

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, June 5, 2018**

**BOARD BRIEFING**

Chair Deborah Kafoury called the meeting to order at 10:08 a.m. with Vice-Chair Lori Stegmann present. Commissioner Loretta Smith arrived at 10:12 a.m. and Commissioners Sharon Meieran arrived at 10:58 a.m. Commissioner Jessica Vega Pederson was excused.

Also attending were Jenny M. Madkour, County Attorney, and Marina Baker, Board Clerk. And Taja Nelson Assistant Board Clerk.

Chair Kafoury: GOOD MORNING, EVERYONE. WE'RE GOING TO GET STARTED HERE. I KNOW WE'RE MISSING A COUPLE FOLKS BUT I DON'T KNOW WHEN THEY ARE GOING TO SHOW UP AND THE REST OF OUR TIME IS VALUABLE THIS MORNING. WITH WELCOME TO MULTNOMAH COUNTY. WE HAVE A COUPLE OF BOARD BRIEFINGS THIS MORNING. WE'RE GOING TO KICK IT OFF WITH A BOARD BRIEFING ABOUT SOLAR FOR AFFORDABLE HOUSING. THANK YOU.

**B.1 Informational Board Briefing on Roadmap to Solar for Affordable Housing.**

John Wasiutynski: GOOD MORNING, CHAIR, COMMISSIONER. I'M JOHN WASIUTYNSKI WAS, DIRECTOR OF SUSTAINABILITY AT MULTNOMAH COUNTY. I'M PLEASED TO BE HERE WITH A BUNCH OF PARTNERS TO TALK ABOUT A REPORT THAT WE CALL ROAD MAP TO SOLAR FOR AFFORDABLE HOUSING. WE'RE GOING TO GIVE A LITTLE BIT OF BACKGROUND ABOUT THE REPORT. WE'RE GOING TO TALK ABOUT THE REPORT FINDINGS, HAVE PARTNERS TALK ABOUT EXCITING DEVELOPMENT WITHIN THE WORLD OF SOLAR FOR AFFORDABLE HOUSING THEN WRAP UP WITH SOME RECOMMENDATIONS AND ONGOING POLICY DEVELOPMENT FROM THE REPORT. SO IF WE LOOKED AT ALL THE AFFORDABLE BUILDINGS IN MULTNOMAH COUNTY HOW MUCH SUN HITS THOSE ROOFTOPS AND HOW MUCH SOLAR CENTER CAN WE PRODUCE. THAT'S WHAT GOT US ON THIS JOURNEY. REALLY THE DRIVERS FOR US ARE THE FACT THAT WE HAVE THESE GOALS AND OUR CLIMATE ACTION PLAN TO REDUCE GREENHOUSE GAS, PRODUCE ENERGY LOCALLY WITH LAST YEAR'S ADOPTION OF THE 100 BY 2050 RESOLUTION. WE HAVE GOALS OF TRYING TO GET OWNERSHIP OF RESOURCES TO COMMUNITY HANDS AND A STRONG FOCUS ON ENVIRONMENTAL JUSTICE THAT WE'LL GET INTO IN THE REPORT. THE OTHER COOL THING ABOUT THIS PROJECT IS THAT WE DIDN'T DO IT OURSELVES. WE DID IT THROUGH PARTNERSHIPS. PLEASED TO HAVE MY COLLEAGUE MARY HERE FROM PSU ISS TO TALK ABOUT THAT PROJECT.

Mary Vance: THANKS SO MUCH. I'M MARY VANCE. I MANAGE THE SUMMER IN AMERICAS PROGRAM FOR THE INSTITUTE FOR SUSTAINABLE SOLUTIONS AT PORTLAND STATE UNIVERSITY WHERE I'M ALSO A CAREER COUNCILOR. I HAVE BEEN ASKED TO GIVE YOU SOME QUICK BACKGROUND AND HUMIDITY THE PARTNERSHIP FROM ISS AND MULTNOMAH COUNTY. IT MANAGES PSU'S COMMITMENT TO SUSTAINABILITY RESEARCH AND LEARNING, PASSION AND EXPERTISE OF FACULTY AND STUDENTS WITH THE EXPERIENCE AND NEEDS OF COMMUNITY GROUPS, GOVERNMENT AGENCIES AND BUSINESSES TO CREATE HEALTHY NEIGHBORHOODS AND SUSTAINABLE HOUSING AND TRANSPORTATION. ISS BELIEVES THE GREAT OF IMPACT IS WHEN SOLUTIONS ARE CO-CREATED BY STAKEHOLDERS, EXPERTS AND RESOURCE PROVIDERS. ONE TOOL IS FUNDING INTERNSHIPS THROUGH PROGRAMS SUCH AS THE SUMMER IMMERSION INTERNSHIP PROGRAM. LAUNCHED LAST SUMMER THE SUMMER IMMERSION PROGRAM FUNDS TALENTED PSU GRADUATE STUDENTS TO WORK FULL-TIME ON SELECTED CLIMATE FOCUSED PROJECTS.

FIRST THE PROJECT ADDRESSES ONE OR MORE THEMES FROM THE CLIMATE ACTION PLAN. SECOND, THE PROJECT BUILDS EASES AND IMPACT OF THE HOST ORGANIZATION. THIRD PROVIDES SUBSTANTIVE LEARNING EXPERIENCE FOR THE STUDENT AND FOURTH DEMONSTRATES SUBSTANTIVE IMPACT ON UNDER REPRESENTED PEOPLE. TO PLACE CREDIT WHERE DUE THE INTERNSHIP PROGRAM EVOLVED OUT OF THE COLLABORATIVE INTERNSHIP PROGRAM WHERE TIM LYNCH WAS STILL IN ENSURING ONE OF THE CRITERIA WAS IMPACT ON COMMUNITIES. THE NEW INTERN WILL BEGIN ON JUNE 25TH WORKING ON THE PROJECT ENERGY RESILIENT MULTNOMAH COUNTY WHICH WILL CONTINUE THE MOMENTUM TOWARD ONSITE SOLAR GENERATION AND STORAGE FOR COUNTY PROPERTIES. IN ADDITION TO THESE INITIATIVES ISS HAS COLLABORATED WITH THE COUNTY ON PROJECTS TO ADDRESS HOUSING AFFORDABILITY AND AIR QUALITY THROUGH THE SMALL BACKYARD HOMES PROJECT WE CONTINUE TO COLLABORATE WITH THE COUNTY TO DEVELOP ADUS, STRIVING TO HELP ALLEVIATE THE AFFORDABLE HOUSING CRISIS. STUDENTS DID ANALYSES TO SUPPORT THE PROJECT, A PLACE FOR YOU. IN EFFORTS TO ADDRESS AIR POLLUTION WE HAVE BENEFITED FROM THE COUNTY SUPPORT FROM THE BREATHE PROJECT WHY THE PS WHERE THE COUNTY CONTRIBUTED 30,000 FOR EQUIPMENT TO MEASURE LEVELS OF AIR TOXINS IN SIX PORTLAND NEIGHBORHOODS. IS LEVERAGED THESE FUNDS TO SECURE \$250,000 FROM MEYER MEMORIAL TRUST TO FURTHER SUPPORT THE BREATHE OREGON PROJECT. WE ALSO HAVE TWO INTERNS. TO DATE WE HAVE MEASURED IN THE AREAS OF FOUR NEIGHBORHOODS SELECTED IN COORDINATION WITH THE HEALTH DEPARTMENT AND SUSTAINABILITY OFFICE. MOST RECENTLY WE HAVE ASSEMBLED A TEAM TO PROPOSED AIR QUALITY STANDARD WORK AND ENGAGE THE COMMUNITY.

Mary Vance: ISS IS CURRENTLY IN THE PRELIMINARY DESIGN STAGES AND WILL SUBMIT THE PROPOSAL TO THE NATIONAL INSTITUTES OF HEALTH IN

OCTOBER. EACH OF THESE PROJECTS PROVIDE MODELS OF COMMUNITY INVOLVEMENT IN WHICH COLLABORATION IS NOT JUST HELPFUL IT'S ESSENTIAL. THE SOLARIZING PROJECT IN PARTICULAR EXEMPLIFIES WHAT WE ARE TRYING TO ACHIEVE BY ESTABLISHING AN ONGOING RELATIONSHIP BETWEEN OUR INSTITUTIONS. WE ARE EXTREMELY GRATEFUL FOR 24 PARTNERSHIP AND ARE CONTINUALLY IMPRESSED WITH THE EXPERTISE, CREATIVITY AND COMMITMENT OF COUNTY STAFF, PARTICULARLY YOUR TEAM AT THE OFFICE OF SUSTAINABILITY. WE BELIEVE WE HAVE -- [AUDIO NOT UNDERSTANDABLE] PAYING ME IN CHOCOLATE. WE BELIEVE WE HAVE ESTABLISHED AN INSTITUTIONAL RELATIONSHIP IN WHICH COLLABORATION CAN READILY FLOW. FOR WE LOOK FORWARD TOCK MAINTAINING, NURTURING AND FURTHERING THIS SUCCESSFUL PARTNERSHIP. THANK YOU.

John Wasiutynski: WITH THAT I'LL TURN IT OVER TO SOME COLLEAGUES.

Tim Lynch: GOOD MORNING, CHAIR, COMMISSIONERS. THANKS FOR THE OPPORTUNITY TO BE HERE TODAY. I'M TIM LYNCH WITH THE OFFICE OF SUSTAINABILITY. WITH ME IS COURT MY SIMS, OUR FORMER WITH ISS, NOW A PROFESSIONAL PLANNER, OF EVAN RAMSEY AND LIZZY ROBEDO. I'LL LETT THEM SAY THEIR PIECE. THEY ARE THE EXPERTS SO I'LL TRY TO GET OUT OF THE WAY. SETTING THE STAGE, JOHN MENTIONED ENERGY IS AN ENVIRONMENTAL JUSTICE ISSUE. ENERGY POVERTY IS REAL IN MULTNOMAH COUNTY. WHEN WE EMBARKED ON THIS ANALYSIS WE LOOKED TO SEE WHERE DIFFERENT FOLKS WERE LIVING, WHAT HOUSING TYPE. IF YOU'RE LOWER INCOME YOU'RE MORE LIKELY TO LIVE IN A RENTAL, IN MULTIFAMILY AND THERE'S CHALLENGES GETTING SOLAR ENERGY TO MULTIFAMILY RESIDENTS THAT WE'LL TALK ABOUT. THE GRAPH ON THE BOTTOM SHOWS WHILE IT'S SPLIT BETWEEN OWNER OCCUPIED STAFF ON THE LEFT AND RENTER OCCUPIED ON THE RIGHT, THE MORE WEALTH YOU HAVE THE MORE ENERGY YOU USE BUT ALSO THE AMOUNT OF YOUR BUDGET THAT GOES TOWARDS ENERGY IS SIGNIFICANTLY LESS. FOLKS BELOW 30% OF MEDIAN FAMILY INCOME CAN SPEND UPWARDS OF 17% OF THEIR FAMILY BUDGET TOWARDS ENERGY NEEDS. THAT'S A QUESTION WHETHER YOU'RE PAYING RENT, BUYING FOOD OR PAYING YOUR ENERGY BILLS. THAT'S NOT AN OKAY CHOICE FOR US. I'M GOING TO TURN IT OVER TO COURTNEY.

Courtney Simms: WE LOOKED AT THE NUMBER OF SOLAR PROJECTS THAT HAVE ALREADY BEEN INSTALLED IN PORTLAND. AS YOU DIVIDE IT UP BY CIP CODE AND THE MEDIAN HOUSEHOLD INCOME FOR THE CIP CODE THERE'S A HIGHER DENSITY OF SOLAR PRODUCTS IN CIP CODES THAT HAVE A HIGHER INCOME, WHICH IS NOT SURPRISING. THERE'S HIGHER TAX LIABILITY, THEY HAVE THE ABILITY TO PUT THE MONEY FORWARD TO INSTALL SOLAR PROJECTS. WE REALLY WANTED TO TAP INTO THE CIP CODES AND AREAS WHERE THESE HOUSEHOLDS MAYBE HAD A LOWER MEDIAN HOUSEHOLD INCOME AND SEE WHERE THE BARRIERS AND CHALLENGES WERE TO HAVING THESE HOUSEHOLDS HAVE SOLAR.

Tim Lynch: THOSE WOULD BENEFIT THE MOST FROM GOING SOLAR.

Courtney Simms: WE DID A NUMBER OF THINGS TO CREATE THESE NUMBERS. WE WORKED WITH HUD AND METRO TO COMPILE A LIST OF ALL THE AFFORDABLE HOUSING PROJECTS IN MULTNOMAH COUNTY AS WELL AS HOW MANY HOUSEHOLDS WERE WITHIN THOSE PROJECTS. OUT OF THE 346 BUILDINGS THAT WE FOUND HAD AT LEAST 25% SOLAR POTENTIAL THAT WOULD IMPACT 3,000 HOUSEHOLDS. IT WOULD HAVE A KILOWATT POTENTIAL OF 13,683. THAT WOULD COVER ABOUT HALF OF EACH OF THESE HOUSEHOLDS' MONTHLY UTILITY COSTS. SO BREAKING THAT DOWN INTO MULTIFAMILY, WHERE YOU GET THE BIGGEST BANG FOR YOUR BUCK, AND SINGLE FAMILY, INCLUDING DUPLEXES OF AFFORDABLE HOUSING PROJECTS, WHAT I WANT YOU TO SEE WITH THIS IS THE BUILDINGS THAT YOU WOULD HAVE TO INSTALL SOLAR ON FOR MULTIFAMILY IS ABOUT 150, LESS THAN THE NUMBER OF SINGLE FAMILY HOUSES BUT YOU WOULD IMPACT ABOUT TEN TIMES THE NUMBER OF HOUSEHOLDS. YOU WOULD STILL COVER ABOUT HALF THEIR MONTHLY BILLS. THE KILOWATT POTENTIAL IS TEN TIMES AS WELL. WE'RE LOOKING AT BREAKING INTO THE MULTIFAMILY HOUSING, AFFORDABLE HOUSING STOCK, AND ONCE WE CRACK THIS NUT BEING ABLE TO IMPACT A LOT OF HOUSEHOLDS WITH VERY LITTLE INITIAL WORK.

Tim Lynch: SO I THOUGHT MAYBE JUST TAKE A QUICK SECOND AROUND HOW DOES SOLAR WORK? I THINK I GET CONFUSED SOMETIMES. SOLAR PANELS THAT WOULD BE ON A ROOF THAT WOULD GENERATE ODMRG ELECTRICAL SOCKETS. THAT FLOWS INTO AN ELECTRICAL PANEL WHERE IT EITHER GOES TO THE HOME IF THE HOME HAS AN ENERGY LOAD IF YOU'RE RUNNING AN APPLIANCE OR IF IT'S GENERATING MORE THAN THE HOME NEEDS IT ACTUALLY GOES BACK INTO THE GRID AND ROLLS YOUR METER BACKWARDS. OVER YA YEAR THE AMOUNT OF -- OVER A YEAR IT BALANCES SO YOU MAKE FULL USE OF THE ENERGY PRODUCED FROM YOUR SOLAR SYSTEM.

Courtney Simms: WITH MULTIFAMILY YOU WOULD THINK IT WOULD WORK THE SAME WAY. MOST MULTIFAMILY HOUSES OR APARTMENTS USE INDIVIDUAL METERS FOR EACH UNIT. SO THE DIFFICULTY WITH THIS IS IT CAN BE GENERATED ON THE ROOF. IT CAN BE CONVERTED TO A.C., BUT BREAKING IT UP FROM ONE GIANT SYSTEM INTO MULTIPLE UNITS IS REALLY DIFFICULT AND UNDER CURRENT PUC LAWS IS NOT ACTUALLY POSSIBLE TO CREDIT EACH HOUSE FOR THE SOLAR THAT IS BEING GENERATED. THERE'S A NUMBER OF CHALLENGES WHICH WE'LL GET INTO IN JUST A MINUTE. ONE OF THE MAJOR CHALLENGES THAT WE HAVE WITH SOLAR AND AFFORDABLE HOUSING IS THE SPLIT INCENTIVE. MOST OF THE BUILDINGS ARE OWNED BY ONE OWNER OR A COMMUNITY GROUP. THEY ARE PUTTING THE MONEY FORWARD TO INSTALL THIS SOLAR SYSTEM BUT NOT PAYING THE UTILITY BILLS. THESE ARE ALL INDIVIDUALLY PAID BY THE UNITS. THAT'S A SPLIT INCENTIVE. THE FINANCING AVAILABLE AND THE ACCESS TO TAX EQUITY PARTNER A LOT OF THESE

PROJECTS REQUIRE A CERTAIN AMOUNT OF UP-FRONT COST AND EVEN IF YOU HAVE A THIRD PARTY OWNERSHIP PROCESS, YOU HAVE TO PUT DOWN A CERTAIN AMOUNT OF MONEY OR YOU HAVE TO HAVE A CERTAIN CREDIT SCORE, HAVING MULTIPLE PEOPLE INVOLVED IN THAT COMPLICATES THINGS.

Tim Lynch: CURRENTLY THERE'S A 30% FEDERAL TAX CREDIT BUT IT'S ONLY AVAILABLE FOR ENTITIES THAT HAVE A TAX APPETITE. ESPECIALLY FOR A CDC THAT'S A NONPROFIT THAT'S NOT SOMETHING YOU CAN TAKE ADVANTAGE OF WITHOUT BRINGING IN A THIRD PARTY.

Courtney Simms: MULTIPLE METERS, ONE SOLAR SYSTEM, COORDINATING THAT, OTHER STATES HAVE FIGURED IT OUT. IT'S COMING ON BOARD IN OREGON. BUT IT COMPLICATES THINGS, SO VIEWING THAT CHALLENGE AND TAKING CARE OF THAT WILL BE A CHALLENGE. THEN ROOF AGE, A LOT OF THESE BUILDINGS ARE CONSTANTLY GETTING UPGRADES AND COORDINATING ROOF IMPROVEMENTS WITH SOLAR IS SOMETHING THAT HAS TO BE TIMED CORRECTLY.

Tim Lynch: IT'S TIMING AND CAPACITY ISSUE. YOU'LL HEAR EVIDENCE ABOUT THE IMPORTANCE OF HAVING A REAL PROJECT CHAMPION UNDERSTAND THE OPPORTUNITY. THAT'S PART OF WHAT THIS WORK IS TO UNDERSTAND WHAT THE CHALLENGES ARE AND HOW WE CAN DO MORE TO EDUCATE THE HOUSING COMMUNITY ABOUT WHERE THE OPPORTUNITIES ARE.

Courtney Simms: FINALLY, THE CHALLENGES UTILITY ALLOWANCES JUST MAKING SURE THAT YOU HAVE THE POLICY IN PLACE THAT A UTILITY ALLOWANCE WILL NOT GO AWAY IF SOMEBODY HAS SOLAR IMPROVEMENTS AND THE POSSIBILITY OF MAYBE USING PART OF A UTILITY ALLOWANCE TO HELP PAY FOR A SOLAR PROJECT FOR INDIVIDUALS.

Tim Lynch: UTILITY ALLOWANCE THERE'S A PERCENTAGE SET ASIDE FOR HOUSEHOLDS TO COVER THEIR UTILITY BILLINGS. THE CHALLENGE IF YOU CREATE ENERGY DOES 2 ALLOW THEM TO TAKE ADVANTAGE OF THAT OR DOES THAT JUST LOWER THEIR UTILITY ALLOWANCE AND THEY PAY MORE FOR RENT WITH NO NET GAIN. THAT'S ONE OF THE THINGS WE'RE TRYING TO WORK THROUGH.

Courtney Simms: OPPORTUNITIES. THERE'S A NUMBER. THERE'S NET METERING IS A HUGE OPPORTUNITY TO LOWER SOMEBODY'S UTILITY BILL. LOWER THE COSTS. COMBINING IT WITH GRANTS AND THE INCENTIVES THAT ARE AVAILABLE IS A GREAT OPPORTUNITY. I'M RUNNING OUT OF WORDS. SORRY ABOUT THAT.

Tim Lynch: COMMUNITY SOLAR THAT THIRD BULLET, REALLY AN IMPORTANT WAY TO BRIDGE THE CHALLENGE WITH NET METERING. THE STATE IS WORKING ON IT. I'LL TALK ABOUT NEXT STEPS TOWARD THE END. SO THE

HIGHLIGHT OF MANY CHALLENGES -- THERE IS GREAT WORK HAPPENING ALREADY. GREAT OPPORTUNITIES ON THE HORIZON. I ACTUALLY WANTED TO HAVE SOME EXPERTS WHO ARE DOING REEL WORLD PROJECTS TO TELL YOU ABOUT THAT INCLUDING PARTNERSHIPS WITH MULTNOMAH COUNTY.

Evan Ramsey: THANKS, TIM. THANK YOU ALL FOR TAKING THE TIME TO TALK ABOUT THIS TOPIC TODAY. I'M EVAN RAMSEY, DIRECTOR OF THE RENEWABLE ENERGY GROUP AT THE BONNEVILLE ENVIRONMENTAL FOUNDATION. WE'RE A NONPROFIT. WE HAVE BEEN AROUND ABOUT 20 YEARS. WE WORK IN THE AREAS OF ENERGY, CARBON AND WATER. OUR RENEWABLE ENERGY GROUP WORKS TO BREAK DOWN BARRIERS TO RENEWABLE OPTIONS. WE HAVE BEEN WORKING WITH SOME OF OUR PARTNERS TRYING TO DO SOME PRY -- SOME PRIVATE PROJECTS ON MULTI HOUSING AFFORDABLE PATROL -- THERE IS SOLAR BUT IT OFTEN BENEFITS THE HOUSING PROVIDER. WE'RE TRYING TO BREAK DOWN THESE BARRIERS TO GET THOSE ENERGY BENEFITS DIRECTLY TO THE TENANTS WHO NEED THEM. SO WE HAVE BEEN SUPPORTED THROUGH THE MEYER MEMORIAL TRUST, BANK OF AMERICA AND WE HAVE CONVENED THIS TEAM OF EMPOWER OREGON, MULTNOMAH COUNTY, CHRISMAN DEVELOPMENT, THE COMMUNITY ACTION PARTNERSHIP OF OREGON, AND MY ORG, BES, TO REALLY TRY TO PROVE THIS CONCEPT AND PROVE THE VALUE THAT SOLAR CAN HAVE ON MULTIFAMILY AFFORDABLE HOUSING. WE BELIEVE IT CAN BE ANOTHER VALUABLE TOOL IN THE TOOL BOX OF HOUSING PROVIDERS TO HELP REDUCE THE TOTAL COST OF HOUSING FOR THESE TENANTS. SO WE ORGANIZED THIS TEAM AND EVERYBODY HAS BEEN WORKING TOWARDS THIS GOAL OF EXPANDING PUBLIC ENERGY SUBSIDIES FOR SOLAR TO PROVE THE VALUE. NOT NECESSARILY TO TAKE FUNDING AWAY FROM ENERGY ASSISTANCE OR WEATHERIZATION BUT TO INCORPORATE THIS NEW TOOL INTO THE TOOL BOX OF THESE PROGRAMS.

Tim Lynch: I JUST WANT TO MENTION, MULTNOMAH COUNTY, THE OFFICE OF SUSTAINABILITY HAS BEEN INVOLVED AND IS EXCITED TO BE PART OF THIS. OUR LOW INCOME WEATHERIZATION PROGRAM, JOSE FLORES HAS BEEN AN INVALUABLE PART OF THIS WORK.

Evan Ramsey: AS PART OF THIS CHALLENGE WE HAVE BEEN DEVELOPING SOME INNOVATIVE PILOT PROJECTS. THIS ONE IS WITH ROSE COMMUNITY DEVELOPMENT CORPORATION. IT'S ON AN APARTMENT COMPLEX IN SOUTHEAST PORTLAND. THE INNOVATION IS WE'RE TRYING TO DO THE FIRST COMMUNITY SOLAR PROJECT IN THE COUNTRY THAT USES THE U.S. DEPARTMENT OF ENERGY WEATHERIZATION ASSISTANCE PROGRAM FUNDS. THIS PROJECT WOULD ALSO BE CONSIDERED A COMMUNITY SOLAR PROJECT BECAUSE UNDER THAT PROGRAM THE ENERGY BENEFITS WOULD BE ABLE TO BE CREDITED DIRECTLY TO THE TENANTS' BILLS. WE'RE TRYING NEW THINGS ON SEVERAL LEVELS, BUT WE HAVE A COMMITTED PARTNER WITH ROSE CDC THAT'S ALSO TO TRY SOMETHING NEW AND INNOVATIVE. THEY ARE NOT GOING TO GET A WHOLE LOT OUT OF THIS PROJECT. SOME MONETARY

BENEFIT BUT MOST OF IT WILL FLOW TO THE TENANTS TOTALING ABOUT \$130,000 IN REDUCED HOUSING COSTS FROM THIS ROOFTOP SOLAR PROJECT. SECOND PILOT WE HAVE BEEN EXPLORING IS A NEW DEVELOPMENT THAT CENTRAL CITY CONCERN HAS BEEN LEADING. IT'S ALSO A ROOFTOP SOLAR ARRAY. THE FUNDING WE TRIED TO LEVERAGE WAS MULTIFAMILY AFFORDABLE HOUSING -- I THINK IT'S ENERGY EFFICIENCY FUNDING THROUGH THE PUBLIC PURPOSED HARG ALL PUBLIC UTILITY RATEPAYERS PAY. OHCS GETS FUNDING FOR MULTIFAMILY HOUSING. ON SITE SOLAR CAN ALSO BE CONSIDERED AN ENERGY EFFICIENCY MEASURE. WHAT WE'RE WORKING TO HELP OHCS IDENTIFY APPROPRIATE USES FOR THAT FUNDS FOR SOLAR PROJECTS. SIMILARLY, THIS PROJECT WOULD SAVE ABOUT 150,000 IN HOUSING COSTS IF DEPLOYED.

Tim Lynch: I THINK IT'S IMPORTANT TO NOTE THERE'S AN ALPHABET SOUP OF FUNDING STREAMS AND WITH YOUR EXPERIENCE WORKING IN AFFORDABLE HOUSING ADDING ENERGY AND RENEWABLE ENERGY ON TOP OF THAT TAKES THE COMPLEXITY AND ADDS ANOTHER LEVEL OF DIMENSION. THERE'S A REASON THESE ARE NOT HAPPENING EASILY BUT THESE ARE GREAT EXAMPLES OF WAYS TO PUSH THROUGH TO MAKE IT WORK.

Evan Ramsey: EACH OF THESE PROJECTS HAS BEEN A MULTI YEAR EFFORT AND TAKEN QUITE A FEW PARTNERS TO GET TO EVEN WHERE WE ARE TODAY. THIS IS NOT IN MULTNOMAH COUNTY BUT I WANTED TO ILLUSTRATE THE POTENTIAL HERE. THIS IS THE UTILITY IS EMERALD PUD, SOUTH OF EUGENE. THIS IS A MOBILE HOME PARK, ST. VINCENT OF DE PAUL ACQUIRED IT AND REHABILITATED IF. THE BONNEVILLE FOUNDATION IS CONTRIBUTING TECHNICAL ASSISTANCE AND FUNDING TO ENABLE A GROUND MOUNTED COMMUNITY SOLAR ARRAY THAT THE UTILITY WILL FACILITATE AND PROVIDE BILL CREDITS TO THESE RESIDENCE. IT'S VERY HARD TO DO ENERGY EFFICIENCY ON MOBILE HOMES AND TRAILERS, SO WE WANT TO PROVE THAT SOLAR CAN BE ANOTHER MEANS TO REDUCING THE ENERGY BURDEN OF THESE RESIDENTS. ST. VINCENT DE PAUL IS ALSO WORKING WITH OREGON HOUSING AND COMMUNITY SERVICES TO LOOK AT REPLACING SOME OF THE MOST INEFFICIENT TRAILERS AND HELPING RESIDENTS SAVE ENERGY WITH A BRAND NEW UNIT. THIS IS A VERY COOL PROJECT WE'RE EXCITED TO SHARE WITH YOU TODAY.

Lizzy Robedo: GOOD MORNING. I'M LIZZY WITH ENERGY TRUST OF OREGON, A PROGRAM STRATEGIES MANAGER. BEEN WITH ENERGY TRUST ABOUT 12 YEARS, IN THE RENEWABLE SECTOR. THE BRIEF REMINDER ENERGY TRUST IS AN INDEPENDENT NONPROFIT ORGANIZATION THAT HELPS CUSTOMERS OF PORTLAND GENERAL ELECTRIC, PACIFIC POWER, NORTHWEST NATURAL GAS, CASCADE NATURAL GAS AND AVISTA INVEST IN RENEWABLE ENERGY PROJECTS THROUGHOUT THE STATE. WHAT I'M HERE TO TALK ABOUT TODAY IS THE WORK WE HAVE BEEN DOING TO TRY TO ADVANCE SOLAR

DEVELOPMENT FOR LOW TO MODERATE INCOME CUSTOMERS THROUGHOUT THE STAY.

Lizzy Robedo: WE'RE AN INCENTIVE PROVIDER AND A PARTNER ON INDIVIDUAL PROJECTS AND HAVE BEEN FOR A LONG TIME WITH THE WONDERFUL WORK THAT MULTNOMAH COUNTY HAS DONE, BONNEVILLE ENVIRONMENTAL FOUNDATION AND THE REF OF THE ALPHABET SOUP. THE THING I WANTED TO TOUCH OHIOAN TODAY WAS AROUND THE CAPACITY BUILDING THAT WE HAVE BEEN FOCUSING ON FOR THE LAST YEAR AND A HALF. WE RECEIVED SOME FUNDING FROM THE U.S. DEPARTMENT OF ENERGY ABOUT A YEAR AND A HALF AGO AND HAVE BEEN INVESTING THOSE DOLLARS AND TRYING TO BUILD EXPERTISE AND ABILITY FOR COMMUNITY BASED ORGANIZATIONS. HOUSING AUTHORITIES, CDCS, NONPROFITS TO BE ABLE TO IDENTIFY THE OPPORTUNITY TO DO SOLAR ON AFFORDABLE HOUSING THEN HAVE THE ABILITY, THE EXPERTISE AND THE RESOURCES INTERNALLY TO ADVANCE THOSE AS PROJECT CHAMPIONS. WHAT WE DISCOVERED A NUMBER OF YEARS AGO, WE HAVE BEEN PROVIDING FUNDING FOR PROJECTS FOR WELL OVER A DECADE BUT JUST MAKING FUNDING AVAILABLE IS NOT ENOUGH.

IT'S THE GREAT AMAZING PEOPLE THAT WORK AT THE ORGANIZATIONS DON'T HAVE THE TIME OR THE KNOWLEDGE OR FAMILIARITY WITH THE COMPLEX PROJECT DEVELOPMENT PROCESS EVEN IF THEY HAVE GREAT POTENTIAL AND ALL THE MONEY IN THE WORLD IS ON THE TABLE THEY MAY NOT HAVE THE ABILITY TO ADVANCE IT SO WE FOCUSED ON DOING BROAD AND DEEP STAKEHOLDER ENGAGEMENT INCLUDING FUNDED SPONSORSHIPS FOR CERTAIN LOCAL AND STATEWIDE NONPROFITS AND COMMUNITY BASED ORGANIZATIONS TO BECOME EXPERTS THROUGH LOW TO MODERATE INCOME SOLAR WORK GROUP, MULTNOMAH COUNTY, TIM, HAS BEEN A PART OF THAT FROM DAY ONE AND HAS CONTRIBUTED REALLY AMAZING EXPERTISE TO THAT PROCESS. WE HAVE DONE TONS OF ONE ON ONE LISTENING SESSIONS TO REALLY UNDERSTAND WHAT ARE THE BARRIERS AND NEEDS OF COMMUNITIES AROUND THE STATE BUT ALSO FOR DIFFERENT ORGANIZATIONS AND NONPROFITS. ALL THAT HAS LED TO THE JOINT DEVELOPMENT OF A SET OF CORE STRATEGIES FOR THE STATE TO HELP ADVANCE SOLAR DEVELOPMENT IN LOWER INCOME COMMUNITIES AND FOCUSING ON AFFORDABLE HOUSING, LEVERAGING COMMUNITY SOLAR AND ALSO THIS CONTINUED NEED FOR CAPACITY BUILDING EXPERTISE SO THEY CAN HELP WITH DECISION MAKING. WE HAVE BEEN WORKING ACROSS ALL DIFFERENT HOUSING TYPES FROM MANUFACTURED HOMES TO AFFORDABLE MULTIFAMILY TO SINGLE FAMILY HOUSING WITH PARTNERSHIPS WITH ALL SORTS OF ORGANIZATIONS.

I WOULD JUST SAY THAT THERE IS SO MUCH INTERSECTION WITH THIS WORK ON SOLAR WITH ALL THESE OTHER ISSUES THAT PEOPLE ARE PASSIONATE ABOUT OR THAT ARE MAYBE HIGHER PRIORITIES DEPENDING ON WHO YOU'RE TALKING TO WHETHER IT'S RESILIENCY AND DISASTER PREPAREDNESS,



WHETHER IT'S WATER, AIR, HEALTH ISSUES, ANTI-DISPLACEMENT STRATEGIES, ENERGY EFFICIENCIES, DE CARBONIZATION, THERE'S A LOT OF FRAMES THAT YOU CAN USE. IT'S IMPORTANT TO THINK ABOUT SOLAR AS KIND OF A TOOL IN THE TOOL BOX. WE HAVE A GREAT MEMBER ON THE SOLAR WORKING GROUP WHO HAS SAID ON A NUMBER OF OCCASIONS, WE DON'T HAVE A SOLAR CRISIS, WE HAVE A HOUSING CRISIS. SO WE TRY TO KEEP THAT IN FOREFRONT OF OUR MINDS, HOW CAN WE DEPLOY SOLAR AS A TOOL TO ADDRESS ENERGY BURDEN TO ADDRESS OTHER ISSUES AS OPPOSED TO SORT OF THE END ITSELF. THAT'S REALLY WHERE OUR FOCUS HAS BEEN AS A CONVENER AND LEARNING AND WE'RE LOOKING FORWARD NOW THAT WE'RE DEEPER INTO THIS MOVING FORWARD WITH DEVELOPING NEW INCENTIVES FOCUSED AT IDENTIFYING AND SUPPORTING PROJECTS AND PARTNERSHIPS AND NEW FUNDING MODELS THAT WILL GET THE PROJECTS BUILT.

Tim Lynch: THAT'S GREAT. I THINK THE PROJECTS AT THE BOTTOM DESERVE HIGHLIGHT.

Lizzy Robedo: CERTAINLY. THE MOBILE HOME PARK, EKE LEAF IN CULLY NEIGHBORHOOD, THEY -- OAK LEAF IN THE CULLY NEIGHBORHOOD. ENERGY TRUST IS INVOLVED IN THIS. TO DO A MOBILE HOME OR I SHOULD SAY MANUFACTURED HOME REPLACEMENT PROJECT. WE DON'T HAVE TIME TO GET INTO THE ISSUES OF MANUFACTURED HOUSING BUT IT'S A CHALLENGE TO MAKE UPGRADES AND REPLACEMENT IS OFTENTIMES THE BEST PROCESS. WE'LL BE WORKING WITH THEM. I THINK ST. VINCENT DE PAUL IS ALSO A PARTNER. IN ADDITION THERE WILL BE INSTALLATION OF A COMMUNITY SOLAR PROJECT AT THAT PARK THAT PROVIDES LAUNDRY, CHILD CARE FACILITIES, GATHERING PLACE. THAT'S JUST A FANTASTIC EXAMPLE. HABITAT FOR HUMAN HASN'T BEEN INSTALLING SOLAR AS PART OF THEIR WORK FOR TEN YEARS NOW. IT THEIR ABILITY TO INSTALL ON SINGLE FAMILY ROOFTOPS HAS EBBED AND FLOWED WITH THE AVAILABILITY OF FINANCIAL INCENTIVES IN THE STATE OF OREGON AND FEDERALLY SOME OF THE WE'RE WORKING WITH THEM TO FIND A MORE SUSTAINABLE FUNDING MODEL TO ALLOW THEM TO MAKE THEIR HOMES AS CLOSE TO NET ZERO AS POSSIBLE. THEY HAVE STARTED DOING PASSIVE HOUSE CONSTRUCTION, WONKY STUFF BUT VERY COOL PROJECTS IN THE WILLAMETTE VALLEY. THERE'S AN IMAGE OF DIGNITY VILLAGE THAT HAS RECENTLY -- THIS IS JUST IN THE LAST COUPLE OF MONTHS INSTALLED SOLAR ON A NUMBER OF THEIR TINY, TINY HOME PROJECTS. THAT WAS A PARTNERSHIP.

THOSE INSTALLATIONS WITH OREGON TRADES WOMEN, CONSTRUCTING HOPE, THAT DOES WORK FORCE DEVELOPMENT OPPORTUNITIES WITH FOLKS COMING OUT OF INCARCERATION THAT HAVE A LEGAL HISTORY. THERE'S ALL THESE OPPORTUNITIES IN ADDITION TO MORE TRADITIONAL MULTIFAMILY HOUSING AND THERE'S A CORE OF PASSIONATE AFFORDABLE HOUSING DEVELOPERS PRIVATE AND PUBLIC THAT WE HAVE BEEN WORKING WITH A

LONG TIME, SOME MORE INTENSELY IN THE LAST YEAR AND A HALF. I WOULD SAY AS MUCH AS THERE ARE BARRIERS, I WANT TO SAY THIS IS SORT OF A TIME OF PROVING OUT WHAT MODELS YOU'RE GOING TO WORK AND WHAT WILL BE SUSTAINABLE. MYSELF PERSONALLY AND ENERGY TRUST IS CONFIDENT WE WILL IDENTIFY SOME REALLY GREAT STRATEGIES THAT WORK WITH FUNDING SOURCES AVAILABLE IN THE STATE TO MOVE SOME OF THESE MODELS FORWARD. IT ALWAYS LOOKS MESSY WHEN YOU'RE ON THE CUSP OF FIGURING THINGS OUT BUT WE HAVE BEEN A PART OF THAT FOR MANY YEARS AND BEING IN THIS TRANSITION ZONE. I'M VERY EXCITED TO SEE THIS WORK STARTING TO TAKE OFF.

Tim Lynch: THANK YOU, PARTNERS, FOR BEING HERE TODAY. I DID NOT ASK THEM TO COME SING OUR PRAISES BUT TO SING THEIR PRAISES. THERE IS A LOT OF THINGS HAPPENING. I ALSO WANT TO TEE UP SOME OF THE THINGS THAT ARE ON THE HORIZON FROM A POLICY PERSPECTIVE. THERE'S NO ASK TODAY, JUST TO MAKE YOU AWARE OF THE INTERSECTION OF BIG POLICY DISCUSSIONS AND OUR WORK AROUND THE VALUES THAT LIZZY TALKED ABOUT, ANTI-DISPLACEMENT AND THINGS THE COUNTY CARES ABOUT AS PART OF ITS CORE MISSION. THE FIRST IS IMPLEMENTATION OF THE 2% COMMUNITY BASED RENEWABLE ENERGY GOAL PART OF OUR RESOLUTION WE ADOPTED A YEAR AGO, HARD TO BELIEVE. A LOT OF THIS IS AROUND CAPACITY BUILDING AND UNDERSTANDING WHAT THAT GOAL MEANS AND HOW WE CAN BUILD THE TOOLS AND PROGRAMS TO HELP SUPPORT COMMUNITY BASED ORGANIZATIONS AND COMMUNITY MEMBERS TO HELP REALIZE THAT GOAL. WE'RE ACTUALLY HAVING AN ENERGY EQUITY SUMMIT IN A COUPLE OF MONTHS WHICH I'M EXCITED TO BRING PARTNERS TOGETHER TO DIG INTO THIS. THE COMMUNITY SOLAR IS A PROGRAM THAT THE LEGISLATURE HAS PASSED, CURRENTLY WITH THE OREGON PUBLIC UTILITY COMMISSION TO DEFINE THE RULES T. WOULD ALLOW, ONE, OWNERSHIP OF PEOPLE WHO CAN'T BUILD THEIR OWN SYSTEMS TO OWN PART OF SOMEWHERE ELSE IN THEIR UTILITY DISTRICT. IT WOULD ALLOW US TO OVERCOME THE METERING ISSUE WE TALKED ABOUT, SO VIRTUAL NET METERING WHERE YOU CAN TAKE THE CREDITS AND CREDIT THAT TO ANY GIVEN HOUSEHOLD. MORE FLEXIBILITY IN TERMS OF ROLLING THESE PROJECTS OUT. WITHIN THAT THERE'S A 10% LOW INCOME GOAL. THAT'S SOMETHING WE'RE WATCHING CLOSELY TO SEE HOW THE STATE SETS THE RULES IN TERMS OF IS THAT 10% GOAL GOING TO BE MET EFFECTIVELY.

Tim Lynch: THERE'S A LOT OF WORK AROUND ENERGY RESILIENT AT THE COMMUNITY SCALE. WE HAVE A DIFFERENT PARTNERSHIP I DIDN'T TALK ABOUT THAT LOOKS AT CRITICAL FACILITIES IN OUR COMMUNITY AND HOW TO COMBINE SOLAR PLUS BATTERY STORAGE SO IF WE HAD A MAJOR EVENT LIKE A CASCADIA SUBDUCTION ZONE EVENT THAT THOSE FACILITIES COULD STAND UP AND BE POWERED ON THEIR OWN TO PROVIDE MEDICAL SUPPLIES, LIGHTING AND OTHER CRITICAL NEEDS IN CASE OF EMERGENCY. SENATE BILL 978, LOOKING AT HOW WE REINVENT OUR UTILITY STRUCTURE, WHICH IS

CURRENTLY VERTICALLY INTEGRATED TO A LARGE DEGREE WITH MONOPOLY UTILITIES WHICH HAVE SERVED A LOT OF GOOD BUILDING OUT OUR GRID AND ENSURING ACCESS FOR EVERYONE BUT NOW WITH SOLAR AND OTHER INNOVATIVE TECHNOLOGIES THERE'S QUESTIONS ABOUT HOW TO INTEGRATE THAT WITHIN OUR GIVEN SYSTEM. THAT'S AN EXCITING PROCESS THAT WILL COME BACK TO THE LEGISLATURE THIS FALL WHICH MAY DOVETAIL INTO THE INVEST CARBON STRATEGY CONVERSATIONS KICKING UP IN EARNEST IN THE FALL LOOKING AT THE 2019 LEGISLATIVE SESSION. AMIDES THAT BIG CONVERSATION WHICH IS PROBABLY A TOPIC IN ITSELF TO COME BEFORE YOU THERE ARE ELEMENTS THAT WOULD SUPPORT THE WORK THAT WE TALKED ABOUT TODAYS IN TERMS OF CONNECTING RENEWABLE ENERGY TO PEOPLE WHO NEED IT MOST.

Tim Lynch: SOME OF THE IDEAS THAT CAME OUT OF THE REPORT LOOKING AT HOW WE CAN DO A SOLARIZED CAMPAIGN FOR HOUSING. IN TERMS OF ENGAGING AFFORDABLE HOUSING PROVIDERS WITH THE RESOURCES TO DEPLOY THESE PROJECTS. THERE ARE A LOT OF OPPORTUNITIES AMONGST THE ALPHABET SOUP OF FUNDING IN TERMS OF NEW FUNDING STRATEGIES WITH MAY NOT HAVE CONSIDERED AND LEVERAGING THE CLEAN ENERGY PROPERTY FINANCE AND HOW WE CAN USE THAT AS A TOOL SUPPORT RENEWABLE ENERGY ON AFFORDABLE HOUSING. THERE'S A LOT GOING ON WE TRIED TO CRAM INTO 30 MINUTES. THERE'S A BIG OPPORTUNITY. HOPE TO MAKE YOU MORE AWARE OF HOW RENEWABILITY IS NOT JUST FOR THE ELITE. THIS IS A STRATEGY OR TOOL FOR ACHIEVING OUR STRATEGIES AND HOPE TO ENLIST YOUR SUPPORT AS WE CONTINUE TO MOVE FORWARD.

Chair Kafoury: THANK YOU. QUESTIONS OR COMMENTS?

Commissioner Stegmann: THANK YOU SO MUCH. THIS IS REALLY EXCITING. MULTIFAMILY. WE ALL KNOW THAT TRYING TO GET SOLARIZATION INTO INDIVIDUAL UNITS AND SAVING PEOPLE'S UTILITIES THAT'S HUGE. I'M REALLY EXCITED. ALSO THE TRAILER PARKS, GREAT IDEA. ESPECIALLY ADDRESSING LOW TO MODERATE INCOME FOLKS. I APPRECIATE WHAT YOU SAID ABOUT WE HAVE A HOUSING CRISIS BUT IF WE CAN HELP MORE PEOPLE STAY IN THEIR HOMES THEN THAT GOES A LONG WAYS IN THAT ISSUE. I JUST REALLY APPRECIATE THAT YOU ALL IN THE KIND OF THAT MODEL OF WHAT I CALL INNOVATORS, THEN WE HAVE EARLY ADOPTERS, THIS WHOLE CHAIN YOU ARE AT THE FOREFRONT. I RECOGNIZE THE STRUGGLES AND THE BUREAUCRACY AND YOU PROBABLY HAVE A BIG MOUNTAIN TO CLIMB HERE. BUT I'M GLAD THAT YOU'RE CLIMBING IT. LOOKS LIKE YOU'LL GET THERE. THANK YOU SO MUCH.

Tim Lynch: THANK YOU FOR THOSE WORDS.

Chair Kafoury: I WANT UNDER TO THANK YOU FOR COMING -- I WANTED TO THANK YOU FOR COMING. THIS IS ANOTHER EXAMPLE OF THE GOOD WORK

WE'RE DOING AND CONNECTING WITH ALL OF THE COMMUNITY PARTNERS. I'M REALLY EXCITED. I THINK THERE ARE HURDLES BUT I KNOW THE DESIRE TO OVERCOME THOSE IS THERE. OUR TEAM KNOWS THAT THEY HAVE THE SUPPORT OF THE BOARD BEHIND THEM IN MAKING SURE THAT THIS HAPPENS. I KNOW YOU TALKED AT THE BEGINNING AND I APPRECIATE THAT ABOUT HOW WE KNOW THAT HIGHER INCOME FAMILIES ARE THE ONES THAT USE MORE ENERGY THAN LOWER INCOME INDIVIDUALS, WHICH I THINK IS IMPORTANT. YOU CAN'T SAY THAT ENOUGH. PEOPLE LIKE TO BLAME THOSE IN OUR COMMUNITY WHO ARE STRUGGLING BUT WE DO KNOW THAT IT'S NOT THE CASE, ESPECIALLY AROUND ENERGY CONSUMPTION. IT'S TEMPTING TO FOCUS OUR RESOURCES ON RETROFITTING ENERGY, RETROFITS ON THOSE HOMES, BUT THE IMPACT THAT IT CAN HAVE, THOSE DOLLARS GO SO MUCH FURTHER WITH OUR LOW INCOME FAMILIES. WE HAD A PRESENTATION HERE A COUPLE OF MONTHS AGO. I HEARD FROM THE FOLKS AT NAIA WHO TALKED ABOUT THE HURDLES OF GETTING ENERGY EFFICIENCY DOLLARS INTO SOME OF OUR LOW INCOME FAMILIES' HOMES. ONCE YOU START YOU REALIZE ALL THE OTHER PROBLEMS THAT EXIST MAYBE WITH BAD ROOFS OR MOLD, AND THE RLI IS NOT THERE TO INVEST IN THOSE PROJECTS. I THINK IT JUST SHOWS THERE ARE A LOT OF HURDLES BUT IT'S REALLY IMPERATIVE TO LIVE OUT THE VALUES THAT WE HAVE THAT WE FOCUS ON IN OVER COMING THESE HURDLES. WE'RE WITH YOU. GO, TEAM.

Tim Lynch: THANKS FOR GIVING US THE SPACE TO TALK ABOUT IT TODAY. LOOK FORWARD TO COMING BACK IN THE FUTURE. THANKS.

## **B.2 Job Order Construction (JOC) Contracting Pilot Project Update.**

Chair Kafoury: NEXT UP, WE HAVE AN UPDATE ON OUR JOB ORDER CONSTRUCTION CONTRACTING. JCC. SOUNDS GREAT. COME ON UP, BRIAN AND TEAM.

Brian Smith: GOOD MORNING. THIS IS A REPORT BACK TO THE BOARD BECAUSE JOB ORDER CONTRACTING -- I'M SORRY, I'M BRIAN SMITH, COUNTY PURCHASING MANAGER. THIS IS A REPORT BACK TO THE BOARD BECAUSE THE BOARD HAD PREVIOUSLY APPROVED US TO DO A JOB ORDER CONTRACTING PILOT. ONE OF THE THINGS WE SAID ABOUT THAT WAS WE'RE GOING TO TELL YOU HOW IT'S GOING. ASK FOR PERMISSION TO MOVE FORWARD. THIS IS OUR REPORT BACK TO THE BOARD AND I'M HERE TODAY WITH HENRY ALAMAN AND DORNBUSCH.

Brian Smith: WE'RE GOING TO TALK ABOUT OUR HISTORY AND HOW WE GOT HERE AS WELL AS SOME OF OUR PROGRESS TO DATE, THEN WE'LL BE COMING BEFORE THE BOARD ON THURSDAY TO REQUEST PERMISSION TO MOVE FORWARD TO THE NEXT PHASE AND WE'LL TALK A LITTLE BIT ABOUT THAT. IN TERMS OF JOB ORDER CONTRACTING, ONE OF THE THINGS I WANT TO TAKE A STEP BACK AND THIS IS A PROCESS THAT WE HAVE BEEN WORKING

ON FOR A NUMBER OF YEARS AS WE WERE LOOKING AT WAYS IN WHICH WE COULD DELIVER SERVICES MORE EFFICIENTLY FROM NOT ONLY PROCUREMENT AND CONTRACTING PERSPECTIVE BUT ALSO FROM A FACILITIES PERSPECTIVE. OUT OF THOSE DISCUSSIONS ONE OF THE THINGS THAT WE WERE -- THAT PIQUED OUR INTEREST WAS A TOOL THAT WOULD BE NEW TO MULTNOMAH COUNTY CALLED JOB ORDER CONTRACTING. DIFFERENT WAY TO DELIVER CONSTRUCTION PROJECTS. SO WHEN YOU THINK ABOUT THE CONSTRUCTION PROJECTS THAT THE COUNTY DOES, FREQUENTLY YOU HAVE A PROJECT MANAGER IN FACILITIES. IF THEY HAVE A ROOM THAT NEEDS REMODELING AND IT'S GOT PAINT AND DRYWALL AND CARPETING, THOSE ARE THREE SEPARATE CONTRACTS. EACH OF WHICH HAS A SEPARATE PROCUREMENT.

Brian Smith: THE PROJECT MANAGER NEEDS TO MANAGE ALL THREE OF THOSE CONTRACTORS TO GET THE JOB DONE. THE APPROACH FOR JOB ORDER CONTRACTING IS REPLACING THREE OF THOSE FROM A MANAGEMENT PERSPECTIVE WITH A SINGLE SUPPLIER. WE'LL TALK A LITTLE MORE ABOUT THIS, BUT WE ARE WORKING WITH CENTENNIAL AS OUR JOB ORDER CONTRACTOR. THAT WAY CENTENNIAL HANDLES THE SUBCONTRACTING FOR THE DELIVERY OF THAT PROJECT. SO WHEN A PROJECT MANAGER HAS A ROOM THAT NEEDS REMODELING AND IT'S GOT THOSE THREE DISCIPLINES IN IT, THEY ARE ABLE TO WORK WITH CENTENNIAL AND DO A WALK-THROUGH AND COME TO AN AGREEMENT ON HOW MUCH SQUARE FEET OF DRYWALL AND HOW MANY SQUARE FEET OF PAINTING AND CARPETING NEED TO GET DONE THEN THEY LOOK AT A STANDARDIZED PRICE BOOK. CENTENNIAL IS ABLE TO THEN SAY THIS JOB WILL COST THIS MUCH. IT'S SIMPLY UP TO THE COUNTY THEN TO SAY YES, I AGREE WITH THE ESTIMATES OR, NO, WE HAVE A LITTLE MORE NEGOTIATION. BUT THEN ONCE THEY SAY GO, CENTENNIAL HANDLES IT AND THE PROJECT MANAGER ONLY NEEDS TO WORK WITH CENTENNIAL, NOT ALL OF THE SUBCONTRACTORS. YOU CAN SEE THE EFFICIENCIES BUILT INTO THIS APPROACH. AS WE WERE PUTTING TOGETHER A PROPOSAL FOR HOW WE WOULD DO JOB ORDER CONTRACTING AT MULTNOMAH COUNTY, WE REALLY WERE LOOKING AT MAKING SURE THAT THIS WAS FOCUSED ON THOSE THINGS THAT ARE MINOR ALTERATION, ORDINARY REPAIR AND MAINTENANCE TO PRESERVE A PUBLIC IMPROVEMENT. THAT TECHNICAL DEFINITION IS IMPORTANT BECAUSE THESE ARE PROJECTS THAT FOR THE MOST PART ARE UNDER THE \$150,000 THRESHOLD. SO LOOKING AT WHAT'S OUT, THOSE PUBLIC IMPROVEMENTS THAT WE STILL WANT TO BID OUT TO THE OPEN MARKET AND SO THOSE KINDS OF PROJECTS ARE ANYTHING OVER \$150,000 THAT WE WANT TO MAKE SURE THAT WE'RE GOING OUT AND COMPETING THOSE AND GETTING THE BEST PRICE POSSIBLE AT THE TIME.

SO GETTING BACK TO WHEN WE CAME TO THE BOARD TO ASK FOR PERMISSION FOR THIS, THIS WAS SOME OF THE MAJOR BENEFITS, ASSUMPTIONS THAT WE WERE WORKING WITH IS THAT ULTIMATELY THIS WAS

A FASTER DELIVERY OF PROJECTS. RATHER THAN HAVING TO DO INDIVIDUAL SOLICITATIONS FOR EACH OF THE DIFFERENT THINGS WE WERE GOING TO NEED TO GET THE ROOM REMODEL DONE, IT IS SIMPLY MEETING WITH THE JOB ORDER CONTRACTOR AND HAVING THEM PRICE IT OUT AND GET INTO ESSENTIALLY WORK ORDER MORE QUICKLY AND HAVE THE PROJECT DELIVERED MUCH MORE QUICKLY. WITH THAT ONE POINT OF CONTACT YOU GET AN EFFICIENCY THERE AND THERE'S ALSO REDUCED TRANSACTIONAL WORK FOR BOTH IN THE DEPARTMENT OF COUNTY ASSETS AS WELL AS IN CENTRAL PURCHASING. THE NUMBER OF TRANSACTIONS AROUND PROCUREMENTS AND CONTRACTS THAT NEED TO HAPPEN WILL BE LESS UNDER THIS APPROACH.

Brian Smith: ONE OF THE THINGS THAT WAS REALLY IMPORTANT TO US AS WE LOOKED AROUND AND LOOKED AT PRACTICE WAS OUR PARTICIPATION WITH CERTIFIED FIRMS. THIS IS ONE AREA WHERE WE AS A PUBLIC EMPLOYER, WE HAVE REALLY SOLID VALUES ABOUT MAKING SURE WE'RE LEASING MINORITY, WOMEN OWNED, AND THIS IS AN AREA WHERE WE HAVE A LOT OF THAT UTILIZATION. THESE ARE CONSTRUCTION FIRMS WORKING ON AUER SMALL PROJECTS. IT'S A PLACE WHERE SMALL BUSINESSES CAN GET SOME EXPERIENCE TO DEVELOP INTO LARGE BUSINESSES. THAT'S REALLY IMPORTANT TO US. WHEN WE DID OUR RFP, WE WANTED TO MAKE SURE WE SET HIGH EXPECTATIONS. WE ENDED UP WITH CENTENNIAL, OUR JOB ORDER CONTRACTOR, THEY HAVE AS THEIR ASPIRATIONAL GOAL 50% UTILIZATION ON THESE PROJECTS. THAT'S VERY HIGH. VERY AGGRESSIVE. WE'RE CURRENTLY WORKING WITH THEM TO FIGURE OUT WAYS TO MEET THAT. ULTIMATELY HAVING STRUCTURES THAT INCENT UTILIZATION BUILT IN AND ONE OF THE THINGS ABOUT THAT AND WE'LL BE MAKING THE ASK TO OPEN THIS UP TO COOPERATIVE USE SO THAT OTHER PUBLIC AGENCIES CAN USE THIS AS WELL, BUT WE HAVE BUILT IN A 2% INCENTIVE WHERE IF THEY ARE ABLE TO MEET THEIR UTILIZATION RATES THEY ARE ABLE TO RETAIN THAT. OTHERWISE IT REVERTS TO THE COUNTY. THERE'S A REAL FINANCIAL INCENTIVE THAT WE BUILT IN FOR A CONTRACTOR TO MEET THOSE.

Henry Alaman: IF I COULD JUST CHIME IN, SOME SUBTLE ADVANTAGES ALSO.

Chair Kafoury: STATE YOUR NAME FOR THE RECORD.

Henry Alaman: HENRY ALAMAN, FACILITIES AND PROPERTY MANAGEMENT DIRECTOR. SOMETHING CHAIR KAFOURY AND THE COMMISSIONERS MAY NOT KNOW, BEFORE JOINING THE COUNTY I WAS ACTUALLY A MINORITY BUSINESS ENTERPRISE. ONE OF THE ADVANTAGES I SEE WITH THE PROGRAM THAT WE HAVE FOR A JOB ORDER CONTRACTING HERE IS THERE'S A LOT OF MENTORING COACHING OPPORTUNITIES WITH CENTENNIAL. THEY HAVE ESTABLISHED PROCESSES AND PROCEDURES, REAL GOOD BUSINESS PRACTICES. THE CASH FLOW FOR A SMALL FIRM HAVING THAT EXPEDITED APPLICATION FOR PAYMENT IS CRITICAL TO A SMALL BUSINESS. THIS \$150,000

TARGET IS REALLY OF THE SWEET SPOT FOR A SMALL BUSINESS THAT'S TRYING TO GROW, TAKING ON MORE AND MORE RESPONSIBILITIES. THIS IS A GREAT STEPPING OPPORTUNITY FOR THEM.

Brian Smith: ACTUALLY AS A SEGUE I WANTED TO SPEAK ABOUT SOME OF OUR EXPERIENCE THAT WE HAVE HAD SO FAR. SORRY. TIMELINE. TONY.

Tony Dornbusch: GOOD MORNING, CHAIR, COMMISSIONERS. I'M TONY DORNBUSCH. I'M SENIOR MANAGEMENT IN THE DEPARTMENT OF COUNTY ASSETS. I'M GOING TO TALK ABOUT THE TIMELINE AND WHERE WE HAVE BEEN. AS YOU MIGHT GUESS, SINCE WE KEEP TALKING ABOUT THIS AS BEING A NEW THING FOR THE COUNTY, WE STARTED QUITE A WHILE AGO DOING THINGS LIKE RESEARCHING PUBLIC CONTRACTING RULES AND PUBLIC WORKS LAWS AND JUST WHAT WE COULD AND COULDN'T DO IN THE STATE OF OREGON. SO IN OCTOBER OF 2013, WE BEGAN THIS PROCESS TO DO THE RESEARCH. IN 2015 WE INTRODUCED IT THE COUNTY TO IT, AND IN 2016 THE APPROVAL OF THE ALTERNATIVE CONTRACTING METHOD FOR JOB MOTOR CONTRACTING WAS GRANTED BY THIS BOARD. THROUGH MARCH WE DID A SPECIAL PROCUREMENT AND SOLICITED A NUMBER OF COMPANIES TO CHOOSE THE BEST JOB ORDER CONTRACTOR WHICH AS BRIAN MENTIONED IS CENTENNIAL. IN 2017, APRIL OF 2017, WE WERE ABLE TO COMPLETE THE CONTRACT WITH CENTENNIAL AND GET IT EXECUTED. THERE'S A FEW THINGS THAT WERE SPECIAL ABOUT THIS PARTICULAR ACTIVITY THAT I THINK ARE WORTH CALLING OUT. FOLLOWING THAT SPECIAL PROCUREMENT AWARD, WE HAD TO DRAFT AND NEGOTIATE AND EXECUTE WITH THE CONTRACTORS.

A LOT OF RESEARCH WENT INTO THAT TO MAKE SURE WE COVERED THINGS LIKE REQUEST AND APPROVAL AND PAYMENT BUSINESS PROCESSES. WE WANTED TO MAKE THIS WORK FASTER, NOT MAKE IT A BURDEN FOR THE SMALL BUSINESSES THAT ARE INVOLVED INCLUDING OTHER THINGS LIKE PREVAILING WAGE REQUIREMENTS THAT WE HAVE AS A PUBLIC CONTRACTING AGENCY, QUALITY ASSURANCE PLANS AND SAFETY PLANS TO MAKE SURE THAT DELIVERY OF THE SERVICES WAS BETTER OR AT LEAST AS GOOD AS WHAT THE COUNTY ALREADY PROVIDES. DIVERSITY PARTICIPATION AND THE PERFORMANCE MEASURES AROUND THAT SO WE COULD MAKE SURE WE'RE NOT JUST SETTING GOALS BUT ACTUALLY MEASURING THOSE. IN ADDITION WE CREATED FREQUENTLY ASKED QUESTIONS, ALSO NEW TO THE COUNTY PERSONNEL, AND NEW TO THE CONTRACTORS THAT WE HAD BEEN USING IN THE PAST, SO CREATED A NUMBER OF INTERNAL AND EXTERNAL TRAININGS AND THE SUBCONTRACTOR ACTUALLY CONDUCTED OUTREACH PROGRAMS WITH CONTRACTORS SO WE COULD DEVELOP A POOL OF CONTRACTORS THAT WOULD BE ABLE TO DO THE WORK.

Tony Dornbusch: REACHED OUT SPECIFICALLY TO OUR EXISTING KNOWN DIVERSE CONTRACTORS AS WELL. THERE'S A FEW UNIQUE FEATURES OF THE JOB ORDER CONTRACTING ACTIVITIES OR PROGRAM AT THE COUNTY. ONE IS

THAT WE RETAIN THE RIGHT TO DO ANY WORK THAT WE CHOOSE TO DO WITH OUR OWN STAFF. IT'S NOT AN ALL OR NOTHING. IT'S IN OUR CONTROL STILL. IT'S ALSO PHASED IMPLEMENTATION. SINCE WE WERE LEARNING WE WANTED TO FIGURE OUT SOME THINGS FIRST. FACILITIES IS THE FIRST IN THAT UTILIZATION STRATEGY WITH TRANSPORTATION AND WEATHERIZATION COMING LATER. IT IS AS BRIAN ALSO MENTIONED VERY AGGRESSIVE CERTIFIED FIRM GOALS. AS HE MENTIONED WE'RE WORKING TOWARDS MAKING THAT A REALITY FOR US. AND FOR CENTENNIAL AS WELL. THERE'S ALSO COOPERATIVE FEATURES THAT ALLOW OTHER LOCAL AGENCIES TO USE THIS SAME CONTRACT AND STRUCTURE AND TAKE ADVANTAGE OF THE OPPORTUNITIES AND STREAMLINE PROCESS AND NOT HAVE TO GO THROUGH ALL THE WORK THAT WE DID.

Chair Kafoury: HOW NICE OF US.

Henry Alaman: BEEN A PLEASURE BEING THE GUINEA PIG. BRIAN WANTED ME TO SHARE A COUPLE OF EXAMPLE PROJECTS TO DATE. HERE ARE A COUPLE. ANIMAL SERVICES, THIS IS A REMODEL OF 9 KENNELS. IT'S BEEN KINDS OF A GREAT PROJECT BECAUSE IT'S MULTI PHASED APPROACH AND IT'S AN OCCUPIED REMODEL SO IF YOU CAN IMAGINE SHIFTING ANIMALS, SHIFTING MATERIALS, SHIFTING PERSONNEL WHILE TRYING TO GET THE WORK DONE AND KEEPING THE ANIMAL SERVICES BUILDING OPERATIONAL. THAT'S BEEN A REALLY GOOD, CHALLENGING PROJECT FOR US. SOME OTHERS, CAPITOL HILL LIBRARY, SIDEWALK AND PARKING LOT REPAIR, SEVENTH FLOOR OF THE MEAD BUILDING WAS DONE UNDER JOB ORDER CONTRACTING. THE ALBINA LIBRARY, THE REPAIR OF THE PARKING LOT AS WELL AS REPLACING DOORS. WE DID IT AFTER HOURS SO IT WAS LIKE MAGIC FACILITIES ELVES MAKING THAT HAPPEN. MOSTLY FOCUSED ON PUBLIC REST ROOM UPGRADES AND ADA UPGRADES. SO MOVING FORWARD, WE'RE GOING TO BE COMING TO THE BOARD ON THURSDAY TO REQUEST THAT WE END THE PILOT PHASE AND EXPAND IMPLEMENTATION. THIS WAS A PROCESS THAT WAS BUILT INTO THE ORIGINAL DESIGN OF IT. WE THINK WE HAVE FIGURED OUT ALL OF THE HOW DO WE WORK IT FROM A BUSINESS PROCESS. OUR CONTRACTOR IS ON BOARD. WE HAVE DONE THE PROOF OF CONCEPT WITHIN FACILITIES. TRANSPORTATION IS CHOMPING AT THE BIT. THEY HAVE PROJECTS THEY WOULD LOVE TO GET UNDER JOB ORDER CONTRACTING.

THEY ARE READY TO GO IF THE BOARD APPROVES. WE ALSO HAVE WE HAVE BEEN WORKING WITH WEATHERIZATION, WHICH IS NOT QUITE READY TO GO. THEY WANT TO PUT IT OFF FOR A LITTLE BIT, WHICH IS FINE. I THINK LOOKING AT A PHASED IMPLEMENTATION LOOKING FORWARD MAKES A LOT OF SENSE. IT BECOMES YET ANOTHER TOOL FOR THE WEATHERIZATION PROGRAM TO USE TO PROVIDE THE SERVICES THAT THEY PROVIDE. THEN OPENING IT UP TO COOPERATIVE USE AND THERE'S STILL SOME BUSINESS PROCESS WE NEED TO FIGURE OUT AROUND THAT BUT WE WOULD WORK COOPERATIVELY WITH CENTENNIAL TO DO IT IN A WAY THAT MAKES SENSE FOR US, FOR THEM



AND FOR THE SUBCONTRACTING COMMUNITY. THE OTHER PIECE THAT WE WOULD BE -- WAS BUILT INTO THE PROCESS ORIGINALLY WE WOULD COME BACK IN YEAR FIVE AND SAY HERE'S HOW IT'S GOING NOW THAT WE HAVE FULLY IMPLEMENTED IT. TO REPORT ON HOW WELL IT'S GOING. WE ORIGINALLY DID THE RFP WITH WAS FOR FIVE YEARS WITH AN OPTION FOR AN ADDITIONAL FIVE PENDING BOARD APPROVAL, AT THAT MID POINT. THAT'S HOW IT WAS STRUCTURED. WITH THAT, WE ARE OPEN TO ANY QUESTIONS OR DISCUSSIONS YOU WOULD LIKE TO HAVE.

Chair Kafoury: THANK YOU. DO WE HAVE QUESTIONS OR COMMENTS?

Commissioner Stegmann: THANK YOU, CHAIR. THANK YOU FOR THE REPORT. AS A BUSINESS OWNER THIS IS A GREAT IDEA. I LOVE IT. TAKING SMALLER JOBS AND LETTING SOMEONE ELSE MANAGE REALLY FREES UP OUR COUNTY STAFF TO WORK ON THE BIGGER JOBS. I THINK THAT'S REALLY IMPORTANT. I DID HAVE A QUESTION. ALL THE JOBS YOU LISTED THAT WE HAVE DONE SO FAR, HAS CENTENNIAL, DID THEY DO ALL THOSE JOBS? WHAT JOBS DID CENTENNIAL GET OR DID WE USE DIFFERENT CONTRACTORS ALONG THE WAY?

Henry Alaman: EM. THE ONES I MENTIONED THAT ARE CURRENTLY IN PROGRESS ARE ALL BEING MANAGED BY CENTENNIAL. IN COOPERATION WITH OUR PROJECT MANAGERS WHO HAVE APPROACHED THEM AND HELPED IDENTIFY THE SCOPE AND MOVE IT FORWARD IN THAT MANNER.

Commissioner Stegmann: SO THIS IS JUST A QUESTION I DON'T KNOW. I THINK THAT MAKES SENSE. I APPRECIATE THAT THEY HAVE SUCH AN AGGRESSIVE UTILIZATION RATE TO EMPLOY PEOPLE OF COLOR AND WOMEN. BUT I'M JUST WONDERING, DOES THAT -- YOU ONLY HAVE ONE COMPANY. BUT THEN DO THEY SUBCONTRACT OUT AND SO THEY ARE ABLE TO USE OTHER SMALLER FIRMS?

Henry Alaman: EM. THE CENTENNIAL IS REALLY FOCUSED ON RECRUITMENT RETAIN AGE OF SUBCONTRACTORS THAT ARE CERTIFIED FIRMS.

Commissioner Stegmann: OKAY. THAT'S AWESOME. THEN I THINK JUST ANY SMALL BUSINESS, THE CASH FLOW IS HUGE. I REALLY APPRECIATE THAT. JUST REDUCING THE NUMBER OF TRANSACTIONS I THINK IS GREAT. THE 2% INCENTIVE -- I THINK SOMETIMES SOME OF OUR OTHER PROJECTS I'M NOT SURE THAT WE'RE AS GOOD AT ENFORCING THAT MORE WOMEN OWNED BUSINESS AND MINORITY OWNED BUSINESSES ARE ACTUALLY BEING UTILIZED. I'M NOT SUPER CLEAR ABOUT THAT BUT I LIKE THE FACT THAT YOU HAVE A 2% INCENTIVE. THIS MAKES A LOT OF SENSE. I APPRECIATE YOU CUTTING OUT A LOT OF RED TAPE AND A LOT OF MINOR CHAFF SO YOU CONCENTRATE ON THE REALLY BIG PROJECTS. THANKS SO MUCH FOR BRINGING THIS FORWARD.

Commissioner Smith: THANK YOU, MADAME CHAIR. A QUESTION, HENRY, HOW MANY MINORITY WOMEN DO WE HAVE ON THESE PROJECTS?

DO WE HAVE SPECIFICS ON THAT IN THE LATEST REPORT OR NOT? NUMBER OF THEM.

Brian Smith: WE KNOW WHO THEY ARE.

Chair Kafoury: MAYBE YOU CAN GET US THAT INFORMATION. AS YOU TALKED ABOUT THE OUTCOMES -- I THINK YOU'RE LOOKING FOR OUT COMES.

Commissioner Smith: YOU SAID YOU KNOW WHO THEY ARE. HOW MANY ARE THERE?

Tony Dornbusch: I COULDN'T TELL YOU OFF HAND. WE GET A REPORT ON A MONTHLY AND QUARTERLY BASIS. IT REALLY DEPENDS ON HOW MANY PROJECTS ARE ACTIVE AND WHAT THE ACTUAL MOST RECENT AWARDS WERE.

Commissioner Smith: LET ME BE VERY CLEAR. I'M LOOKING AT THE WHOLE LANDSCAPE OF ALL OF THESE. I'M TRYING TO FIGURE OUT AS WE ARE GOING TO BE VOTING TO IMPLEMENT IN THE IMPLEMENTATION STAGE I'M TRYING TO FIGURE OUT IF WE DID A GOOD JOB AS WE ARE DOING IN OUR PROCUREMENT OFFICE TO REACH SOME OF THOSE GOALS LIKE AT THE 22% LEVEL, TRYING TO SEE WHERE WE'RE AT. THAT PROBABLY WOULD HAVE BEEN THE FIRST INFORMATION THAT I WOULD HAVE PRESENTED TO SEE WHERE THE MWESBS WERE. THAT'S BEEN A HUGE PROBLEM WHAT MULTNOMAH COUNTY HAS DONE OVER THE LAST EIGHT YEARS IN TERMS OF REACHING OUT TO MINORITY CONTRACTORS HAS BEEN HUGE. WE HAVE INCREASED THE NUMBER OF WOMEN AND MINORITY CONTRACTORS EXPONENTIALLY FROM PREVIOUS YEARS. JUST BECAUSE WE'RE CONTRACTING OUT TO CENTENNIAL I WANT TO MAKE SURE THEY MAINTAIN THAT SEEMED KIND OF ENERGY AND THAT SAME KIND OF COMMITMENT TO MINORITY WOMEN THAT WE HAVE HAD WHEN WE WERE AT THE HELM. THAT'S THE ISSUE HERE. I KNOW YOU MAY KNOW BUT YOU DON'T KNOW. I NEED TO KNOW SO THAT I KNOW THAT THIS IS BEING SUCCESSFUL TO THE DEGREE THAT OUR VISION AND OUR VALUES ARE IMPORTANT TO MAKE SURE WE HAVE SMALLER COMPANIES ABLE TO GET INTO THE QUEUE. THAT IS MY BIGGER ISSUE. THE SECOND PIECE, BRIAN, THE IMPLEMENTATION STAGE. THAT IS IN OUR BUDGET? DID WE BUDGET MONEY TO IMPLEMENT THIS IN OUR FISCAL YEAR '19? TO GO FROM A PILOT TO IMPLEMENTATION STAGE?

Brian Smith: COMMISSIONER SMITH, I THINK ALL ALONG THE INTENT WAS THESE ARE PROJECTS WE WERE GOING TO BE DOING ANYWAY. SO THEY SHOULD BE ALREADY BUILT INTO FACILITY'S BUDGET.

Commissioner Smith: THAT'S WHAT I'M TRYING TO FIGURE OUT. YOU'RE ASKING US TO GO FROM A PILOT TO IMPLEMENTATION. I IMAGINE THAT THERE'S DOLLARS THAT GO ALONG WITH THAT.

Brian Smith: NOT NECESSARILY. NO. BECAUSE THIS IS JOB ORDER CONTRACTING AS AN APPROACH IS NOT SOMETHING WE AS AN ORGANIZATION HAVE DONE EVEN THOUGH BOTH AT INDUSTRY AND THE IMPLEMENTATION APPROACH HAVE BEEN -- ARE WELL ESTABLISHED. IT'S NEW TO THE COUNTY. THE INTENT WAS THAT WE WOULD BE CHECKING IN WITH THE BOARD AT CERTAIN PLACES AND IMPLEMENTATION. THIS IS THE FIRST ONE. JUST TO MAKE SURE THAT EVERYTHING WAS GOING ALL RIGHT AND WE WERE ADDRESSING YOUR CONCERNS. THAT'S REALLY THE DIFFERENCE.

Commissioner Smith: I WOULD APPRECIATE IF YOU REALLY MAKE SURE THAT ALONG THE WAY -- I KNOW DECEMBER WILL BE MY LAST MONTH, BUT AS WE IMPLEMENT THIS OVER THE YEARS THAT YOU PAY CLOSE ATTENTION TO THE MINORITY DISADVANTAGED BUSINESS NUMBERS TO MAKE SURE THAT WE'RE NOT LOSING OUR PRIORITY TOWARDS MAKING SURE THAT THOSE FOLKS GET A CHANCE TO HAVE AN OPPORTUNITY.

Brian Smith: ABSOLUTELY, COMMISSIONER.

Commissioner Smith: THANKS.

Chair Kafoury: COMMISSIONER MEIERAN?

Commissioner Meieran: YOU TALKED ABOUT OUT COMES YET I DIDN'T SEE ANY LISTED. IF YOU WOULD MAYBE GET BACK TO US WITH WHAT ARE THE OUTCOMES THAT YOU'RE LOOKING FOR SO WE COULD MEASURE OURSELVES AGAINST THEM SO WE KNOW WE'RE MEETING OUR GOALS. THEN HAVING SOME SPECIFICS ON THE NUMBERS OF LIKE WE HAVE THE DASHBOARDS FOR OUR BIGGER PROJECTS, HAVING NUMBERS ON WHAT THE WOMEN AND MINORITY EMERGING BUSINESS OWNERS WOULD BE IMPORTANT BEFORE WE TAKE OUR VOTE. OVER ALL I DO WANT TO COMPLIMENT YOU AS USUAL. I THINK WE'RE ALWAYS COMMITTED TO TRYING NEW THINGS AND INNOVATIVE PROCESSES THAT NOT ONLY ARE BENEFICIAL TO THE COUNTY'S BOTTOM LINE BUT TO OUR COMMUNITY MEMBERS BY GETTING THINGS DONE MORE QUICKLY AND BETTER AND EASIER FOR THE PUBLIC TO ENGAGE. I APPRECIATE THAT WE ARE NOT CONTENT TO JUST BE SUCCESSFUL AND GET ALL THE AWARDS LINING THE WALLS OF YOUR OFFICE BUT YOU'RE ALWAYS LOOKING FOR WHAT'S THE NEXT WHAT I TO IMPROVE. WHILE YOU'RE DOING THAT KEEPING THE COUNTY'S VALUES IN MIND AT THE FOREFRONT OF ALL WE DO. I THINK THAT'S WHAT YOU'RE HEARING FROM COMMISSIONER SMITH. WE SPENT A LOT OF TIME FOCUSED ON OUR COMMUNITY MAKING SURE THEY

ARE INVOLVED IN THE LARGE AMOUNT OF DOLLARS THAT ARE SPENT HERE AT MULTNOMAH COUNTY THAT WE ARE DISTRIBUTING THOSE FUNDS EQUITABLY THROUGHOUT OUR COMMUNITY. HAVING THOSE NUMBERS WILL BE IMPORTANT FOR US TO JUDGE WHETHER WE'RE DOING A GOOD JOB AND WHETHER THIS IS THE RIGHT DIRECTION FOR US TO HEAD.

Chair Kafoury: THANK YOU VERY MUCH FOR COMING IN.

Brian Smith: THANK YOU.

Chair Kafoury: THAT'S ALL WE HAVE ON OUR SCHEDULE THIS MORNING. WE WILL SEE YOU ALL HERE THURSDAY MORNING, 9:30

**ADJOURNMENT – 11:09 a.m.**

[CAPTIONS PROVIDED BY LNS CAPTIONING AND MAY INCLUDE INACCURATE WORDS OR PHRASES DUE TO SOUND QUALITY, OTHER TECHNICAL DIFFICULTIES AND/OR SOFTWARE ERRORS.]

For access to the video and/or board packet materials, please view at:  
[http://multnomah.granicus.com/ViewPublisher.php?view\\_id=3](http://multnomah.granicus.com/ViewPublisher.php?view_id=3)

Submitted by:  
Marina Baker, Board Clerk and  
Taja Nelson, Assistant Board Clerk  
Board of County Commissioners  
Multnomah County, Oregon