY -- IT'S NOT JUST THEM RETIRING FROM SERVICE WITH MULTNOMAH COUNTY. IT'S A LARGE, A LARGE ENOUGH PERCENTAGE OF THEM NO LONGER BEING -- COLLECTING BENEFITS. SO, WE CAN DO SOME OF THAT. A LOT OF IT IS ACTUARIAL WORK, AND WE DON'T HAVE ALL THE RAW DATA THAT WE NEED TO DO THAT IN-HOUSE, BUT IT'S SOMETHING THAT IS, THAT IS --

>> PERS, THEY HAVE GOT TO HAVE -- TO KNOW THIS STUFF.

>> YEAH. THEY DO, AND THEY HAVE CHARTS, BUT WHAT WOULD BE IMPORTANT FOR US IS LOOKING AT OUR INDIVIDUAL EMPLOYEE DEMOGRAPHIC.

>> RIGHT.

>> Comm. Shiprack: WELL, YOU KNOW, I AM, I AM -- WHILE YOU TALK ABOUT THIS AND WHILE WE LOOK AT THIS, AS A DIRE CIRCUMSTANCE, THE WHEELS THAT ARE TURNING HERE, MIKE, ARE WHAT, WHAT CAN BE DONE TO MITIGATE THIS DROP-OFF THAT WE'RE LOOKING AT AND, AND I THINK THAT THE WAY THAT, THAT -- ACTUALLY -- I DON'T KNOW HOW THEY THINK, AND I CAN'T EVEN PRESUME TO THINK THAT I WOULD KNOW. I WOULD LIKE TO THINK THAT, THAT YOU CAN LOOK OUT TO THE FUTURE AND BALANCE SOME OF THE COSTS AGAINST, AGAINST RATIONAL EXPECTATIONS OF IMPROVEMENTS THAT OCCUR IN SOME, SOME KIND OF FUTURE TIME. I WOULD BE INTERESTED IN SEEING THAT.

>> OK.

>> THERE IS A FAIR NUMBER OF NOTES THAT I HAVE INCLUDED SO PEOPLE CAN SEE ALL THE DETAILS BEHIND THIS. A COUPLE OF QUICK POINTS -- THE PERS' BOARD WILL SET RATES FOR NEXT YEAR ON SEPTEMBER 28. SO, BY THAT -- AT THAT POINT WE'LL HAVE A MORE PRECISE NUMBER. THE OTHER THING TO KEEP IN MIND IS WE ARE ASSUMING THAT OUR PERS' RATES WILL GO UP BY 4.33% OF PAYROLL, IS WHAT'S BUILT INTO THIS MODEL. AND, AND THEY -- AND ONE OF THE THINGS THAT WE HAVE ASSUMED IS THAT SOME HOW, WE WILL BE ABLE TO EITHER SMOOTH OR SAY OUR, OUR UNEMPLOYMENT RATES THAT WE CHARGE INTERNALLY, WILL BE SLIGHTLY LOWER, SO THAT WE'LL BE ABLE TO MITIGATE ABOUT 1% OF THE, OF THE INCREASE. THAT IS NOT A CERTAINTY. SO, WHAT THAT MEANS IS THESE NUMBERS ARE NOT OVERLY CONSERVATIVE. IT'S POSSIBLE THAT WE'LL FIND THAT, THAT THEY ARE GOING TO BE A BIT HIGHER, BUT THEY ARE LARGE ENOUGH THAT WE WANTED TO, TO START PUTTING MODEL INTO THE MODELS.

>> Comm. Shiprack: CAN I JUST ASK ANOTHER QUESTION? THIS IS AN INVESTMENT QUESTION BECAUSE I KNOW THAT THIS IS ALL INVESTED BY THE OREGON INVESTMENT COUNCIL AND, AND WE DON'T HAVE ANY CONTROL OR SAY SO ABOUT THAT. BUT, DOES THE COUNTY HAVE OTHER INVESTMENTS THAT, THAT WE CAN USE, OR DO WE HAVE PERMISSION -- DO WE NEED TO SEEK STATUTORY COMMISSIONS TO HEDGE BETS WITH OTHER INVESTMENTS? WE DO HAVE INVESTMENTS?

>> THAT IS GOING TO BE A BETTER QUESTION FOR THE TREASURY AND MARK TO ANSWER THAN ME. WITHOUT GETTING MYSELF IN TROUBLE, WE DO HAVE INVESTMENTS BUT THEY ARE MORE, MORE FOR CASH FLOW PURPOSES, AND

WE ARE RESTRICTED TO BE NICE, SAFE, AND SOUND BECAUSE THEY ARE, THEY ARE -- ALL THOSE INVESTMENTS ARE, ARE REALLY INTENDED NOT TO BE US INVESTING FOR RETIREMENT AND, AND, AND DOING THINGS THAT, THAT SOME BANKS HAVE BEEN DOING RECENTLY.

>> Chair Cogen: WE DID TEN YEARS AGO OR SO, ISSUE BONDS THAT WERE DESIGNED TO MINIMIZE THE IMPACT OF PERS' INCREASES, AND I GUESS WHAT THIS IS, IMPACTS THAT ARE BEYOND WHAT THOSE BONDS WERE COVERING. THAT'S WHY WE'VE BEEN RELATIVELY WELL OFF THE LAST FEW YEARS BECAUSE OF THE EARLIER INVESTMENT.

>> YEAH AND, AND THE OTHER THING THAT WE DID IS, IS, IS WHEN THE SYSTEM WAS, WAS FUNDED AT 112%. WE DID NOT LOWER THE RATES THAT WE CHARGED TO THE DEPARTMENTS, AS MUCH AS WE COULD HAVE, SO WHAT THAT MEANS IS OUR RATES WERE NOT AS LOW, BUT WE ALSO HAVEN'T HAD TO JACK THEM UP AS FAST AS SOME OTHER JURISDICTIONS.

>> Chair Cogen: BUT NOW, IT'S GOING UP BEYOND OUR, OUR PREVIOUS --

>> YEAH.

>> Chair Cogen: OK.

>> Comm. Shiprack: OK.

>> SO WHERE DOES ALL OF THIS LEAVE US FOR -- IN TERMS OF THE GAPS? SO, BACK IN MARCH, OUR GAP FOR FISCAL YEAR 2014 WAS A NICE, SMALL \$1.1 MILLION. DUE TO THE VIT, OR SORRY, DUE TO THE UPDATING OF OUR PERSONNEL COSTS THAT WILL INCREASE BY 5 -- BY 5.6 MILLION, WE ARE BUMPING UP THE VIT REVENUES, SO THAT HELPS TO OFFSET IT. SO RIGHT NOW WE ARE LOOKING AT \$4.3 MILLION, A \$4.3 MILLION GOOP IN 2012. THAT'S 1.1%, AND AS YOU LOOK OUT TO 2015 AND 2016, YOU CAN SEE THAT THE GAP GROWS ABOUT 1% PER YEAR, GIVE OR TAKE. SO, THE -- IF THERE IS A BIT OF GOOD NEWS, IS THAT DESPITE OUR PERSONNEL COSTS INCREASING FASTER, AT THE END OF THE DAY, THIS IS STILL RELATIVELY MANAGEABLE AS OPPOSED TO WHAT SOME OTHER JURISDICTIONS ARE FACING. THE OTHER THING THAT I WANTED TO POINT OUT IS THAT, THAT FOR, FOR FISCAL YEAR 2013, WE CALLED THAT THE VIT INCREASE ONE-TIME ONLY RESOURCES, AND THE REASON THAT WE CALLED IT THAT IS BECAUSE IN 2014, WE HAVE A 4.5 MILLION GAP, SO TO THE DEGREE THAT WAS SPENT ON AN ONGOING PROGRAM, IT WOULD INCREASE THE GAP IN 2014.

>> Chair Cogen: SO IF WE SPENT THE \$2.1 MILLION ON ONGOING PROGRAMS, THE GAP WOULD BE \$6.4 MILLION INSTEAD OF --

>> EXACTLY.

>> SO, AS ALWAYS, WE NEED TO LAY OUT A FEW RISKS AND ISSUES. THESE ARE, ESSENTIALLY, THE SAME AS WE'VE BEEN LAYING OUT FOR THE LAST YEAR. THE BIG THING TO HIGHLIGHT QUICKLY OR WHAT WILL HAPPEN WITH THE FEDERAL FISCAL POLICY AT THE END OF, OF THE CALENDAR YEAR AND, AND EVERYBODY IS TRYING TO COME UP WITH A NAME FOR, FOR THE, FOR WHAT THE WHOLE COLLECTION OF, OF EXPIRING SPENDING AND, AND, AND TAX CUTS WILL BE AND THE NAMES SEEM TO BE FISCAL, A FISCAL CLIFF AT THIS POINT. THE, THE GENERAL NOTION IS, IS THAT, IS THAT SOMETHING WILL BE DONE SO THAT THEY WON'T TAKE -- THEY WILL, THEY WILL NOT ALL TAKE EFFECT. IT COULD GET A BIT INTERESTING AS WE APPROACH THE END OF THE YEAR. EUROPE STILL HAS ALL OF ITS SOVEREIGN DEBT ISSUES, AND A BIT MORE. OBVIOUSLY, WE HAVE ALL OF OUR LOCAL STUFF, INCLUDING ONGOING LIBRARY FUNDING, IN PARTICULAR, OUR PERS, AND ACTUALLY, REMINDS ME, THE ONE THING THAT WAS NOT ON OUR -- THAT THE PERSONNEL COSTS UPDATING DOES NOT INCLUDE -- IT DOES NOT INCLUDE ANYTHING TO ADDRESS OUR ONGOING LIABILITY. SO, ESSENTIALLY, IT'S KIND OF SAYING, WE'LL KEEP DOING WHAT WE'RE DOING, BUT, BUT NO MORE. LAST YEAR, WHEN WE WERE HERE, THERE WERE SOME UPS AND DOWNS AND WE SAID, WE THINK THAT THEY WILL EQUAL OUT OVER TIME, AND WE JUST WANT TO WATCH THEM AND THE BOARD NEEDS TO TAKE NO ACTION BASED ON WHAT WE PRESENTED. THIS YEAR, BECAUSE THERE IS, ACTUALLY, A BIT OF GOOD NEWS RELATIVE TO THE VIT, THAT THERE ARE SOME ACTIONS A BOARD, WE WOULD NEED TO TAKE IF THEY WANTED TO USE ANY OF THAT -- THOSE FUNDS. SO, THE TWO ONES THAT WE IDENTIFIED ARE THE -- ANY UNSPENT GENERAL FUND CONTINGENCY IN THE CURRENT FISCAL YEAR, YOU COULD ROLL THAT OVER INTO NEXT YEAR'S GENERAL FUND CONTINGENCY. I MADE A POINT EARLIER THAT THE GEM FUND CONTINGENCY FOR NEXT YEAR, NOT JUST THE REGULAR CONTINGENCY, BUT THE OVERALL POT OF FUNDS IS THE SMALLEST IN QUITE A BIT OF TIME. SO, THAT WOULD HELP TO GIVE YOU A BIT MORE FLEXIBILITY. THE OTHER PIECE IS THE \$2.1 MILLION OF ONE-TIME ONLY DUE TO THE VIT, AND OUR RECOMMENDATION WOULD BE THAT THAT WOULD -- THAT COULD BE PLACED IN THE GENERAL FUND CONTINGENCY BECAUSE THERE IS A, A FAIR NUMBER OF UNCERTAINTIES, AND IN PARTICULAR, WE WON'T KNOW IT -- WE WILL NOT KNOW WHAT THE PROPERTY TAX ROLL LOOKS LIKE UNTIL EARLY OCTOBER, IN LATE SEPTEMBER, WE'LL GET THE PERS RATES AND ALSO GIVE YOU A, A FORECAST OF, OF AN UPDATED FORECAST AND, AND AS I SAID ABOUT, ABOUT OUR REVENUES, SOME ARE UP AND SOME ARE DOWN, AND GENERALLY WE HOPE THAT THEY CANCEL EACH OTHER OUT. THERE ARE A NUMBER OF OTHER UNCERTAINTIES, BOTH AT THE STATE AND FEDERAL LEVEL, AND THAT WOULD GIVE YOU A BIT MORE FLEXIBILITY TO DEAL WITH THOSE. A COUPLE OTHER THINGS TO KEEP IN MIND, IS THE VIT RESERVE IS AT 80%, RATHER THAN 10%, AND WE'RE NOT RECOMMENDING INCREASING THE PERCENTAGE, BUT TO THE DEGREE THAT, THAT, THAT EXTRA MONEY IS IN CONTINGENCY UNTIL WE AT LEAST GET INTO THE YEAR, AND THE

NUMBERS BECOME FIRMER, THAT, THAT GIVES YOU A BIT MORE FLEXIBILITY AND, AND, AND MORE CONSERVATIVE BUDGET. THE OTHER THING ON A PURELY TECHNICAL NOTE, WE WILL NEED TO, TO INCREASE OUR APPROPRIATION SO THAT WE CAN TRANSIT CENTER THE SHARE THAT GOES TO THE EAST COUNTY CITIES.

>> Chair Cogen: IS THAT A BUDGET AMENDMENT YOU ARE TALKING ABOUT TO MAKE THESE THINGS HAPPEN?

>> YEAH.

>> SO, IN SUMMARY, OUR REVENUES FOR THE CURRENT YEAR ARE UP AN ADDITIONAL \$2.7 MILLION, OR THREE QUARTERS OF A PERCENT. THAT LEAVES US EXACTLY WITH WHAT WE THOUGHT IN THE, IN THE ADOPT SAID BUDGET FOR, FOR THE GENERAL FUND CONTINGENCY, THE UNALLOCATED AMOUNT IS AT \$1.8 MILLION. IN 2013, YOU WILL HAVE AN ADDITIONAL \$2.1 MILLION OF ONE-TIME ONLY MONEY, AND IN 2014, THE REVENUE EXPENDITURE GAP IS ABOUT \$4.4 MILLION, OR 1.3% OF EXPENDITURES, AND IT SHOULD GROW BETWEEN \$2 AND \$5.4 MILLION OVER THE LIFE OF THE FORECAST, OUT TO 2017. WE WILL HAVE FASTER PERSONNEL COST, GROWTH IN THE SHORT-TERM DUE TO THE PERS, AND SOME OF THAT IS OFFSETTING BY THE VIT GETTING BACK TO, TO NORMAL SOONER RATHER THAN LATER. SO, WITH THAT, IF YOU HAVE ANY QUESTIONS.

>> Chair Cogen: ANY QUESTIONS FOR MIKE ON THIS? THANKS A LOT, MIKE. EVEN THOUGH YOU HAD TO TELL US ABOUT THE PERS, STILL, THANKS. [LAUGHTER]

>> SO, AT THIS POINT, WE HAVE THE FOLLOW-UP WORK SESSION ON HEALTH AND HUMAN SERVICES AND PUBLIC SAFETY. ARE YOU GOING TO LEAD US TO THIS? I DON'T KNOW HOW WE'RE GOING TO -- WHAT THE PLAN IS.

>> SO WE HAVE KIND OF SET THIS UP MORE AS A GENERAL KIND OF CONVERSATION BETWEEN THE BOARD AND THE STAFF. WE HAVE SCOTT TAYLOR AND HIS STAFF HERE FROM THE DEPARTMENT OF COMMUNITY JUSTICE. AND WE ALSO HAVE STAFF FROM COUNTY HUMAN SERVICES TO KIND OF GIVE YOU AN OVERVIEW OF THE GANG RELATED PROGRAMS AND THE FAITH-BASED PROGRAM THAT THE BOARD WAS ASKING ADDITIONAL FOLLOW-UP INFORMATION ON. SO, IT'S, IT'S -- THEY HAVE SOME INFORMATION THAT THEY ARE GOING TO SHARE WITH YOU, BUT IT WILL BE MORE FREE FLOWING TO ASK QUESTIONS AND HAVE SOME CONVERSATION.

>> THANK YOU.

>> Chair Cogen: COME ON UP, AND LET'S HAVE A CONVERSATION. GOOD MORNING.

>> GOOD MORNING.

>> SCOTT TAYLOR, DEPARTMENT OF COMMUNITY JUSTICE, AND JOINING ME IS MARY LEE, DEPARTMENT OF COMMUNITY HUMAN SERVICES AND ERIKA PRUETT, ONE OF THE DISTRICT MANAGERS FROM THE DEPARTMENT OF COMMUNITY JUSTICE. MOST OF THE TALKING WILL BE DONE BY ERIKA BECAUSE SHE, ACTUALLY, KNOWS WHAT SHE IS DOING. MARY WILL FILL IN WHEREVER IT'S APPROPRIATE IN OUR PARTNERSHIP THAT WE'VE BEEN WORKING ON, AND WE HAVE JOYCE FROM OUR BUDGET OFFICE, IF YOU HAVE SPECIFIC BUDGET ISSUES, AND OUT IN THE AUDIENCE, WE HAVE SOME, SOME OTHER EXPERTISE. WE HAVE KATHY TINKEL, HIDING IN THE BACK OF THE ROOM, AND CARL GOODMAN, AND THEY ARE BOTH AVAILABLE IF WE NEED TO, TO GO ANY FURTHER. JUST KIND OF SOME OF THE, SOME OF THE -- I GUESS THE OPENING PIECES THAT I WANTED TO, TO TALK ABOUT WHEN WE TALK ABOUT THIS. WE PUT THIS IN OUR ORIGINAL BUDGET PRESENTATION, AND I THINK THAT THAT'S PART OF WHAT GENERATED A DESIRE TO HAVE MORE DISCUSSION ABOUT IT. WE DID NOT SPEND A LOT OF TIME BECAUSE WE WERE ROLLING THROUGH THE, THE TIMELINE. THERE IS A COMPLEX BEEN DOING, WHICH YOU ALL KNOW. AND I THINK THIS DESERVES SOME RECOGNITION. THIS IS NOT AN OFF-ON SWITCH. IT IS A DIMMER SWITCH. WE'RE TRYING TO FIGURE OUT HOW TO REDUCING THE VIOLENCE, HOW TO GET PEOPLE TO CHANGE THEIR BEHAVIOR AND MAKE THE COMMUNITY SAFE, AND WE CANNOT FIND THE, THE EASY ON-OFF SWITCH. IT IS A DIALING OF THE COMMUNITY, OF THE FAMILIES, OF THE INDIVIDUALS, OF THE RELATIONSHIPS THAT GO ON THERE, OUR ABILITY TO INTERVENE IN CERTAIN PLACES AND NOT INTERVENE IN OTHERS. HOW DO WE PARTNER TOGETHER? WHEN YOU TRY TO MAKE ALL THAT HAPPEN IN A, IN A DYNAMIC CHANGING WORLD, I JUST WANT TO SAY THAT UP FRONT BECAUSE SOMETIMES, THERE IS A HOPE THAT WE WILL -- WHEN WE GET TO SEE, AS YOU GET TO SEE THE END RESULT OF A VIOLENT EVENING WHERE WE WERE NOT SUCCESSFUL, IS HARD ON ALL OF US. WE HAVE HIGH EXPECTATIONS OF EACH OTHER, AND ON A, ON OCCASION, WE'RE KIND OF LYING, LIKE -- I GUESS, DOGS THAT SNAP EACH OTHER OR SOMETHING BECAUSE WE'RE NOT ALL GETTING THERE AS FAST AS WE WANT. WE'RE NOT ALL YET PERFECT. I THINK THAT WE'RE JUST HARD ON EACH OTHER IN THAT MODEL. SO, THE SUPPRESSION PART, ERIKA IS GOING TO TALK ABOUT THIS AND THE POWER POINT THAT WE GAVE YOU THERE. THE SUPPRESSION PART IS, ACTUALLY, THE EASIEST PART, AND THE SUPPRESSION IS US RESPONDING AND DEALING IMMEDIATELY WITH THE EVENTS. THAT'S THE EASIEST PART. AND WHERE WE CAN PROBABLY SEE SOME CARDS AND PEOPLE UP TO DEAL WITH THE ISSUES, IT IS REALLY THE INTERVENTION AND THE PREVENTION THAT TAKES LONGER AND, AND AN EXAMPLE OF THAT, FOR ME, IS THIS MORNING, I WAS LOOKING AT WHAT I CALL MY STOPLIGHTS, AND I NOTICED IN OUR ADULT PROBATION PAROLE OPERATION, WE HAVE JUST HIT ON THE PROBATION SIDE, AND 18% RECIDIVISM RATE. AND THAT IS AMAZINGLY LOW. AND IT HAS TAKEN US A

NUMBER OF YEARS, FOCUSED, ASSESSMENT, AND INTERACTION AND, AND RESOURCES TO DROP THAT RATE LIKE THAT. IT JUST TAKES TIME, AND IT HAPPENS. I AM NOT TRYING TO MAKE EXCUSES FOR GEE, WHY AREN'T WE PERFECT YET. IT JUST TAKES TIME, AND THIS IS COMPLEX STUFF.

>> Comm. Smith: SCOTT, WHERE WERE WE BEFORE THE 18%?

>> WE'VE BEEN COMING DOWN FROM THE 20% ONES, WE WERE IN THE 2 -- THE 22 TO 24%. SO THIS IS EXCITING, THE STUFF THAT CARL AND HIS FOLKS HAVE PULLED OFF. WE LOOK AT SIX-MONTH PICTURES. AND THEN WHAT WE HAVE, IF YOU ARE INTERESTED IN IT, WE HAVE LYNN MAGNUSON AND SHARLENE, SO ACTUALLY, MARY LEE AND [INAUDIBLE], PUT THIS ORIGINAL -- WHEN WE GET TO THE CHAI PART, WHEN WE GET TO THAT PART, THEY PUT A PLAN TOGETHER. WE'VE BEEN TRYING TO WORK THROUGH THAT ONE. WHEN ERIKA TALKS ABOUT THAT -- WE ARE, WE HAVE GONE TO THE MODEL OF HAVING SOME OF OUR, OUR RESEARCH AND, AND PLANNING TYPE PEOPLE WALK US THROUGH A LOGIC MODEL. THAT'S DETAILED ABOUT, ABOUT ASKING THIS QUESTION AND THIS QUESTION AND WHO IS DOING WHAT AND WHERE BECAUSE THAT COORDINATION PIECE IS, IS, IS SOMETHING THAT WE NEED TO BE MUCH, MUCH MORE PLANFUL ABOUT IN HOW AND WHO IS RESPONSIBLE FOR WHAT. SO, WITH THAT, I THINK ERIKA IS GOING TO, TO LAUNCH INTO DISCUSSING OUR OVERALL GANG INITIATIVE. WE THINK THAT THAT'S WHAT YOU WANTED TO KNOW ABOUT, AND WITHIN THAT, WE HAVE A CONVERSATION ABOUT SOME OF THE SPECIFIC PROGRAMS AND ISSUES THAT WE CAN MIND DOWN, IF THAT'S WHERE YOU WANT TO SPEND THE TIME.

>> THANK YOU. THANK YOU VERY MUCH. I REALLY WANT TO SAY THANK YOU, SCOTT, FOR THAT GREAT INTRODUCTION. IT REALLY DOES CAPTURE IN A BROAD PERSPECTIVE THE THINGS THAT WE'VE BEEN TRYING TO WORK WITH. I WANT TO PUT SOME CONTEXT AROUND WHAT'S GOING ON IN THE COMMUNITY RIGHT YOU NO. PORTLAND POLICE GIVES US DATA EVERY WEEK ABOUT, ABOUT THE NUMBER OF GANG, VIOLENCE RESPONSE TEAM CALLOUTS AND, AND FOR MAY, THEY ARE AT, AT 49 GANG VIOLENCE RESPONSE TEAM CALLOUTS. IN MAY, THERE WERE FOUR ALREADY, AND WE'RE IN THE MIDDLE OF MAY, AND IN APRIL, THERE WERE 13. SO, WHAT WE'RE FINDING, THERE IS A LOT OF GANG ACTIVITY OUT THERE, SO EVERY TIME WE TURN ON THE NEWS OR LOOK AT OUR CELL PHONES, AND SOMETIMES, WE ARE VERY CONCERNED ABOUT THE LEVEL AND, AND THE PROLIFERATION OF THE GANG ACTIVITY IN THE COMMUNITY. SO, THAT'S, THAT'S REALLY THE BAD NEWS. THE GOOD NEWS REALLY IS, IS BASED ON THIS CRISIS, WE HAVE OUR COMMUNITY PARTNERS, OUR CRIMINAL JUSTICE PARTNERS, AND REALLY WORKING HARD TO, TO FOCUS ON COLLABORATION. WE ARE SAYING, WE CAN'T GET OUT OF THIS PROBLEM BUT WE NEED TO FOCUS ON FAMILIES. WE NEED TO BREAK INTERGENERATIONAL CYCLES OF CRIME. AND WE'VE BEEN TALKING ABOUT THAT FOR A LONG TIME WITHIN DCJ. IT'S REALLY HELPFUL, AND WITHIN DCHS, SO IT'S HELPFUL TO HEAR



PORTLAND POLICE TALKING ABOUT THAT, TOO, AND TRYING TO WORK WITH US TO PUT OUT STRATEGIES TO, TO DO THAT. SO, THAT'S JUST A CONTEXT, SO I WILL GO THROUGH MY POWER POINTS. SO, WE KNOW THAT, THAT THE GANG VIOLENCE HAS TOUCHED THE YOUNG MEN AND WOMEN AND FAMILIES IN OUR COMMUNITY. WE'VE BEEN RESPONDING AGGRESSIVELY WITH OUR PARTNERS TO, TO ADDRESS THIS REALLY SERIOUS PUBLIC SAFETY ISSUE. SO, THE WAY THAT WE HAVE DONE THIS POWER POINT IS TO KIND OF LOOK AT WHAT OUR SUPPRESSION EFFORTS ARE, SO ONE OF THE THINGS THAT I THINK IS VERY EXCITING, BASED ON THE TECHNOLOGICAL RESEARCH AVAILABLE TO US, IS THAT WE HAVE, WE HAVE WORKED IN PARTNERSHIP WITH, WITH [INAUDIBLE], WITH THE SHERIFF'S OFFICE AND PORTLAND POLICE TO, TO ENGAGE IN A NETWORK ANALYSIS COLLABORATIVE, AND REALLY, WHAT THE NETWORK ANALYSIS COLLABORATIVE IS, IS A MULTI-AGENCY GROUP, THAT HAS DEVELOPED CRIMINAL ANALYSIS NETWORK MAPS TO ASSIST IN THE IDENTIFICATION AND, AND POTENTIAL COMMUNITY RISK RELATED TO INCIDENTS OF GANG VIOLENCE AND SHOOTINGS IN THE COMMUNITY. SO, IF THERE IS A SHOOTING IN THE COMMUNITY, AND WE'RE ABLE TO PULL TOGETHER SOME RESOURCES AND SAY, WHO WAS THE PERSON WHO IS RESPONSIBLE FOR THE VIOLENCE, AND WHAT IS THAT, WHAT DOES THAT LOOK LIKE? THAT HELPS US TO BE PROACTIVE IN OUR RESPONSE TO FUTURE RISK. IT GIVES US INFORMATION THAT, THAT WERE SCRAMBLING TO GET, REALLY AT OUR FINGERTIPS, BASED ON THE, THE RESOURCES AVAILABLE TO US. OUR STAFF CONTINUED TO WORK WITH POLICE AND OUTREACH WORKERS FOR THE CITY AND GOING TO ROLL CALLS, COORDINATION MEETINGS AND, AND WE DO THAT WEEKLY, DAILY. JUST TO BE ON TOP OF WHAT'S GOING ON IN THE COMMUNITY, AND ALSO, TO HAVE OUR CRIMINAL JUSTICE PARTNERS ASSIST US IN APPREHENDING THOSE PEOPLE THAT ARE AT HIGH RISK IN THE COMMUNITY. WE ALSO ARE USING TECHNOLOGY AGAIN TO REALLY TIGHTEN OUR COMMUNICATION AROUND WHAT IS GOING ON IN THE COMMUNITY, SO WE ARE INVOLVED IN [INAUDIBLE], AND THEY HAVE DONE SOME PRESENTATIONS TO, TO, TO BOARD STAFF, REALLY, ABOUT HOW CAN WE HAVE REAL-TIME INFORMATION ABOUT WHAT'S GOING ON IN THE COMMUNITY, SO THAT WE CAN QUICKLY RESPOND AND GET TO WHERE WE NEED TO BE TO, TO ADDRESS THAT RISK. EVERY DAY, MULTIPLE TIMES A DAY, WE ARE CONNECTED TO, TO A, A CELL WHERE WE GET ALL INFORMATION FROM THE CITY OF PORTLAND OUTREACH ABOUT WHAT'S GOING ON IN THE COMMUNITY AND WHAT THEY ARE RESPONDING TO, SO THAT HELPS US AS A COUNTY TO, TO CRAFT OUR RESPONSE. WHEN THERE IS COOLDOWN EFFORTS AND MISSIONS, GOING INTO PEOPLE'S HOMES, DOING PARTNER HOME VISITS WITH THE POLICE, WE ARE CONTINUING TO DO THAT WITH PORTLAND POLICE AND, AND NOW, WE'RE WORKING TO STRENGTHEN OUR RELATIONSHIP WITH THE POLICE IN GRESHAM AND EAST COUNTY. SO ERIKA, I HAVE A QUESTION ABOUT THAT. SO, I AM GLAD YOU PUT THAT ON THE -- ABOUT THE OUTREACH. DID THE PORTLAND POLICE HAVE ALL OF THE DATA FOR ALL THE COUNTY, OR THEY HAVE THE DATA FOR PORTLAND?

>> FOR PORTLAND.

>> Comm. McKeel: SO, THAT OUTREACH NEEDS TO HAPPEN TO THE OTHER CITIES IN THE EAST COUNTY TO HAVE THAT DATA, CORRECT?

>> RIGHT, EXACTLY.

>> Comm. McKeel: THANK YOU.

>>> AS FAR AS INTERVENTION, ONE OF THE THINGS THAT WE WERE GIVEN A DIRECTIVE LAST YEAR FROM CHAIR COGEN WAS TO REALLY LOOK AT THE COUNTY AS A SYSTEM AND HOW WE ARE RESPONDING TO GANG VIOLENCE AND HOW COULD WE COORDINATE OUR RESOURCES TO ADDRESS THE MULTIPLE ISSUES THAT FAMILIES AND INDIVIDUALS HAVE THAT, THAT ARE, ARE HIGH RISK TO COMMIT GANG VIOLENCE? SO, WE ENTERED INTO THE RAPID RESPONSE PROCESS. WE WERE MEETING REGULARLY AND FREQUENTLY LAST YEAR, I THINK, TO SOME PEOPLE -- IT WAS WONDERFUL IN THE BEGINNING, BUT, THERE WAS A LOT OF MEETINGS. BUT, THE REASON TO DO THAT WAS SO THAT WE COULD SOLIDIFY THE RELATIONSHIP, SO THAT WE COULD FIND OUT WHO IS, WHOSE FACES ARE CONNECTED TO WHOSE NAME AND REALLY TO STRENGTHEN THE RELATIONSHIPS, SO, IF WE HAD AN ISSUE, FOR INSTANCE, WITH THE HEALTH DEPARTMENT, WE COULD CALL ONE PERSON WITHIN THE HEALTH DEPARTMENT AND SAY, HEY, WE HAVE THIS CLIENT, AND THEY NEED THE HEALTH DEPARTMENT RESOURCES, AND CAN YOU CONNECTED US TO SOMEONE WITHIN THE HEALTH DEPARTMENT? WE HAVE SINCE REDUCED THE FREQUENCY OF THOSE MEETINGS. WE HAVE REALLY FOCUSED ON IF YOU NEED A RESOURCE, YOU KNOW WHO THE SINGLE POINT OF CONTACT IS, CONTACT THAT PERSON. RECENTLY, I WAS INVOLVED IN A TELECONFERENCE WITH THE HEALTH DEPARTMENT AROUND A REFERRAL THAT CAME TO THEM WHERE WE HAD SOME ISSUES AND SOME CONCERNS ABOUT, ABOUT THE COMMUNICATION AND THE CONNECTION. WE WERE ABLE TO PROBLEM SOLVE THAT. BUT THE THING THAT WAS REALLY GREAT ABOUT THAT CONVERSATION WAS THAT THE COMMUNITY MEMBER WHO REALLY WAS NOT UNDERSTANDING THEIR ABILITY TO CONNECTED WITH THEIR OWN HEALTH CARE RESOURCES, THROUGH THAT PROCESS, WE WERE ABLE TO GIVE THEM INFORMATION EDUCATION, SO THAT MAYBE THE HEALTH DEPARTMENT DIDN'T PROVIDE THE RESOURCE, BUT WE WERE ABLE TO HELP MOVE THAT FAMILY FORWARD, JUST BASED ON THE CONVERSATION. WE CONTINUE TO PARTNER WITH THE PORTLAND YOUTH AUTHORITY WITH THE CASES THAT WE DO SUPERVISE, SO WE HAVE THEM AT THE TABLE TO HELP US TO REALLY NOT TO BE EFFICIENT IN OUR RESPONSE, AS OPPOSED TO US SAYING WE'RE DOING SOMETHING AND, AND THE OREGON YOUTH AUTHORITY MIGHT BE DOING SOMETHING ELSE. WE ARE IN THE ROOM TOGETHER TALKING ABOUT WHAT THE PLAN IS. ONE THING -- I TALKED ABOUT FAMILIES. THE GANG IMPACT, THE FAMILY TEAM, IS AN EFFORT LED BY

PORTLAND POLICE WHERE WE'RE FINALLY TALKING ABOUT WHO ARE THE HIGHEST RISK, AT RISK TO COMMIT VIOLENCE IN THE COMMUNITY? REALLY, WHAT CAN WE DO AS, AS A CITY, AS A COUNTY, AND AS A COMMUNITY TO WRAP OURSELVES AROUND THESE FAMILIES? WE KNOW THIS INDIVIDUAL IS AT HIGH RISK BUT WHAT CAN WE DO TO WRAP OURSELVES AROUND THE FAMILY, GET THE FAMILY RESOURCES SO THAT WE CAN BE PROACTIVE IN GETTING THEM RESOURCES SO THAT WE CAN BREAK THE CYCLE OF INTERGENERATIONAL CRIME? THE D.A. IS AT THE TABLE. PORTLAND POLICE IS AT THE TABLE. DCJ IS, AND THIS IS THE BEGINNING PROCESS, SO, WE'RE KIND OF ESTABLISHING WHAT OUR PROTOCOLS ARE AND OUR COMMUNICATION. THAT'S HOPEFUL COORDINATION AND COLLABORATION. AND THEN WE HAVE A WEB PAGE THAT, THAT [INAUDIBLE] CREATED THAT IS A LINK TO WHAT'S GOING ON IN THE COMMUNITY AROUND GANG VIOLENCE AND HOW CAN THE COMMUNITY -- HOW THE COMMUNITY CAN ACCESS RESOURCES RELATED TO GANG VIOLENCE. WE CONTINUE TO PARTNER WITH THE CITY THROUGH THE OFFICE OF YOUTH GANG VIOLENCE, PARTICIPATING ON THE YOUTH GANG VIOLENCE TASK FORCE, JUST RECENTLY, I WAS IN A MEETING YESTERDAY, IN EAST COUNTY, AND MR. SHAPIRO WAS THERE. THE COMMUNITY CAME TOGETHER, AND WHAT WAS REALLY GREAT WAS THERE WAS CONCERNS, LOTS OF CONCERNS, BUT THERE WAS A LOT OF HOPE FOR CHANGE. A LOT OF HOPE AND, AND IN THE COMMUNITY LEADERS AND, AND THE COUNTY AND CITY LEADERS TO BE ABLE TO ENGAGE THE COMMUNITY IN SOLVING THE ISSUES IN THE COMMUNITY. SO, THAT WAS THE STARTING POINT, AND WE WERE INVOLVED IN HELPING WITH THE WORK GROUPS, LEADING SMALL GROUPS WITHIN THAT SESSION, AND WE'LL CONTINUE TO BE INVOLVED IN THAT REGULARLY SCHEDULED COMMUNITY MEETING. THERE WILL BE ONE IN EAST COUNTY AND ONE IN NORTHEAST, AND THEY JUST STARTED THIS, THIS MONTH WITH THAT, AND IT WILL BE THE THIRD TUESDAY AND WEDNESDAY OF THE MONTH. SO, THAT'S VERY EXCITING. THOSE ARE SOME OF THE THINGS THAT WE'RE DOING AROUND INTERVENTION.

>> I HAVE A QUESTION, THE GANG IMPACTED FAMILY TEAM, IT SOUNDS GREAT, CAN YOU GIVE US A LITTLE, A LITTLE MORE? WHAT DOES IN THAT MEAN? LIKE WHO WOULD, WOULD -- YOU KNOW THAT THERE IS AN ISSUE WITH THE FAMILY, WHO GOES OUT AND WHAT DO THEY SAY?

>> SO, WHAT WE HAVE IS DCHS IS ALSO AT THE TABLE SO WE SAY OK, WE HAVE THIS, THIS FAMILY, AND WE HAVE IDENTIFIED BASED ON, ON CROSS-SECTIONS OF, OF HIGH RISK PEOPLE ON EACH PERSON'S -- THAT EACH PERSON WORKS WITH SO WE IDENTIFIED A TOP 20. WHO ARE THE HIGHEST AT RISK TO BE INVOLVED IN VIOLENCE IN OUR COMMUNITY? SO, WE COME TO THE TABLE, AND WE TALK ABOUT WHO IS THAT PERSON, AND THEN, WHAT IS DCHS DOING? WHAT IS THE COUNTY DOING TO ENGAGE THAT FAMILY? WHAT IS, WHAT ARE THE POLICING, THE PLEAING SAYING IN THE STREETS, WHAT'S GOING ON WITH THAT FAMILY, AND HOW CAN A COMMUNITY PROVIDER LIKE SCI RELATE TO HELP THAT FAMILY, OR ARE THEY WORKING WITH THAT

FAMILY? IS THERE SOMETHING MORE THAT THEY CAN BE DOING? WE TALK ABOUT EACH CASE SPECIFICALLY, AND AS I SAID, WE'RE STILL DEVELOPING OUR PROTOCOLS. THIS IS A NEW AND DEVELOPING GROUP. WE'RE GOING TO HAVE SHARLENE COME TO ONE OF OUR VERY -- NOT OUR NEXT MEETING. SHE CANNOT BE THERE, BUT SHE WILL BE WALKING US THROUGH A MODEL FOR THAT GROUP SO THAT WE CAN TALK ABOUT WHAT, WHAT OUR INPUTS AND OUTPUTS AND OUR DESIRED OUTCOMES ARE, SO THAT'S WHERE WE ARE IN THAT PROCESS. SO, TO GIVE YOU MORE SPECIFICS, I CANNOT DO THAT AT THIS TIME.

>> THANKS. AND THEN GOING BACK TO THE PREVENTION. I JUST WANT TO TALK -- I HAVE COMMUNITY HEALING INITIATIVE UP THERE FIRST, BUT I WILL TALK ABOUT WHAT WE'RE DOING WITH, WITH THE [INAUDIBLE] VIOLENCE STEERING COMMITTEE. ROBERTA PHILLIP IS WORKING REALLY HARD WITH MULTIPLE PARTNERS AROUND THE TABLE TO REALLY TALK ABOUT HOW CAN WE IMPACT PREVENTION IN OUR COMMUNITY AROUND GANG VIOLENCE? AND ONE OF THE THINGS THAT WE'RE VERY EXCITED ABOUT IS, OF COURSE, THE [INAUDIBLE] GRANT, AND THE, THE YOUTH GANG VIOLENCE STEERING COMMITTEE WILL BE SERVING AS THE MULTI-SECTOR COALITION FOR THE STRIVE GRANT. WE HAD A REALLY, A REALLY DYNAMIC CONVERSATION. MARY WAS THERE AT OUR LAST MEETING WHERE WE TALKED ABOUT REALLY, DO WE HAVE THE RIGHT PEOPLE IN THIS COALITION? WHO SHOULD WE HAVE AT THE TABLE? HOW CAN WE INVOLVE THE YOUTH IN THIS DISCUSSION? HOW CAN WE INVOLVE THE COMMUNITY IN THIS DISCUSSION? SO, THERE IS SOME WORK ONGOING THERE, BUT THAT IS REALLY WHAT WE'RE FOCUSING ON AND CENTERING OUR ATTENTION AROUND RIGHT NOW AT THE YOUTH GANG VIOLENCE STEERING COMMITTEE, AND THE YOUTH GANG VIOLENCE COMMITTEE IS VERY MUCH INVESTED IN THE NETWORK ANALYSIS COLLABORATIVE AND, AND SO, THERE IS A LOT OF WORK THAT WE'RE GOING TO BE DOING THERE. THEN, OF COURSE, THE STRIVE GRANT, REBECCA IS, IS THE COORDINATOR FOR THAT, AND THEY ARE AMAZING. THEY ARE DOING A LOT OF GREAT WORK IN THE COMMUNITY, DOING FOCUS GROUPS AND GETTING INPUT FROM THE COMMUNITY ABOUT HOW WE CAN PREVENT GANG VIOLENCE IN THE COMMUNITY. SO THE COMMUNITY HEALING INITIATIVE IS REALLY WHERE, WHERE WE ARE PUTTING A LOT OF OUR RESOURCES FROM THE COUNTY AND WITHIN OUR DEPARTMENT TO REALLY, AGAIN, WRAP OURSELVES AROUND FAMILIES AND TRY TO BREAK THE INTERGENERATIONAL CYCLE OF VIOLENCE AND GANG VIOLENCE IN OUR COMMUNITY. SO, THE COMMUNITY HEALING INITIATIVE, WE RIGHT NOW ARE AT -- WE HAVE SERVED ABOUT 50 FAMILIES. THERE ARE 33 OF THOSE FAMILIES ARE AFRICAN-AMERICAN FAMILIES, AND 16 OF THOSE FAMILIES ARE LATINO FAMILIES. WE'RE SERVING. SO, I SAID SERVED. WE'RE SERVING.

>>> IT'S CONTINUING. OUR GOAL, REALLY, THROUGH THE COMMUNITY HEALING INITIATIVE IS NOT -- WE'RE FOCUSING ON YOUTH WITHIN THE DEPARTMENT OF COMMUNITY JUSTICE, BUT OUR GOAL IS TO, TO CREATE

LONG-TERM SUPPORTS FOR FAMILIES BECAUSE THE YOUTH IS NOT ALWAYS GOING TO BE ON SUPERVISION, SO HOW CAN WE CONNECT FAMILIES TO, TO COMMUNITY MENTORS, TO, TO COMMUNITY RESOURCES AND LEARN HOW TO NAVIGATE THE COMMUNITY RESOURCES. SO, ONGOING, THEY HAVE A PLAN, AND THEY ARE ABLE TO HAVE RESOURCES TO BE ABLE TO CONTINUE WITH THEIR PLAN. THIS HAS BEEN A VERY -- WHAT WE KNOW ABOUT. IT IS ROLLING UP YOUR SLEEVES, AND YOU HAVE TO BE DELIBERATE AND REALLY WORK, AND YOU HAVE TO KEEP WORKING. YOU CAN'T SAY OH, WE'RE COLLABORATING AND KIND OF SIT AND LET THE COLLABORATION HAPPEN BY OSMOSIS. YOU REALLY HAVE TO WORK HARD, AND THAT'S WHAT WE'RE FINDING THROUGH THIS COLLABORATION WITH DCHS AND COMMUNITY PROVIDERS. WE HAVE BEEN MEETING FREQUENTLY AND REGULARLY, AND OUR HOPE IS, AS WE GO INTO THE SECOND YEAR OF THE COMMUNITY INITIATIVE, THAT WE ARE ABLE TO NORMALIZE SOME OF THESE THINGS THAT WE ARE WORKING HARD TO PUT IN PLACE. SO WE HAVE CASE REVIEWS AND STAFFINGS EVERY WEDNESDAY. OUR STAFF COME TOGETHER IN A ROOM WITH A COMMUNITY PROVIDER WITH DCHS AND DCJ, WHERE WE TALK COLLABORATIVELY ABOUT WHAT'S HAPPENING WITH THE FAMILIES. THAT'S A TIME FOR OUR JUVENILE COURT COUNSELORS, OUR PROBATION AND PAROLE OFFICERS, AND OUR CARE MANAGERS THAT WORK WITH OUR COMMUNITY PROVIDERS TO TALK ABOUT THE GOOD WORK THAT THEY ARE DOING WITH THE CASE, WITH THE FAMILY, AND ALSO, THE CHALLENGES THAT THEY ARE EXPERIENCING, AND GET SUPPORT AND ADVICE ABOUT HOW WE CAN HELP MOVE THE FAMILY ALONG. HERE'S THE, THE MOST IMPORTANT POINT ABOUT THE COMMUNITY HEALING INITIATIVE. IT'S FAMILY VOICE SO WE DON'T GET TO SIT AT THE TABLE AND SAY THIS IS WHAT WE THINK THE FAMILY NEEDS. THE FAMILY CREATES THE PLAN. THE FAMILY TELLS US WHAT THEY NEED, AND WE FIGURE OUT A WAY TO HELP THEM ACCESS THOSE RESOURCES. MARY, AM I MISSING ANYTHING? DO YOU HAVE ANYTHING THAT YOU WANT TO ADD? YOU'VE BEEN WITH THE COMMUNITY INITIATIVE FROM DAY ONE, AND I AM COMING IN IS A BIT LATER. SO DO YOU WANT TO GIVE SOME CONTEXT?

>> I THINK THAT ERIK HAS COVERED THE HIGH POINTS, AND I WOULD BE HAPPY TO ANSWER ANY QUESTIONS. YOU KNOW, I THINK THAT THE THINGS THAT I KEEP IN MIND IS WE KNOW THAT THE BEST PRACTICE IS A FULLY FUNCTIONING SYSTEM THAT IS IN BALANCE WITH EACH OTHER, IN TERMS OF THE SUPPRESSION, ACTIVITIES, THE INTERVENTION ACTIVITIES AND THE PREVENTION ACTIVITIES, AND AS SCOTT SAID, IN SOME WAYS, THE SUPPRESSION IS THE EASIEST TO DO, RIGHT, IT'S CLEAR CUT, IT'S DEFINITIVE, AND IT HAPPENS, AND IT'S DONE. AND IN A LOT OF WAYS, THAT'S WHERE THE TENSION AND FOCUS AND RESOURCES HAVE GONE. THE INTERVENTION AND CERTAINLY, THE PREVENTION ASPECTS OF THAT TRIANGLE ARE THE HARDEST TO TRY TO FUND, MAINTAIN, AND KEEP FOCUSED BECAUSE THEY ARE A LONG-TERM, RIGHT, A LONG-TERM PROPOSITION. THE SITUATION THAT THESE YOUNG PEOPLE AND THEIR FAMILIES AND THE COMMUNITY FIND

THEMSELVES IN DIDN'T HAPPEN OVERNIGHT. AND IT'S NOT GOING TO BE REMEDIATED OR REPAIRED OVERNIGHT. I CAN TELL YOU THAT WE TALKED ABOUT OUR CHAI, THE HEALING COMMUNITY INITIATIVE WAS BUILT ON A NUMBER OF BEST PRACTICES AND EVIDENCE-BASED WORK THAT'S HAPPENING IN THE COUNTRY AS WELL AS TAKING INTO ACCOUNT WHAT MAKES SENSE FOR US HERE IN PORTLAND AND MULTNOMAH COUNTY. SO, WE'RE LOOKING VERY MUCH AT WHAT'S HAPPENING ORGANICALLY OUT IN THE COMMUNITY, AND LOOKING AT WAYS TO AMPLIFY AND LIFT THAT UP AND TO MAKE THAT A CRITICAL COMPONENT OF WHAT WE ARE DOING INTERNALLY AS THE COUNTY AND THAT WE ARE DOING WITH OUR CONTRACT PROVIDERS, SO IN THE SAME WAY THAT YOU SEE THIS BALANCE BETWEEN, OR AMONG THE SUPPRESSION INTERVENTION PREVENTION, WE ARE BUILDING IN THIS PROGRAM A BALANCE AMONG A JUVENILE COURT COUNCILOR, WHO HAS SUPERVISION RESPONSIBILITIES, A CONTRACTED CARE MANAGER, WHO IS WORKING FOR A NONPROFIT ORGANIZATION IN THE COMMUNITY, WHO HAS THEIR ROLES AND RESPONSIBILITIES, AND THEN EVENTUALLY, A COMMUNITY VOLUNTEERS WHO THERE, ALSO, TO HELP HOLD THAT FAMILY AS THEY BEGIN TO DO THE HARD WORK OF REPAIRING BOTH THE FABRIC OF THEIR RELATIONSHIPS AS A FAMILY, BUT ALSO LOOKING TO REPAIR THE FABRIC OF THE COMMUNITY AND THE RESILIENCY OF THE COMMUNITY TO BE ABLE TO, OVER THE LONG-TERM, TO HAVE SOME IMPACT ON MOVING THE NEEDLE AWAY FROM THE VIOLENT INCIDENTS. SO, IN THIS LAST YEAR, WE HAVE WORKED VERY HARD AND LEARNED A LOT OF THINGS. FRANKLY, IN SOME -- I HAVE SAID TO A LOT OF FOLKS, THE MODEL IS SO STRONG, WE KNOW THAT THIS WILL WORK, IF WE CAN GET OURSELVES OUT OF THE WAY, RIGHT. SO, LOTS OF THIS HAS BEEN AROUND THE DEPARTMENTS FIGURING OUT HOW TO WORK TOGETHER IN VERY CLEAR -- IT'S NOT EVEN OUR PART, YOUR PART, IT'S WE OWN THIS TOGETHER, THE SHARED RESPONSIBILITY, AND THE SHARED INVESTMENT, AND THE SHARED RISK, AND THE SHARED OUTCOME. AND WHEN YOU DO THAT, YOU HAVE GOT TO CROSS OVER SOME SILOS AND SOME PRACTICES THAT, THAT FRANKLY, HAVEN'T BEEN SET UP TO DO THAT, AND I FEEL SO POSITIVELY ABOUT THE HARD WORK THAT WE'VE BEEN DOING INTERNALLY. WE CANNOT EXPECT FOLKS OUT IN THE COMMUNITY TO DO ANYTHING MORE THAN WE, OURSELVES, ARE WILLING AND ABLE TO DO IN TERMS OF OUR OWN RELATIONSHIP, SO WE HAVE HAD THAT DYNAMIC GOING ON. WE HAVE HAD BUILDING THE RELATIONSHIPS BETWEEN OUR JUVENILE COURT COUNSELORS, AND OUR CARE MANAGERS, AND WE HAVE HAD RELATIONSHIPS TRYING TO BE BUILT BETWEEN OUR COMMUNITY MEMBERS, THE COURT COUNSELORS, THE CARE MANAGERS, AND AT THE SAME TIME WORKING DILIGENTLY WITH FAMILIES, AND THESE ARE VERY CHALLENGED FAMILIES WHO ARE FACING A LOT OF BARRIERS WITH CHILDREN ON SUPERVISION FOR VARIOUS SERIES ISSUES. DOING ALL THAT AT THE SAME TIME TRYING TO PROVIDE QUALITY SERVICE. I AM VERY HOPEFUL ABOUT WHERE WE'RE GOING TO GET INSIDE COMING YEAR BECAUSE OF THE HARD WORK AND EFFORTS THAT WE'VE BEEN DOING IN THE PAST YEAR. WE ARE

REALLY COMING TO UNDERSTAND WHAT A CULTURALLY COMPETENT AND SPECIFIC MODEL OF INTERVENTION LOOKS LIKE FOR PARTICULARLY AFRICAN-AMERICAN AND LATINO YOUNG PEOPLE, AND THE OTHER PART THAT, THAT ERIKA DIDN'T GET A CHANCE TO SPEAK TO, WE ALSO FUND PRIMARY PREVENTION SERVICES IN THE CAUTION AND PACIFIC ISLANDER AND NATIVE AMERICAN COMMITTEES AS PART OF CHAI, SO RECOGNIZING WHAT EACH COMMUNITY NEEDS, WHAT'S APPROPRIATE TO THE SITUATION IN THOSE COMMUNITIES, AND FINDING THE RESOURCES AND PROVIDING THOSE IN A REASONABLE MANNER, SO, ERIKA TALKED A BIT ABOUT WHAT WE'RE DOING THERE, AND WE'RE STILL CONTINUING TO PUT IN PLACE WHAT WOULD BE, I THINK, A VERY, VERY COMPREHENSIVE MODEL WITH FIDELITY AND BEING ABLE TO COME BACK THEN IN THE COMING YEAR WITH, WITH A REPORT BACK TO YOU ON OUTCOME ACHIEVEMENT AND WHAT'S HAPPENING FOR THE FAMILIES. WE HAVE LOTS OF ANECDOTAL INFORMATION THAT'S BEEN VERY MOVING, BUT, IN TERMS OF THE DATA, WE'RE STILL IN THAT PROCESS AND, AND ANTICIPATING THIS COMING YEAR TO BE ABLE TO COME BACK TO YOU.

>> Comm. Shiprack: I HAVE A QUESTION HERE, TOO, ABOUT COLLABORATION AND PARTNERSHIP AND LAST NIGHT WE HEARD SOME TESTIMONY ABOUT THE, THE COMMUNITY NURSING PARTNERSHIP, AND I WOULD BE INTERESTED IN HOW MANY TIMES YOU BUMP INTO THOSE PEOPLE, OR, OR HAVE, HAVE CONTACT WITH FAMILIES THAT MAY INCLUDE YOUNG PARENTS OF, OF, YOU KNOW, NEWBORN CHILDREN.

>> I COULD SPEAK TO SOME OF OUR STRATEGIES WITHIN DCJ. I KNOW THAT THROUGH OUR FAMILY SERVICES UNIT, THAT WE DO WORK WITH WOMEN WHO ARE ON OUR CASELOADS, AND WE HAVE A PARTNERSHIP WITH THE HEALTH DEPARTMENT, WHERE COMMUNITY HEALTH NURSES GO INTO THE HOMES, AND THE GOAL OF THAT PROGRAM IS TO NOT -- TO HAVE ZERO BABIES THAT ARE DRUG AFFECTED, AND SO, WE HAVE THAT PARTNERSHIP. I THINK THAT IT'S SOMETHING THAT THROUGH THE CHAI PROGRAM THAT WE NEED TO FOCUS ON DEVELOPING, BUT WE, WE HAVE NOT -- IN MY EXPERIENCE WITH THE CHAI, WE HAVE NOT HAD THEM AT THE TABLE YET.

>> Comm. Shiprack: JUST ANOTHER CONNECTION THAT, THAT, COINCIDENTALLY WE HEARD ABOUT IN SOME DETAIL LAST NIGHT, AND THAT IS THE CONNECTION WITH THE, THE HOMELESS YOUTH CONSORTIUM, AND, AND SOME OF THEIR WORK, SPECIFICALLY, THEIR WORK TO, TO INTERVENE WITH DRUG AFFECTED BABIES.

>> ABSOLUTELY. ABSOLUTELY.

>> Comm. McKeel: I HAVE A QUESTION, AS WELL, AND YOU PROBABLY KNOW WHAT IT'S GOING TO BE. I KNOW YOU HAVE TO START SOMEWHERE, AND I KNOW YOU WORK IN EAST COUNTY. I SEE YOU ALL OUT THERE IN EAST

COUNTY. BUT, ARE SOME OF THESE PROGRAMS AT THIS TIME, LIKE THE COMMUNITY HEALING INITIATIVE FAMILY, ARE THOSE PRETTY PORTLAND CENTERED AT THIS POINT? OR ARE THEY, ARE THEY OUT IN EAST COUNTY? AND MY OTHER QUESTION IS, ARE THESE MODELS -- AS I THINK THAT YOU WERE, YOU WERE AT ROSEWOOD LAST NIGHT, AND YOU KNOW, I SUPPORT THE ROSEWOOD INITIATIVE FROM WHAT, AND WHAT I LIKE ABOUT IT IS THE MODEL THAT YOU CAN TAKE AND SET DOWN IN OTHER PLACES AND IT WILL WORK. SO, ARE THOSE SOME OF THE MODELS THAT ARE BEING SET UP AROUND THIS, AND AS I RECALL THE -- I HAVE A LOT OF QUESTIONS IN THIS ONE, AS I RECALL THE STRIVE GRANT HAD TO PICK A LOCATION, BUT I BELIEVE WE TALKED ABOUT, PERHAPS, A MODEL THAT WOULD COME OUT OF THAT, THAT COULD BE MOVED AROUND TO OTHER AREAS. AM I CORRECT ON MY REMEMBERING THAT?

>> I WILL SPEAK TO CHAI AND SHE CAN SPEAK TO STRIVE. WE ARE SERVING EAST COUNTY CURRENTLY, COMMISSIONER. MOST SPECIFICALLY, FOR THE LATINO COMMUNITY, BUT WE ALSO HAVE OUR PROVIDER, PORTLAND OPPORTUNITY INDUSTRIALIZATION, POIC, WHO IS MOVING THEIR, THEIR SITE OF THEIR SERVICE OPERATIONS OUT TO 162nd AND BURNSIDE. NOW, AGAIN, THAT'S NOT WAY, WAY OUT, BUT AGAIN, THIS UNDERSTANDING THAT THESE CHILDREN AND FAMILIES LIVE THROUGHOUT THE COUNTY, AND BECAUSE THIS IS A FAMILY CENTERED PROGRAM, AND APPROACH, WE DO NOT SEE IT AS A, AS LIMITED TO ONE LOCATION, YOU KNOW, IN DOWNTOWN PORTLAND OR CLOSE IN. WE SEE IT AS, ACTUALLY, GOING OUT TO THOSE FAMILIES WHEREVER THEY LIVE AND WHEREVER THEIR COMMUNITIES ARE. SO, OUR TWO PROVIDERS, LATINO NETWORK AND POIC ARE EXPLICITLY CONTRACTED TO SERVE THE ENTIRE COUNTY TO, SERVE IN A MOBILE MANNER, AND TO GO WHERE THE CHILDREN AND THE FAMILIES IN THE, AND THE COMMUNITIES ARE IN ORDER TO BEST SERVE THEM. SO THERE IS SERVICE INTO GRESHAM, INTO EAST COUNTY, AND WHEREVER THESE FAMILIES ARE, AND THAT WILL NOT BE A BARRIER THAT, THAT EVER, YOU KNOW, WE SAY, THE LOCATION IS RIGHT HERE, IT'S THERE. AND PART OF WHAT WE'VE BEEN TALKING ABOUT WITH, WITH OUR PROVIDERS IS, WHAT DOES IT TAKE TO BE MOBILE, RIGHT? IT'S A WHOLE DIFFERENT CONVERSATION TO THINK YOU SIT DOWN SOME PLACE AND YOU HAVE A PLACE THAT EVERYBODY COMES, AND WHAT DOES IT MEAN WHEN YOU ARE GOING OUT INTO FAMILIES' HOMES? WHAT DOES IT MEAN WHEN YOU ARE GOING INTO COMMUNITIES WHERE THREE OR FOUR OR FIVE OF THESE FAMILIES ARE LIVING, AND TRYING AGAIN TO REPAIR THE COMMUNITY AND TO SUPPORT THEM IN THEIR WORK. THIS IS, ALSO, IN ALIGNMENT WITH THE FUNCTIONAL FAMILY PROBATION PROGRAM THAT YOU KNOW THAT, THAT, ON THE JUVENILE SIDE, HAS BEEN IMPLEMENTED, AND THAT, ALSO, IS BEST PRACTICE. IT'S SORT OF RADICAL CHANGE IN REDESIGN, AND AGAIN, WE'RE TRYING TO LINK THESE TWO PIECES UP, SO THAT WE ARE CHANGING THE MINDSET AND THE APPROACH OF HOW ALL OF US, WHETHER THEY ARE COUNTY STAFF PERSON OR CARE MANAGER CONTRACTED, THINK ABOUT OUR WORK, THINK ABOUT OUR ENGAGEMENT AND OUR PARTNERSHIP



WITH FAMILIES IN THE COMMUNITY, SO THERE IS ABSOLUTE PRESENCE IN EAST COUNTY.

>> SO THESE WOULD BE IDENTIFIED ON A CASE-BY-CASE BASIS, RIGHT?

>> YES, YES.

>> WE'RE NOT ESTABLISHING SERVICE CENTER SITES IN THAT WAY.

>> RIGHT.

>> AND I THINK THAT SOMETHING -- THE NEXT SLIDE IS ABOUT COLLABORATIONS, AND ONE OF THE THINGS THAT WE'VE BEEN -- I'M REALLY EXCITED ABOUT THIS PARTNERSHIP, AND IT'S A MULTI-PARTNER COMMUNITY, COUNTY, AND I BELIEVE COMMISSIONER McKEEL YOU WERE AT THE UPSTREAM YOUTH, SO THE WORK THAT PATH FINDERS IS DOING, SO THEY ARE DOING SOME REALLY EXCITING WORK THAT WE'RE, WE'RE VERY -- LOOKING FORWARD TO BEING A PART OF THAT WORK, AS WELL, REALLY, FOCUSING ON THAT MIDDLE SCHOOL, THE UPSTREAM YOUTH, TRYING TO, AGAIN, PREVENT THEM FROM BEING IN THE SYSTEM AND, AND THAT WAS A BIG FOCUS OF OUR COMMUNITY MEETING LAST NIGHT. AND WE KNOW THAT ROCKWOOD, ROSEWOOD ARE THE AREAS THAT, THAT WE REALLY NEED TO, TO PUT A LOT OF ATTENTION AND SO WE'RE THERE. SO, SCOTT?

>> I JUST WANT TO, BECAUSE OF THE EARLIER QUESTION, I WANT TO, TO -- THRILL DO A BETTER EXAMPLE OF FILLING THIS IN. SOMETIMES WHEN YOU ASK ABOUT HOW DOES THIS REALLY LOOK ON THE GROUND AND WHAT DOES IT DO. SO, I AM GOING TO WALK THROUGH A VERY QUICK CASE THAT EVERYBODY WORKED WITH, AND I WILL CHANGE SOME OF THE FACTS, BUT, SO WE HAVE AN INDIVIDUAL WHO WAS A, A, A RECRUITED GANG MEMBER. HE, THEN, FELL OUT WITH A GANG, AND THEY WANTED TO, TO HURT HIM. THEY DID HURT HIM, BUT THEY WANTED TO HURT HIM MORE. NOW WE HAVE A SITUATION THAT WE CAN DO SUPPRESSION, WHERE WE CAN ENGAGE WITH HIM BUT WE HAVE A MOTHER WHO, ALSO, IS LIVING IN THE AREA AND HAS A YOUNGER SIBLING WHO IS NOT ON OUR SUPERVISION, AND GANG MEMBERS ARE, ARE SHOWING UP AT THE HOUSE, THREATENING BEHAVIOR, ALL THAT. HOW AND WHERE DO WE PROVIDE HER PROTECTION, WHERE COULD WE MAY BE MOVE THEM TO, AND HOW DO WE PROVIDE HIM PROTECTION, AND THEN HOW DO WE BEGIN TO WORK WITH THE YOUNGER SIBLING, WHO SO FAR, IS, IS ALMOST AN INNOCENT POTENTIAL VICTIM OF THIS OPERATION? AND THEN IF SOMEONE GETS INJURED, OR HARMED, AND THE FAMILY HAS NO ACCESS TO INSURANCE OR NO ABILITY, WHAT WE FIND FREQUENTLY IS THAT THEY DON'T TAKE CARE OF MEDICAL ISSUES THAT YOU OR I MIGHT TAKE CARE OF BECAUSE WE HAVE INSURANCE, AND THEREFORE, THOSE, THOSE MIGRATE INTO ADDITIONAL FAMILY ISSUES ABOUT HOW DO I PAY FOR THAT OR FOR FOOD AND ALL OF THAT. SO THAT'S WHEN WE TALK ABOUT IT, THAT'S KIND OF

THE, THE SIZE OF THIS, AND SO TRYING TO FIGURE OUT IN OUR OWN BUREAUCRACIES AND OUR OWN STAFF, HOW DO WE CHANGE THE DYNAMIC OF WHAT YOU ARE EXPECTED TO DO AND HOW YOU DO IT AND WHO ARE THE PEOPLE THAT WE HIRED 20 YEARS AGO. THIS IS REALLY NOT WHAT THEY HAD IN MIND. WE'RE IN THE MIDDLE OF THAT, AND AT THE SAME TIME, WE'RE TRYING TO COLLABORATE, SO ON MOMENTS, WE HAVE AN ENTERTAINING BREAKDOWN.

>> THAT'S INTERESTING, AND I APPRECIATE YOU BRINGING IT DOWN TO THE GROUND. I AM TRYING TO GET AT, SO WHAT DO YOU DO?

>> IN THAT PARTICULAR CASE, WE TOOK THE INDIVIDUAL, USED OUR DCJ RESOURCES, AND REMOVED HIM FROM THE COMMUNITY, MOVED HIM TO A DIFFERENT LOCATION OUTSIDE AND PUT HIM IN A DIFFERENT SETTING.

>> YOU MEAN, YOU GOT HIM AN APARTMENT?

>> WE MOVED HIM TO A, A, ACTUALLY, BECAUSE OF THE SITUATION, WE WERE IN, AND OUR LIMITATION, WE MOVED HIM TO A HOUSING, RESIDENTIAL HOUSING IN ANOTHER COUNTY. WE USED OUR CONNECTION AND IS TRADED SOME STUFF. AND, AND SPENT A GREAT DEAL OF THE MONEY HOUSING HIM THERE, AND AT THE SAME TIME, MARY LEE AND FOLKS WERE WORKING ON HOW DO WE FIND A DIFFERENT HOUSING UNIT FOR THE MOTHER? GETTING HER ON THE LIST TO BE ABLE TO MOVE.

>> SO WE WORKED WITH HOME FORWARD, AND IT'S INTERESTING, I WILL SAY, JUST AS AN ASIDE, THE LARGEST EXPENSE WE'RE SPENDING RIGHT NOW OUT OF OUR CONTRACTED PROVIDERS, SO, NOT NECESSARILY INSIDE OF DCJ, IS FOR HOUSING RELATED ISSUES FOR THESE 50 FAMILIES. THIS WOMAN, IT WAS IN PUBLIC HOUSING, SO WE WORKED TO ADVOCATE WITH THE HOME FORWARD TO BE ABLE TO GET HER MOVED OUT OF HER CURRENT PUBLIC HOUSING SITUATION INTO ANOTHER ONE, WHICH IS A LITTLE DIFFERENT THAN HAVING A SECTION 8 VOUCHER, SO IT WAS A LOT OF ADVOCACY, AND THERE WAS A HUGE LEARNING CURVE FOR THE SUPERVISOR AND THE, THE JUVENILE COURT COUNSELING STAFF BECAUSE THEY HAD NEVER HAD THESE KIND OF INTERACTIONS WITH HOME FORWARD, WHICH IS SOMETHING THAT MY STAFF HAS A LOT OF INTERACTION WITH, SO, THERE WAS A LOT OF LEARNING ALL AROUND ABOUT, ABOUT, ACTUALLY, THESE TWO RESOURCES COULD BE BROUGHT TO BEAR TO HELP THIS FAMILY GET THE HELP THAT THEY WOULD NEED BECAUSE ANY ONE OF US, DCJ WOULD HAVE BEEN ABLE TO HELP THE CHILD, BUT THE MOM WAS STILL IN THE HOUSING WITH THE SIBS. WE WOULD HAVE COME ACROSS THE MOTHER, POTENTIALLY, IN OUR HOMELESS FAMILIES' PROGRAM, HAD NOTHING TO DO WITH THE CHILD WHO NEEDED TO LEAVE BECAUSE OF DANGER ISSUES, AND SO BY PUTTING THOSE TWO THINGS TOGETHER, WE DID MUCH BETTER SERVICE FOR THIS FAMILY THAN EITHER ONE OF US WOULD HAVE DONE

SOLEY, AND THE COMMUNITY-BASED PROVIDER IS CONTINUING TO WORK WITH THAT FAMILY IN THEIR LOCATION WITH THE CHILD BACK REUNIFIED FROM WHERE HE WAS ABOUT SAFETY TO LOOK AT THE ISSUES THAT WERE SURROUNDING HIS INVOLVEMENT WITH THE GANGS, AND GOING BACK TO SCHOOL, AND KEEPING THE YOUNGER KID IN SCHOOL, AND THE MOM GETTING INCOME, YOU KNOW, ALL THOSE THINGS THAT, THAT ANY OF US LOOK AT AND ARE CONCERNED WITH.

>> IS IT OUR STAFF, OR YOUR STAFF? WHO DOES THE WORKING WITH THE --

>> WITH THE FAMILY?

>> YES.

>> THERE IS A JUVENILE COURT COUNCILOR WHO IS ASSIGNED BECAUSE OF THE YOUNG PERSON WHO IS ON SUPERVISION, AND THEN THERE IS A CARE MANAGER THAT IS A CONTRACT STAFF PERSON AT OUR CONTRACTED AGENCIES THAT COMES THROUGH COUNTY HUMAN SERVICES, AND TOGETHER, THEY ARE WORKING WITH THE FAMILY IN TAN DENZEL. SO, THE CONCEPT IS THAT EVERY FAMILY WHO IS REFERRED INTO THE PROGRAM, GETS ASSIGNED TO A TEAM, AND THIS -- COMMISSIONER SHIPRACK, YOU WERE TALKING ABOUT THE HOMELESS, THIS IS A CONCEPT THAT HAS COME OUT OF THE YOUTH CONTINUUM WHICH SAYS, ONE PERSON CAN'T BE ALL, END ALL GIVEN THE COMPLEXITY, AND EVERYBODY DOES WHAT THEIR, THEY ARE BEST AT. THE JUVENILE COURT COUNCILOR, AND THE COMMUNITY-BASED CARE MANAGER DOES THEIR PIECE, AND EVENTUALLY, THE PLAN IS TO HAVE, HAVE A COMMUNITY VOLUNTEERS WHO THERE AS A MEN TO, FIGURE INTO THE SITUATION, AND THAT TEAM, EVERYBODY IS ASSIGNED TO A TEAM, AND THAT TEAM IS RESPONSIBLE FOR PUTTING WHATEVER THAT FAMILY NEEDS AROUND THEM AND WORKING WITH THEM OVER THE LONG-TERM, PAST THE CONDITIONS OF THE SUPERVISION. GENERALLY, YOUNG PEOPLE ARE ON SUPERVISION FOR 18 TO 24 MONTHS. WE ANTICIPATE TO BE WORKING WITH THESE FAMILIES MUCH LONGER BECAUSE THEIR ISSUES ARE NOT GOING TO BE ADDRESSED FULLY IF THEY ARE AROUND HOUSING, INCOME, AND EMPLOYMENT, EDUCATION, AND HEALTH CARE, AND THOSE ARE ALL GOING TO BE ADDRESSED IN THE FIRST, YOU KNOW, 18 TO 24 MONTHS THAT SOMEONE IS ON SUPERVISION.

>> DOES THAT ANSWER THE QUESTION?

>> THANK YOU.

>> Comm. Shiprack: IT SEEMS LIKE WHAT WE'RE TALKING ABOUT HERE IS LIKE A TREE THAT HAS SO MANY BRANCHES AND, AND IT -- I JUST WANT TO, TO GO BACK TO, TO THE, THE EXAMPLE, SCOTT, THAT YOU GAVE, SO WHAT HAPPENED TO THE SOURCE OF ALL THESE INCREDIBLE AND ESCALATING

THREATS OF VIOLENCE, WHICH RESULTED IN THIS WHOLE FLURRY OF, OF EXPENSIVE TIME CONSUMING, PRECARIOUS -- I MEAN, IT'S A VERY SCARY, I WOULD THINK, TO BE THE, ON THE OTHER SIDE OF THREATS LIKE THAT. SO, WHERE'S THE PERPETRATOR OF THE THREATS?

>> WITHOUT, WITHOUT GOING TOO DEEP, THE END OF THE STORY IS THAT WITH EVERYBODY COOPERATING, PROVIDING THE SUPPORT AND WORKING WITH IT, WE WERE ABLE TO ASSIST THE, THE POLICE IN THEIR INVESTIGATION AND, AND, AND REMOVE THOSE PARTICULAR PERPETRATORS. SO, BUT THIS IS GANG TIME. SO, JUST ONE OR TWO PEOPLE -- THERE IS A VARIETY OF COMMUNICATION THAT GOES ON AND, AND BUT, WE THINK THAT IN THAT PARTICULAR CASE, AS MARY LEE SAID, IT WAS A GREAT LEARNING EXAMPLE, A CRISIS LEARNING MOMENT TRYING TO WORK THROUGH, BUT IT GAVE US SOME FOUNDATION, SO THE NEXT TIME AND THE NEXT TIME IT MAY NOT BE AS DRAMATIC. WHAT WE'RE TRYING TO DO IS DEAL WITH THE MICRO-ISSUES AND AGGRESSIONS THAT HAPPENED THAT DON'T RISE TO EVERYBODY SEA ATTENTION, BUT WE BEGIN -- WE BECOME MORE SENSITIVE TO IT, AND MAYBE WE OUGHT TO DO THIS OR THAT. WE HAVE HAD SOME FOLKS DOWN AT THE HOSPITAL, AND WE HAVE DIFFERENT TYPES OF TEAMS SHOW UP WHEN SOMEBODY GETS SHOT, SO IT'S NOT -- JUST ABOUT WHO DID THE SHOOTING, BUT TO DEVELOP A DIFFERENT RELATIONSHIP SO WE ARE MORE EFFECTIVE AT, ALSO, GOING BACK UP THE CHAIN TO FIGURE OUT HOW THIS -- HOW AND WHO WAS.

>> OK.

>> Comm. Shiprack: I AM NOT ASKING MY QUESTION TO MINIMIZE THE IMPACT OF ALL OF THE WORK THAT YOU DO WITH -- IN ALL THOSE BRANCHES, BUT IF WE GET DOWN HERE AND CHOPPED THIS TREE DOWN AT THE ROOTS, YOU KNOW.

>> I APPRECIATE THE QUESTION BECAUSE WHAT IT SHOWS IS THIS ISSUE OF, IF WE ARE NOT IN BALANCE BETWEEN OUR SUPPRESSION INVESTMENTS AND ACTIVITIES, OUR INTERVENTION AND PREVENTION, WE ARE NOT GOING TO BE EFFECTIVE, SO IN THIS CASE, WE'RE ON THE INTERVENTION, PREVENTION SIDE, IF WE HAD NOT BEEN TRYING TO ADDRESS THE SUPPRESSION ISSUES, IS -- I HEAR YOUR QUESTION, WE WOULD NOT HAVE BEEN -- IT'S NO MORE IMBALANCED TO HAVE AN EMPHASIS ON PREVENTION AND FORGET ABOUT SUPPRESSION THAN ON EXPRESSION AND FORGET ABOUT PREVENTION, RIGHT?

>> RIGHT.

>> AND I WANTED TO ADD, SIMULTANEOUSLY IN THIS CASE, THAT THE MANAGER WAS TALKING WITH THE DETECTIVES ABOUT WHAT WAS GOING ON IN EAST COUNTY, SO I THINK THAT, YOU KNOW, AND SO IT BROUGHT UP SOME

GAPS IN THAT RELATIONSHIP THAT WE WERE ABLE TO ADDRESS, AND WORK THROUGH. SO, I THINK THAT, THAT AS SCOTT SAYS, THIS IS REALLY ONGOING, AND CONTINUOUS, AND I WANT TO SAY JUST ON THE GROUND LEVEL HOW THIS WORKS, SO IT'S FUNNY THAT WE'RE TALKING ABOUT THIS EXAMPLE BECAUSE JUST YESTERDAY, I WAS AT THE STAFFING SESSION, AND WE DID A 60-DAY REVIEW OF THIS CASE. THE CARE MANAGER WAS THERE AND THE JCC WAS THERE, AND THE RELIEF -- IT WAS ALMOST AS IF THEY WERE RUNNING A MARATHON, BUT THE MOTHER WAS ABLE TO REALIZE HOUSING, AND THEY WERE ABLE TO CONTINUE TO MOVE THIS FORWARD AND THE FAMILY FORWARD, AND THE OTHER SIBLING IN THE HOUSE FORWARD. IT WAS A REALLY GOOD TIME TO CELEBRATE THAT AT THE TABLE. THE OTHER PIECE OF THAT IS, WITH COLLABORATION AND WITH THE CHAI PROGRAM, THERE COMES THIS ACCOUNTABILITY PIECE SO WE ARE FOCUSING ON THE 30-KAY -- 30-DAY REVIEWS AND 60 AND 90-DAY REVIEWERS. THAT IS A KITCHEN TABLE DISCUSSION WITH THE FAMILY TO SAY, HOW IS THIS GOING FOR YOU? HOW ARE WE WORKING WITH YOU, AND WHAT IS YOUR FEEDBACK FOR US TO IMPROVE OUR SERVICES WORKING WITH YOU? AND SO, WE REALLY WANT TO MAKE SURE THAT THE FAMILY VOICE IS THERE, AND WE REALLY WANT TO MAKE SURE THAT PEOPLE ARE FOLLOWING FLEW AND WORKING WITH EACH OTHER, AND THAT WE'RE ABLE TO BE TRANSPARENT ABOUT THAT.

>> AND I THINK THE LAST THING IS FOR US, IN THIS MODEL, WE'RE BREAKING DOWN INTERESTING, ALSO, CULTURAL BIAS ABOUT US. SO THE ABILITY TO WORK WITH FAMILIES, THE ABILITY TO HAVE A COMMUNICATION THAT WE DEVELOP A TRUST RELATIONSHIP THAT THEY CAN, ACTUALLY, ENGAGE WITH US, THAT WE ARE NOT JUST, JUST ON THE OTHER SIDE OF THE WALL IS, PROBABLY, WILL PAY OFF LARGER THAN MOST ANYTHING ELSE THAT WE'RE DOING, AND ON THE SUPPRESSION PIECE, I JUST SAY ONE OF THE ISSUES WE'RE FACING IN MULTNOMAH COUNTY NOW IS A VARIETY OF TEN YEAR AGO GANG MEMBERS THAT WERE SENT AWAY COMING BACK. SO, THAT'S AN EXAMPLE TO US, THIS DOES NOT JUST, JUST -- WE CANNOT FIGURE OUT HOW TO, TO SEAL IT UP. IT JUST KEEPS -- WE HAVE TO, TO DEAL, DEAL WITH THE GROUND THAT ALLOWS IT TO HAPPEN.

>> WITH THE EXAMPLE THAT YOU USED, HOW DO YOU PREVENT OTHERS IN THAT GANG FROM VIOLATING THAT FAMILY THAT YOU MOVED TO A NEW COUNTY? NETWORKING IS HUGE, AND PEOPLE TALK. IT'S AMAZING THAT THEY HAVEN'T FOUND OUT WHERE THEY WORKED IN THE PAST 60 DAYS, SO I APPLAUD YOUR EFFORTS. BUT, I AM CONCERNED IT DOES NOT STOP WITH ONE PERSON.

>> RIGHT, SO THE QUESTION -- I WILL JUST SPEND A MOMENT ON THIS, SO IN THIS CASE WE MOVED THROUGH ONE YOUTH OUT, THE FAMILY REMAINS IN THE, IN THIS COMMUNITY. SO, WE CAN STAY FOCUSED ON THEM. AND WE BRING THE YOUTH BACK. WE WILL HAVE SITUATIONS WHERE THE FAMILY

MOVES, AND THE BEST THAT WE CAN DO IS HOPE THAT WE DEVELOPED A MODEL, YOU KNOW, WE ALL SHARE WITH OUR NEIGHBORING COUNTIES, BUT I CAN'T, YOU KNOW.

>> Comm. Smith: I AM CONCERNED ABOUT THE FAMILY AND THE MOTHER AND YOUNGER SIBLINGS. IF THEY ARE IN THIS COMMUNITY, THE QUESTION IS, HOW DO YOU PREVENT OTHER FOLKS IN THE GANG WHO MAY NOT KNOW THAT THIS FAMILY IS SEPARATED FROM THAT OLDER KID FROM BEING VIOLATED.

>> IF I HAD THAT -- OUR HOPE IS THAT WE CREATE -- AND I THINK PART OF THE GOAL OF CHAI, IS TO CREATE A DIFFERENT FRAME IN THE COMMUNITY. CREATE A DIFFERENTLY RELATIONSHIP SO THAT WHEN THE BEGINNINGS OF THOSE CONTACTS AND EVENTS HAPPEN, WE GET BROUGHT INTO THE PICTURE TO HELP INTERVENE. RIGHT NOW, WE FREQUENTLY ARE BROUGHT IN AFTER IT'S ALL -- THE MORE THE COMMUNITY TRUSTS US, THE MORE ENGAGEMENT HAPPENS, AND THEN PEOPLE START TALKING ABOUT WE'RE A POSITIVE FORCE, AND THAT BEGINS TO CHANGE OUR OPPORTUNITY TO INTERVENE EARLIER. I DON'T KNOW.

>> WITH THE CARE MANAGER WORKING WITH THE JUVENILE COURT COUNCILOR, TOO, IN THIS CASE, THEY GET ANOTHER -- THEY HAVE A DIFFERENT DYNAMIC AND RELATIONSHIP WITH THE FAMILY, SO THE YOUTH MIGHT COME INTO AN OFFICE AND TELL THE JUVENILE COURT COUNCILOR ONE THING, BUT THE CARE MANAGER IS ACCESSING OTHER INFORMATION BECAUSE OF THEIR RELATIONSHIP. THAT'S ANOTHER AREA THAT WE CAN DO PREVENTION BECAUSE WE CAN SAY, WHO ARE THE PEOPLE, PLACES AND THINGS OF THIS YOUTH? AND BEGIN TO INTERVENE ON THAT LEVEL. AND THE OTHER THING THAT WE'RE ABLE TO DO IS LOOK AT THE TRENDS. SO IF WE KNOW IT WAS THIS GANG SET THAT WAS RESPONSIBLE FOR THIS -- FOR THESE THREATS, OR WAS COMING AROUND THE HOUSE, THEN WE CAN WORK WITH OUR CRIMINAL JUSTICES PARTNERS IN EAST COUNTY AND PORTLAND AT ROLL CALLS, AT COORDINATION MEETINGS. AT THE MEETING THAT MEETS REGULARLY, AND TALK ABOUT WHAT THE RIFF IS IN THE COMMUNITY AND STRATEGIES FOR ADDRESSING IT.

>> Comm. Smith: I THINK MY CONCERN IS PUTTING THEM BACK IN THE SAME COMMUNITY WHERE PEOPLE ARE GOING TO FIND OUT IF THEY ARE. IF THEY ARE NOT MOVED OUT, THEY ARE GOING TO BE JUST AS, AT RISK AS THEY WERE WHEN THEY WERE PLACED IN THEIR ORIGINAL HOME.

>> YES, YES. COMMISSIONERS, I WILL COME UP, MAYBE, OUT OF THE, OF THE ONE EXAMPLE, BUT THE ANSWER TO YOUR QUESTION IS, WE CANNOT ASSURE THE SAFETY OF THAT FAMILY. THIS IS, I THINK, ACTUALLY PART OF OUR JOB AND, YOU KNOW, IN TERMS OF OUR ROLE AS THE COUNTY. WE CANNOT REMOVE EVERY FAMILY THAT'S IMPACTED OR INVOLVED WITH

GANGS UP OUT OF THEIR COMMUNITY, AND PUT THEM SOME PLACE ELSE, WHICH WOULD ASSURE THEIR SAFETY FAR ENOUGH AWAY, BECAUSE IT'S NOT REASONABLE AND IT'S NOT WHAT PEOPLE WANT TO DO, AND WE ALL KNOW THE GANG IS SERVING A ROLE. IT MAY NOT ALWAYS BE A POSITIVE ROLE, INC. BUT THE GANG IS SERVING A ROLE IN THAT CHILD'S LIFE, IN THE FAMILY'S LIFE. AND SO, WE HAVE GOT TO LOOK AT WHAT WE, NOT EVEN THE COUNTY, BUT AS A COMMUNITY, AND I KNOW YOU KNOW THIS, BUT SAYING IT, SINCE YOU GAVE ME THE DOOR.

>> Comm. Smith: I FEEL THE SAME WAY, WE KEEP MOVING FOLKS.

>> WE HAVE GOT TO REPAIR THAT COMMUNITY AND OFFER ALTERNATIVES, AND NOT JUST -- NOT COUNTY SERVICES BUT WE, AS A COMMUNITY, MUST OFFER AN ALTERNATIVE THAT IS AT LEAST AS GOOD, IF NOT BETTER, THAN WHAT THE GANG IS OFFERING. IN TERMS OF THE PROBLEM SOLVING, THE WHATEVER IT IS. I DON'T WANT TO CATEGORIZE THAT. UNTIL WE CAN DO THAT, WE CANNOT ASSURE PEOPLE, AND WE CANNOT MOVE PEOPLE OUTSIDE OF, OF THEIR COMMUNITIES TO SOLVE THIS PROBLEM. SO, YOU KNOW, YOU ARE HITTING THE NAIL ON THE HEAD HERE, WHICH IS THERE IS NOT A WAY TO ENSURE THE SAFETY OF THIS FAMILY. THERE IS NOT A WAY TO ENSURE THE SAFETY OF THE OTHER 50 FAMILIES THAT WE'RE WORKING WITH ON THIS. WHAT WE CAN DO IS ONE FAMILY AT A TIME, AND AGAIN, THIS IS THE CHAI MODEL OF REPLACING SOME OF WHAT THEY HAVE SERVED WITH SOMETHING MORE POSITIVE, AND SUPPORTING THE COMMUNITY TO REKNIT THE FABRIC OF THE COMMUNITY THAT WOULD HOLD THOSE THINGS TOGETHER IN A BETTER WAY. JUST AS ANOTHER ASIDE, SOME OF THE BEST PRACTICES THAT WE HAVE LOOKED AT ON THIS MODEL IS SOMETHING THAT'S CALLED THE MORAL VOICE. A MORAL AUTHORITY. I DON'T MEAN THAT IN A RELIGIOUS SENSE AT ALL. BUT, THERE IS A GROWING BODY OF RESEARCH THAT SAYS ONE OF THE MOST IMPORTANT THINGS THAT WE CAN DO TO BE EFFECTIVE AND HAVE OUR INVESTMENTS GIVE US A RETURN ON THEM, IS TO HAVE SOME, SOME CRITICAL MAT IN THE COMMUNITY SAY THIS IS NOT WHAT WE DO AS A COMMUNITY. THIS IS NOT WHO WE ARE. THIS IS NOT HOW WE ACT. THIS IS NOT HOW WE TREAT PEOPLE. WE DO THIS DIFFERENTLY. AND AS THAT MORAL VOICE OR MORAL AUTHORITY CONTINUES TO GET LOUDER AND LOUDER, YOU START TO SEE THE REPAIR, AND IT IS POSSIBLE FOR PEOPLE TO, TO MAKE CHANGES IN THEIR LIVES, STAY IN THE COMMUNITY, AND NOT BE VICTIMIZED FURTHER BECAUSE OF THAT.

>> I THINK SIMULTANEOUSLY WITH WHAT'S HAPPENING WITH THE MEETINGS THAT THE CITY HAS STARTED REGULARLY EVERY MONTH, THAT MOMENT IS HAPPENING. WE STARTED DOING THAT IN MULTNOMAH COUNTY WITH, WITH TRYING TO GET THE COMMUNITY TOGETHER TO BE THAT VOICE, AND WE'RE GOING TO CONTINUE WORK TO FIGURE OUT HOW FAMILIES CAN ADVOCATE FOR THEIR NEEDS IN THE COMMUNITY, AS WELL. SO, WE'RE ALSO INVESTING TIME INTO THAT, AS WELL.

>> Comm. Smith: THE ISSUE, IS THAT I DON'T WANT US TO GIVE THESE FAMILIES A FALSE SENSE OF SAFETY THAT THEY ARE GOING TO BE OK, AND THEN, YOU KNOW, IT COMES BACK TO US AGAIN.

>> AND THIS WAS A LEARNING SITUATION FOR US WITH THIS CASE. I THINK THAT THE STRENGTH OF HAVING US ALL AT THE TABLE DOING REVIEWS AND STAFFING CASE, THAT WE CAN TALK ABOUT WHAT ARE SOME OTHER APPROACHES AND BRING THESE ISSUES AND BE TRANSLUCENT ABOUT THAT.

>> Comm. McKeel: ONE MORE TIME. I JUST WANT TO SAY THANK YOU FOR ALL OF YOUR WORK. MY QUESTION WAS NEVER MEANT TO SUGGEST THAT YOU ARE NOT OUT IN EAST COUNTY BECAUSE I KNOW THAT YOU ARE. I SEE YOU OUT THERE. SOMETIMES FOR MY CLARIFICATION, ABOUT HOW, HOW WE CAN HELP IN THAT COLLABORATION, MYSELF AND OUR OFFICE, CAN HELP WITH THOSE -- WITH THAT OUTREACH, I KNOW THAT MY QUESTION AROUND THE DATA AND, AND THE PORTLAND POLICE DEPARTMENT HAVING THE DATA, I KNOW THAT THROUGH [INAUDIBLE] I WAS ABLE TO GET DATA FOR THE GRESHAM POLICE CHIEF AROUND GANG ACTIVITY WHERE IT IS AND SO, THERE ARE THOSE, THOSE SORTS OF RESOURCES THAT, YOU KNOW, THAT WE CAN CERTAINLY HELP WITH, TOO, BUT, AND I LOOK AT WHAT YOU ARE TALKING ABOUT, YOU KNOW, AGAIN, I GO BACK TO THE ROSEWOOD MODEL AND THAT'S WHAT THEY ARE DOING, REBUILDING THE COMMUNITY AND BRINGING BACK THE PRIDE TO THAT AREA, AND THAT MAKES A DIFFERENCE WHEN YOU ARE DEALING WITH ALL OF THESE ISSUES. SO, THANK YOU. THANKS.

>> I WANT TO SAY THAT I REACHED OUT TO LIEUTENANT MIKE OUT IN EAST COUNTY FOR -- JUST TO SET UP A MEETING WITH THEIR COMMAND STAFF AND OUR MANAGERS FROM DCJ WHO WORK IN THAT AREA TO TALK ABOUT HOW ARE WE COLLABORATING AND HOW CAN WE STRENGTHEN THAT. I JUST SAW HIM LAST FLIGHT, AND WE TOUCHED BASE AGAIN, AND THAT MEETING WILL BE SCHEDULED, AND WE DID HAVE A MEETING WITH THE NORTH PRECINCT WHERE WE TALKED ABOUT THIS IS WHAT WE DO AND WHAT DO YOU HAVE QUESTIONS ABOUT AND HOW CAN WE STRENGTHEN THE COLLABORATION, AND WE WANT TO DO THAT IN EAST COUNTY.

>> GREAT, THANKS.

>> ANY OTHER QUESTIONS OR COMMENTS? THANKS FOR BEING SO RESPONSIVE TO THE QUESTIONS THAT WERE RAISED EARLIER.

>> THANK YOU.

>> KAREN?



>> SO JUST QUICKLY, WHAT'S COMING, WE ONLY HAVE TWO WEEKS LEFT BEFORE WE ADOPT. NEXT WEEK, YOU WILL HEAR FROM GENERAL GOVERNMENT, AND WE WILL ALSO BE COVERING THE FINANCIAL POLICIES, THE DEPARTMENT AMENDMENTS AND, AND ANYTHING THAT THE BOARD HAS PROPOSED UP TO THAT POINT. WE HAVE OUR LAST PUBLIC HEARING, ALSO, AND THEN THE FOLLOWING WEEK AFTER MEMORIAL DAY, WE HAVE A, A -- A BUDGETS WORK SESSION, AGAIN, TO GO OVER ANY AMENDMENTS AND BUDGET NOTES. WE HAVE THE TSCC HEARING ON THE 30th AND ADOPT ON THE 31st, SO WE'RE ALMOST THERE.

Chair Cogen: OK, SO OUR BOARD MEETING IS STARTING AT 11:00. IT'S NOW 10:45, SO WHY DON'T WE BREAK FOR 15 MINUTES SO WE CAN GET BACK HERE AT 11:00 AND HAVE THE BOARD MEETING. OUR WORK SESSION IS OVER. THANK YOU.

### **ADJOURNMENT**

The meeting was adjourned at 10:45 a.m.

This transcript was prepared by LNS Captioning and edited by the Board Clerk's office. For access to the video and/or board packet materials, please view at:

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Submitted by:

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Board of County Commissioners  
Multnomah County