

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, May 12, 2015**

**BUDGET WORK SESSION #3**

Chair Deborah Kafoury called the meeting to order at 1:06 p.m. with Vice-Chair Jules Bailey and Commissioners Loretta Smith, Judy Shiprack and Diane McKeel present.

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

**BWS 3a County Assets Including CBAC Report. Presenters: Sherry Swackhamer, Director, DCA; Ben Brady, CBAC; Lisa Whedon, Planning & Budget Mngr.; Bob Leek, Deputy CIO; Henry Alaman, Division Director, Facilities & Property Mgmt; Tony Dornbusch, Mgr, DCA; and Ben Brady, CBAC.**

Chair Kafoury: GOOD AFTERNOON. WELCOME TO THE THIRD BUDGET WORK SESSION. WE HAVE COUNTY ASSETS UP RIGHT NOW. GOOD AFTERNOON.

Ms. Swackhamer: GOOD AFTERNOON. MY NAME IS SHERRY SWACKHAMER, THE DIRECTOR OF THE DEPARTMENT OF COUNTY ASSETS AND THE CHIEF INFORMATION OFFICER FOR MULTNOMAH COUNTY. HERE WITH ME RIGHT NOW I HAVE LISA WHEDON OUR PLANNING AND BUDGET MANAGER, AND BEN BRADY FROM OUR CITIZEN BUDGET ADVISORY COMMITTEE. THIS IS GENERALLY THE AGENDA WE'LL BE FOLLOWING. FIRST OFF WE'RE GOING TO FOCUS TODAY ON OPERATIONS FOR THE DEPARTMENT OF COUNTY ASSETS AND TOMORROW MORNING WE'LL BE BACK TO TALK IN DETAIL AS A PART OF THE CAPITAL PRESENTATION. WE'RE GOING TO START OFF WITH THE CITIZEN BUDGET ADVISORY COMMITTEE. AND THEIR RECOMMENDATIONS. THESE ARE THE MEMBERS LISTED, AND BEN BRADY WILL BE PRESENTING. WE DEFINITELY WANT TO THANK THEM FOR ALL THEIR WORK AND WE VERY MUCH APPRECIATED THE MEETINGS AND DISCUSSIONS WE'VE HAD.

Mr. Brady: I'M BEN BRADY, A MEMBER OF THE CBAC. AND I'M PRESENTING IN THE DEPARTMENT OF ASSETS, WHICH IS DCA. AND I'M GOING TO REPORT AND MAKE RECOMMENDATIONS ON WHAT WE'VE ARE WORKING ON. THERE'S GOING TO BE SIX DIFFERENT AREAS WE'RE GOING TO FOCUS ON AND I'M GOING TO LIST A FEW OF THEM HERE. ONE IS AN EQUALITY POSITION, AND A FEW IN I.T., HEALTH CARE, TWO IN FLEET AND ONE IN THE FACILITIES REMODEL AREA. I'M GOING TO GO ONE BY ONE AND DO THOSE PARTICULAR AREAS, AND WE'LL START WITH THE FIRST PROGRAM, AND IT'S 78000A, FOR AN EQUALITY POSITION. THAT'S A KIND OF STAFFING TYPE POSITION. THIS POSITION WILL HELP DCA TARGET A DIVERSE WORK FORCE AND PROMOTE

EQUALITY USING EQUALITY AND EMPOWERMENT LENS TO EVALUATE PROCESSES AND PROJECTS. OUR CBAC DISCUSSES WHETHER THIS SHOULD BE PART OF THE DCA'S EQUALITY OR PART OF THE WHOLE COUNTYWIDE TEAM PROMOTING EQUALITY AND DIVERSITY.

Mr. Brady: THE DIRECTOR'S OPINION, WOULD BE AFTER ESTABLISHING THIS HERE IN THIS DEPARTMENT IT COULD BE GONE ON TO DIFFERENT DEPARTMENTS THROUGHOUT THE WHOLE COUNTYWIDE. OUR CITY PAC SUPPORTED THIS PARTICULAR COUNTY EQUALITY GOAL AND SUGGESTS THAT THIS PARTICULAR ONE BE FUNDED. FOR THE NEXT ONE, IT'S GENERALLY CONSIDERED AN I.T. POSITION. AND THERE'S THREE DIFFERENT PROGRAMS THAT ARE IN THIS ONE. I COULD LIST THE NUMBER HERE OF 78020B, C, AND E, NETWORK CONVERSIONS. AND IT'S ACTUALLY LAST YEAR WHEN I PRESENTED SOMETHING SIMILAR AS WELL. THIS PROGRAM OFFER PROVIDES ADDITIONAL FUNDING FOR NETWORK CONVERGENCE PROJECTS FOR NECESSARY STAFFING AND EQUIPMENT TO COMPLETE UPGRADES AND MIGRATION FOR THE REMAINING NONCONVERGENCE SITES. THERE'S THREE DIFFERENT SITES WHICH WOULD BE THE COURTHOUSE, HANSEN, AND JUSTICE CENTER SITE. WE RECOMMEND FUNDING THIS PROJECT AS WELL.

THE THIRD AREA IS ANOTHER I.T. POSITION. AND IT'S CONSIDERED CYBER SECURITY. THE PROGRAM NUMBER FOR THAT IS 70837. AND THIS ONE BASICALLY PROVIDES FUNDING TO REPLACE THE COUNTY'S AGING FIRE WALL PROTECTION AND SYSTEMS AND DATA, WITH THE CURRENT ENVIRONMENTAL FRAUD HACKING AND SYSTEMIC INCLUSION, OUR COMMITTEE SUPPORTS THIS OFFER. THE NEXT ONE IS THE LONGEST ONE, IT'S A NEAR SITE CHILD CARE FACILITY. THIS IS PROGRAM NUMBER 78051. THIS \$2.3 MILLION REQUEST FOR A CHILD CARE FACILITY FOR CHILDREN OF THE COUNTY EMPLOYEES TO PROVIDE HIGH-QUALITY AFFORDABLE CHILD CARE IN PROXIMITY OF THIS BUILDING HERE OR IN DOWNTOWN REGION. THE COMMITTEE AGREES THAT HIGH-QUALITY OF AFFORDABLE HEALTH CARE IS VERY IMPORTANT, BUT DOES NOT SUPPORT THE 2.3 MILLION CAPITAL EXPENDITURE TO CREATE THIS FACILITY AT THIS PARTICULAR TIME.

THE FACILITY ATTEMPTS TO ENHANCE THE EMPLOYEES' BENEFIT PACKAGE TO ATTRACT AND RETAIN TALENT IN THIS COMPETITIVE WORK MARKET. OUR COMMITTEE HAD CONCERNS WITH COSTS FOR TENANT IMPROVEMENTS NOT OWNED BY THE COUNTY. AND IN ADDITION THERE WOULD BE A 333,000 DOLLAR TOWARD ANNUAL BUDGET EXPENSE. WE RECOMMEND THE COUNTY INVEST IN AN EMPLOYEE REIMBURSEMENT PROGRAM FIRST AND THEN MONITOR THE EFFECTIVENESS. THIS TYPE OF PROGRAM WOULD BE NOT LIMITED TO JUST 76 CHILDREN BUT COULD PROVIDE FOR MANY MORE DEPENDING ON THE MAXIMUM DOLLARS PER ALLOWED. IF THIS RESEARCH VALIDATES THIS TYPE OF EMPLOYMENT BENEFIT, AND HASN'T REACHED THE DESIRED GOAL TOWARDS RECRUITMENT EMPLOYEE RETENTION, THEN CAPITAL EXPENDITURES COULD BE MADE IN THE FUTURE. FOR THE FIFTH

AREA, FOR THE YEON FACILITY AREA, IT DEALS WITH TWO PROGRAM AREAS: NUMBER 78052 AND 78053. THEY WANT TO INSTALL A TANK AND FLEET MANAGEMENT FOR THAT TANK.

Mr. Brady: THE NEW MANAGEMENT SYSTEM WOULD GREATLY ENHANCE THE COUNTY'S ABILITY TO TRACK THE COUNTY'S FUEL CONSUMPTION PROVIDING ACCURATE, TIMELY, AND COMPLETE INFORMATION WHICH CAN BE USED IN THE AID OF CHANGING DRIVING PRACTICES IN EAST COUNTY. OUR CBAC SUPPORTS THIS EXPENDITURE. ONE LAST PROGRAM I'M GOING TO REPORT ABOUT HERE, IS PROGRAM 78054, IT'S THE YEON ANNEX, A RECEPTION AND LOBBY REDESIGN. WE SUPPORT THIS EXPENDITURE FOR 165,000 FOR THE IMPROVEMENTS TO THIS FACILITY THAT ENHANCE IMPROVEMENTS OF CUSTOMER SERVICE, PRIVACY, AND MOST OF ALL ENHANCE THE SAFETY AND SECURITY OF THE CITIZENS.

SO HERE WAS SIX DIFFERENT AREAS THAT OUR CBACs BROUGHT TO THE BOARD'S ATTENTION.

Chair Kafoury: THANK YOU VERY MUCH. DOES ANYBODY HAVE QUESTIONS OR COMMENTS? CHAIR?

Commissioner McKeel: I JUST WANT TO SAY THANK YOU TO BEN. WE REALLY APPRECIATE THE TIME YOU ALL PUT IN. LOOKING AT OUR BUDGET, I REALLY LOVE WHEN YOU COME FORWARD WITH THE DEPARTMENTS TO TALK TO US ABOUT YOUR WORK THAT YOU'VE DONE, AND IT REALLY HELPS US DO THE WORK OF OUR COUNTY. SO THANK YOU VERY MUCH FOR YOUR TIME. AND BY THE WAY, I DO LOVE THE PICTURE THAT YOU HAVE ON THIS PAGE. MULTNOMAH FALLS.

Commissioner Smith: BEN, THANK YOU FOR GIVING THE PRESENTATION TODAY. I WAS STRUCK BY ONE OF THE LINE ITEMS, YOU WERE TALKING ABOUT. THE DAY CARE, DO YOU KNOW, DID YOUR COMMITTEE FIND OUT HOW MANY DAY CARE AGE EMPLOYEES WE HAVE?

Mr. Brady: I DON'T HAVE THAT STAT. I DON'T KNOW.

Commissioner Smith: OKAY. DID WE KNOW THAT, HOW MANY --

Ms. Swackhamer: WE CAN PROVIDE THAT.

Chair Kafoury: THANK YOU VERY MUCH FOR YOUR TIME ON THE COMMITTEE AND THANK YOU FOR COMING TODAY.

Ms. Swackhamer: WE'RE GOING TO DO A LITTLE SWAP OUT HERE. ADD A FEW MORE MEMBERS OF OUR MANAGEMENT TEAM. I WOULD LIKE TO INTRODUCE HENRY ALAMAN, OUR DIVISION DIRECTOR FOR FACILITIES AND PROPERTY

MANAGEMENT, AND BOB LEEK, OUR DEPUTY CHIEF INFORMATION OFFICER. SO FIRST WE'LL START BY JUST INTRODUCING OUR MISSION VISION AND VALUES. I'M NOT GOING TO READ THEM TO YOU, I THINK YOU'VE SEEN THEM BEFORE. BUT WE DO HAVE WRITTEN AND FORMALIZED MISSION, VISION, AND VALUES AND I THINK THE TAG LINE SUMS THEM UP AND THAT'S REALLY ABOUT HAVING AN INCLUSIVE WORKPLACE, INNOVATIVE TECHNOLOGIES, SUSTAINABLE PRACTICES, AND CREATE SYNERGIES. NOW I'D LIKE TO GIVE A LITTLE BIT OF HIGHLIGHTS ON WHO DCA IS, WHAT WE'RE MADE UP OF. WE HAVE A VERY DIVERSE GROUP OF SERVICES, WE HAVE RECORDS AND ARCHIVES, RECORDS MANAGEMENT AND ARCHIVES, INFORMATION TECHNOLOGY, FACILITIES AND PROPERTY MANAGEMENT, FLEET, AND MOTOR POOL. AND DISTRIBUTION SERVICES, AS WELL AS AN ADMINISTRATIVE SERVICES HUB THAT PROVIDES SERVICE NOT ONLY TO THE DEPARTMENT OF COUNTY ASSETS, BUT ALSO SERVICES, SOME SERVICES TO THE DEPARTMENT OF COUNTY MANAGEMENT, AND TO THE NONDEPARTMENTAL. OUR PERSPECTIVE, IT'S HARD SOMETIMES FOR INTERNAL SERVICE PROVIDERS TO REALLY UNDERSTAND HOW TO HAVE AN IMPACT AND HOW TO SUPPORT THE COUNTY'S VALUES AND WE TRY TO ADD IT FROM THE PERSPECTIVE OF SOMETHING CALLED THE TRIPLE BOTTOM LINE.

HOW DO WE HAVE A SUSTAINABLE COMMUNITY AND HOW DO OUR INTERNAL SERVICES HELP SUPPORT THAT. AND THE TRIPLE BOTTOM LINE REALLY LOOKS AT HOW THE INTERRELATIONSHIPS OF THE ENVIRONMENT EQUITY AND SOCIAL JUSTICE AND THE ECONOMY ALL PLAY TOGETHER. FROM AN ENVIRONMENT PERSPECTIVE, WE WORK CLOSELY WITH THE OFFICE OF SUSTAINABILITY, WE HAVE A VOLUNTARY GROUP THAT LOOKED THIS LAST YEAR AT HOW CAN WE MAKE THE MOST IMPACT. AND THAT GROUP IDENTIFIED THAT WE HAVE THE CAPABILITY TO MAKE AN IMPACT IN THE AMOUNT OF CO2 EMISSIONS THAT WE BOTH MANAGE, AND INFLUENCE. AND AT THIS TIME WE'RE IN THE PROCESS OF MEASURING WHAT THAT IS, WHAT THOSE EMISSIONS ARE, AND THEN WE WILL SET A GOAL ON REDUCTION, BOTH SHORT AND LONG-TERM GOALS AROUND REDUCING THOSE EMISSIONS. AS I SAID, WE'RE WORKING CLOSELY WITH THE OFFICE OF SUSTAINABILITY ON THIS PROJECT, AND WE'RE HOPING ONCE WE HAVE USED THIS TOOL THAT THE OTHER DEPARTMENTS WILL DO THE SAME.

IN THIS COMING YEAR EQUITY AND INCLUSION ARE A BIG PART OF OUR PRIORITIES. WE'RE STARTING WITH OUR SENIOR MANAGEMENT TEAM, WE'VE DEVELOPED A READINESS SURVEY, AND ARE LOOKING THEN BASED ON THAT INFORMATION HOW TO BUILD A PLAN AROUND REINFORCING EQUITY AND INCLUSION IN THE WORKPLACE. AND WE REALLY WANT TO LOOK AT HOW TO INSTITUTIONALIZE THIS IN ALL THE WORK WE DO. NOT JUST THAT WE DO INTERNALLY BUT THE WORK WE PROVIDE ULTIMATELY TO OUR COMMUNITY. AND FROM AN ECONOMY STANDPOINT, FOR US THAT MEANS EFFICIENCY AND PROCESSES, AND WE'RE ALWAYS LOOKING FOR WAYS TO IMPROVE IN THAT AREA, AND AT THE END OF JUNE WE'LL BE STARTING OUR FIRST LANE

PROJECT, METHODOLOGY FOR LOOK AT BUSINESS PRACTICES AND ELIMINATING WASTE, SO AT THE END OF JUNE WE'LL BE STARTING OUR FIRST PROJECT, AND LOOKING AT THE DEVELOPMENT OF INTERNAL SERVICE RATES AND HOW TO DO THAT IN A MORE LEAN WAY.

Ms. Swackhamer: FROM THE STANDPOINT OF OUR BUDGET RECOMMENDATIONS, I WANT TO JUST GO OVER A FEW OF OUR PRIORITIES AND SOME OF THE CHALLENGES THAT WE'RE FACING. CERTAINLY OUR PRIORITIES ARE DELIVERING ON OUR STRATEGIC PROJECTS, WE HAVE QUITE A FEW YOU'RE FAMILIAR WITH, FROM THE COURTHOUSE, TO NEW HEALTH HEADQUARTERS, COMPLETING OUR CONVERGENCE PROJECT. WE HAVE ALSO BEEN WORKING ON A STRATEGIC PLAN AND I'LL TALK MORE ABOUT THAT LATER, BUT ONE THING THAT CAME OUT OF THAT IS THE PRIORITY OF LOOKING AT OVERALL DCA CUSTOMER SERVICE PROGRAM AND FOR EACH DIVISION TO EVALUATE WHAT THAT MEANS TO THEM AND HOW DO THEY RELATE BETTER TO THEIR CUSTOMERS. AND ALSO FROM A TALENT DEVELOPMENT AND RECRUITMENT PERSPECTIVE, ADDITIONAL ENGAGEMENT CONTINUING TO PROVIDE MORE ENGAGEMENT WITH OUR EMPLOYEES. I'VE TALKED ABOUT THE TRIPLE BOTTOM LINE. SO I'LL GO TO THE LAST POINT FROM A PRIORITY STANDPOINT. AS WE REALLY NEED TO LOOK AT HOW TO BE MORE RESILIENT. WHEN I TALK ABOUT RESILIENCY, HOW CAN WE BE PREPARED TO SUPPORT THE COUNTY IN A DISASTER, IN AN EMERGENCY, OR POTENTIALLY A CYBER SECURITY ATTACK, WHICH IS QUITE DIFFERENT, BUT BECOMING MORE AND MORE PREVALENT. IN FACT, WE HAVE THE FBI SCHEDULED FOR EARLY JUNE TO BRIEF YOU ON CYBER SECURITY.

Chair Kafoury: EXCITING.

Ms. Swackhamer: I ALMOST SKIPPED THE CHALLENGES. BETTER NOT DO THAT. FROM A CHALLENGES PERSPECTIVE, CERTAINLY CONTINUING AS WE BECOME BIGGER AND HAVE LARGER PROJECTS, BUILDING INFRASTRUCTURE TO ENSURE WE CAN MANAGE THOSE PROJECTS WHILE ALSO CONTINUING TO KEEP OPERATIONS GOING IS A BIG CHALLENGE FOR US. ENSURING THAT WE HAVE ONGOING BENCH STRENGTH AND WE LOOK AT SUCCESS PLANNING. AND NOT QUITE AS BROADLY AS THE OVERALL DEPARTMENT SUCCESSION PLAN, BUT THIS YEAR WE'RE GOING TO BE LOOKING AT WHERE ARE OUR BIG RISKS. SOMETIMES WHEN YOU TAKE ON SUCCESSION PLANNING IT BECOMES OVERWHELMING, SO WHAT WE FIRST WANT TO DO IS A RISK ASSESSMENT TO SAY, WHERE ARE THE BIGGEST RISKS AND HOW DO WE MANAGE THOSE RISKS. YOU KNOW, CHALLENGES AROUND MANAGING EXPECTATIONS BROADLY, THE BOARD'S EXPECTATION, OUR AREAS AND DEPARTMENTS EXPECTATIONS AND EMPLOYEE EXPECTATIONS, SO TRYING TO KEEP EVERYBODY INFORMED OF WHAT'S GOING ON AND HELPING THEM UNDERSTAND WHAT THEY SHOULD EXPECT. AND THEN FINALLY RECRUITING AND RETAINING OUR TALENT IS A BIG CHALLENGE.

Ms. Swackhamer: WHO WE SERVE AND WHAT WE DO. AS I SAID EARLIER, WE HAVE QUITE A DIVERSE PORTFOLIO OF SERVICES. I WON'T GO OVER ALL OF THESE, BUT JUST HIGHLIGHT A FEW. WE DO PROCESS 1.5 MILLION PIECES OF INTERNAL AND EXTERNAL MAIL EVERY YEAR. WE ENABLE OVER 15,000 MOTOR POOL TRIPS. WE SUPPORT 300-PLUS BUSINESS SYSTEMS ACROSS EIGHT DEPARTMENTS. AND THE ONE I ALWAYS AM AMAZED BY IS THAT WE MAINTAIN 121 MILLION PUBLIC RECORDS DATING BACK TO THE 1800s. SO THIS IS JUST A HIGH-LEVEL ORG CHART THAT SHOWS FOR EACH AREA THE BUDGET, THE PROPOSED BUDGET FOR FISCAL YEAR 2016, THE FTE, AND THE SPAN OF CONTROL. AND OVERALL OUR SPAN OF CONTROL HAS BEEN CONSISTENT REALLY OVER THE LAST FEW YEARS AT 1-10.

WE HAVE BEEN WORKING ON A STRATEGIC PLAN, FOR THE DEPARTMENT OF COUNTY ASSETS. WE'VE TALKED TO OUR CUSTOMERS, TO OUR EMPLOYEES, TO BOARD STAFF TO GET FEEDBACK ON WHAT SHOULD WE BE DOING, WHERE SHOULD WE BE GOING, WHAT SHOULD OUR FOCUS BE. WE'VE COME UP WITH "BHAG", OUR BIG HAIRY AUDACIOUS GOALS, WHICH IS A TRUE STRATEGIC PLAN TERM, I DID NOT MAKE THAT UP. AND THEN WE'VE IDENTIFIED FOUR HIGH-LEVEL GOALS, AND FOR EACH OF THOSE GOALS WE'RE DEVELOPING WORK PLANS. AGAIN, I WON'T GO OVER THESE INDIVIDUALLY, BUT WE'RE DEFINITELY WORKING ON BEING CREATIVE IN HOW WE SOLVE PROBLEMS AND BUILDING RELATIONSHIPS WITH CUSTOMERS AND EMPLOYEES, GENERATING INNOVATIVE RESPONSES TO THE EMERGING TRENDS THAT WE'RE SEEING, AND AS I'VE ALREADY SAID, REALLY COMING UP WITH A SYSTEMATIC APPROACH TO BALANCE THE ECONOMIC EQUITABLE AND SOCIAL AND ENVIRONMENTAL GOALS. AND I THINK YOU'LL SEE THIS THROUGHOUT THE PRESENTATION AND ALSO THROUGHOUT THE WORK THAT WE DO. REALLY KEY TO MEETING OUR STRATEGIC PLAN GOALS ARE OUR EMPLOYEES. AND THEIR ABILITY TO NOT JUST WORKING AS INDIVIDUALS, BUT THEIR ABILITY TO WORK IN TEAMS WITH EACH OTHER AND WITH OUR DEPARTMENTS. AND I THINK YOU SAW LAST WEEK WE ARE MAKING PROGRESS IN THESE AREAS, AND THAT WE HAD EMPLOYEES INVOLVED IN THREE OF THE TEAM WINNERS FOR THE RECOGNITION AWARDS.

NEXT I'LL HIGHLIGHT SOME OF OUR ACCOMPLISHMENTS. SOME YOU'VE HEARD OF BEFORE, BUT SOME MAYBE NOT. HENRY AND HIS TEAM DID BRIEF YOU EARLIER THIS YEAR ON THE COMPLETION OF PHASE TWO OF OUR FACILITIES ASSET STRATEGIC PLAN. AND WE CITED THE NEW COURTHOUSE. FROM AN I.T. PERSPECTIVE, ONE OF OUR TEAMS WON THE COMMITTEE CHOICE AWARD, COMPLETED WYNN CUT OVER EVERY 45 DAYS FOR 18 MONTHS. THAT WAS AN AMAZING STATISTIC FOR ME. I'M SURE IT FELT LIKE LONGER THAN 18 MONTHS TO THAT TEAM. AND WE ALSO IMPLEMENTED FOR THE FIRST TIME ONLINE BENEFITS OPEN ENROLLMENT WITH THE BENEFITS TEAM. SO THOSE WERE TWO BIG ACCOMPLISHMENTS. AND FOR OUR RECORDS TEAM, THEY RECYCLED 48 TONS OF AGED-OUT PUBLIC RECORDS. IF YOU CAN IMAGINE THAT MUCH PAPER. AND WE COMPLETE THE BUILDOUT

OF THE FIRST STOREFRONT ANIMAL SERVICES OUTREACH CENTER, SOON TO BE A GRAND OPENING, I HEAR. WE'RE EXCITED ABOUT THAT. AND THE LAST BULLET, WE COMPLETED OUR WORK WITH CITY FLEET TO DETERMINE WHETHER OR NOT IT WOULD BE APPROPRIATE FOR THEM TO TAKE OVER OUR YEON OPERATION, AND WE DECIDED AT THIS TIME IT'S NOT ECONOMICALLY FEASIBLE FOR THAT CHANGE, BUT WE CONTINUE TO WORK WITH THEM SUCCESSFULLY IN THE DOWNTOWN AREA, SUPPORTING THE MAINTENANCE OF OUR VEHICLES THERE.

Ms. Swackhamer: NEXT WE'LL MOVE ON TO BUDGETS. SO THIS SLIDE SHOWS OUR BUDGET BY FUNDING SOURCE. FOR REVENUES. AND IT'S \$252.1 MILLION. CAPITAL IS OVER 50% OF THAT. INTERNAL SERVICE ASSIST 44% AND A SMALL SLICE OF GENERAL FUNDS. AND THIS SLIDE SHOWS -- COMPARES 15 TO 16 FISCAL YEAR '15-16 FOR OUR BUDGET ON THE EXPENDITURE SIDE, WHICH FOR 16 PROPOSED TOTALS 258.86 MILLION, AND THERE WILL BE TWO SLIDES, BECAUSE WE HAVE SO MANY FUNDS. SO THIS SLIDE SHOWS THE GENERAL FUND, FACILITIES OPERATIONS, INFORMATION TECHNOLOGY, FLEET, AND DISTRIBUTION. THE NEXT SLIDE SHOWS FACILITIES CAPITAL. THE LIBRARY CAPITAL, THE CIP ASSET PRESERVATION, AND THE TWO STRATEGIC PROJECTS, HEALTH TECH QUARTERS AND THE DOWNTOWN COURTHOUSE. IT ALSO SHOWS A SMALL AMOUNT, ABOUT 300,000, OR -- I CAN'T ACTUALLY READ THAT. BUT A SMALL AMOUNT FOR AN ASSET REPLACEMENT REVOLVING FUND, WHICH IS A FUND THAT IS ACTUALLY I BELIEVE OWNED BY THE CFO, BUT WE CAN ASK IF WE SEE A NEED FOR SMALL EQUIPMENT PURCHASES THAT DEPARTMENTS DON'T HAVE IN THEIR OPERATING BUDGETS.

THIS NEXT SLIDE IS OUR BUDGET BY CATEGORY. IT'S A LITTLE LESS THAN THE 253 THAT WE MENTIONED BECAUSE IT DOES NOT HAVE CASH TRANSFERS, DOES NOT INCLUDE CASH TRANSFERS UNAPPROPRIATED ON CONTINGENCY FUNDS. BUT AGAIN, ALMOST HALF IS CAPITAL, AND THE SECOND LARGEST SLICE IS PERSONNEL AND THEN ABOUT THE SAME FOR CONTRACT SERVICES AND MATERIALS AND SUPPLIES. AND THEN A SMALL AMOUNT FOR INTERNAL SERVICES FOR OUR INTERNAL SERVICES. THIS NEXT SLIDE IS OUR FTE BY FUND. OVERALL WE HAVE INCREASED BY SIX IN THE PROPOSED FY 2016. THE MAJORITY OF THOSE ARE IN FACILITIES OF .5 FTE, THAT WAS BEING FILLED WITH TEMP SERVICES, WE WILL BE SHARING WITH DART TO PROVIDE EMPLOYEE I.D. PICTURES AND THEN ALSO PASSPORT PICTURES FOR THE PUBLIC. YOU MIGHT NOTICE WE MOVED THE PICTURE TAKING ROOM FROM THE BASEMENT TO THE FIRST FLOOR TO MAKE IT MORE ACCESSIBLE TO THE PUBLIC. AND I BELIEVE THIS IS GOING VERY WELL. WE INCREASED 1.5 FTE TO PROVIDE 24 BY SEVEN DISPATCH SERVICES, THIS IS SOMETHING THAT OUR CUSTOMERS HAVE BEEN ASKING FOR AND THAT THEY HAVE NEEDED, SO WE HAVE MADE THAT INCREASE. AND THEN TWO ENGINEERING POSITIONS ARE MOVING FROM LDA TO PERM, AGAIN, TO PROVIDE INFRASTRUCTURE THAT WE NEED TO DELIVER NOT ONLY THE BIG PROJECTS, BUT TO CONTINUE MOVING

FORWARD WITH THE STRATEGIC PLAN, THE PHASE TWO OF THE STRATEGIC PLAN.

Ms. Swackhamer: NEXT WE'RE GOING TO TALK ABOUT OUR PROPOSED BUDGET BY DIVISION. I'M GOING TO TALK ABOUT QUITE A FEW OF THEM, AND THEN YOU'LL BE HEARING FROM OTHER PEOPLE AT THE TABLE. SO THE BUDGET BY DIVISION IS PRESENTED HERE, AND AS YOU'LL SEE, ABOUT THREE-QUARTERS IS FACILITIES MANAGEMENT, AND IF THIS WERE A PAC MAN GAME, HENRY IS WINNING. THE SECOND LARGEST SLICE IS INFORMATION TECHNOLOGY. AND THEN THE FLEET RECORDS DISTRIBUTION AND STRATEGIC SOURCING DIVISION, THE ADMINISTRATIVE SERVICE HUB, AND THE SMALL SLICE OF THE DIRECTOR'S OFFICE. THIS NEXT SLIDE SHOWS YEAR OVER YEAR OUR DIVISION BY FUND. WE ARE SHOWING IT INTO TWO PIECES BECAUSE OF THE PROPORTIONATE SHARE THAT IS FACILITIES IF WE PUT THIS ALL -- ON ONE THAN NO ONE ELSE WOULD SHOW. IT WOULD JUST BE FACILITIES.

SO ON THE LEFT-HAND SIDE WE HAVE THE DIRECTOR'S OFFICE, WE HAVE FLEET RECORDS DISTRIBUTION, AND STRATEGIC SOURCING, AND THEN THE ADMINISTRATIVE HUB. AGAIN, THE MAJORITY OF THESE DOLLARS ARE FROM OTHER FUNDS, INTERNAL SERVICES, ON THIS SIDE. AND SO PRIMARY CHANGE FROM YEAR TO YEAR IS SLIGHT. AND ON THE FLEET SIDE, IT'S THE SPIN-DOWN OF THE ONE-TIME-ONLY THAT WE RECEIVED IN 2014 TO UPDATE OUR VEHICLE. UPDATE OUR VEHICLES. ON THE RIGHT-HAND SIDE, FACILITIES AND INFORMATION TECHNOLOGY, THE PRIMARY CHANGE IS IN FACILITIES AND THAT HAS TO DO WITH CAPITAL FOR THE COURTHOUSE AND THE HEALTH HEADQUARTERS. FROM A STRATEGIC DIRECTIONS PERSPECTIVE, THE DIRECTOR'S OFFICE ROLE IS REALLY TO PROVIDE STRATEGIC DIRECTION, HOLD STAFF AND MANAGEMENT ACCOUNTABLE WHERE THERE ARE BARRIERS WE CAN FACILITATE REMOVING THOSE BARRIERS AND GETTING TO SUCCESS. I SEE CHALLENGING THE STATUS QUO AS A BIG JOB, MY STAFF HATES IT WHEN I GO TO CONFERENCE AND SEE NEW THINGS, OR TALK TO THEIR MUNICIPALITIES ABOUT WHAT THEY'RE DOING, AND I BRING BACK NEW IDEAS. AND THEN AGAIN WE'VE TALKED ABOUT THIS, THAT -- MY JOB IS TO MANAGE EXPECTATIONS AT ALL LEVELS, AND TO MANAGE RISKS.

THIS IS THE BUDGET FOR THE DIRECTOR'S OFFICE. WE HAD A SLIGHT DECREASE IN GENERAL FUND, AND THAT WAS TRANSFERRING PART OF AN LDA FROM THE DIRECTOR'S OFFICE TO INFORMATION TECHNOLOGY. THIS POSITION HAD IN PREVIOUS YEARS HOPED US WITH A NUMBER OF INITIATIVES LIKE IMPLEMENTING THE MULTCO MARKETPLACE, LOOKING AT CITY FLEET AND THOSE BUSINESS PROJECTS. BECAUSE IT WAS AN LDA THERE'S NO CHANGE IN FTE. A FEW THINGS WE'VE DONE IN THE DIRECTOR'S OFFICE THIS YEAR, AS YOU MIGHT REMEMBER LAST YEAR COMMUNICATIONS WAS ONE OF OUR BIG PRIORITIES, AND WE'VE IMPLEMENTED A DCA NEWSLETTER I BELIEVE CALLED THE DCA DIGEST AND IT'S QUARTERLY, AND I

BELIEVE WE'RE STARTING OUR FOURTH ONE. NOW. AND WE ALSO HAD THE SECOND DCA ALL-STAFF MEETING A FEW MONTHS AGO AND PRODUCED A VIDEO FOR PEOPLE WHO WERE NOT ABLE TO ATTEND. AND THEN I PARTICIPATE DIRECTLY ON THE EQUITY COUNCIL TO PROVIDE DCA LEADERSHIP THERE. NOW I'M GOING TO INTRODUCE HENRY, AND HE WILL BE UPDATING YOU A LITTLE BIT ON FACILITIES AND PROPERTY MANAGEMENT.

Mr. Alaman: GOOD AFTERNOON, CHAIR KAFOURY, COMMISSIONERS, I GET TO UPDATE YOU ON FACILITIES. AS SHERRY MENTIONED, WE'VE ROLLED OUT THE FACILITIES ASSETS STRATEGIC PLAN. AND THIS PLAN TAKES INTO ACCOUNT THE INPUT FROM THE DEPARTMENTS AND ALSO OVERLAYS THAT WITH OPERATIONS AND MAINTENANCE ANTICIPATED COSTS. SO THIS PROVIDES YOU FOLKS WITH A REALLY GREAT ROAD MAP TO FIGURE OUT WHERE AND WHEN TO INVEST THE COUNTY DOLLARS. AS A RESULT OF THAT, WE'RE MOVING FORWARD WITH THE REPLACEMENT OF THE MULTNOMAH COUNTY COURTHOUSE, AND ALSO THE McCOY BUILDING, WHICH IS GOING TO BE REPLACED WITH THE HEALTH DEPARTMENT HEADQUARTERS. WE'RE ALSO LOOKING AT SOLUTIONS FOR THE HANSEN BUILDING AND WALNUT PARK. SHERRY MENTIONED WE'VE GOT A CUSTOMER SERVICE FOCUS AND REALLY WHAT WE'RE DOING IS, WE TAKE THAT FACILITIES ASSET STRATEGIC PLAN AND AS A RESULT OF THAT, WE'RE EITHER REPLACING BUILDINGS, BUILDING NEW BUILDINGS, DOING MAJOR RENOVATIONS, OR IMPROVEMENTS, OR WE'RE DOING SOME OPERATIONS AND MAINTENANCE PROJECTS. AND REALLY OUR FOCUS IS TO TRY TO ENGAGE WITH OUR DEPARTMENTS AND REALLY GET THE FEEDBACK AND TAKE THAT FEEDBACK AND PUT IT INTO OUR PROCESS IMPROVEMENTS SO WE CAN DELIVER BETTER SERVICE.

WE'RE ALSO IN THE PROCESS OF REVIEWING OUR INTERNAL SERVICE RATE, WE'RE SHIFTING OVER FROM THE TIER ONE, TIER TWO, TIER THREE SYSTEM TO A PERFORMANCE-BASED CRITERIA, SO WE'LL HAVE HIGH-PERFORMING, MEDIUM PERFORMANCE AND LOW-PERFORMING BUILDINGS. AND SHERRY MENTIONED WE CONTINUE TO MANAGE OUR DEPARTMENTAL RISKS, WHAT WE'RE DOING IS RECONCILING THE EXPECTATIONS, THE DEPARTMENTS WITH THE REALITY OF THE RESOURCES THAT WE HAVE AVAILABLE TO US. ALL THAT WHILE BALANCING FOR INNOVATIVE AND SUSTAINABLE AFFORDABLE WORKPLACES AS WE EXECUTE OUR BUILDING PROJECTS. THIS SLIDE SHOWS THERE'S BEEN AN INCREASE IN FUNDING FOR FACILITIES OF 19.7 MILLION, AND ALSO AN INCREASE OF FOUR FTE, AND SHERRY KIND OF OUTLINED WHERE THOSE FTE ARE. AND THEN AS MENTIONED EARLIER, WE'RE MOVING FORWARD WITH TWO CRITICAL BUILDINGS, THE MULTNOMAH COUNTY COURTHOUSE PROJECT, AND THE HEALTH DEPARTMENT HEADQUARTERS.

WE'VE LISTED OUT THE ADDED PROGRAM OFFERS. BEN HAD MENTIONED A COUPLE OF THESE ALREADY. IT'S LISTED IN TINY PRINT AT THE BOTTOM THERE. JUST TO SUMMARIZE EARLIER, THERE'S TWO PROJECTS, THE YEON BUILDING, THE FUEL TANK INSTALLATION, AND ALSO THE RECEPTION AND

LOBBY REDESIGN. THOSE PROVIDE THE TANKS PROVIDE ADDED COUNTY CAPACITY, AND ALSO THE REMODEL OF THE LOBBY ADDS SECURITY AND CAPACITY FOR US. WE ALSO HAVE TWO ENERGY SAVINGS PERFORMANCE CONTRACTS, ONE AT IGA AND ONE AT JJC, AND LAST BUT NOT LEAST, BUT THE SHERIFF'S OFFICE, THEY HAVE THE SUICIDE PREVENTION PROJECT, WHICH IS ALSO A ONE-TIME OFFER PROGRAM. SO ANY QUESTIONS OF -- AT THIS POINT? IF NOT I CAN HAND IT OFF TO BOB LEAK WHO CAN TALK ABOUT THE I.T. BUDGET.

Commissioner Smith: MADAM CHAIR, I HAVE ONE COMMENT. AS YOU WERE TALKING ABOUT MANAGING EXPECTATIONS FROM THE DEPARTMENT LEVEL AND POLITICAL EXPECTATIONS, I WOULD ADD TO THAT THE RESPONSIBILITY LEVEL WOULD ALSO BE TO MANAGE THE PUBLIC'S EXPECTATION. AND TO UNDERSTAND THAT THAT'S A MAJOR PART OF WHAT WE DO. WHEN WE STOP THINKING ABOUT THE PUBLIC, THAT'S WHEN WE GO SIDEWAYS.

Chair Kafoury: ANY OTHER QUESTIONS OR COMMENTS?

Mr. Leek: GOOD AFTERNOON, CHAIR KAFOURY, COMMISSIONER, I'M BOB LEEK, THE DEPUTY CIO FOR THE COUNTY. I'M GOING TO TAKE A FEW MINUTES TO TALK ABOUT OUR I.T. ORGANIZATION. I'M HERE, I CAME UP FROM SALEM THIS MORNING WHERE I WAS ABLE TO SHARE SOME OF OUR STORY AT THE DIGITAL GOVERNMENT SUMMIT. THERE ARE ABOUT 300 FOLKS DOWN THERE SHARING I.T. STORIES. WE'RE PROUD TO BE TALKING ABOUT THE TRANSFORMATION OF OUR I.T. ORGANIZATION, AND SO I'VE GOT A SMILE ON MY FACE, I'VE HAD A GOOD MORNING SO FAR, SO I WANT TO TALK ABOUT OUR I.T. ORGANIZATION THIS AFTERNOON.

Chair Kafoury: NOT OFTEN YOU CAN COME HOME FROM SALEM WITH A SMILE ON YOUR FACE.

Mr. Leek: I SET A NEW STANDARD. SO WE HAVE SEVERAL PRIORITIES WITHIN OUR INFORMATION TECHNOLOGY ORGANIZATION. WE'LL SHARE SOME SPECIFICS TOMORROW ABOUT OUR CAPITAL PROJECTS, BUT THE ONES THAT ARE IN PROCESS AS WELL AS THE PROGRAM OFFERS THAT WE HAVE INVOLVED, SO WE'LL HAVE THOSE DETAILS FOR YOU TOMORROW AS SHERRY MENTIONED EARLIER. WITH RESPECT TO OUR CUSTOMER SERVICE PROGRAM, DCA IS GOING TO TAKE AN OPPORTUNITY TO LOOK AT CUSTOMER SERVICE HOLISTICALLY AND PROVIDING CUSTOMER SERVICE INTERNALLY TO THE DEPARTMENTS THAT CONSUME THE SERVICES THAT WE PROVIDE, BUT THERE ARE SOME UNIQUE ASPECTS OF PROVIDING INFORMATION TECHNOLOGY SERVICES THAT WE'LL BE ADDRESSING SPECIFICALLY IN THE I.T. ORGANIZATION WHEN IT COMES TO OUR HELP DESK AND HOW WE ANSWER THE PHONE, THE TYPES OF DISPATCHING WE DO, THE SERVICES THAT WE PROVIDE OUT IN THE FIELD, THERE ARE SOME UNIQUE CONSIDERATIONS THAT WE'LL BE TAKING INTO ACCOUNT IN THAT PROGRAM.

Mr. Leek: AND THEN OUR THIRD PRIORITY AND CHAIR MENTIONED THIS AS WELL, WAS AROUND OUR CAPITAL RESTRUCTURING CHANGE AND LOOKING AT OUR INTERNAL SERVICE RATES, AND HOW WE PUT OUR BUDGETS TOGETHER GOING FORWARD IN FUTURE YEARS. WITH ALL OF THAT, IN ORDER TO MANAGE OUR I.T. DIVISION THAT HAS OVER 5500 P.C.s AND LAPTOPS, 500 VIRTUAL SERVERS, 30 PHYSICAL SERVERS, 125 NETWORK CIRCUITS, 300 BUSINESS APPLICATIONS, THAT ARE RUNNING ON THAT NETWORK, AND A WIDE VARIETY OF SKILLS IN OUR I.T. STAFF, WE HAVE SEVERAL CHALLENGES. AND FIRST AND FOREMOST IS THAT IN THIS MARKET WE COMPETE WITH ALL OF THE OTHER ORGANIZATIONS WHO ARE TRYING TO HIRE INFORMATION TECHNOLOGY TALENT. PORTLAND IS KNOWN AS A GREAT START-UP COMMUNITY, THERE ARE MANY COMPANIES THAT ARE ABLE TO ATTRACT AND RETAIN FOLKS THAT WE WOULD ALSO LIKE TO BRING TO THE COUNTY.

SO RECRUITING AND RETAINING OUR TALENT IS ONE OF OUR BIGGEST CHALLENGES, AND WE HAVE SEVERAL EFFORTS IN PLACE, INCLUDING DOING THINGS LIKE GOING DOWN AND SHARING OUR STORY ABOUT WHAT A GREAT PLACE IT IS TO WORK AT MULTNOMAH COUNTY IN THE INFORMATION TECHNOLOGY DIVISION, WE RELISH THOSE OPPORTUNITIES TO TELL OUR STORY. IN ADDITION, WE MENTIONED OUR CYBER SECURITY RISKS. THERE PROBABLY ISN'T A DAY THAT GOES BY WHERE THERE ISN'T SOME MENTION ABOUT SOMETHING THAT HAS HAPPENED WITH COMPROMISED DATA, OR DENIAL OF SERVICE ATTACKS, OR THE OTHER THINGS THAT PEOPLE VERY CREATIVE PEOPLE ARE TRYING TO FIGURE OUT HOW TO INTERRUPT OPERATIONS OF ANY PARTICULAR ORGANIZATION, AND WE'RE AT RISK FOR THOSE AS WELL. AND SO WE'LL BE BRINGING FORWARD ADDITIONAL IDEAS AND PROPOSALS AROUND HOW TO CONTINUE TO MINIMIZE THOSE RISKS IN ADDITION TO THE GREAT WORKS WE DO EVERY DAY TO KEEP THOSE RISKS AS SMALL AS POSSIBLE. AND A FEW WEEKS AGO WE TALKED ABOUT OUR DIGITAL FUTURE, AND WHAT WE SEE IN THE FUTURE WITH RESPECT TO THE TRANSITION OF GOVERNMENT, HAVING A HIGH RELIANCE ON TECHNOLOGY, AS SERVICES ARE PROVIDED TO THE PUBLIC.

THE PUBLIC EXPECTS AND APPRECIATES THAT WE MEET THEM WHERE THEY ARE, SO THEY ARE USING THEIR MOBILE DEVICES, THEY HAVE THEIR TABLETS, THEY USE SOCIAL MEDIA IN THOSE INTERACTIONS, AND SO THAT DIGITAL FUTURE FOR US AS A COUNTY IS ONE THAT WE'RE PAYING A LOT OF ATTENTION TO IN TRYING TO ENSURE THAT WE'RE MEETING THE PUBLIC WHERE THEY EXPECT TO BE MET WITH THE SERVICES THAT WE'RE PROVIDING. SO A LITTLE BIT TOO ABOUT OUR TRENDS. OVER THE PAST FEW YEARS, OUR VIEW IS THAT WE NEED TO WORK ON A STRATEGY TO INCREASE OUR FOCUS AND THE TIME AND ENERGY THAT WE HAVE ON GROWING AND TRANSFORMING THE COUNTY'S BUSINESS OPERATIONS. SO THIS SLIDE ATTEMPTS TO SHOW OVER THE PAST FOUR YEARS THE BEGINNINGS OF A

TREND WHERE YOU'LL SEE THE BOTTOM BAR WHICH REPRESENTS THE PERCENTAGE OF I.T. BUDGET THAT'S SPENT ON RUNNING THE DAY-TO-DAY OPERATIONS, AS OPPOSED TO THE MIDDLE BAR, WHICH IS GROWING, USING THINGS THAT WE ALREADY HAVE, LEVERAGING INVESTMENTS THAT HAVE BEEN MADE, AND THE TOP CHUNK, WHICH IS TRANSFORMING OUR OPERATIONS, INVESTING IN NEWER TECHNOLOGIES, BRINGING NEW TECHNOLOGIES TO BEAR, AS WE'VE DELIVERED THE SERVICES TO THE PUBLIC.

Mr. Leek: SO WHAT WE'LL EXPECT TO SEE OVER TIME IS THAT BOTTOM BAR WILL GROW SMALLER, AND THE TOP TWO BARS OR BLOCKS WILL GROW BIGGER AS WE MAKE THOSE STRATEGIC CHOICES IN THE INVESTMENTS THAT WE MAKE. AND GARDNER RECENTLY DID A STUDY ON ORGANIZATIONS GENERALLY SPEND ABOUT 68% OF THEIR DOLLARS ON RUNNING THE ORGANIZATION. AND ABOUT 32% ON GROWING OR TRANSFORMING THEIR ORGANIZATION. SO YOU CAN SEE THAT WE ARE ALREADY HEADING ON A TREND WHERE WE'RE DOING A BETTER JOB OF MAKING THOSE INVESTMENTS, BUT THERE WILL BE AN INSATIABLE APPETITE FOR MAKING THOSE INVESTMENTS ON THE PART OF COUNTY OPERATIONS THAT WE WANT TO BE PREPARED TO RESPOND TO AS WE MOVE AHEAD.

Commissioner Shiprack: THE TERMINOLOGY INSATIABLE APPETITE GOT A LITTLE SCARY IN THE CONTEXT OF THE BUDGET.

Mr. Leek: AS WE WORK WITH THE BUSINESS UNITS ABOUT THE PROJECTS THAT THEY HAVE, IT'S A LONG LIST OF THINGS. AND THAT'S WHAT LOOKS LIKE A LONG LIST OF ACTIVITIES THAT THEY HAVE PLANS AROUND. YOU'LL NOTICE THERE'S NO GENERAL FUNDING FOR I.T., ALL OUR FUNDING IS CATEGORIZED AS OTHER FUNDS. OUR OVERALL FUNDING LEVELS INCREASING BY 1.87 MILLION. AND ALSO 0.5 FTES. AND WE'RE ADDING SOME CAPACITY PER SOME AGREEMENTS IN WORK WE'RE DOING WITH THE DEPARTMENT OF COUNTY HUMAN SERVICES AROUND PROVIDING THEM THE DATA AND THE INFORMATION THAT THEY NEED TO RUN THEIR DAY-TO-DAY OPERATIONS.

AND THEN LASTLY THE NEW PROGRAM OFFERS, BEN TALKED THROUGH TWO OF THOSE. THE NETWORK, WHAT WE CAN THE NETWORK CONVERGENCE PROJECT WHICH IS FINISHING UP THE THREE REMAINING BUILDINGS AT THE COUNTY, THE TRANSITION FROM THEIR OLD PHONE SYSTEM TO THE NEW TECHNOLOGY, THE CYBER SECURITY EFFORT AROUND ENSURING THAT THE PROTECTION MECHANISMS WE HAVE IN PLACE AND THE DETECTION MECHANISMS WE HAVE IN PLACE ARE UP TO SPEED. AND THEN LASTLY, WORKING WITH DISTRICT ATTORNEY'S OFFICE AS THEY EVALUATE A REPLACEMENT FOR THEIR DAY-TO-DAY TRANSACTION SYSTEM CALLED CRIMES, WE WILL PARTICIPATE IN THAT EVALUATION AND WILL BE COME FORWARD ABOUT WHAT THAT PROJECT WILL LOOK LIKE. SO WE'RE GOING TO DO BIT OF MUSICAL CHAIRS AND I'M GOING TO STEP BACK --

Commissioner Smith: MADAM CHAIR, I HAVE QUESTIONS BEFORE YOU LEAVE. COULD YOU HELP ME UNDERSTAND THE CYBER SECURITY ANY WAS LOOKING IN THE PROGRAM OFFERS, AND IT SAID THE COUNTY'S CURRENT INFRASTRUCTURE INCLUDES AN EMAIL SECURITY COMPONENT THAT WILL NO LONGER BE SUPPORTED BY THE VENDOR. COULD YOU EXPLAIN WHO AND WHAT THAT IS?

Mr. Leek: SURE. OUR EMAIL IS A SERVICE THAT WE GET FROM GOOGLE. AND THEY PROVIDED AN ARCHIVING MECHANISM THEY NO LONGER SUPPORT.

Commissioner Smith: THE CLOUD?

Mr. Leek: YES, IN THE CLOUD.

Commissioner Smith: I STILL DON'T UNDERSTAND IT.

Mr. Leek: THE EMAIL SERVICE THAT WE GET FROM GOOGLE RUNS ON INFRASTRUCTURE THAT ISN'T IN OUR BUILDING. IT'S OWNED BY GOOGLE, AND WE SIMPLY ACCESS THAT THROUGH THE NETWORK. THROUGH THE INTERNET. ONE OF THE TOOLS IN THAT EMAIL SERVICE IS AN ARCHIVING SYSTEM. WHAT THAT MEANS IS, AFTER A PERIOD OF TIME, INSTEAD OF HAVING YOUR EMAIL IN ONE PARTICULAR ASPECT OF THEIR INFRASTRUCTURE, THEY SIMPLY MOVE THAT. WE NEVER LOSE THE EMAILS, WE HAVE THE EMAILS, BUT FOR EFFICIENCY PURPOSES, THEY MOVE THAT EMAIL TO AN ARCHIVE COPY OF THAT EMAIL. THE SYSTEM OR THE SERVICE THEY USE TO DO THAT, THEY'VE REPLACED IT. AND WE NEED TO MAKE AN INVESTMENT IN FOLLOWING ALONG WITH THAT REPLACEMENT --

Commissioner Smith: WE JUST NEED TO UPGRADE OUR SYSTEM?

Mr. Leek: EXACTLY.

Commissioner Smith: WE'RE NOT GETTING RID OF ANYBODY?

Mr. Leek: THAT'S CORRECT.

Commissioner Smith: THE CONVERGENCE PIECE ABOUT THE COURTHOUSE, THE PROGRAM OFFER SAID YOU HAD TO UPDATE THE NEW PHONE SYSTEM IN THE COURTHOUSE. WE'RE MOVING TO A NEW COURTHOUSE, WHY DO WE NEED TO UPDATE THE PHONES?

Mr. Leek: I'LL LET SHERRY TAKE THAT.

Ms. Swackhamer: THE CURRENT PHONE SYSTEM WE'RE ON HAS BEEN UNSUPPORTED FOR AT LEAST FOUR YEARS. AND WE WON'T BE IN THE NEW

COURTHOUSE FOR ABOUT FIVE YEARS. AND WE DO NOT BELIEVE WE CAN KEEP IT RUNNING FOR THOSE FIVE YEARS, AND THAT WE ARE AT RISK IF WE DON'T UPGRADE TO THE NEW SYSTEM. WE'VE ALREADY LOST TWO PHONE SYSTEMS IN THE PROCESS OF MOVING TO THE NEW ONE, AND THEY WERE SMALL ONES IN PROBATION OFFICE AND WE WERE ABLE TO REACT FAIRLY QUICKLY, AND GET THEM BACK UP AND RUNNING. WE WOULD NOT BE ABLE TO DO THAT WITH A BUILDING AS LARGE AS THE COURTHOUSE.

Commissioner Smith: OKAY.

Chair Kafoury: SIMILAR WITH THE HANSEN AS WELL, BUT DIDN'T YOU ALSO TELL ME AT ONE POINT YOU CAN TAKE THEM WITH YOU?

Ms. Swackhamer: WE'LL BE TAKING --

Chair Kafoury: ALL IS NOT LOST.

Commissioner Smith: IT'S NOT LIKE WE'RE GOING TO A DIFFERENT SYSTEM WHEN WE LEAVE. I'M CONCERNED ABOUT THE BRIDGE PIECE, AND WITH OUR SAP HANGING OUT THERE ON WHAT WE'RE GOING TO DO AND HOW WE KIND OF NAIL ALL OF THOSE TOGETHER. IS SOMEONE LOOKING AT HOW WE DO ALL THREE, WHAT WE NEED TO DO AND LOOK NOTHING HAVING THIS, A, B, AND C -- OKAY.

Ms. Swackhamer: BOB AND HIS TEAM --

Commissioner Smith: BOB IS GOING TO GIVE US A BRIEFING ON THAT, RIGHT?

Mr. Leek: SURE.

Commissioner Smith: THANK YOU.

Chair Kafoury: ANY OTHER QUESTIONS OR COMMENTS FOR BOB?

Mr. Dornbusch: GOOD AFTERNOON CHAIR KAFOURY AND COMMISSIONERS, I'M TONY DORNBUSCH, IN THE DEPARTMENT OF COUNTY ASSETS AND I'M NOT HERE TO TALK ABOUT FACILITIES OR I.T. I AM HERE TO GIVE YOU AN UPDATE ON THE RECORDS DISTRIBUTION AND STRATEGIC SOURCING DIVISION. AND I THINK I DO GET CREDIT FOR THE LONGEST NAME. THE DIVISION HAS A NUMBER OF PRIORITIES. IT HAPPENS TO BE THAT THERE ARE MANY DIFFERENT ASPECTS OF THESE PARTICULAR AREAS THAT ARE OPERATING UNDER -- ON VERY AGED EQUIPMENT OR VERY OLD SOFTWARE. AND SO ONE OF THE LARGEST PRIORITIES IS UPGRADING THOSE OLD AND OUTDATED PRIMARY BUSINESS SYSTEMS AND ALL OF THOSE AREAS TO MITIGATE RISK AND IMPROVE PRODUCTIVITY AND REDUCE COST.

Mr. Dornbusch: IN ADDITION, THE MORRISON BRIDGEHEAD TRANSITION, THAT'S A TOUGH ONE, THAT HAS PRESENTED SOME VERY INTERESTING AND EXCITING OPPORTUNITIES TO LOOK AT THE COUNTY'S NEEDS FOR TRANSPORTATION DOWNTOWN. AND SO BESIDES THE ACTIVITIES THAT ARE NECESSARY JUST TO VACATE THAT PARTICULAR PIECE OF PROPERTY, IT'S GIVEN US OPPORTUNITIES TO LOOK AT MOVING TOWARD AS PILOT PROGRAM THAT WOULD ALLOW US TO IMPLEMENT AN ALTERNATIVE MOTOR POOL SOLUTION, AND IT WOULD BE IN THE FORM OF A ZIPCAR-STYLE CUSTOM PROGRAM WHERE THE COUNTY WOULD BE ABLE TO USE CARS THAT SOMEBODY ELSE OWNS THAT WE WOULD HAVE RIGHTS TO, IF YOU WILL, AND ANOTHER ONE OF THE PRIORITIES FOR THE DIVISION IS ALSO CONTINUING COUNTYWIDE STRATEGIC SOURCING INITIATIVES. THE STRATEGIC SOURCING PRACTICE HAS CONTINUED TO PROGRESS. WE'VE ESTABLISHED PROGRAM INFRASTRUCTURE FOR THAT PARTICULAR PRACTICE, AND ARE MOVING A VARIETY OF INITIATIVES FORWARD THROUGH THE SEVEN-STEP PROCESS. THE ONGOING STRATEGIC SOURCING INITIATIVE PROVIDE NUMEROUS OPPORTUNITIES FOR THE COUNTY TO STANDARDIZE, TO CONSOLIDATE, TO CONSOLIDATE, SPEND, AND MITIGATION RISK AND TO ALSO INFLUENCE COUNTY'S VALUES OR INFLUENCE THE ENFORCEMENT AND -- OF COUNTY VALUES. AND MOST OF ALL, TO LEARN ABOUT WHAT DOES WORK WELL AT THE COUNTY AND WHAT DOESN'T WORK WELL. AS FAR AS CHALLENGES --

Commissioner McKeel: I HAVE A QUICK QUESTION ABOUT THE MORRISON BRIDGEHEAD TRANSITION. HAS THAT WORK BEEN STARTED? WHERE IS THAT WORK IN THE PROCESS, DEVELOPING THE ALTERNATIVE MOTOR POOL SOLUTION?

Mr. Dornbusch: WE ACTUALLY ARE IN THE PROCESS OF NEGOTIATING A PILOT CONTRACT WITH AN OUTSIDE PROVIDER THAT IS GOING TO OFFER US THE ABILITY TO PILOT THIS DIFFERENT SCENARIO SO WE CAN SEE IF IT WILL FUNCTION AS A REPLACEMENT TO OUR OWN MOTOR POOL.

Commissioner McKeel: WILL WE BE BRIEFED ON THAT?

Commissioner Smith: YEAH, MADAM CHAIR, I'D LIKE TO KNOW MORE ABOUT THAT. WE PUT OUT AN RFP FOR ALTERNATIVE MOTOR POOL, I LISTENED TO SHERRY WHEN SHE SAID IT IS NO LONGER ECONOMICALLY FEASIBLE TO TALK ABOUT THIS TRANSITION WITH THE CITY OF PORTLAND IN OUR MOTOR POOL. SO IS IT BECAUSE THIS IS IN PLAY, IS THIS THE REASON WHY IT'S NOT ECONOMICALLY FEASIBLE?

Ms. Swackhamer: I WAS TALKING ABOUT THE MAINTENANCE OF OUR FLEET VEHICLES, NOT OUR MOTOR POOL.

Commissioner Smith: OKAY.

Ms. Swackhamer: THE REASON WE HAVE TO LOOK AT ALTERNATIVES FOR THE MOTOR POOL IS BECAUSE OF THE SALE OF THE MORRISON BRIDGEHEAD. AND WE HAVE A LARGE MOTOR POOL THAT IS LOCATED THERE. AND WE WILL NOT HAVE A PLACE FOR THAT LARGE MOTOR POOL TO GO IF THAT TRANSACTION IS COMPLETED AT THE END OF THIS YEAR. SO WE'VE HAD A GROUP LOOKING AT WHAT WOULD WE DO AND WHO NEEDS CARS, WHO USES THE CARS IN THAT MOTOR POOL, SO THIS PILOT IS A RESULT OF THAT GROUP ANALYZING THE SITUATION AND WE WOULD BE HAPPY TO PROVIDE A BRIEFING.

Chair Kafoury: IT SOUNDS LIKE AN INTERESTING CONCEPT. MAYBE WE COULD HAVE A BRIEFING ON THAT PIECE OF IT.

Commissioner McKeel: IF I'M HEARING YOU SAY -- WE'RE GOING TO SOMETHING ELSE TOTALLY DIFFERENT THAN USING THESE CARS.

Ms. Swackhamer: POTENTIALLY.

Commissioner Smith: IS IT ZIPCAR?

Ms. Swackhamer: NO. ZIPCARLIKE. THE GROUP IS LOOKING AT ALL THOSE PIECES. WE WOULD BE HAPPY TO BRIEF YOU ON THAT.

Chair Kafoury: THANK YOU.

Mr. Dornbusch: AS FAR AS CHALLENGES GO, WITH A NAME AS LONG AS FLEET RECORDS, DISTRIBUTION, STRATEGIC SOURCING, MOTOR POOL, JUST MANAGING THE DIVERSITY OF THE PORTFOLIO IS AN ONGOING CHALLENGE. BUT IT'S AN INTERESTING ONE. THE OTHER CHALLENGE THAT GOES WITH THAT IS MANAGING CUSTOMER EXPECTATIONS AND RESOURCE CAPACITY AND RISK. AROUND ALL OF THESE DIFFERENT AREAS AND THAT IS EVERYTHING FROM HOW MANY CARS DO WE NEED TO ARE THERE ENOUGH DRIVERS TO MOVE MAIL AROUND AND TO TAKE LAB SAMPLES TO THE LAB, THINGS LIKE THAT. SO OUR BUDGET ACTUALLY, SHERRY HAD MENTIONED OUR BUDGET HAS GONE DOWN A LITTLE BIT YEAR OVER YEAR. THAT IS MOSTLY REPRESENTED BY SPENDING DOWN SOME OF THE ONE-TIME OFFER MONEY FROM THE 2014 PROGRAM OFFER. THE BUDGET ITSELF, I'LL TALK MORE ABOUT THAT IN A SECOND, THE BUDGET ITSELF CONTAINS FUNDS FOR FLEET MAINTENANCE FOR OVER 700 VEHICLES FOR THE FLEET VEHICLE REPLACEMENT, FOR THE MOTOR POOL, FOR RECORDS AND ARCHIVES, RETENTION, AND DISPOSAL, AND DISTRIBUTION AND MAIL SERVICES AS WELL AS STRATEGIC SOURCING STAFFING.

Mr. Dornbusch: THE HEADCOUNT ITSELF, WE ARE CONVERTING WHAT WAS A HALF-TIME TEMPORARY PERSON TO A FULL-TIME PERSON IN RECORDS, AND THAT'S WHAT THE 1.0 FTE CHANGE IS SHOWING YOU. THE MAJORITY IS FROM

INTERNAL SERVICE RATES, THERE'S A SMALL COMPONENT THAT IS GENERAL FUND. AND THE ONE-TIME OFFER, I WANT TO MENTION THAT, THE ONE-TIME OFFER FOR THE VEHICLE REPLACEMENT GAP WE REPLACED 40 OF THE VEHICLES IN THE FIRST YEAR IN 2014, WE'LL HAVE REPLACED 20 MORE OF THEM THIS FISCAL YEAR IN 2015, AND THE REMAINING 20 WILL BE REPLACED, PLAN TO BE REPLACED IN 2016. AND THAT SHOULD CLOSE OUT THAT PARTICULAR GAP ONE-TIME OFFER.

Commissioner Smith: MADAM CHAIR, I HAVE A QUICK QUESTION. IF WE'RE GOING TO ELIMINATE OUR MOTOR POOL WHY ARE WE REPLACING NEW CARS?

Ms. Swackhamer: THESE ARE FLEET CARS. THERE'S TWO SEPARATE GROUPS OF CARS. FLEET, THESE ARE THE ONES THAT PEOPLE ARE ASSIGNED SPECIFICALLY TO DEPARTMENTS AND PEOPLE. THESE WERE FOR FLEET CARS, NOT FOR MOTOR POOL. AND MOTOR POOL IS A SEPARATE GROUP OF CARS.

Commissioner Smith: I DON'T KNOW THE DIFFERENCE BETWEEN THE TWO.

Ms. Swackhamer: WE HAVE VEHICLES THAT ARE ASSIGNED DIRECTLY TO PEOPLE. AND THAT'S THE FLEET. AND WE HAVE CARS THAT ARE IN A POOL IF YOU WILL, THE MOTOR POOL THAT ANYONE CAN USE IF THEY SIGN UP.

Commissioner Smith: LIKE ACROSS THE STREET.

Ms. Swackhamer: RIGHT. SO THAT'S THE DIFFERENCE.

Mr. Dornbusch: THERE'S 700 VEHICLES IN THE FLEET AND 68 ARE MOTOR POOL VEHICLES. AND WE'RE PLANNING TO USE THOSE MOTOR POOL VEHICLES IF WE CHOOSE TO NO LONGER HAVE OUR OWN MOTOR POOL VEHICLES OWNED BY THE COUNTY, WE WOULD RE-DISTRIBUTE THEM INTO THE FLEET AND SAVE THE FUNDS OF REPLACING OTHERS.

Commissioner Smith: THANK YOU.

Mr. Dornbusch SO FOR IDENTIFY '16 WE'VE SUBMITTED A PROGRAM OFFER, SHERRY MENTIONED IT, WE ALSO SUBMITTED A PROGRAM OFFER FOR THE FLEET MANAGEMENT SYSTEM UPGRADE. THIS PARTICULAR SYSTEM IS VERY ARCHAIC DIAL-UP SYSTEM THAT KEEPS TRACK OF WHO PUMPS GAS INTO WHICH VEHICLE AND HOW MUCH. AND SO THE SYSTEM IS SO OLD, THAT IT'S THE RIGHT TIME FOR US TO REPLACE THAT SYSTEM IF WE ARE TO GET NEW ABOVE-GROUND TANKS AT YEON IT WILL IMPROVE THE EFFICIENCY AND EFFECTIVENESS AND HELP US RESOLVE A COUPLE OF AUDIT ISSUES THAT WERE IDENTIFIED RECENTLY. IF NOBODY HAS ANY OTHER QUESTIONS, I'D LIKE TO TURN IT OVER TO LISA.

Ms. Whedon: HI, CHAIR AND COMMISSIONERS, I'M THE FINANCE MANAGER AND BUDGET AND PLANNING, AND I HAVE THE PLEASURE OF TALKING ABOUT THE ADMINISTRATIVE SERVICE HUB. OUR PRIORITIES ARE STREAMLINING AND OPTIMIZING OUR PROCESSES. AND ONE OF THOSE, OUR FIRST PRIORITY AS SHERRY MENTION SECOND DEGREE TO BE LOOKING AT LEAN AND OUR INTERNAL SERVICE RATE DEVELOPMENT. SO WE HAVE A PROJECT BEGINNING IN JUNE TO BE ABLE TO LOOK AT THAT TO REFOCUS OUR EFFORTS ON MEETING CUSTOMER NEEDS, BEING TRANSPARENT WITH HOW WE'RE FIGURING OUT OUR INTERNAL SERVICES. AND OUR HUMAN RESOURCE DEPARTMENT IS ACTIVELY LOOKING AT AN EMPLOYEE ON BOARDING PROGRAM THAT WILL HELP WITH ACCESSIBILITY OF OUR NEW BENEFITS AND OF OUR NEW HIRE INFORMATION.

AND THEN FINALLY WE HAVE IMPLEMENTED OUR TELECOM EXPENSE MANAGEMENT SYSTEM, AND THIS IS THE FIRST SYSTEM IN THE COUNTY THAT MANAGES THE COST OF SERVICE FOR CELL PHONES, DESK TOP PHONES, AND THE COUNTY'S NETWORK, AND CURRENTLY THE COUNTY HAS IDENTIFIED 258,000 SAVINGS AND IS OPTIMIZING THE PROGRAM OF BUSINESS PROCESSES FOR BETTER EFFICIENCIES. AND THEN AS YOU HEARD THROUGHOUT THE PRESENTATION, CUSTOMER SERVICE IS ON TOP OF OUR PRIORITIES. A FEW OF OUR CHALLENGES, LIKE MANY DEPARTMENTS AT THE COUNTY WE'RE FACED WITH THE CHALLENGES OF BUILDING INFRASTRUCTURE, BENCH STRENGTH AND SUCCESSION, WE'RE RECRUITMENT ON BOARDING AND SUCCESS PLANNING WILL BE CRITICAL IN 2016, AND ONE OF OUR BIGGEST CHALLENGES IS MANAGING EXPECTATIONS AND THEN THE UNPREDICTABILITY OF OUR WORK. AND THEN THIS IS OUR BUDGET.

WE'VE INCREASED OUR GENERAL FUND, SO WE'RE FULLY FUNDED BY JEB FUNDS. AND OUR GENERAL FUND INCREASED BY 310,000 DOLLARS, WHICH WAS WITHIN OUR GENERAL FUND ALLOWANCE. AND THIS INCLUDES A NET INCREASE OF .5 FTE. AND THAT IS MADE UP OF TWO FTE IN I.T. CONTRACTING TO REDUCE THE BACKLOG, AND THEN WE'RE SHIFTING TO FTE TO DEPARTMENT OF COUNTY MANAGEMENT TO INCREASE EFFICIENCIES AND IMPROVE CUSTOMER SERVICE, AND THEN LAST, WE'RE CONVERTING AN LDA POSITION TO GO TO FINANCE TO BECOME A PERMANENT EMPLOYEE. AND LIKE WAS MENTIONED BEFORE, OUR TELECOM EXPENSE, WE'RE GOING TO BE LOOKING AT THAT AS WELL. ANY QUESTIONS?

Ms. Swackhamer: I'M BACK. SHERRY SWACKHAMER HERE. THIS IS A LIST MUCH OUR ONE-TIME-ONLY REQUEST. WE'VE TALKED ABOUT MOST OF THEM AND MOST OF THEM WE WILL TALK ABOUT IN GREAT DETAIL TOMORROW IN THE CAPITAL BUDGET. BUDGETING PROCESS. UNLESS THERE ARE OTHER QUESTIONS, I'LL MOVE ON.

Commissioner Smith: I DO HAVE A QUESTION, MADAM CHAIR. QUICKLY, THE PROGRAM OFFER FOR THE INVERNESS JAIL WATER SYSTEM, I WAS TRYING TO FIGURE OUT, I KNOW WE'LL PROBABLY GO IN DETAIL IN THAT TOMORROW, CAN YOU EXPLAIN HOW DO WE REDUCE OUR COSTS AND SAVINGS WITH THAT PROGRAM?

Mr. Alaman: WHAT WE'RE DOING IS PUTTING WATER SAVINGS DEVICES THROUGHOUT THE JAIL SYSTEM. AND BY DOING THAT WE'RE ACTUALLY DECREASING WATER CONSUMPTION SIGNIFICANTLY. I CAN'T REMEMBER WHAT THE PERCENTAGE IS. I KNOW I'VE GOT FURTHER BRIEFING TOMORROW. BUT THAT'S THE MAIN FOCUS, IS JUST MAKING IT MORE --

Commissioner Smith: HOW DO YOU DO THAT? IS IT A PARTICULAR DEVICE YOU'RE GOING TO PUT ON -- HOW ARE YOU GOING TO CHANGE THE SYSTEM AROUND?

Mr. Alaman: THERE'S SOME INFRASTRUCTURE THAT HAS WATER THAT IS KIND OF GOING THROUGH THE BUILDING WITHOUT BEING FULLY UTILIZED SO WE'RE TRYING TO CREATE MORE --

Commissioner Smith: ARE YOU GOING TO RECYCLE THAT WATER BACK?

Mr. Alaman: I DON'T KNOW THE DETAILS RIGHT NOW, I CAN GO INTO MORE DETAILS TOMORROW.

Ms. Swackhamer: SO WE ACTUALLY HIRED AN ENERGY SAVING CONTRACTOR TO COME AND LOOK AT ALTERNATIVES FOR ENERGY SAVINGS AND THIS WAS ONE OF THEIR RECOMMENDATIONS. AND ONCE THEY DO THE WORK, THEY -- THERE IS A GUARANTEE OF SAVINGS FROM THESE. I KNOW ONE OF THE BIG PARTS AT I.J. ON WATER SAVINGS IS ASSOCIATED WITH THE DISHWASHER THAT'S IN THEIR KITCHEN. THAT'S VERY OLD. BUT THERE ARE -- BUT WE HAVE A LIST OF ALL OF THE RECOMMENDATIONS FOR BOTH OF THESE ENERGY SAVINGS PERFORMANCE CONTRACTS.

Commissioner Smith: THAT'S \$1.5 MILLION. I'M TRYING TO FIGURE OUT WHAT THAT LOOKS LIKE IN MY MIND.

Ms. Swackhamer: WE CAN PROVIDE THE DETAIL.

Chair Kafoury: WE'RE GOING TO TALK MORE IN DEPTH ABOUT THIS TOMORROW. IT COSTS MONEY UP FRONT BUT IT IS ONE OF THOUGH, YOU'LL SAFETY MONEY OVER THE LONG-TERM.

Ms. Swackhamer: THERE'S A GUARANTEE PAYBACK.

Commissioner Shiprack: SO WE GET A UTILITY BILL FROM THE WATER BUREAU FOR THE WATER THAT WE USE AND WE'LL SEE REDUCTIONS IN THAT UTILITY BILL? GOOD. GREAT.

Vice-Chair Bailey: AND THE COMPANY THAT YOU'RE WORKING WITH TYPICALLY PROVIDES THESE GUARANTEES, AND THIS IS WHAT THEY'RE IN THE BUSINESS OF, IS WORKING WITH INSTITUTIONAL CLIENTS, FIGURING OUT SAVINGS AND WATER AND ELECTRICITY, AND WORKING TO REDUCE THOSE COSTS OVER TIME.

Ms. Swackhamer: AND THEY'VE MADE ALL THE RECOMMENDATIONS WE WOULD FOLLOW.

Chair Kafoury: I OBVIOUSLY WAS OUT OF THIS BUILDING FOR A WHILE, BUT I'M ASSUMING WE HAD A BRIEFING AT ONE POINT FROM THE COMPANY THAT WE HIRED THAT LISTED OUT ALL OF THE DIFFERENT ENERGY SAVING AND COST SAVINGS THAT WE COULD PERFORM ON ANY NUMBER OF BUILDINGS IN OUR PORTFOLIO. AND THE ONES THAT YOU HAVE CHOSEN AND WE HAVE PUT INTO THE BUDGET ARE ONES THAT GET THE HIGHEST RETURN ON OUR INITIAL INVESTMENT.

Ms. Swackhamer: YES. WE ASKED THEM TO LOOK AT FIVE BUILDINGS, I BELIEVE. AND THERE WAS A BRIEFING THAT WAS QUITE SOME TIME AGO.

Chair Kafoury: THANK YOU. ANY OTHER QUESTIONS OR COMMENTS? ALL RIGHT.

Ms. Swackhamer: AND THEN FINALLY LEGISLATIVE IMPACTS. WE DON'T HAVE VERY MUCH IN THE WAY OF DIRECT IMPACTS, BUT WE ARE IMPACTED WHEN THE DEPARTMENTS ARE IMPACTED. SO THEY GET MORE EMPLOYEES, PROVIDE MORE RESOURCES IF THEY GET LESS EMPLOYEES WE FIGURE OUT HOW TO ADJUST TO THAT TOO. ONCE THEY IMPACT THAT LEGISLATIVE IMPACT THAT WE DID HAVE AND FACILITIES THIS YEAR WAS THE SECURING THE \$15 MILLION MATCH FOR THE CENTRAL COURTHOUSE.

Chair Kafoury: AND WE HAVE AN ADDITIONAL ASK THIS SESSION.

Ms. Swackhamer: THERE WILL BE MORE, YES. AND THEN IN SUMMARY, WE WILL BE WORKING ON OUR STRATEGIC PROJECTS, DELIVERING THEM SUCCESSFULLY, ASSESSING OUR SUCCESSION PLANNING RISKS, WE'LL BE HEAVY IN 2016 IN DESIGNING TWO BIG PIECES OF PUBLIC INFRASTRUCTURE. ENHANCING CUSTOMER SERVICE, LOOKING AT CYBER SECURITY AND OUR FOCUS ON THE TRIPLE BOTTOM LINE. AND THAT IS IT FOR US UNLESS YOU HAVE ADDITIONAL QUESTIONS.

Commissioner Smith: I JUST WANT TO GO BACK TO THIS, I DON'T MEAN TO BELABOR THIS POINT, THE ISSUE AROUND THE WATER, THAT'S MONEY FOR CONSULTING, THAT'S NOT FOR ACTUAL DEVICES OR ANYTHING.

Ms. Swackhamer: THAT'S TO IMPLEMENT THEIR RECOMMENDATIONS. SO IMPLEMENT THE RECOMMENDATIONS FROM THE CONSULTANT.

Commissioner Smith: OKAY.

Ms. Swackhamer: AND WE CAN PROVIDE THE ANALYSIS OF THAT.

Chair Kafoury: THAT'S TOMORROW MORNING, YOU'LL HAVE MORE DETAILS ON THAT? EXCELLENT. ANY OTHER QUESTIONS OR COMMENTS? GREAT. THANK YOU. DO WE NEED TO WAIT FOR 2:30? NO. HOW ABOUT IF WE TAKE FIVE-MINUTE BREAK AND THEN WE'LL START WITH OUR FRIENDS FROM THE LIBRARY.

*The Board recessed at 2:08 p.m. and reconvened at 2:21 p.m.*

**BWS 3b      Library Including CBAC. Presenters: Vailey Oehlke, Multnomah County Library District Director/Budget Officer; Becky Cobb, Library Deputy Director; Erin Cooper, CBAC.**

Chair Kafoury: SHOULD WE GET STARTED? OKAY, LET'S GO. NOW WE HAVE THE LIBRARY! YAY!

Ms. Oehlke: GOOD AFTERNOON. CHAIR, COMMISSIONERS, I'M VAILEY OEHLKE, DIRECTOR OF LIBRARIES. I HAVE ERIN COOPER FROM OUR LIBRARY ADVISORY BOARD, BECKY COBB, OUR DIRECTORY DIRECTOR AND SEAN CUNNINGHAM OUR COMMUNICATIONS DIRECTOR. SO WE'RE HERE TO TALK TO YOU ABOUT THE LIBRARY'S FY '16 BUDGET. WE'LL GO OVER ALL OF THE SAME STRUCTURE YOU SEE IN PREVIOUS PRESENTATIONS, WE'LL TALK A LITTLE BIT ABOUT OUR MISSION AND VISION PRIORITIES, BUDGET OVERVIEW, AND GO INTO MORE DETAIL BY DIVISION, AND THEN SUMMARIZE THINGS AND THEN THERE'S PLENTY OF OPPORTUNITY FOR QUESTIONS SHOULD YOU HAVE THEM. AND THEN OF COURSE YOU'LL GAVEL OUT I GUESS, IS THAT THE TECHNICAL TERM? AND THEN RECONVENE AS THE LIBRARY DISTRICT BOARD AND WE HAVE A BRIEF PRESENTATION TO YOU IN YOUR ROLE AS THE LIBRARY DISTRICT BOARD AS WELL. SO WE'VE TALKED TO YOU ABOUT OUR THREE PILLARS. WHAT I LIKE ABOUT THESE THREE PILLARS IS THEY REALLY IDENTIFY WHAT WE CONSIDER OUR CONSTANTS.

WE, ALL OF US ARE LIVING IN A WORLD THAT IS UNDERGOING SO MUCH CHANGE, SO QUICKLY, AND SO UNPREDICTABLY, SO IT WAS FOR TO US TO WORK WITH THE PUBLIC TO TRY TO FIGURE OUT WHAT ARE THE THINGS THAT ARE CONSTANT ABOUT THE PUBLIC LIBRARY THAT PEOPLE CAN EXPECT

THAT TRANSCEND TIME AND TECHNOLOGY AND ALL THE CHANGES WE'RE EXPERIENCING. AND THOSE THREE PILLARS, FREE ACCESS FOR ALL, A TRUSTED GUIDE FOR LEARNING AND THE LEADING ADVOCATE FOR READING, UNDERPIN EVERYTHING ELSE THAT GOES ON TOP OF THAT IN TERMS OF OUR SHORTER-TERM PLANNING. SO BUILT ON TOP OF THOSE THREE PILLARS ARE OUR STRATEGIC PRIORITIES THAT WE CRAFT IN THREE-YEAR INCREMENTS. AND WE'RE JUST RELEASING THE UPDATED PRIORITIES FOR FY 2016.

Ms. Oehlke: WE REFLECT AND SERVE A DIVERSE COMMUNITY, OUR COMMITMENT TO ENABLING CREATION AND LEARNING IN THE LIBRARY'S ROLE AROUND, THAT OBVIOUSLY OUR ONGOING COMMITMENT TO READING, DIGITAL LITERACY WHICH IS ALWAYS BEEN AN IMPORTANT PART OF WHAT WE DO BUT EMPHASIZING THE LIBRARY HAS A UNIQUE AND IMPORTANT ROLE TO PLAY IN DIGITAL LITERACY. AND REIMAGINING LIBRARY SERVICE AND SPACE AND CERTAINLY YOU'LL APPRECIATE THAT AS YOU'VE HEARD ABOUT THE ROCKWOOD SPACE AND MAKER SPACE HAPPENING, THERE THAT'S ONE OF THOSE EXAMPLES OF THAT KIND OF EFFORT. WE HAVE A FABULOUS CITIZEN BUDGET ADVISORY COMMITTEE CHAIRED BY ERIN COOPER, AND I'M GOING TO TURN IT OVER TO HER TO SHARE WITH YOU THEIR REPORT.

Ms. Cooper: SO I'M ERIN COOPER, AND I'M REALLY HAPPY TO BE HERE TO TALK ABOUT THE LIBRARY ADVISORY BOARD. WHICH SERVES AS THE CBAC FOR THE LIBRARY. I KNOW WE SEE COMMISSIONER MCKEEL EVERY MONTH, SO SHE'S FAMILIAR WITH THE PROCESS. BUT FOR THE REST OF YOU WE HAVE 17 MEMBERS, AND WE MEET ONCE A MONTH YEAR-ROUND. WE GET PRESENTATIONS ON ISSUES AROUND THE LIBRARY, LIBRARY OPERATIONS, THE PROGRAMS AND THE LIBRARY, SO YOU HAVE A GROUP OF PEOPLE WHO ARE REALLY ABREAST OF ALL THE THINGS GOING ON IN THE LIBRARY SYSTEM. AND THEN IN DECEMBER WE FORM A SMALLER COMMITTEE, THIS IS OUR FINANCE COMMITTEE. AND THIS IS THE GROUP THAT REALLY DIGS INTO THE DETAILS OF THE BUDGET. AND OUR GOAL AS A TEAM IS TO OBJECTIVELY EVALUATE THE BUDGET, THE PROPOSED BUDGET FOR LIBRARY PATRONS FOR THE LIBRARY SYSTEM AND SERVICING THE COMMUNITY AT LARGE.

SO WE LOOK AT THE DIRECTOR'S PRIORITIES, WE LOOK AT THE ACTUAL BUDGETS FOR THE LAST YEAR, WE LOOK AT THE PROGRAM OFFERS, WE HAD PRESENTATIONS FROM MIKE JASPIN, FROM PEGGIDY YATES, AND BOB LEEK, THE DEPUTY CIO FOR THE COUNTY TO TALK ABOUT I.T. SUPPORT. AND WE FOUND EVERYONE, BECKY AND VAILEY AND ALL OF OUR GUESTS TO BE -- THEY PROVIDED REALLY USEFUL INFORMATION AS WELL AS ANSWERING A LOT OF REALLY DIFFICULT QUESTIONS ON THE SPOT. AND SO THAT WAS JUST PRICELESS FOR US IN TERMS OF EVALUATING THE BUDGET. SO THAT'S THE PROCESS THAT LEADS ME HERE TODAY. SO WITH THE CREATION OF THE DISTRICT, WE SAW A LOT OF RESTORED SERVICES TO THE LIBRARY, AND WE ALSO BUILT UP THE LIBRARY RESERVE, WHICH IS REALLY IMPORTANT FOR THE LONG-TERM SUSTAINABILITY. BUT WE FEEL NOW WE'RE IN POSITION TO

REALLY LOOK FORWARD IN WHAT THE LIBRARY IS GOING TO BE LIKE IN THE FUTURE AND HOW WE'RE GOING TO CONTINUE TO SERVICE THE COMMUNITY IN THE FUTURE. AND SO THERE'S A COUPLE THINGS IN THE BUDGET THAT ARE INCREASES THAT REALLY FOCUS ON THIS, THE INFORMATION SERVICES IN THE 21st CENTURY, AND WE, THE FINANCE COMMITTEE, NOT ME PERSONALLY, ARE SUPER EXCITED TO SEE THE STAFF, THE TRAINING, THE COORDINATION, TO INVEST IN PLANNING HOW WE'RE GOING TO PROVIDE INFORMATION SERVICES MOVING FORWARD AS THINGS ARE INCREASINGLY DIGITAL AND STAYING VERY RELEVANT TO SERVING THE COMMUNITY.

Ms. Cooper: THERE'S ALSO SOME MONEY IN THE BUDGET TO PLAN OUR SECURITY TO CONTINUE TO MAKE SURE THAT OUR LIBRARIES ARE SAFE SPACE FOR EVERYBODY. AND WE'RE SUPER HAPPY, VERY HAPPY TO SEE THAT SORT OF EVOLVE INTO A REAL PLAN MOVING FORWARD, AS TO HOW THAT'S GOING TO BE. AND ALSO INCREASES IN ACCESSIBILITY FOR THE PUBLIC, THERE'S THE MAKER SPACE FOR TEENAGERS, EVERYONE IS REALLY EXCITED ABOUT THAT. AND REDUCED HOLD LIST, AND INCREASED FOREIGN LANGUAGE SERVICES, SO ALL OF THAT IS GOOD USE OF MONEY. BUT IT DOES MEAN THERE'S AN INCREASE IN THE BUDGET, AND AS WE DUG THROUGH A LOT OF THESE DETAILS, THE FINANCE COMMITTEE BECAME EXTREMELY CONFIDENT OF TWO THINGS. ONE IS THAT ALL OF THESE INCLUSIONS TO THE BUDGET ARE NECESSARY, THEY'RE WORTHWHILE, AND THEY'RE EXTREMELY WELL THOUGHT OUT. AND ARE PART OF A VERY STRATEGIC PLAN FOR MOVING FORWARD TO THE FUTURE. AND ALSO, NUMBER TWO, THAT THIS DOES FIT IN WITH THE SORT OF OUR LONG-TERM BUDGET PLAN IN TERMS OF MAINTAINING THE LIBRARY RESERVE AT 10%, AND ALSO MAINTAINING THE DOLLAR 18 RATE FOR AS LONG AS POSSIBLE BEFORE WE START TO INCREASE THE RATE TO THE \$1.24 THAT'S THE MAXIMUM ALLOWED.

SO THIS DOES FIT IN, ALL OF THESE FIT IN WITH THE LONG-TERM PLAN FOR THE LIBRARY. SO THE LIBRARY ADVISORY BOARD, WHICH IS THE CBAC, DOES FULLY SUPPORT THIS BUDGET. AND SO THE FINANCE COMMITTEE AS YOU CAN SEE, IS ELIZABETH HAWTHORNE, JOHN POTTER, MARTY STEVENS, AND BRIAN WILSON, AND THIS GROUP WORKED REALLY HARD, THEY ASKED A LOT OF QUESTIONS INVOLVING BOTH DEPTH AND BREADTH TO THE QUESTIONS, AND ALL OF THESE QUESTIONS WERE ANSWERED IMMEDIATELY BY BECKY OR VAILEY OR VISITORS, AND THAT ALL OF THAT KNOWLEDGE AND INFORMATION REALLY MAKES US CONFIDENT IN OUR DECISION TO SUPPORT THE BUDGET.

Chair Kafoury: GOOD TO HEAR, THANK YOU.

Ms. Oehlke: THANK YOU AND A DEEP AND SINCERE THANK YOU TO YOU AND ALL THE FOLKS WHO SPENT MANY EVENINGS GOING OVER OUR BUDGET, YET AGAIN.

Chair Kafoury: AND WHAT A NICE CHALLENGE FROM PRIOR YEARS WHERE WE STRUGGLED TO FIGURE OUT WHERE THE MONEY WOULD BE COMING FROM.

Ms. Oehlke: ABSOLUTELY. WHO WE SERVE AND WHAT WE DO. SO A COUPLE OF HIGHLIGHTS THAT I'D LIKE TO POINT OUT. I MENTIONED THIS OVERT EFFORT AROUND DIGITAL LITERACY AND DIGITAL INCLUSION -- NOT JUST OURS, BUT ACROSS THE COUNTRY, CRITICAL RESOURCE IN TERM'S OF PEOPLE'S ONGOING NEEDS AROUND ACCESS TO A DIGITAL ENVIRONMENT AND LEARNING HOW TO USE THOSE WELL. AT THE LIBRARY, FY '14, WE PROVIDED ALMOST 1 MILLION WI-FI SESSIONS. ALL OF THE LOCATIONS HAVE FREE WI-FI. YOU WOULD BE AMAZED WHEN YOU COME IN TO THE LIBRARY BRANCHES AND ALL OF THE PEOPLE SITTING AROUND WITH TABLETS IN HAND ACCESSING THE FREE WI-FI. WE ALSO INCREASED OUR DIGITAL CHECK-OUTS. THAT'S A TREND THAT CONTINUES TO CLIMB TO ABOUT ONE MILLION IN FY '14. WE CONTINUE TO SUPPORT STUDENTS IN STUDENT LEARNING, READING SUPPORT AND LEARNING MOTIVATION TO 75,000 STUDENTS IN FISCAL YEAR '14. AND I'M HAPPY TO ANSWER ANY QUESTIONS ABOUT ANY OF THE OTHER HIGHLIGHTS THAT ARE SHARED THERE WITH YOU.

THIS IS THE HIGH LEVEL ORGANIZATIONAL CHART FOR THE LIBRARY. WE ARE PROPOSING A TOTAL OF \$73.1 MILLION BUDGET, SPAN OF CONTROL ACROSS THE ORGANIZATION OF ONE TO 11, AND THAT'S PRETTY CONSISTENT FOR US. I'M GOING TO TURN IT OVER ACTUALLY TO BECKY COBB IN A MINUTE TO GO INTO MORE DETAIL AROUND EACH OF THESE FOR YOU. I WILL START WITH THE DEPARTMENT ADMINISTRATION DETAIL. PARTLY BECAUSE THAT WHOLE DEPARTMENT IS PRETTY BIG BECAUSE IT INCLUDES ALL OF THE SEPARATE BUSINESS LINES. AND THEY'RE ALL FAIRLY SMALL, BUT I WANT TO CALL OUT A COUPLE THAT ARE LARGER, FACILITIES AND LOGISTICS DIVISION. THAT'S 14.7 FTE, BUT THAT ALSO INCLUDES ALL OF THE DRIVERS WHO DELIVER THOSE BOOKS ALL OVER THE LIBRARY SYSTEM, AND IT INCLUDES OUR SORT CENTER.

I HAVE TALKED TO YOU ALL IN THE PAST ABOUT MATERIALS HANDLING AND THE CHALLENGES OF MOVING ALL OF THOSE MATERIALS AROUND THE SYSTEM. SO THAT SORT CENTER IS LOCATED AT THE BUILDING IN NORTHEAST PORTLAND AND ALL OF THE STAFF ARE INCLUDED IN THAT GROUP OF FOLKS. AND THEN OUR HR AND LEARNING SYSTEMS GROUP, WE DON'T ACTUALLY HAVE 19.5 HR PEOPLE. WE HAVE -- THAT INCLUDES ALL OF WHAT WE CALL OUR FLOATING STAFF. FOLKS THAT FILL IN KIND OF ON AN AS-NEEDED BASIS, AND THOSE FOLKS ACCOUNT FOR ALMOST HALF OF THE STAFFING IN THAT DIVISION THERE. DID WE SKIP A SLIDE? YOU DID SKIP A SLIDE. OKAY. THIS IS OUR BUDGET, EXPENDITURES, THE OVERALL INCREASE IS ABOUT 3.8 MILLION ROUGHLY ABOUT 2% OF THAT AND YOU WILL HEAR FROM BECKY IN GREATER DETAIL. JUST ONGOING, THE NORMAL COST INCREASES. AND THEN ABOVE THAT, IS THE STRATEGIC ADD. YOU WILL HEAR ABOUT FROM US IN A FEW MOMENTS. AND THEN THE FTE BY FUND. WE'RE

PROPOSING GOING FROM 518 FTE TO 524.25. AND OUR REVENUES, YOU WILL NOTICE, THERE IS NO GENERAL FUND UP THERE. IT'S ALL COMING FROM, OF COURSE, THAT LIBRARY DISTRICT DEDICATED TAX.

Ms. Oehlke: THE VAST MAJORITY OF IT JUST GETS SHIFTED FROM THERE INTO AND BECKY WILL TALK ABOUT THIS INTO THE LIBRARY FUND. AND THEN THERE IS A LITTLE BIT THAT IS REIMBURSEMENTS, THAT'S PRIMARILY THE SHERIFF'S OFFICE. AGAIN, LATER WHEN WE DO THE DISTRICT PRESENTATION, YOU WILL SEE A MORE DETAILED REVENUE CHART IN THAT PRESENTATION ABOUT THAT REVENUE. AND OUR BUDGET BY CATEGORY, \$73.1 MILLION, AGAIN, PERSONNEL THE HIGHEST PERCENTAGE. THAT NUMBER 64% REMAINS PRETTY CONSTANT FOR US. CONTRACTUAL SERVICES, MATERIALS AND SUPPLIES, INTERNAL SERVICES, WHICH IS MOSTLY I.T. AND FACILITIES, CAPITAL AT .1%. WE CALL OUT LIBRARY BOOKS AND MATERIALS, ABOUT 10% OF OUR BUDGET RIGHT NOW, AND THAT INCLUDES BOTH THE PRINT AND DIGITAL FORMATS FOR US. THIS IS OUR GREATER DETAIL. I WILL ASK BECKY COBB TO COVER THIS FOR US.

Ms. Cobb: HERE YOU HAVE THE BUDGET BY DIVISION. YOU CAN SEE THAT THE NEIGHBORHOOD LIBRARIES TAKES UP JUST OVER A THIRD OF THAT AND THEN CENTRAL LIBRARY ANOTHER 19%. THOSE TWO PIECES TOGETHER ARE ABOUT 55% OF THE LIBRARY'S BUDGET FOR THE BUILDINGS AND THE STAFF THAT PROVIDE THOSE SERVICES OUT IN THE COMMUNITY. AND THEN IN COLLECTIONS AND TECHNICAL SERVICES, THAT'S A HIGH NUMBER BECAUSE 7.4 MILLION OF THAT IS, OF COURSE, THE BOOK BUDGET AS WELL. AND THEN I JUST WANT TO POINT OUT THAT IN SYSTEM ACCESS AND INFORMATION SERVICES, \$8.4 MILLION, ABOUT \$5.4 MILLION OF THAT IS WHAT WE PAY FOR I.T. SUPPORT. AND THEN HERE IS THE YEAR-OVER-YEAR DIVISION BY FUND.

THIS IS ALL OF THE LIBRARY FUND. AND YOU WILL NOTICE THAT EACH OF THE DIVISIONS SHOW AN INCREASE EXCEPT FOR YOUTH SERVICES, WHICH IS ONE OF THE SMALLER DIVISIONS THERE. IT SHOWS A LITTLE BIT OF A DECREASE BECAUSE WE ARE AWAITING THE AMENDMENT THAT WILL BE ADDING THE LIBRARY FOUNDATION REVENUE AND THE VAST MAJORITY OF THAT GOES INTO YOUTH SERVICES. YOU WILL SEE THAT COMING TO YOU LATER IN THE PROCESS. SO, THEN FOR DEPARTMENT ADMINISTRATION, JUST LISTS THE PROGRAM OFFERS THERE YOU ALREADY SAW IN THE CHART. I WANT TO HIGHLIGHT YOU WILL SEE AT THE BOTTOM OF THE SLIDE, WE BUDGETED ADDITIONAL \$200,000 TO DEVELOP LIBRARY-SPECIFIC SECURITY DIVISIONS, WE WANT TO PILOT AND SEE HOW EFFECTIVE WE CAN BE WITH OUR OWN SECURITY POSITIONS. THERE IS MONEY IN THE BUDGET FOR THAT NEXT YEAR. FOR THE CENTRAL LIBRARY, WHICH IS INCREASING BY JUST OVER \$900,000, ONE OF THE MAJOR CHANGES THERE IS THAT WE ARE RAMPING UP TO THE \$15 AN HOUR INCREASE WITH THE ACCESS SERVICES ASSISTANT POSITIONS, WHICH IS A MOUTHFUL.

Ms. Cobb: WE'RE GETTING MOST POSITIONS TO \$14 AN HOUR NEXT YEAR. THAT'S FOR 58 POSITIONS. AND THEN THERE IS ALSO FUNDING FOR ENHANCED SECURITY EFFORTS AND I JUST WANT TO CALL OUT THE CRISIS WORKER THERE THAT WE'RE VERY EXCITED TO BE PILOTING THAT EFFORT NEXT YEAR. AND ON NEIGHBORHOOD LIBRARIES, THIS IS WHERE YOU WILL SEE THE BIGGEST INCREASE, BECAUSE, OF COURSE, IT'S THE BIGGEST DIVISION. IT IS INCREASING BY ABOUT \$1.6 MILLION. YOU WILL SEE THERE, ONE OF THE MAJOR CHANGES IS THAT THE CONSTRUCTION COSTS FOR THE ROCKWOOD MAKER SPACE, THIS IS WHAT IS PROJECTED FOR THAT PROJECT NEXT YEAR. AND THEN ALSO THE LAST BULLET THERE, WE ARE ALSO IMPLEMENTING THE \$14 AN HOUR MINIMUM WAGE FOR 87 ASA POSITIONS. THAT IS A CHUNK OF MONEY FOR THAT DIVISION.

Chair Kafoury: A GOOD DEAL ON THE ROCKWOOD MAKER SPACE. WE WERE NOT EXPECTING.

Ms. Oehlke: AS BECKY MENTIONED, THAT IS JUST A PORTION OF THE LIBRARY.

Chair Kafoury: I MEAN, THAT'S GREAT.

Ms. Oehlke: IT IS A GREAT DEAL. ABSOLUTELY. WE ARE FORTUNATE TO HAVE THAT ADDITIONAL PRIVATE FUNDING FOR THAT PROJECT. VERY PLEASED. AND THEN IN YOUTH SERVICES, THIS IS THE SERVICES THAT COVER BIRTH TO HIGH SCHOOL AGE, AND, AGAIN, YOU WILL BE SEEING ADDITIONAL REVENUE COMING INTO THAT PROGRAM THROUGH THE REVENUE AMENDMENT FROM THE LIBRARY FOUNDATION.

Chair Kafoury: IS THAT PRIMARILY FOR THE SUMMER READING PROGRAM OR IT'S FOR A LOT OF DIFFERENT THINGS?

Ms. Oehlke: AND FROM THE FOUNDATION, THEY FUND QUITE AN ARRAY OF PROGRAMS FOR THE LIBRARY. MOST OF WHICH SIT IN NEW SERVICES, FOR INSTANCE, THEY PROVIDE SOME STAFFING FOR THE BOOKS TO YOU PROGRAM, READING MOTIVATION PROGRAM THAT WE HAVE THAT GOES OUT ALL OVER THE COUNTY, LARGELY EAST COUNTY, ACTUALLY. SOME OF THE OTHER PROGRAMS, EARLY CHILDHOOD PROGRAMS, THAT KIND OF THING. AND THEN WE HAVE PROGRAMMING ON COMMUNITY OUTREACH.

Ms. Cobb: AND YOU WILL SEE HERE THERE IS AN ADDITION OF 1.0 FTE AND THAT IS FOR THE CREATIVE LEARNING SPACES COORDINATOR, FIRST PRIORITY TO GET THAT ROCKWOOD MAKER SPACE UP AND RUNNING. SHE HAS HIT THE GROUND RUNNING JUST RECENTLY. AND THEN FOR COLLECTIONS AND TECHNICAL SERVICES, AS VAILEY POINTED OUT, THIS IS WHERE THE BOOK BUDGET FITS AND THE MAJOR CHANGE THERE IS THAT WE HAVE PROPOSED ADDING \$375,000 TO THAT BUDGET TO REDUCE THE PATRON WAIT TIMES FOR BEST SELLERS AND FOR E-BOOKS SO THAT PEOPLE

AREN'T WAITING AS WE WERE JUST TALKING ABOUT A LONG TIME FOR THE NEWEST THING THEY WANT TO READ.

Ms. Oehlke: THAT ESSENTIALLY MEANS PURCHASING MORE MATERIALS SO THAT THE WAIT IS LESS, WE HOPE.

Commissioner McKeel: SO I'M NOT 270th --

Ms. Oehlke: YEAH, YEAH. [LAUGHTER]

Ms. Cobb: AGAIN, PART OF THAT IS AN EFFORT TO BE MORE RESPONSIVE TO THE PUBLIC SO THAT THEY DON'T LOSE PATIENCE WITH US.

Chair Kafoury: I WAS GOING TO ASK YOU A QUESTION, \$370,000, ARE YOU TRYING TO GO FROM ONE NUMBER TO ANOTHER --

Ms. Vailey: SURE, ONE OF THE WAYS THAT WE DEVELOP THE COLLECTION, WE HAVE SOMETHING CALLED THE HOLDS RATIO. WHEN -- FY '12 WHEN WE MADE THE BIG BUDGET REDUCTIONS, WE INCREASED THE RATIO SIX TO ONE. ONCE AN ITEM HAD SIX HOLD ON IT, IT TRIGGERED A PURCHASE. WITH THIS ADDITIONAL MONEY, WE ARE ABLE TO REDUCE THAT HOLDS RATIO FROM SIX TO ONE TO FOUR TO ONE AND WE'RE TARGETING JUST BEST SELLERS, KIND OF A PILOT AND SEE IF IT HAS THE INTENDED IMPACT. TARGETING BEST SELLERS AND E-BOOKS, BEST SELLERS BECAUSE THEY'RE BEST SELLERS AND VERY POPULAR. E-BOOKS, IN PEOPLE'S MINDS, REASONABLY SO, WHY WOULD YOU HAVE TO WAIT THAT LONG FOR SOMETHING IN DIGITAL FORMAT? WE WILL SEE WHAT IMPACT IT HAS. WE ARE HOPING THAT IT MAKES THAT WAIT A LITTLE LESS PAINFUL, COMMISSIONER.

Commissioner McKeel: JUST PUT ON HOLD IMMEDIATELY AND I KNOW THEY'LL CYCLE THROUGH. I HAVE FOUR OR FIVE ON HOLD.

Ms. Oehlke: GOOD.

Ms. Cobb: SYSTEM ACCESS AND INFORMATION SERVICES, ONE OF THE BIG PIECES HERE IS WHAT WE PAY FOR I.T. SERVICES. AND THEN WE ARE ALSO MAKING AN ADDITION TO HELP MEET THAT, RECOGNIZING THE CONTINUED PATRON DEMAND FOR VIRTUAL SERVICES AND BEING ABLE TO MEET THAT A LITTLE MORE RESPONSIBLY. SO, WE'RE ADDING RESOURCES THERE. AND THIS NEXT SLIDE IS JUST BASICALLY A SUMMARY OF THOSE ADDITIONS, AMONG THE DIFFERENT PROGRAM OFFERS. AND SO YOU CAN SEE THERE, KIND OF IN THE ORDER OF THE MAGNITUDE, THE I.T. CAPACITY FOR VIRTUAL SERVICES, SECURITY IMPROVEMENTS, IN TOTAL WHAT WE'RE ADDING IN NEXT YEAR'S BUDGET, ADDING SOME LIBRARIAN FTE, BECAUSE WE FEEL LIKE THAT IS A CRITICAL NEED. REDUCING THAT PATRON WAIT TIME. THE AMOUNT THAT IS BUDGETED IN TOTAL FOR THE MAKER SPACE AT THE ROCKWOOD

LIBRARY, AND THEN OUR ESTIMATE OF WHAT IT IS COSTING TO IMPLEMENT THE \$14 AN HOUR WAGE NEXT YEAR. THAT IN TOTAL IS ABOUT \$2.3 MILLION, WHICH IS ABOUT 3.3% OF THE OVERALL 5.5% INCREASE, IS IN THESE ADDITIONS.

Ms. Oehlke: THANK YOU, BECKY. WE HAVE NO LEGISLATIVE IMPACT, SO THAT IS JUST A NICE SLIDE WITH SOME GREAT PHOTOS. AND IN SUMMARY, LOOKING FORWARD, AND I TALK TO YOU ALL A LOT AND APPRECIATE ALL OF YOUR SUPPORT AROUND HELPING US SORT OF REINVISION WHAT IT MEANS TO BE A PUBLIC LIBRARY IN THIS VERY COMPLEX WORLD OF OURS. SOME OF THE HIGHLIGHTS, LOOKING AHEAD, OBVIOUSLY THE ROCKWOOD MAKER SPACE. THIS NOTION OF DIGITAL INCLUSION AND THE LIBRARY'S ROLE AROUND THAT IMPLEMENTATION OF WHAT WILL ULTIMATELY BE THE \$15 AN HOUR WAGE. CAPITAL PLANNING PROCESS, WE ARE EXCITED TO BE LOOKING DELIBERATELY OF WHAT THE LIBRARY, IN TERMS OF SPACES. AND THE EMERGING TECHNOLOGY SPECIFICALLY RELATED TO DIGITAL SERVICES.

I AM CERTAIN THERE ARE THINGS OUT THERE THAT AWAIT US THAT I CAN'T EVEN IMAGINE RIGHT NOW THAT PEOPLE EXPECT FROM US IN TERMS OF THAT VIRTUAL ACCESS TO LIBRARY SERVICES, AND THE RS 21 PROJECT, WHICH YOU HEARD A LITTLE ABOUT FROM ERIN, WHICH IS OUR EFFORT TO RECOGNIZE THE WAYS IN WHICH PEOPLE GET THEIR INFORMATION NEEDS MET ARE REALLY CHANGING QUICKLY. YOU KNOW, MOST FOLKS WHIP OUT THEIR SMARTPHONE WHEN THEY HAVE A QUESTION, THEY CAN DO IT ANY TIME, ANYWHERE. WHAT DOES THAT MEAN FOR PUBLIC LIBRARIES AND OUR ROLE IN REFERENCE SERVICE AND THAT CURIOSITY. THAT IS AN EFFORT WE DEVELOPED THAT HAS A THREE-YEAR ROADMAP THAT WILL HOPEFULLY RESULT IN POSITIVE CHANGES ABOUT WHAT WE PROVIDE IN COMMUNITY-RELATED INFORMATION SERVICES. WITH ALL OF THAT, DO YOU HAVE QUESTIONS FOR US?

Chair Kafoury: QUESTIONS, COMMENTS?

Commissioner Smith: THIS TIME LAST YEAR, LIBRARY HAD SEVERAL POSITIONS AVAILABLE. COULD YOU TELL ME WHAT DOES THAT LOOK LIKE TODAY?

Ms. Oehlke: SEVERAL VACANCIES?

Commissioner Smith: YES.

Ms. Oehlke: I CAN GET YOU THAT, COMMISSIONER. I'M NOT SURE EXACTLY WHAT OUR VACANCY RATE IS RIGHT NOW. WE ALWAYS HAVE VACANCIES IN OUR PAGE POSITIONS. WE'RE NOW HIRING FOR THAT ASA, ACCESS SERVICES ASSISTANT POSITION, WHICH IS SORT OF A HYBRID OF THE PAGE AND CLERK POSITION THAT WE HAVE. WE ARE DOING RECRUITING AROUND THAT AND

OUR LIBRARIAN POSITIONS. TYPICAL ONGOING VACANCIES, BUT I WOULDN'T SAY THAT WE'RE AT A PLACE WHERE THERE IS A CRISIS IN VACANCIES.

Commissioner Smith: DID YOU GET ANY PUSH BACK FROM THE \$14, \$15 AN HOUR?

Ms. Oehlke: NONE. AS I THINK, YOU KNOW, YOU ALL KNOW, AND I'M CERTAIN -- CERTAINLY GRATEFUL FOR YOUR LEADERSHIP AND SUPPORT AROUND THAT. THAT HAS BEEN A GREAT STEP FOR THE LIBRARY. AND IT ENABLED US TO CREATE THIS POSITION THAT WE HAVE BEEN LOOKING AT FOR QUITE A WHILE, THAT ACCESS SERVICES POSITION, THAT I THINK WILL BE A WONDERFUL WAY TO DO THE WORK THAT WE NEED DONE IN THE LIBRARY MOVING FORWARD. WE ARE TRAINING UP A WHOLE LOT OF PEOPLE TO KNOW HOW TO DO THAT WORK, AND I THINK IT IS A GOOD THING.

Chair Kafoury: THANK YOU.

Commissioner Bailey: THE MAKER SPACE THAT YOU HAVE IS AN INTERESTING IDEA. I'M CURIOUS, DO YOU HAVE ANY METRICS THAT YOU USE TO TRACK UTILIZATION OF THAT SPACE AND ANY OUTCOMES THAT YOU ARE LOOKING AT TRACKING?

Ms. Oehlke: WE ABSOLUTELY WILL. WE ARE STILL IN THE FORMATION PHASE. GROUND BREAKING IS IN JANUARY --

Ms. Cobb: AUGUST.

Ms. Oehlke: AUGUST. SET TO OPEN IN JANUARY. I KNEW THERE WAS A JANUARY IN THERE SOMEWHERE. THAT IS ALL BUILT INTO PART OF THAT PROCESS, DETERMINING USAGE, BOTH IN TERMS OF OUTPUTS, BUT ALSO OUTCOMES AND THE IMPACT IT IS HAVING. WE ARE REALLY TRYING TO MAKE A COMMITMENT TO REACHING -- OBVIOUSLY THE REASON AT ROCKWOOD IS THE NEED IN THAT COMMUNITY, TARGETING SPECIFIC POPULATIONS THERE, AND ALSO TRYING TO FOCUS ON GIRLS AND THEIR ACCESS TO STEM/STEAM LEARNING. THERE ARE SOME AREAS THAT WE ARE HOPING TO HAVE PROFOUND OUTCOMES THAT WE ARE ABLE TO DEMONSTRATE AND IF YOU ARE INTERESTED, WE WILL COME BACK AND KEEP YOU UPDATED ON THAT.

Commissioner Bailey: THAT WOULD BE GREAT. YOU MENTIONED IN THE PAST, IN OTHER BRIEFINGS, AND AS I AM SURE YOU KNOW BETTER THAN I DO, SO MUCH HAPPENING AROUND THE MAKER UNIT, PRIVATELY OWNED SPACES IN PORTLAND AND ELSEWHERE, WE WILL CONTINUE THAT ENCOURAGEMENT FOR COLLABORATION --

Ms. Oehlke: WE CONTINUE CONVERSATIONS LOCALLY AND ON THE NATIONAL STAGE -- HOW LIBRARIES CAN CONTRIBUTE TO THOSE NEEDS. THERE IS A

REALLY WONDERFUL ROLE FOR THE LIBRARY, LARGELY BECAUSE LIBRARIES -- EVERYBODY GETS TO GO TO THE LIBRARY. YOU DON'T HAVE TO HAVE A CERTAIN MEMBERSHIP OR A CERTAIN BACKGROUND. REALLY LEVERAGING THAT IN THE INTEREST OF ACCESS FOR FOLKS WHO MIGHT NOT HAVE IT OTHERWISE.

Vice-Chair Bailey: GREAT. THANK YOU.

Ms. Oehlke: YEAH, ABSOLUTELY.

Commissioner Shiprack: THANK YOU. YOU MADE A COMMENT JUST NOW, AND I RECALL THERE WAS A FUTURE -- VISITED COURTESY OF THE LIBRARY, AND THIS WHOLE CONCEPT OF HAVING JUST WAREHOUSES OF INFORMATION NOW DIGITALLY AVAILABLE ON GOOGLE, KIND OF KEEPS PULLING BACK THE QUESTION OF SORT OF SO WHAT FOR LIBRARIES. WHY DO YOU NEED, YOU KNOW, THIS REPOSITORY, AND THERE IS ANOTHER SORT OF OUTDATED IN ADDITION TO MY WHOLE CONCEPT OF LIBRARIES OF PLACES WHERE YOU GO AND SIT AND IT IS COOL AND IT SMELLS LIKE BOOKS, IS THE CONCEPT OF A CATALOG ON SOME GUIDANCE. SO I REALLY APPRECIATE YOUR PRESENTATION.

I'M SO DELIGHTED THAT WE HAVE A LIBRARY SPECIAL DISTRICT AND WE DON'T HAVE TO WORRY EVERY YEAR ABOUT WHERE THE FUNDING IS GOING TO COME FROM SO THAT WE CAN CONTINUE TO PROVIDE THIS WONDERFUL, FREE SERVICE THAT REALLY ELEVATES A KIND OF VALUE IN A VERY SUBTLE, NONJUDGMENTAL WAY, ELEVATES THIS VALUE OUT INTO THE COMMUNITY WHICH I'M RIGHT NOW WORKING ON TRYING TO CATALOG WHAT THAT VALUE -- HOW DO YOU DESCRIBE THAT VALUE? SOME OF IT IS LEARNING, BUT THAT SOUNDS SO STODGY AND NOT VERY MUCH FUN. IT IS A HUGE ACCESS. SO, THIS IS JUST SORT OF A LENGTHY WAY OF SAYING THANK YOU. IT ALWAYS SPARKS MY IMAGINATION TO HEAR YOU TALK ABOUT THE LIBRARY AND IMAGINING WHERE THE LIBRARY IS GOING TO GO INTO THE FUTURE, AND WHAT DO WE DO WITH ALL OF THIS INFORMATION, JUST KIND OF LIKE WHAT LIBRARIES HAVE ALWAYS DONE WITH ALL OF THOSE BOOKS. YOU JUST CATALOG IT AND ARRANGE IT SO THAT THE PUBLIC CAN HAVE ACCESS AND SOMEHOW THEY GO IN AND WANDER AROUND AND FIGURE OUT WHAT TO DO WITH ALL OF THAT.

Ms. Oehlke: THANK YOU, COMMISSIONER, FOR THOSE REMARKS. I SPEND MOST OF MY WAKING HOURS THINKING ABOUT THE FUTURE OF THIS INSTITUTION AND TALKING ABOUT IT. YOU HAVE CERTAINLY HEARD ME TALK ABOUT IT. BUT I THINK IT IS AN EXCITING TIME TO BE IN PUBLIC LIBRARIES BECAUSE THERE IS SO MUCH OPPORTUNITY. NO MATTER WHAT. IT IS WHY WE TALK ABOUT THE PILLARS AND CONSTANTS NO MATTER WHAT. ALL OF THOSE THINGS WILL REMAIN TRUE. DOESN'T MATTER IF YOU ARE READING ON THE TABLET OR A PAPER BOOK, YOU'RE STILL READING AND THE LIBRARY

IS STILL ABLE TO PROVIDE THAT TO YOU AND PROVIDE THE FOLKS THAT WILL HELP YOU FIND IT. I THINK THERE IS A TON OF OPPORTUNITY. I THINK IT IS A WONDERFUL TIME TO DO A LOT OF THINKING ABOUT ALL OF THE SORTS OF THINGS YOU JUST DESCRIBED, COMMISSIONER.

Commissioner McKeel: THANK YOU. I WILL SHOW MY EXCITEMENT BUBBLING OVER ABOUT THE MAKER SPACE, DO YOU HAVE A DATE IN AUGUST?

Ms. Oehlke: NOT A DATE FOR THE GROUNDBREAKING YET, BUT WE WILL LET YOU KNOW FOR SURE BECAUSE WE'RE SUPER EXCITED AS WELL. THERE IS ACTUALLY PROGRAMMING HAPPENING NOW IN THAT SPACE, OUR COMMITMENT AS PART OF THAT GRANT FROM THE REGULATORY COMMISSION THAT WE WOULD START PROGRAMMING RIGHT OFF THE BAT. WE ARE DOING SOME PROGRAMMING OUT THERE BUT IT IS IN THE EXISTING SPACE, WITHOUT ALL OF THE FABULOUS NEW TOOLS AND EQUIPMENT THAT WE WILL HAVE AVAILABLE. LINDSEY, THE WOMAN WE HIRED TO COORDINATE THAT WORK FOR US IS ALREADY PROVIDING, COORDINATING AND MAKING A LOT OF AMAZING CONNECTIONS OUT IN THE COMMUNITY OUT THERE TO MAKE SURE THAT WE ARE READY TO RAMP IT UP WHEN WE DO HAVE THAT ADDITIONAL THOUSAND SQUARE FEET.

Commissioner McKeel: THAT'S GREAT. WE HAVE THIS STEAM COLLABORATIVE OUT THERE. I KNOW YOU HAVE ALL BEEN INVOLVED IN THAT. AND THERE IS A LOT OF INTEREST. A LOT OF PEOPLE DOING A LOT OF GOOD WORK AROUND THAT. IT IS JUST BRINGING EVERYBODY TOGETHER.

Ms. Oehlke: EXACTLY.

Commissioner McKeel: SO EVERYBODY IS VERY EXCITED AND I THINK THERE MIGHT BE SOME THINGS GOING ON CLOSE BY THAT WILL BE NICE PARTNERS.

Ms. Oehlke: ABSOLUTELY, I WOULD AGREE.

Commissioner McKeel: TO THE MAKER SPACE AS WELL. VERY EXCITING.

Ms. Oehlke: THANK YOU, COMMISSIONER.

Chair Kafoury: THANKS. I'M REALLY INTERESTED AND HAPPY TO HEAR ABOUT THE CAPITAL PLANNING PROCESS BECAUSE I THINK THAT IS REALLY IMPORTANT. BECAUSE I AM SURPRISED DESPITE ALL OF THE DIGITAL INCLUSION E-BOOKS, BLAH, BLAH, BLAH, THAT EVERY TIME I GO TO MY LOCAL LIBRARY, IT SEEMS LIKE IT IS TWICE AS FULL AS IT WAS THE LAST TIME. IT PRECLUDES ME FROM GOING THERE TO HANG OUT BECAUSE IT'S OVERWHELMING HOW MANY PEOPLE ARE IN THERE. I THINK THAT IS AN IMPORTANT PART. THIS BEING OUR COMMUNITY OF MULTNOMAH COUNTY,

MAYBE WE'RE BUCKING NATIONAL TRENDS, BUT IT SEEMS LIKE PERSONAL VISITS TO A LIBRARY MUST BE AT AN ALL-TIME HIGH.

Ms. Oehlke: ABSOLUTELY. AS I SAID EARLIER, ONE OF THE THINGS TO REMEMBER, NO MATTER HOW WE SHAPE WHAT HAPPENS IN THOSE BUILDINGS, THOSE BUILDINGS ARE PROFOUNDLY DEMOCRATIC INSTITUTIONS IN OUR COMMUNITY. ANYBODY CAN GO INTO THOSE SPACES AND GET THE DIGNITY OF FABULOUS CUSTOMER SERVICE, GET THEIR QUESTIONS ANSWERED, HAVE SPACE TO THEMSELVES, A WARM, DRY PLACE, WHATEVER IT IS. AND I THINK THERE IS ENORMOUS VALUE IN THAT IN TERMS OF THOSE ACTUAL PHYSICAL SPACES. THERE WAS A GREAT ARTICLE IN THE "NEW YORK TIMES" A WEEK OR TWO AGO, IN WHICH THEY CALCULATED ALL VISITS TO CULTURAL EVENTS, SPORTS EVENTS, MUSEUM VISIT, I THINK THAT WAS IT -- SUM TOTAL OF ALL OF THOSE IN NEW YORK CITY DID NOT EQUAL THE NUMBER OF VISITS THAT THE NEW YORK LIBRARY SYSTEM HAD THAT SAME YEAR. SO, PEOPLE CONTINUE TO USE LIBRARIES LIKE MAD.

Chair Kafoury: GREAT. HOPEFULLY WE WILL GET MORE UPDATES AS WE ARE GOING ON ABOUT HOW THAT PROCESS --

Ms. Oehlke: ABSOLUTELY, FOR SURE, DEFINITELY.

Chair Kafoury: THANK YOU. SO, NOW WE NEED TO MOVE TO OUR NEXT ITEM. NOW WE ARE GOING TO ADJOURN AS THE GOVERNING BODY FOR THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS AND CONVENE AS THE GOVERNING BODY FOR THE MULTNOMAH COUNTY LIBRARY DISTRICT BOARD.

**BWS 3c      Library District. Presenters: Vailey Oehlke, Multnomah County Library District Director/Budget Officer; Becky Cobb, Library Deputy Director; Mike Jaspin, County Economist/ Deputy Budget Director.**

Ms. Oehlke: THIS A PRESENTATION TO YOU AS THE BOARD OF THE MULTNOMAH COUNTY LIBRARY DISTRICT, MAJORITY WILL BE PRESENTED BY MY COLLEAGUE, MIKE JASPIN. AS YOU KNOW, YOU ARE THE GOVERNING BODY OF THE DISTRICT AND YOU ARE AUTHORIZED TO EXECUTE OUR BUDGET. IN ADDITION, DECEMBER 2014, MCLD BOARD AUTHORIZED THE COUNTY CHAIR TO EXECUTE A LIBRARY ASSETS TRANSFER AGREEMENT, A BIG PIECE OF THIS BODY'S WORK IN THE LAST YEAR, MOST RECENTLY IN MARCH OF 2015, UPDATED THE IGA, GOVERNS THE RELATIONSHIP BETWEEN THE DISTRICT AND COUNTY TO AMEND IT TO INCLUDE THOSE ASSETS IN THE IGA. AT A VERY HIGH LEVEL, THIS IS THE THIRD YEAR OF THE LIBRARY DISTRICT TAX. AS YOU HEARD, THE BUDGET CONTINUES TO BE PROPOSED AT A RATE OF \$1.18 AND THE FULL RATE REMAINS OF COURSE THE \$1.24. AS YOU ALL KNOW, MY COMMITMENT, YOUR COMMITMENT IS TO MAINTAIN THAT \$1.18 RATE AS FAR INTO THE FUTURE AS POSSIBLE. IT SUSTAINS OUR HOURS AND

SERVICES AS DETAILED IN THE PRESENTATION YOU JUST HEARD AND ALLOWS FOR ADDITIONAL STRATEGIC ADDITIONS.

Mr. Jaspin: GOOD AFTERNOON, MIKE JASPIN FROM THE BUDGET OFFICE. I WILL COVER TWO BROAD AREAS. FIRST SINCE WE DON'T DO A FORMAL FORECAST OR OVERVIEW, WE LOOK AT CURRENT YEAR AND THREE BASIC MODELS WHERE THE LIBRARY WILL BE IN '16 THROUGH THE 10-YEAR TIME HORIZON. I WON'T BELABOR COST DRIVERS TOO MUCH. WE WENT INTO THOSE IN DETAIL THIS MORNING. I WILL TOUCH BRIEFLY ON THE IMPACT OF PERS TO THE LIBRARY DISTRICT. FOR THE CURRENT FISCAL YEAR, PROPERTY TAX REVENUES ARE VERY SIMILAR TO THE COUNTY'S FOR FULL TRANSPARENCY, HERE IS ALL OF THE NUMBERS. ESSENTIALLY THE FIRST COLUMN IS WHAT WE PLANNED ON, SECOND COLUMN ACTUAL BASED ON THE CERTIFIED TAX ROLL AND THE -- DELTA, HOW RIGHT OR WRONG WERE WE? AT THE END OF THE DAY, PROPERTY TAX REVENUES FOR THE CURRENT FISCAL YEAR WILL BE UP ABOUT \$1.5 MILLION MORE THAN WE BUDGETED FOR. LAST YEAR, I THINK WE GOT WITHIN \$70,000.

SO I WILL PUT MY HAT ON THAT AND NOT WHINE TOO MUCH ABOUT BEING OFF BY ABOUT 2.25%. THE REASON THAT WE'RE ABOUT \$1.5 MILLION HIGH IS THAT COMPRESSION CAME DOWN MORE THAN WE HAD PLANNED ON. IT WENT FROM 7.8%, DOWN TO 6%. THIS IS JUST LIKE WE TALKED ABOUT BACK IN DECEMBER FOR THE COUNTY'S GENERAL FUND. THE ONE THING TO KEEP IN MIND, WE HAVE ALWAYS ANTICIPATED THAT COMPRESSION WOULD COME DOWN OVER TIME. ESSENTIALLY WHAT WE ARE REALLY SEEING IS MORE GROWTH TODAY, BUT THAT MEANS WE WILL GET LESS GROWTH IN PROPERTY TAX LATER. THE OTHER REASON THAT PROPERTY TAXES ARE HIGHER THAN WE ESTIMATED IS THE URBAN RENEWAL AMENDMENTS. FOR THE COUNTY GENERAL FUND, INCORPORATED THOSE WHEN WE ADOPTED THE CURRENT YEAR BUDGET. WE DID NOT DO THAT FOR THE LIBRARY DISTRICT. EQUATE TO ROUGHLY \$463,000 IN THE CURRENT FISCAL YEAR. REMAINING \$350,000 OR SO IS DUE TO ASSESSED VALUE BEING HIGHER THAN WE ANTICIPATED. THAT PUTS THE LIBRARY DISTRICT IN A GOOD PLACE FOR THE CURRENT FISCAL YEAR. LIKE LAST YEAR, I WANT TO WALK THROUGH THREE BASIC MODELS TO KINDS OF BENCHMARK WHERE THE LIBRARY DISTRICT IS.

Mr. Jaspin: THE FIRST ONE IS THE BASE MODEL, WHICH IS ESSENTIALLY THE MODEL WE DID PREDISTRICT FORMATION. SO THAT IS PROBABLY FOUR YEARS OLD AT THIS POINT, BUT IT IS A REALLY GOOD REFERENCE POINT BECAUSE IT IS VERY RARE THAT A CURRENT BODY GETS TO BE PRESENT FOR A DISTRICT FROM THE DAY IT WAS CREATED AND SEE HOW OUR PLANS PENCIL OUT. THE NEXT MODEL WILL LOOK AT IS ESSENTIALLY THE CURRENT FORECAST MODEL, TAKING THAT BASE MODEL AND UPDATING IT WITH THE CURRENT INFORMATION. THAT MODEL DOES ASSUME THAT WE START INCREASING TAXES BY ESSENTIALLY A PENNY A YEAR IN YEAR SIX OF THE

LIBRARY DISTRICT. THEN AS YOU WILL REMEMBER FROM LAST YEAR, THE LIBRARY DISTRICT WAS IN A GOOD ENOUGH POSITION THAT WE THOUGHT WE MIGHT NOT NEED TO START INCREASING TAXES IN YEAR SIX. SO, THIS MODEL ESSENTIALLY PRETENDS THAT WE DON'T INCREASE TAXES AND WE SEE WHAT THAT LOOKS LIKE. ESSENTIALLY A FOIL TO THE FIRST MODEL OR SECOND MODEL.

ALL OF THIS MODELING WAS DONE BEFORE THE LIBRARY DISTRICT PREPARED ITS BUDGET. I WANTED TO DO A QUICK UPDATE BASED ON WHAT YOU JUST HEARD AND SEE HOW THAT IMPACTS THE SUSTAINABILITY OF THE FUNDING. SO, THIS SLIDE LAYS OUT THE BASIC ASSUMPTIONS FOR OUR BASE MODEL. THROUGH ESSENTIALLY FOUR THINGS THAT DRIVE THE MODEL. WHAT IS THE TAX RATE? HOW FAST DOES ASSESSED VALUE GROW? WHAT'S COMPRESSION AND HOW FAST DOES THE COST CHANGE? WE ASSUME \$1.18 FOR THE FIRST FIVE YEARS OF THE LIBRARY DISTRICT AND ESSENTIALLY INCREASE IT A PENNY A YEAR UNTIL THE 10th YEAR OF THE DISTRICT. WE SPEND A LOT OF TIME WORRYING ABOUT AV GROWTH AND COMPRESSION BEFORE THE DISTRICT FORMED BUT THE BIG THING DRIVING RESULTS NOW IS HOW FAST COSTS CHANGE. WE ASSUME THAT THE COSTS WOULD GROW AT 4.5%. THAT SOUNDS LIKE A NICE ROUND NUMBER THAT WE MIGHT HAVE GRABBED OUT OF THE AIR. ACTUALLY WE WENT BACK OVER A DECADE PERIOD AND LOOKED AT HOW FAST THE LIBRARY COSTS ACTUALLY GREW ADJUSTING FOR ALL OF THE REMODELS AND NEW BRANCHES AND IT HAPPENED TO BE 4.5%.

JUST AS A REFERENCE POINT, EACH PENNY OF TAX RATE GENERATES ABOUT \$566,000. SO, QUICK MATH GETS YOU TO, THERE IS ABOUT \$3.4 MILLION OF ADDITIONAL TAXING AUTHORITY AVAILABLE IN CURRENT YEAR DOLLARS. NEXT SLIDE. I WANT TO FOCUS ON THE COST ASSUMPTIONS. LIKE WE SAW FOR THE COUNTY GENERAL FUND TODAY OUR COST GROWTH IS SLOWER THAN WHAT WE WOULD HAVE EXPECTED BASED ON HISTORICAL PATTERNS. FOR THE 15 AND 16, THE LIBRARY IS EXPERIENCING CURRENT SERVICE LEVEL -- 2.9%. THAT IS ABOUT HALF OF WHAT WE ASSUMED. AND THAT'S CAUSING THE LIBRARY TO ESSENTIALLY HAVE A SURPLUS, AND I THINK WHEN WE ARE PRESENTING THE DISTRICT PREFORMATION, ONE THING WE SAID IF WE GET THE COST GROWTH DOWN TO 4% OR A LITTLE BELOW, DISTRICT COULD BE SUSTAINABLE FOR QUITE A BIT OF TIME INTO THE FUTURE. SO, THE NEXT SLIDE, PLEASE. SO, WITH ANY MODEL, YOU CAN START SPITTING OUT A LOT OF INFORMATION. I AM GOING TO FOCUS ON THREE COLUMNS. BUT BEFORE I TALK ABOUT THOSE, I WANT TO MENTION THAT ESSENTIALLY THE LIBRARY DISTRICT AS INITIALLY FORMED IN YEAR 10 WOULD BE \$100 MILLION ENTITY WITH ABOUT 95% OF ITS REVENUES OR ABOUT \$95 MILLION COMING FROM PROPERTY TAXES. THREE COLUMNS TO LOOK AT, OPERATING BALANCE. IS A LIBRARY DISTRICT BREAKING EVEN ON A YEAR OVER YEAR BASIS. FUND BALANCE AT THE END OF THE YEAR, I.E., HOW MUCH MONEY DO WE HAVE LEFT OVER AND WHAT'S THE RESERVE AMOUNT?

Mr. Jaspin: AS YOU CAN SEE, ESSENTIALLY AS PLANNED THE DISTRICT WOULD BREAK EVEN EACH YEAR, MAINTAIN A FUND BALANCE OF ROUGHLY \$4.5 TO \$5 MILLION, AND IT WOULD HAVE RESERVES OF FIVE TO 6%. WE WERE NEVER OVERLY WORRIED ABOUT THE RESERVE LEVEL, ALL OF THESE MODELS ASSUMED THAT THE LIBRARY DISTRICT WOULD FULLY SPEND ITS APPROPRIATION. IT HAS NEVER DONE THAT. AND, SO, ESSENTIALLY THAT WOULD BE A ONE WAY TO BUILD UP THE RESERVE OVER TIME. SO, IF YOU FLIP OVER TO THE NEXT PAGE. SO, THIS SLIDE LAYS OUT THE THREE SCENARIOS. THE FIRST SET OF BLUE COLUMNS IS THE BASE MODEL AND I WANT TO DRAW YOUR ATTENTION TO THE MIDDLE SET OF COLUMNS, WHICH IS THE CURRENT FORECAST WITH THE TAX STARTING TO INCREASE IN YEAR SIX. I OUTLINED YEAR THREE, NEXT YEAR'S BUDGET, YOU WILL SEE THAT THE LIBRARY WILL HAVE AN OPERATING SURPLUS OF ABOUT \$3.5 MILLION. AT THE END OF THE YEAR, FUND BALANCE OF \$15.3 MILLION. THIS WOULD REPRESENT ROUGHLY A 21% RESERVE. AND IF YOU KEEP LOOKING DOWN THE SET OF NUMBERS, WHAT YOU WILL NOTICE IS THAT YOU GET TO YEAR 12 OF THE LIBRARY, AND THEY'RE STILL RUNNING A SURPLUS AND BUILDING UP A FUND BALANCE. THIS IS ONE OF THE REASONS WE LOOKED AT WHAT IF YOU DON'T INCREASE THE PROPERTY TAX RATE FOR A WHILE. THAT'S WHAT THE FINAL SET OF COLUMNS REPRESENT. AND IF YOU LOOK AT THE OPERATING BALANCE COLUMN, YOU WILL NOTICE THAT YOU GET TO YEAR 10, ESSENTIALLY THE LIBRARY IS BREAKING EVEN.

SO, BASED ON OUR FORECASTS EARLIER THIS YEAR, YOU WOULD BE ABLE TO RUN THE LIBRARY DISTRICT WITHOUT INCREASING TAXES THROUGH YEAR 10. BUT AT THE SAME TIME, YOU WOULDN'T BE ABLE TO ADDRESS ANY OF THE NEEDS THAT I THINK PEOPLE HAVE TALKED ABOUT QUITE A BIT. SO, IF WE GO TO THE NEXT SLIDE. THIS GRAPH IS A LITTLE MORE BUSY THAN I WOULD HAVE LIKED BUT I THINK IT HELPS TO ILLUSTRATE THE SITUATION THAT THE LIBRARY DISTRICT IS IN. THIS GRAPH REPRESENTS THE OPERATING BALANCE UNDER ESSENTIALLY FIVE OR SIX DIFFERENT SCENARIOS. THE FIRST ONE I WANT TO POINT OUT IS THE RED LINE. THAT'S THE BASE MODEL, WHICH YOU SEE ESSENTIALLY BREAKS EVEN FOR THE FIRST 10 YEARS OF A LIBRARY DISTRICT. THE FORWARD BLUE LINE IS WHAT HAPPENS IF YOU DO NOT INCREASE TAXES UNTIL -- AND YOU WILL SEE IT DOESN'T BECOME NEGATIVE UNTIL YEAR 10. THERE IS A LITTLE RED CIRCLE AT YEAR 10. ESSENTIALLY THAT IS CONFIRMING OR SHOWING WHAT WAS IN THE PREVIOUS CHART. NEXT YOU WILL NOTICE THERE IS A BLUE DOTTED LINE. AND THAT INCORPORATES THE PROPOSED LIBRARY DISTRICT BUDGET. WHICH ADDED ROUGHLY \$2.3 MILLION OF EXPENDITURES ABOVE WHAT WE INITIALLY MODELED. SO, UNDER THAT SCENARIO, THE LIBRARY DISTRICT WOULD BE ABLE TO AVOID RAISING TAXES UNTIL YEAR EIGHT OF THE DISTRICT.

Mr. Jaspin: THE ONE CAVEAT TO ADD IS THIS DOES NOT INCLUDE THE IMPACT OF THE RECENT PERS RULING. IMPACT TO THE LIBRARY DISTRICT WILL BE ROUGHLY \$1.2 MILLION. IF YOU THROW THAT IN ON TOP OF IT, ESSENTIALLY THE LIBRARY DISTRICT, WITHOUT RAISING TAXES, WOULD NEED TO START RAISING TAXES IN ABOUT YEAR SIX OR JUST ABOUT THE TIME THAT WE INITIALLY PLANNED. I WANT TO CALL YOUR ATTENTION TO THE GREEN LINES NOW. THE GREEN LINES ASSUME WE START RAISING TAXES IN YEAR SIX. AND SO THE SOLID GREEN LINE IS WITHOUT ANY OF THE ADDS AND YOU CAN SEE THAT IN YEAR 12, THE LIBRARY DISTRICT WOULD STILL BE RUNNING A SURPLUS OF \$2 MILLION. IF THE GREEN DOTTED LINE IS WHAT HAPPENS WHEN YOU APPLY THE PROPOSED. EVEN AS THE LIBRARY DISTRICT IS PROPOSING TO INCREASE \$2.3 MILLION, THEY STILL SHOULD BE SUSTAINABLE TO YEAR 12. AND WHEN THE LIBRARY DISTRICT WAS FORMED, WE DESIGNED SUSTAINABILITY, OR FINANCIAL SUSTAINABILITY AS MAKING IT TO YEAR 10 WITHOUT NEEDING TO GO OUT FOR ADDITIONAL TAXES ABOVE WHAT WAS IN THE DISTRICT FORMATION. OBVIOUSLY THAT GREEN LINE DOES NOT INCLUDE THE PERS IMPACT.

SO, IF YOU TACK ON THE PERS IMPACT, ESSENTIALLY THE GREEN LINE WOULD LET THE LIBRARY STILL BE SUSTAINABLE IN YEAR 10, AS INITIALLY PLANNED. THAT WAS A VERY LONG WAY OF SAYING THAT BASED ON THE CURRENT FORECAST, THE LIBRARY IS PROPOSED INCREASED SPENDING OF \$2.3 MILLION AND BEST GUESS OF WHAT THE PERS IMPACT WILL BE, THE LIBRARY WILL STILL BE SUSTAINABLE UNDER THE CURRENT TAX STRUCTURE WITH THE SAME TAX INCREASES TO YEAR 10, WHICH IS WHAT WE ORIGINALLY PLANNED. I WOULD NEVER -- PROBABLY RETIRE THE WHAT IF NO TAX INCREASES. HOPEFULLY THAT GRAPH WILL BE A LITTLE SIMPLER IN THE FUTURE. THIS CHART SHOWS THE FUND BALANCE AT THE END OF EACH YEAR. RED LINE IS THE FUND BALANCE UNDER THE BASE MODEL. SOLID GREEN LINE IS THE MODEL TREE INCREASING THE EXPENDITURES THAT ARE PROPOSED FOR NEXT YEAR. AND THE GREEN DOTTED LINE IS WHAT HAPPENS WHEN YOU INCREASE EXPENDITURES AS PROPOSED. AND YOU CAN SEE EVEN UNDER THAT SCENARIO, THE LIBRARY FUND BALANCE KEEPS INCREASING UNTIL ABOUT YEAR 10 AND SHOULD PLATEAU AT \$30 MILLION. THAT IS GOING TO BE INCORRECT. BECAUSE THAT ASSUMES THE LIBRARY FULLY SPENDS ITS FUNDS. IF OUR FORECASTS ARE RIGHT AND THE LIBRARY HAS ANY LEVEL OF UNDER-SPENDING, THE FUND BALANCE WILL ACTUALLY BE A BIT HIGHER. IT IS ACTUAL LITTLE A LITTLE ROSIER THAN THIS GRAPH WOULD SHOW.

Mr. Jaspin: I HAVE ONE FINAL SLIDE HERE. SO, FOR LIKE ANY ORGANIZATION, YOU HAVE REVENUE AND EXPENDITURES. THE UPPER GRAPH SHOWS PROPERTY TAXES. AND THE RED LINE IS THE BASE MODEL, AND THE GREEN LINE, WHICH IS ALMOST ON TOP OF THE BASE MODEL IS A FORECAST. ESSENTIALLY FOUR, FIVE YEARS AFTER WE FIRST CREATED IT, THE MODEL, THINGS ARE PLAYING OUT PRETTY MUCH AS WE ANTICIPATED WITH

REVENUES BEING SLIGHTLY HIGHER THAN WERE INITIALLY MODELED. AND THAT'S MUCH BETTER THAN THE OTHER WAY AROUND. ON THE EXPENDITURE SIDE, RED LINE IS THE BASE MODEL. THE GREEN LINE IS EXPENDITURES AS BEFORE THE INCREASE, AND THE PURPLE LINE, WHICH IS RIGHT IN BETWEEN THEM, IS BASED ON THE PROPOSED BUDGET YOU JUST HEARD ABOUT. YOU CAN SEE THAT THE PROPOSED BUDGET IS STILL BELOW THE LEVEL OF EXPENDITURES INITIALLY MODELED AND WITH PERS WE SHOULD BE RIGHT AT OR SLIGHTLY ABOVE THAT. JUST ANOTHER WAY OF SHOWING THAT EVEN WITH THE CHANGES WE ARE STILL TRENDING WHERE WE NEED TO BE TO GET TO YEAR 10.

Ms. Oehlke: THANK YOU, MIKE. ANY QUESTIONS FOR MIKE?

Ms. Cobb: THE NEXT SLIDE, AS A REMINDER OF THE BUDGET STRUCTURE BETWEEN THE COUNTY LIBRARY FUND AND LIBRARY DISTRICT. AS WE PRESENTED EARLIER, ALL OF THE EXPENDITURES SIT IN THE COUNTY LIBRARY FUND, AND ALL OF THE REVENUES ARE MOSTLY RECEIVED INTO THE LIBRARY DISTRICT FUND AND THERE IS A LIST OF THOSE THERE. EACH OF THOSE FUNDS DO HAVE A BEGINNING WORKING BALANCE AND THAT IS PART OF THE RESERVE WE HAVE BEEN TALKING ABOUT. THE EXPENDITURES, REVENUES ARE TRANSFERRED FROM THE DISTRICT FUND TO THE COUNTY FUND ON A MONTH BY MONTH BASIS TO COVER THOSE. AND THEN THE NEXT SLIDE, AS PROMISED IN THE LAST PRESENTATION, IS THE REVENUES FOR THE LIBRARY DISTRICT, AND WE DO RECEIVE ALL OF THE NEW REVENUES FOR THE YEAR INTO THE DISTRICT FUND. AND, AGAIN, THE REALLY BIG PAC MAN THERE IS THE DISTRICT TAX, AND -- YOU CAN SEE THE LIST OF THOSE THERE, GRANTS, FINES, FEES, AND SO ON. ANY QUESTIONS ON THAT PART? SO, HIGHLIGHTS, DEFINITELY SEEING THE BENEFITS OF STABLE DEDICATED FUNDING. I WILL CONTINUE TO THANK YOU ALL FOR YOUR LEADERSHIP AND SUPPORT IN ACHIEVING THAT. WE ARE LOOKING TOWARDS SUSTAINABLE SERVICES AND REALLY BEING MINDFUL OF THE LONG-TERM FUTURE IN TERMS OF FUNDING, BUT ALSO THE LONG-TERM FUTURE OF THE LIBRARY AROUND RELEVANCE AND ITS VALUE AND IMPACT ON OUR COMMUNITY. WITH THAT, ANY QUESTIONS FROM YOU ALL?

Chair Kafoury: QUESTIONS OR COMMENTS?

Commissioner Shiprack: OH, DEAR, I HAVE A HARD TIME FRAMING QUESTIONS AND INSTEAD I END UP GIVING SPEECHES. VAILEY, HAVE YOU READ ANY GOOD BOOKS?

Ms. Oehlke: "HEARTS OF HORSES," WHICH I BELIEVE YOU RECOMMENDED TO ME. AND A FASCINATING BOOK CALLED "IT'S WHAT I DO" A BOOK BY A WOMAN WHOSE NAME I NEVER REMEMBER, LYDIA, AND I DON'T REMEMBER HER LAST NAME, BUT SHE IS A PHOTO JOURNALIST AND HAS SPENT HER CAREER PHOTOGRAPHING CONFLICT AREAS AROUND THE WORLD, PRIMARILY, MOST

RECENTLY AFGHANISTAN, IRAN, IRAQ, THOSE THINGS, AND THE BOOK ABOUT HER EXPERIENCE BOTH IN THE ROLE, HER PROFESSIONAL LIFE AS HER PHOTOGRAPHER IN THESE INCREDIBLY DANGEROUS PARTS OF THE WORLD. SHE HAS BEEN KIDNAPPED TWICE AND IN ALL SORTS OF DANGEROUS SITUATIONS BUT ALSO THE FACT THAT SHE IS MARRIED AND HAS KIDS. AND TRYING TO BALANCE THOSE TWO IMPORTANT PARTS OF HER LIFE. I THINK FOR THOSE OF US, I DON'T HAVE CHILDREN, BUT WHO ARE TRYING TO BALANCE, YOU KNOW, OUR PROFESSIONAL DECISIONS AND LIVES AND OUR PERSONAL LIVES, INTERESTING INSIGHT INTO THE CHOICES THAT SHE HAS MADE AROUND THOSE, SACRIFICES THAT HAVE RESULTED BUT HER COMMITMENT AS MUCH TO HER CAREER AS TO HER FAMILY. IT IS A REALLY WONDERFUL MEMOIR AND IT ALSO HAS SOME AMAZING PHOTOS. IT'S DEFINITELY WORTH TAKING A LOOK AT. LINDSEY ADDARIO.

Chair Kafoury: DOES ANYBODY ELSE WANT TO SHARE WHAT BOOKS --

Ms. Oehlke: I'M CURIOUS WHAT YOU ALL ARE READING.

Commissioner Shiprack: CAN I JUST MAKE A COMMENT. THANK YOU, I APPRECIATE IT. I THOUGHT YOU COULD HAVE EXPAND A LITTLE ON THE MOLLY GLOSS BOOK. BECAUSE MOLLY GLOSS IS SUCH A LOCAL WRITER AND SHE HAS DONE KIND OF A SERIES OF BOOKS THAT ARE NORTHWEST PLACE. AND THIS IS LIKE WORLD WAR I, AND UMATILLA COUNTY SORT OF AREA AND SHE DOES A WONDERFUL JOB WITH REALLY INTERESTING, SYMPATHETIC WOMEN HEROES IN HER BOOKS.

Ms. Oehlke: ABSOLUTELY. A WOMAN WHO AT THE TIME WHEN ALL OF THE MEN WERE GOING OFF TO WAR, JOBS THAT NORMALLY WOULD HAVE BEEN FILLED BY MEN, LIKE BREAKING HORSES FOR INSTANCE, WERE INCREASINGLY DONE BY WOMEN. A YOUNG WOMAN AT THE AGE OF 20, DONE A CIRCUIT BREAKING HORSES FOR PEOPLE. AND MOLLY GLOSS, AS IT HAPPENS, NOT ONLY LOCAL BUT SHE HAS BEEN ON THE BOARD. A BIG LIBRARY ALLY FOR US AND WE'RE VERY GRATEFUL FOR HER SUPPORT.

Ms. Oehlke: THANK YOU.

Chair Kafoury: BECAUSE IT IS THE BUDGET TIME OF THE YEAR AND OTHER THINGS ON MY MIND. I'M READING A SEMI-TRASHY MODEL. TANNER FRENCH, THE LIKENESS -- I READ "INTO THE WOODS" WHICH WAS SO GOOD. MURDER MYSTERY --

Ms. Oehlke: I THINK IT IS IMPORTANT NOT TO JUDGE PEOPLE. AS LONG AS YOU ARE READING, I'M HAPPY.

Chair Kafoury: THANK YOU.

Ms. Oehlke: THANK YOU ALL.

Chair Kafoury: WE HAVE FINISHED OUR -- OH, WAIT, WE SHOULD HAVE A PAUSE. DO WE HAVE ANY OTHER BOARD QUESTIONS OR COMMENTS OR ITEMS FOR -- AS WE COMMENCE OUR FIRST DAY OF BUDGET HEARINGS?

Ms. Kieta: GOOD AFTERNOON, KARYNE KIETA BUDGET DIRECTOR. AS A POINT OF PROCESS, WHAT WE DO, FOLLOW-UP QUESTIONS, WE CREATE A LIST AND GET THAT OUT TO THE DEPARTMENTS. WE TYPICALLY GIVE THE DEPARTMENTS TWO, THREE DAYS TO RESPOND BACK. WE ACT AS A CLEARING HOUSE TO SEND OUT TO ALL COMMISSIONERS. WE WILL GET THAT INFORMATION BACK TO YOU AS QUICK AS POSSIBLE AND GET THE FOLLOW-UP BRIEFINGS SCHEDULED AS WELL.

Chair Kafoury: THANK YOU. SEEING WE HAVE NO FURTHER BUSINESS, WE ARE ADJOURNED.

### **ADJOURNMENT**

The meeting was adjourned at 3:16 p.m.

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

Submitted by:  
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Board of County Commissioners  
Multnomah County