

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, October 28, 2014**

**BOARD BRIEFING**

Chair Deborah Kafoury called the meeting to order at 10:12 a.m. with Commissioners Jules Bailey, Loretta Smith and Judy Shiprack were present. Vice-Chair Diane McKeel was excused.

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

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

Chair Kafoury: WELCOME.

**B.1 Board Briefing on FY2015 Budget Note - Housing Inventory. Presenters: Steve March, Multnomah County Auditor; Fran Davison, Senior Performance Auditor; Marc Rose, Performance Auditor; and Mary Li, Director of Community Services Division.**

Dr. March: FOR THE RECORD, MY NAME IS STEVE MARCH, COUNTY AUDITOR. WITH ME IS FRAN DAVISON AND MARC ROSE, AND MARY LI OF COMMUNITY SERVICES DIVISION. WITH THAT I'M GOING TO TURN IT OVER TO FRAN AND LET HER GET ROLLING.

Ms. Davison: GOOD MORNING. WE'RE HERE TO TALK ABOUT THE HOUSING INVENTORY OF COUNTY PROGRAMS THAT PROVIDE HOUSING. I'LL GIVE A LITTLE BACKGROUND AND WE'LL FOCUS ON OUR INTERACTIVE TOOL. THE PROJECT BEGAN AS A REVIEW OF RENT ASSISTANCE PROGRAMS TO LOW-INCOME HOUSEHOLDS IN THE COMMUNITY SERVICES DIVISION OF THE DEPARTMENT OF COUNTY HUMAN SERVICES. AS WE WERE REVIEWING PROGRAMS, WE IDENTIFIED A NUMBER OF OTHER PROGRAMS IN COUNTY PROGRAMS ACROSS DEPARTMENTS AND DIVISIONS THAT PROVIDE HOUSING ASSISTANCE OR OTHER SERVICES THAT HELP PEOPLE ACCESS OR MAINTAIN HOUSING. WE PLAN TO CREATE AN INVENTORY TO SHOW PROGRAMS THAT PROVIDE HOUSING AND AT ABOUT THE SAME TIME THE BOARD OF COUNTY COMMISSIONERS PASSED A BUDGET NOTE ASKING FOR AN INVENTORY OF PROGRAMS THAT HAVE HOUSING AS A COMPONENT.

WE DECIDED TO CONDUCT OUR SURVEY IN A MANNER THAT WOULD SATISFY THE BUDGET NOTE. WE WANTED TO UNDERSTAND WHAT COUNTY PROGRAMS OFFER HOUSING-RELATED ASSISTANCE, WHO IS THE COUNTY SERVING, WHAT SERVICES ARE PROVIDED, AND WHAT IS THE COST. WE IDENTIFIED HOUSING ASSISTANCE -- PROGRAMS THAT PROVIDE OR MENTION

HOUSING ASSISTANCE IN THE PROGRAM OFFERS OF THE FISCAL YEAR '14 ADOPTED BUDGET. WE CONTACTED PROGRAM STAFF AND DISTRIBUTED THE SURVEY, AND FROM RESPONSES WE PUT TOGETHER AN INVENTORY WITH A PORTFOLIO OF SERVICES FOR EACH PROGRAM, A SCRIPTIVE REPORT, AND WE DEVELOPED THE INTERACTIVE TOOL THAT WE'LL DEMONSTRATE TODAY.

Ms. Davison: THIS TOOL PROVIDES A HIGH LEVEL VIEW COMPILED FROM SURVEY RESPONSES, ADDRESSING HOUSING ISSUES IS A COMPLEX PROBLEM. WE WERE ONLY ABLE TO CAPTURE A HIGH LEVEL SUMMARY OF EACH PROGRAM. WE'LL SHOW A FRAMEWORK FOR LOOKING AT COUNTY PROGRAMS THAT PROVIDE HOUSING ASSISTANCE. AND BEFORE WE GET STARTED I WANT TO THANK THE PROGRAM STAFF THAT PROVIDED US WITH INFORMATION. MANY OF THEM INVESTED A CONSIDERABLE AMOUNT OF TIME ANSWERING AND CLARIFYING OUR QUESTIONS. WITH THAT I'LL TURN IT OVER TO MARC TO TALK ABOUT WHAT PROGRAMS PROVIDE HOUSING ASSISTANCE. THIS IS USING THE INTERACTIVE TOOL.

Mr. Rose: GOOD MORNING, I'M MARC ROSE FROM THE AUDITOR'S OFFICE. WE WANT TO START WITH THIS OVERVIEW TAB. THIS OVERVIEW, WE FIND IT USEFUL BECAUSE IT ILLUSTRATES EACH OF THE 30 PROGRAMS THAT WE IDENTIFIED AS PROVIDING HOUSING ASSISTANCE IN FISCAL YEAR 2014. AND THE IDEA IS IT ESSENTIALLY FAMILIARIZE YOURSELF WITH THOSE PROGRAMS. THE FONTS REFLECT THE FUNDING THAT WENT TO THESE PROGRAMS FOR HOUSING ASSISTANCE. SO AS YOU CAN SEE, COORDINATED ENTRY STICKS OUT THERE AS THE LARGEST ONE, AND INDEED COORDINATED ENTRY HAD THE MOST HOUSING ASSISTANCE FUNDING OF ALL THESE PROGRAMS AT ABOUT 2.6 MILLION IN FISCAL YEAR '14. IF YOU LOOK JUST TO THE LEFT AND ABOVE YOU'LL SEE THAT OPTION FOR PROSPERITY. A MUCH SMALLER FONT, THAT SPENDING WAS ABOUT 51,000.

Comm. Smith - THAT'S -- THESE ARE GENERAL FUND DOLLARS?

Mr. Rose: IT'S ACTUALLY A TOTAL. WE'LL SHOW YOU GENERAL FUND AS WELL, BUT THIS IS ACTUALLY TOTAL.

Comm. Smith: IT'S A MIXTURE OF FEDERAL, STATE --

Mr. Rose: IT'S ALL SOURCES OF FUNDING. TOTAL EXPENDITURES. AND THEN IF YOU HOVER OVER ANY OF THESE TITLES, YOU CAN GET MORE INFORMATION ABOUT IT. SO THE USEFUL -- YOU CAN GET THE DEPARTMENT, THE DIVISION, THE TOTAL EXPENDITURES FOR HOUSING ASSISTANCE ONLY. WE'VE ALSO ADDED A PROGRAM DESCRIPTION, AND THIS -- I WOULD POINT OUT THE VALUE, THIS IS UNIQUE. WE SPENT SOME TIME TRYING TO SORT OF TAKE PROGRAM -- LANGUAGE FROM PROGRAM OFFERS AND RESPONSES FROM THE SURVEYS TO CREATE A PROGRAM DESCRIPTION THAT WOULD BE USEFUL, IT BASICALLY TELLS YOU WHAT THE PROGRAM IS ACCOMPLISHING

AND HOW. AND WE ALSO HAVE A CATEGORY CALLED PRIMARY TARGET POPULATION. WE DID THAT BECAUSE WE WANTED TO BE ABLE TO ILLUSTRATE TO WHOM THE COUNTY IS TARGETING FUNDING. AND SO FRAN WILL TALK MORE ABOUT THAT NOW.

Ms. Davison: IN THIS TAB IT LOOKS AT WHO ARE WE SERVING.

Chair Kafoury: CAN WE GET THIS ON OUR TABLET? IT'S HARD FOR ME TO TURN AROUND --

Mr. Rose: IT ACTUALLY -- ARE YOU ON THE POWER POINT AT ALL?

Chair Kafoury: NO.

Mr. Rose: THE SPECIAL PRESENTATION AND THE -- IN THE POWER POINT THERE'S A LINK.

Commissioner Smith: MADAM CHAIR, I HAVE QUICK QUESTION WHILE WE'RE IN A LULL. THIS IS GREAT INFORMATION. ONE OF THE THINGS I DID NOT SEE WAS WHO IS ACTUALLY ADMINISTERING OR IMPLEMENTING THE PROGRAM IN THE COMMUNITY. BECAUSE WE CONTRACT OUT THESE DOLLARS. IS THERE A WAY FOR US TO ADD INFORMATION TO THE REPORT?

Dr. March: THIS IS -- WHAT WE CONSIDER THE STARTING POINT, A TOOL THAT COULD BE USED BY, SAY, COMMUNITY SERVICES, OR THE WORKING GROUP, HOUSING WORKING GROUP, OR WHOMEVER THE CHAIR DECIDES IS THE BEST PLACE TO HOUSE THIS. WE'LL TURN OVER THE ENTIRE DATABASE, THE TOOL, AND MAYBE GIVE A TECHNICAL ASSISTANCE ON HOW ADDITIONAL INFORMATION CAN BE ADDED GOING FORWARD.

Commissioner Smith: DID YOU EVER FIND OUT WHO WAS IMPLEMENTING THOSE PROGRAMS?

Dr. March: AS FAR AS WHO -- EACH OF THE PROGRAMS CONTRACTS WITH? WE DID NOT GO TO THAT LEVEL OF DETAIL IN THE SURVEY, THE SURVEY WAS PRETTY LONG.

Commissioner Smith: IT WAS GREAT. YOU SHOW WHICH POPULATION YOU HELP, AND THERE WAS A SENIOR WHO NEEDED HELP, SHE WAS HOMELESS AND NEEDED HOUSING LAST WEEK, SO I LOOKED AT THIS AND TRYING TO FIGURE OUT WHO SHOULD I CALL, SO I WENT TO THE CHAIR'S OFFICE TO FIGURE THAT OUT. WHO SHOULD I CALL THAT ADMINISTERS THE PROGRAM.

Dr. March: IF YOU CLICK IN AND FIGURE OUT WHICH DIVISION IN THAT FIRST PAGE, IT WILL TELL YOU WHICH DIVISION HAS IT. YOU COULD CALL THAT DIVISION.

Chair Kafoury: MARY CARROLL, OR MARY LI CAN DIRECT YOU TO THE RIGHT SPOT.

Ms. Davison: I'LL TALK ABOUT THE BUBBLE, IF WE'RE READY, THIS BUBBLE GRAPH. WE THOUGHT IT WOULD BE OF VALUE TO VIEW INFORMATION BY THE POPULATIONS WE'RE SERVING, AND WE BASE THESE CATEGORIES ON THOSE THAT ARE ELIGIBLE FOR SERVICES. WE FOUND 11 PRIMARY POPULATIONS, THEY'RE SHOWN BY THE BUBBLE. SUCH AS HIV POSITIVE, OR -- SORRY, SOME PROGRAMS ARE DIRECTED TOWARD POPULATIONS WITH SPECIFIC CONDITIONS, SUCH AS THOSE THAT ARE HIV POSITIVE OR PERSISTENTLY MENTALLY ILL, AND OTHER PROGRAMS PROVIDE SERVICES TO HOMELESS AND LOW-INCOME FAMILIES. INDIVIDUAL PROGRAMS ARE DESCRIBED AT THE BOTTOM OF THE PAGE ALONG WITH THE NUMBER SERVED BY THAT PROGRAM.

BUBBLES ARE COLOR CODED BY DEPARTMENT, AND THE BUBBLE SIZE INDICATES THE RELATIVE SIZE OF EXPENDITURES FOR ALL FUNDING SOURCES. MARC WAS GOING TO HOVER OVER THIS. SO YOU CAN SEE THAT THIS POPULATION -- PRIMARY CARE POPULATION OF HOMELESS FAMILIES. TOTAL EXPENDITURES FROM ALL SOURCES WERE ABOUT \$5.5 MILLION. THE FILTERS ON THE SIDEBAR ALLOW FOR SELECTIONS. AND YOU CAN SELECT BY DEPARTMENT, DIVISION, PROGRAM NAME, PRIMARY TARGET POPULATION. FOR EXAMPLE, IF YOU CLICK ON -- IT'S HARD NOT TO BE THE DRIVER. IF YOU CLICK ON DEPARTMENT OF HUMAN SERVICES, IT SHOWS NINE POPULATIONS. NO, IT DOESN'T. THIS IS THE DEPARTMENT OF COMMUNITY SERVICES. YOU CAN SEE THAT DIVISION SERVES HOMELESS FAMILIES, LOW-INCOME FAMILIES, HOMELESS YOUTH, AND A PROGRAM THAT SERVES HOMELESS VETERANS.

ANOTHER EXAMPLE WOULD BE TO CLICK ON MENTAL HEALTH AND ADDICTION SERVICES. AND YOU WOULD SEE THIS DIVISION PROVIDES HOUSING ASSISTANCE TO THOSE THAT ARE SUBSTANCE DEPENDENT OR PERSISTENTLY MENTALLY ILL. AND THE PROGRAM DESCRIPTIONS BELOW WILL BE THOSE BETTER WITHIN THE MENTAL HEALTH AND ADDICTION SERVICES. THE NEXT TAB SHOWS EXPENDITURES BY DIVISION. WE THOUGHT IT WOULD BE UNIQUE TO LOOK AT THE LEVEL OF FUNDING FROM VARIOUS SOURCES. AND TOTAL EXPENDITURES BY DIVISION. SO IF YOU CLICK ON THE COLOR CODE TO THE LEFT, THAT WILL ISOLATE FUNDING SOURCES, SO, FOR EXAMPLE, THIS SHOWS FUNDING FROM THE MULTNOMAH COUNTY GENERAL FUND, AND THEN YOU CAN CLICK OUT OF THAT AND SEE FEDERAL, STATE, CITY OF PORTLAND, SOME MONIES FROM HOME FORWARD, AND SOME PROGRAMS HAVE PRIVATE DONATIONS.

SO LOOKING AT THE COMMUNITY SERVICES DIVISION, FOR EXAMPLE, IF YOU -  
- WHY DON'T WE GO BACK TO THE FULL SCREEN. IF YOU CLICK ON THE

DIVISION NAME, YOU CAN SEE TOTAL EXPENDITURES FOR THAT COLUMN. AND THEN YOU CAN HOVER OVER THE BAR, AND SEE THAT MULTNOMAH COUNTY GENERAL FUND CONTRIBUTED ABOUT \$7 MILLION, WHICH IS ROUGHLY 60% OF THE FUNDING FOR THESE PROGRAMS, AND FEDERAL FUNDING FOR PROGRAMS AND COMMUNITY SERVICES IS ABOUT \$2.5 MILLION, OR 20%. AND THERE'S ALSO FUNDING FROM THE STATE AND THE CITY OF PORTLAND.

Ms. Davison: IF WE SELECT ON A PROGRAM, MENTAL HEALTH AND RESIDENTIAL SERVICES, FOR EXAMPLE, THIS COLUMN OR BAR SHOWS THAT - OH, AND THIS PROGRAM PROVIDES HOUSING SERVICES AND ASSISTANCE TO PERSISTENTLY MENTALLY ILL INDIVIDUALS. YOU CAN SEE THAT ABOUT 20% IS COMINGS FROM THE COUNTY GENERAL FUND, A LITTLE OVER 50% IS COMING FROM THE STATE, AND ABOUT 20% -- 25% IS CITY FUNDED. AND ANOTHER PROGRAM, HOME SAFE, WHICH PROVIDES HOUSING AND SUPPORT FOR PREGNANT AND PARENTING TEENS, SHOWS A SMALLER AMOUNT COMING FROM THE GENERAL FUND WITH ABOUT 60% COMING FROM FEDERAL FUNDS, AND THEN ADDITIONAL MONEY COMING FROM THE STATE.

AND I ALSO WANTED TO MENTION ON THIS VIEW THAT FOR SOME PROGRAMS, COUNTY FUNDING IS A RELATIVELY SMALL PART OF TOTAL FUNDING. IN ADDITION, COUNTY FUNDS LEVERAGE FUNDS FROM OTHER SOURCES. AND MARC WILL TALK JUST A LITTLE BIT ABOUT THAT IN ANOTHER VIEW. THE NEXT VIEW I WANTED TO TALK ABOUT IS PROGRAMS BY DIVISION. I WON'T SPEND A LOT OF TIME GOING OVER THIS BECAUSE IT'S ANOTHER BUBBLE CHART, SIMILAR TO THE ONE WE SAW PREVIOUSLY. THIS VIEWS DATA BY DIVISION. THE BUBBLES ARE COLOR CODED BY DEPARTMENT WITH EACH BUBBLE REPRESENTING ONE OF THE EIGHT DIVISIONS. THE BUBBLE SIZE INDICATES RELATIVE EXPENDITURES, AND 23 WE HOVER OVER THE -- IF WE HOVER OVER THE BUBBLE, THE HOVER FEATURE SHOWS TOTAL EXPENDITURES BY THE DIVISION. AND THE INFORMATION BELOW AND THE SCROLL BAR SHOWS THE PROGRAMS AND THE NUMBERS SERVED IN THOSE PROGRAMS. AND NOW I'LL TURN IT OVER TO MARC, WHO WILL TALK ABOUT WHAT THE PROGRAMS COST.

Mr. Rose: SO THE PROGRAM EXPENDITURES TAB, WE CREATED THIS TO SHOW WHAT EACH PROGRAM COSTS. AND WE'VE ROLLED UP THINGS IN A LITTLE DIFFERENT WAY. IT'S ORGANIZED BY DEPARTMENT AND DIVISION, ON THE FAR RIGHT IS TOTAL EXPENDITURES. THE SECOND COLUMN OVER FROM THAT IS THE CONTRIBUTION FROM THE COUNTY GENERAL FUND. AND THEN THE EXPENDITURES FROM OTHER SOURCES INCLUDES ALL -- PRIMARILY STATE, FEDERAL, AND CITY OF PORTLAND. SO IT'S ACTUALLY A SIMILAR TO THE VIEW WE HAD OVER HERE LOOKING AT PROGRAM SPECIFICALLY, BUT IT'S KIND OF -- EACH OF THE 30 PROGRAMS IS REPRESENTED HERE SO YOU CAN SCROLL THROUGH AND SEE HOW THEY'RE FUNDED, AND BASED ON WHETHER THEY'RE PRIMARILY COUNTY GENERAL FUND OR OTHER SOURCES.

Mr. Rose: YOU CAN ALSO SCROLL TO THE BOTTOM, WHAT THIS SHOWS IS THAT FOR -- THIS IS ALL HOUSING -- 21.TREMENDOUS MILLION WAS SPENT ON HOUSING ASSISTANCE BASED ON THE RESPONSES, AND ABOUT HALF WAS COUNTY GENERAL FUND. ANOTHER WAY TO VIEW THIS WOULD BE TO FILTER DOWN TO COMMUNITY SERVICES. YOU CAN SEE THOSE ARE NOW THE 18 PROGRAMS COMMUNITY SERVICES, 11.8 MILLION SPENT, 60% OF THAT WAS COUNTY GENERAL FUND. YOU CAN CONTRAST THAT WITH THE MENTAL HEALTH AND ADDICTION SERVICES. YOU CAN SEE HERE THAT THERE'S SIX PROGRAMS BUT THE MAJORITY OF THE FUNDING IN THIS CASE IS FROM FEDERAL AND STATE SOURCES.

I'M GOING TO GO TO THE FINAL TAB. THIS IS -- WE CALL THIS PROGRAM PORTFOLIOS. WE WANTED TO ILLUSTRATE THE VARIOUS TYPES OF HOUSING ASSISTANCE THAT ARE IN EACH OF THESE PROGRAMS. WHAT WE FOUND IS -- WE WERE COMPILING THESE 30 PROGRAMS, WE NOTICE THAT THERE'S A LOT OF SIMILAR ELEMENTS IN THESE PROGRAMS. EVEN THOUGH EACH ONE IS TAILORED SPECIFICALLY TO A CERTAIN POPULATION, AND THEY CERTAINLY HAVE DISTINCTIONS TO MAKE THEM UNIQUE, WE WANTED TO SHOW THE SIMILARITIES AND DIFFERENCES IN THESE PROGRAMS. ACROSS THE TOP WHAT YOU SEE IS THE TYPE OF ASSISTANCE, SO CASE MANAGEMENT, RENT ASSISTANCE, FEES, DEPOSITS, CLEANING, HOUSING PLACEMENT.

IF WE SCROLL OVER, YOU CAN SEE THERE'S A FEW MORE. THESE ARE ORDERED IN TERMS OF HOW SORT OF THE COMMONALITY ACROSS PROGRAMS, CASE MANAGEMENT IS MOST COMMON OF THIS TYPE OF ASSISTANCE. AND IT ALLOWS YOU TO CAME PAIR THINGS A LITTLE BIT. IF YOU LOOKED A COORDINATED ENTRY FOR -- IT REALLY HAS ALL THESE INITIAL ELEMENTS, THE ONLY THING IT DOESN'T HAVE IS TRANSITIONAL HOUSING AND SUPPORTIVE HOUSING, AND THAT'S REALLY SIMILAR TO WHAT IS AVAILABLE IN THE DOMESTIC VIOLENCE VICTIMS SERVICES CONTINUUM. WE'RE NOT SAYING THESE ARE EXACTLY THE SAME PROGRAMS, WE'RE SAYING THEY HAVE SIMILAR ELEMENTS OF HOUSING ASSISTANCE. AND I'D BRING YOUR ATTENTION TO THE CASE MANAGEMENT SUPPORTIVE SERVICES. THIS IS THE MOST COMMON TYPE OF ASSISTANCE. AND AFTER TALKING TO PROVIDERS, THIS IS NOT AT ALL SURPRISING.

WHAT WE LEARNED WAS THAT THIS IS REALLY CRITICAL, IN FACT TO EVEN GET RENT ASSISTANCE TO WORK. THE RENT ASSISTANCE WE HAVE HERE, THERE'S 15 PROGRAMS PROVIDING THAT, THAT IS THE ACTUAL MONEY BEING PAID TO SOMEBODY TO COVER SOMEONE'S RENT. WITHOUT THIS CASE MANAGEMENT, THAT PERSON MAY NOT BE ABLE TO FILL OUT AN APPLICATION OR MAYBE WRITE A LETTER OF EXPLANATION TO EXPLAIN A RED FLAG THAT'S COME UP OR SOMETHING LIKE THAT. THESE DO WORK IN CONCERT. I WOULD SAY THE SAME ABOUT THE FEES, DEPOSITS, AND CLEANING. WE PROBABLY SHOULD HAVE CALLED IT SELECTED FUNDING.

Mr. Rose: A LOT OF THIS IS COUNTY GENERAL FUND MONEY. THERE ARE NINE PROGRAMS THAT PROVIDE THIS TYPE OF ASSISTANCE THAT WE IDENTIFIED, BUT THEY'RE REALLY CRITICAL TO THE RENT ASSISTANCE PIECE AND AN EXAMPLE MIGHT BE IF SOMEBODY IS APPLYING FOR AN APARTMENT AND THEY HAVE A PAST DEBT TO A LANDLORD, THEY'RE UNLIKELY TO BE APPROVED BY THAT LANDLORD THAT THEY'RE APPLYING TO, SO CASE MANAGER CAN PAY THAT BACK DEBT AND ALLOW THIS PERSON TO GET INTO RENT ASSISTANCE. AND IN TERMS OF FLEXIBLE FUNDING, THE OTHER EXAMPLE I WOULD GIVE ABOUT THIS, TO FLEX FUNDS FOR VETERANS, THIS IS A GREAT EXAMPLE OF THIS. \$30,000 THE COUNTY SPENT TO PAY FOR MOVING COSTS, DEPOSITS, APPLICATION FEES, TO MAKE USE OF VETERANS' AFFAIRS, BASICALLY PERMANENT HOUSING VOUCHERS THAT WERE GOING UNUSED BECAUSE THE VETERANS COULDN'T PAY FOR THE INITIAL GET-IN COSTS. BUT WHAT IS NOT REFLECTED HERE IS SORT OF THE LEVERAGING OF THAT MONEY. BECAUSE OF THE VOUCHERS DON'T COME THROUGH THE COUNTY, WE DON'T SHOW THEM EXPENDITURES FROM OTHER SOURCES. THEY DIDN'T COME THROUGH. AND SO I WANT TO POINT THAT OUT, THAT THERE'S AN OPPORTUNITY THERE FOR IDENTIFYING THESE LEVERAGING OPPORTUNITIES, AND MAYBE POINTING THEM OUT AND EVEN USING --

Chair Kafoury: I THINK IT'S INCREDIBLE JUST FROM WHAT YOU'VE SHOWN HERE THAT WITHOUT -- IN THE CAVEAT OF SOME OF THESE -- THAT THERE'S EVEN ADDITIONAL FUNDS, BUT THAT \$10 MILLION OF COUNTY GENERAL FUND HAS LEVERAGED EVEN JUST FROM WHAT YOU HAVE HERE, DOUBLED. WE HAVE AN ADDITIONAL \$10 MILLION. SO I THINK IT SHOWS WE'RE REALLY USING OUR COLORS EFFECTIVELY AND EFFICIENTLY.

Vice-Chair McKeel: IF I COULD CHIME IN ON THAT POINT, I THINK THE OTHER THING IT REVEALS IN THE PORTFOLIO SECTION IS IT'S LIKE A QUICK LOOK AT WHICH SERVICES PROVIDE THE CONTINUUM, AND WHICH SERVICES ARE EITHER INCOMPLETE, PERIOD, OR MUST JUST BY THE NAME OF THE SERVICE IF THEY'RE GOING TO BE EFFECTIVE, COLLABORATE WITH OTHER SERVICES. SO -- AND I'M JUST GUESSING THAT THIS SURVEY OF ELEMENTS ACROSS THE TOP, CASE MANAGEMENT, RENT ASSISTANCE, FEES, DEPOSITS, CLEANING, THAT THAT'S -- THAT'S IT. THAT'S REALLY THE COMPLETE AND FULL LIST OF WHAT YOU GOTTA HAVE IF YOU'RE GOING TO HAVE A HOUSING PROGRAM. SO THAT'S EXTRAORDINARILY HELPFUL AS A BASIS TO ANALYZE EVEN PROPOSALS THAT COME TO US, THEY COME TO US AS JUST A PORTION AS A WHOLE WE NEED TO FIND OUT WHAT THE PLAN IS TO INTEGRATE WITH THESE OTHER SERVICES.

Chair Kafoury: I WOULD ADD, HOWEVER, THAT ONE OF THE THINGS THAT -- YES, SOME OF THESE PROGRAMS COULD USE ADDITIONAL PIECES TO IT, BUT WHAT WE'VE DONE I THINK VERY EFFECTIVELY IN MULTNOMAH COUNTY, AND IT'S TAKEN -- IT'S A NATIONAL TREND AS WELL, IS THAT INSTEAD OF OFFERING

EVERY CLIENT EVERYTHING, WE REALLY TRY TO TARGET SO THAT SOME PEOPLE ONLY NEED RENT ASSISTANCE FOR A VERY SHORT TIME AND THEY'LL GET BACK ON THEIR FEET. OTHER PEOPLE NEED THE FULL MEAL DEAL, BUT WE DON'T WANT TO OFFER THE FULL MEAL DEAL TO THE PEOPLE WHO ONLY NEED TARGETED RENT ASSISTANCE, BECAUSE IT COSTS MORE MONEY. AND THEY CAN BE JUST AS EFFECTIVE. WE HAVE SIMILAR RESULTS, 80% RETAIN THEIR HOUSING WITHIN A YEAR, FOR THOSE FOLKS THAT ARE ABLE TO JUST NEED A LITTLE INFUSION. THAT'S THE HARD PART ABOUT TRYING TO UNDERSTAND IT.

Vice-Chair McKeel: IT SUGGESTS MORE QUESTIONS AND MORE PROCESS, BECAUSE I WOULD THINK THAT IF THESE -- IF WE VIEW ALL OF THESE DOTS AS ENTRY POINTS, THAT EVEN IF YOU SELECT THE WRONG DOOR, IT'S NEVER THE WRONG DOOR, THAT IF YOU NEED RENT ASSISTANCE AND YOU END UP IN A PLACE THAT ONLY PROVIDES CASE MANAGEMENT SUPPORTIVE SERVICES, THAT THEY CAN SEND YOU TO THE RIGHT PEOPLE BECAUSE THEY'RE PART OF THE MULTNOMAH COUNTY HOUSING.

Vice-Chair McKeel: COORDINATED ENTRY FOR HOMELESS FAMILIES.

Ms. Davison: LET ME JUST PUT ANOTHER POINT ON THIS ISSUE. I DON'T THINK WE HAVE A CROSS COUNTY DEPARTMENTS AND PROGRAMS. I THINK WE HAVE THIS UNDERSTANDING THAT WE WANT TO GET SORT OF THE TRIPLE AIM, RIGHT THING TO THE RIGHT PERSON IN THE RIGHT AMOUNT AT THE RIGHT TIME. BECAUSE THERE'S SUCH UNDER FUNDING, VERSUS THE NEED, AND THAT'S ONE OF THE THINGS YOU CAN'T SEE IN THIS DATA BECAUSE IT'S OUTSIDE OF THE SCOPE AND IN SOME WAYS IS A TRICKY THING TO ASK, THERE IS A TENDENCY TO PUT WHOMEVER YOU'RE WORKING WITH INTO ANY OPEN SLOT REGARDLESS. BECAUSE PEOPLE DON'T HAVE THE ABILITY TO SAY, WAIT, YOU ONLY NEED THIS WITH THIS TYPE OF LIFE EXPERIENCE, THESE TYPE OF CONDITIONS, THESE TYPE OF CHARACTERISTICS, AND YOU WE KNOW WE'RE GOING TO HAVE TO BE IN RELATIONSHIP WITH THE REST OF YOUR LIFE BECAUSE, HAVING INCOME COME IN, YOU'RE NEVER GOING TO BE ABLE TO HAVE THE ABILITY TO LIVE ON YOUR OWN WITHOUT SUBSIDY.

AND SO WE'VE GOT TO DO A BETTER JOB, AND I THINK IT'S ONE OF THE QUESTIONS THAT COMES UP FOR US AS WE LOOK AT NEXT STEPS IN THE HOUSING TEAM OF, SO CAN WE FIGURE OUT WHAT IS THE TYPOLOGY IF YOU WILL, OF VARIOUS FOLKS WITH WHOM WE WORK IN THE COMMUNITY, AND HOW DO WE GET THINGS FLEXIBLE ENOUGH TO BE ABLE TO SAY WE THINK THIS IS THE PACKAGE YOU NEED THIS, IS THE PACKAGE OF SERVICES YOU NEED, AND DECOUPLE THINGS AS MUCH AS POSSIBLE FROM BEING INTO THESE CATEGORY CALL PACKAGES. SO THAT MAYBE SOMEBODY JUST DOES NEED RENT ASSISTANCE, SOMEBODY ELSE DOES NEED ENGAGEMENT, AND SOMEBODY ELSE NEEDS AN ONGOING INCOME SUBSIDY. AND WE DON'T HAVE

A GOOD -- INDIVIDUAL DIVISION AND DEPARTMENTS KNOW THAT, BUT WE DON'T HAVE CROSS COUNTY UNDERSTANDING AND SORT OF MIND-SET.

Chair Kafoury: AND IF ONE PROGRAM IS FULL, YOU'RE GOING TO TAKE THAT FAMILY AND PUT THEM IN -- EVEN IF IT'S NOT --

Ms. Davison: THAT'S RIGHT.

Chair Kafoury: BECAUSE IT'S BETTER --

Ms. Davison: IT'S BETTER THAN NOTHING.

Chair Kafoury: SO FLEXIBLE IS BETTER.

Ms. Davison: YES. I HAVE A COUPLE MORE COMMENTS TO WRAP UP OUR PIECE OF IT AND WE CAN TURN IT OVER TO MARY LI. IN SUMMARY WE FOUND 30 PROGRAMS THAT PROVIDE HOUSING ASSISTANCE ACROSS THREE DEPARTMENTS AND EIGHT DIVISIONS. SOME PROGRAMS ARE TARGETED TO SPECIFIC POPULATIONS WHILE OTHERS HAVE A BROADER REACH. WITH LIMITED FUNDING WE'RE ALWAYS LOOKING FOR WAYS TO STRETCH OUR DOLLARS AND INCREASE CAPACITY. WE FOUND MULTIPLE PROGRAMS OFFERING SIMILAR TYPES OF HOUSING ASSISTANCE, WHICH MAY INDICATE SOME OPPORTUNITIES TO STREAMLINE SERVICES AND INCREASE CAPACITY. SO WE HAVE TWO RECOMMENDATIONS. THE FIRST IS THAT PROGRAM STAFF ANALYZE COUNTY PROGRAMS THAT PROVIDE HOUSING ASSISTANCE AND LOOK FOR WAYS TO STREAMLINE SERVICE DELIVERY. AND I THINK THAT'S WHAT YOU WERE TALKING ABOUT, MARY LI. AND EXPLORE ADDITIONAL OUTCOME MEASURES THAT WOULD DEMONSTRATE PROGRAM EFFECTIVENESS. LOOKING MORE CLOSELY AT PERFORMANCE MEASURES TO SEE IF THEY CAN BE IMPROVED. AND THAT CONCLUDES OUR PRESENTATION.

Commissioner Smith: MADAM CHAIR, I HAVE A QUESTION BEFORE WE GO TO MARY LI. THANK YOU FOR THE REPORT. I THOUGHT IT WAS FANTASTIC. YOUR REPORT TOUCHED ON MEASURING PROGRAM IMPACT PRIMARILY LOOKING AT NUMBERS SERVED, COST PER PARTICIPANT. CAN YOU TELL ME WHAT MEASURES WOULD WE NEED TO HAVE IN PLACE TO DETERMINE THE EFFECTIVENESS OF THE HOUSING PROGRAMS THAT WE PROVIDE, AND DIRECTLY OR THROUGH A CONTRACTED PROVIDER? TO TAKE THIS TO THE NEXT LEVEL.

Ms. Davison: WELL, I DON'T HAVE A GOOD ANSWER FOR THAT. I THINK THAT PEOPLE WITH EXPERTISE -- I DON'T HAVE PROGRAM EXPERTISE, THOUGH WE DID LOOK AT BEST PRACTICES, WE LOOKED AT BEST PRACTICES PRIMARILY THROUGH THE LENS OF HOUSING HOMELESS FAMILIES. MANY OF THESE PROGRAMS ARE DIFFERENT, AND THEY SERVE DIFFERENT POPULATIONS.

AND THERE ARE BEST PRACTICES FOR EVERY POPULATION THAT WE LOOKED AT. SO I DON'T HAVE THE ANSWER TO THAT.

Commissioner Smith: THE BEST PRACTICE IN ITEMS OF HOW TO MEASURE WHAT'S WORKING AND WHAT'S NOT WORKING?

Dr. March: MARY WOULD LIKE TO CHIME IN.

Commissioner Smith: I WAS JUST TALKING TO THE MAKER OF THE REPORT.

Ms. Davison: THAT'S AN INTERESTING QUESTION, COMMISSIONER. AND I APPRECIATE IT.

Dr. March: WE DID ASK PEOPLE ABOUT OUTCOMES. AND SOME PROVIDED PRETTY GOOD OUTCOME MEASURES, OTHERS NOT AS DEFINABLE. AND IN PART I THINK IT'S BECAUSE THE COUNTY HAS NOT HAD A SOLID HOUSING POLICY WITH OUTCOMES THAT THE BOARD DESIRES. YOU FOLKS ARE THE FUNDING MECHANISM HERE. YOU THERE'S ALWAYS NEED OUT THERE. YOU COULD GO OUT ON THE STREET AND PROBABLY GIVE MONEY AWAY, AND YOU'D SEE SOME GOOD OUT OF THAT. BUT FIGURING OUT WHO ARE YOUR TARGET POPULATIONS, WHERE IS THE AREA OF GREATEST NEED, AND WHO ARE WE MISSING NOW? ONE OF THE PROBLEMS, WE'VE GOT MORE NEED OUT THERE THAN WE HAVE FUNDING. BUT WE'RE ALSO ONLY REACHING A PORTION OF THE POPULATION. PART OF IT BECAUSE OF THE FUNDING. BUT PART OF IT BECAUSE THERE ARE OTHER PARTS OF THAT HOMELESS POPULATION AND PEOPLE IN NEED OF SERVICES THAT WE HAVE DIFFICULTY REACHING UNDER ANY CIRCUMSTANCE.

Chair Kafoury: THAT'S WHY WE'RE DOING HOME FOR EVERYONE.

Ms. Li: YES. I'LL SAY A COUPLE THINGS AND COMMISSIONER SMITH I'LL COME BACK TO THIS OUTCOME QUESTION. SO I THINK IT'S PHENOMENAL WE'RE AT THIS POINT TO EVEN THIS HAVE THIS DATA, AND MANY POINTS ALONG THE WAY BOTH FRAN AND MARC SAID THIS IS REALLY COMPLEX, AND I SAID THAT'S VERY VALIDATING, TO KNOW THE AUDITOR THOUGHT IT WAS COMPLEX. WE FIND IT TO BE CHALLENGING AT TIMES. AND I THINK THIS TOOL HAS THE WOW FACTOR. IT'S VERY HELPFUL. AND WHAT IT DOES IS IT'S HAPPENING RIGHT NOW, IS LEADS US TO HAVE A LOT MORE QUESTIONS, AND WHICH I THINK IS THE BEST USE OF THAT KIND OF DATA. SO THE DATA IS HERE, THE BASIS IS HERE. IN TERMS OF NEXT STEPS, WE'RE GOING TO START WORKING A NUMBER OF THESE QUESTIONS THAT WE HAVE, AND I'VE TAKEN NOTES AS YOU ALL HAVE SPOKEN AND THE TWO RECOMMENDATIONS WITH THE COUNTY HOUSING TEAM.

SO THAT'S GOING TO BE OUR NEXT STEP. BUT OUR BIGGEST THING, OUR BIGGEST TAKE-AWAY FROM THIS IS REALLY COMING UP OUT OF EVEN THIS

HIGH LEVEL OF SYSTEMS AND TO REALLY DIVE INTO WHAT STEVE IS REFERENCING, WHICH IS WE DON'T HAVE A SET GOAL FOR THE WORK THAT WE'RE DOING AROUND HOUSING AND HOMELESSNESS. AND SO THE EXTENT THAT WE DON'T HAVE A GOAL, IT'S HARD TO KNOW THAT OUR CURRENT INVESTMENTS ARE IN THE RIGHT RELATIONSHIP TO EACH OTHER. COULD YOU GO BACK TO THE BUBBLE CHART?

Ms. Li: IT'S HARD TO KNOW IS THIS HISTORICAL HAPPENSTANCE OR AN ACCURATE REFLECTION OF THE BOARD'S PRIORITIES DRIVING TO A GOAL? TO THE EXTENT WE HAVE ADOPTED A HOME FOR EVERYONE AS OUR 10-YEAR PLAN TO END HOMELESSNESS, IT'S SEPARATE FROM THE HOUSING CONVERSATION, THERE AREN'T MEASURABLE GOALS SET IN THAT DOCUMENT YET, AND TO THE EXTENT THAT THE COUNTY BOARD HAS ADOPTED IT, WE REALLY HAVEN'T PUSHED THAT OUT THROUGH ALL DEPARTMENT AND THROUGH ALL DIVISIONS THAT YOU SEE REFLECTED HERE. SO THERE'S SOME FOUNDATIONAL WORK THAT I THINK WE NEED TO DO NOW INTERNALLY THAT REALLY INFUSES HOME FOR EVERYONE, THAT APPROACH, THE FACT THE BOARD ADOPTED IT, BUT FOR US TOGETHER TO SET SOME GOALS THAT CAN BE MEASURED TO IT, SO THAT WE CAN ANALYZE WHETHER OR NOT OUR CURRENT INVESTMENTS ARE IN ALIGNMENT WITH THAT, AND DRIVING US TO THE ACHIEVEMENT OF WHATEVER THE GOALS ARE THAT WE'VE SET.

FOR EXAMPLE, WE'VE RECENTLY SAID THAT WE ARE GOING TO WORK TO END CHRONIC VETERAN HOMELESSNESS BY 2015, THE END OF 2015. THERE'S A MEASURABLE GOAL WITH A TIME, WITH A DELIVERABLE AND A NUMBER, WE CAN NOW START PUSHING RESOURCES TO GET INTO ALIGN WITH, THAT OUR INITIATIVES, WHEN YOU LOOK AT THE AMOUNT OF FUNDING THAT WE HAVE IN THIS FOR HOMELESS VETS, LAST YEAR WAS \$30,000, THIS YEAR IS \$80,000. THAT'S LEVERAGING MILLIONS OF DOLLARS IN VOUCHERS, AND OTHER TYPES OF SUPPORT SERVICES THAT DON'T GET REFLECTED HERE, BUT WE SHOULD BE HAVING THAT CONVERSATION OF, GOSH, THE SMALLEST CIRCLE ON THERE IS HOMELESS VETS, WHAT DO WE UNDERSTAND ABOUT THAT IN RELATIONSHIP TO WE SET A GOAL TO END CHRONIC VET HOMELESSNESS. WE NEED THAT KIND OF NUMBER AND DEFINITION INTO -- PUSHED UP INTO OUR PLAN TO END HOMELESSNESS, A HOME FOR EVERYONE, SO WE CAN THEN COME IN AND HAVE SORT OF A HARD DISCUSSION ABOUT WHAT DOES THAT LOOK LIKE.

Commissioner Smith: MADAM CHAIR, I JUST WANT TO ADD SOMETHING TO THIS. AS WE'RE TALKING ABOUT THIS, IF WE'RE GOING TO MAKE THESE OUR PRIORITIES, THEN THAT NEEDS TO BE REFLECTED IN OUR STATE PRIORITIES AT THE LEGISLATURE, AND WE'RE TALKING ABOUT VETERANS, BECAUSE THOSE VOUCHERS COME FROM THE FEDERAL GOVERNMENT THROUGH THE HOUSING AUTHORITY OF PORTLAND. IF WE'RE GOING TO DO THAT, WE NEED TO HAVE THAT ON OUR FEDERAL AGENDA, IF WE'RE SERIOUS ABOUT ENDING

HOMELESSNESS IN DIFFERENT CATEGORIES, WE NEED TO HAVE THEM -- WE NEED TO HAVE IT ACROSS THE BOARD, NOT JUST IN YOUR DEPARTMENT, OR SOMEONE ELSE'S DEPARTMENT, WE'RE GOING TO DO THAT, BUT THE PEOPLE WHO ACTUALLY GIVE THE MAJORITY OF THE MONEY FOR VETERANS, WE NEED TO MAKE SURE THAT WHEN WE'RE TALKING TO THOSE LEGISLATORS THAT THEY KNOW THAT WE'RE SERIOUS ABOUT HOUSING HOMELESS VETERANS. BECAUSE I'M SURE THEY WANT TO MAKE SURE THAT WE CAN DO WHAT WE NEED TO DO FOR OUR VETERANS. THEY'RE GIVING A HUGE SACRIFICE FOR US.

Ms. Li: THIS IS WHAT'S SO HELPFUL ABOUT THIS DATA. I THINK WE ALL KNEW THIS, IN THE MOMENT WE THOUGHT ABOUT HOMELESSNESS AND HOUSING, YOU'D COME TO THESE SAME CONCLUSIONS, BUT HERE WE SEE IT LARGE WITH THE DATA BEHIND IT TO THE EXTENT THAT WE CAN KNOW. I THINK IT DOES DRIVE US AND ALSO THEN INTO OUR RELATIONSHIP WITH SHARED GOVERNANCE, THERE'S SOME ADDITIONAL LEADERSHIP THAT THE COUNTY COULD BE TAKING FOR US INTERNALLY THAT HELPS PUSH INFORM OUR RELATIONSHIPS WITH OUR OTHER JURISDICTIONS. AND I THINK THAT'S A REALLY IMPORTANT PIECE OF THIS.

Commissioner Shiprack: BEFORE WE GET TO OUR RELATIONSHIPS WITH OTHER JURISDICTIONS, OUR RELATIONSHIPS BETWEEN OUR OWN DEPARTMENTS AND DIVISIONS IN MULTNOMAH COUNTY. SO ONE OF THE THINGS THAT WE KNOW OR MAYBE WE HAVE HYPOTHETICALLY WE INTUIT IS THAT BY CREATING, FOR EXAMPLE, STABLE HOUSING FOR MENTALLY ILL, WE CAN INTERRUPT THE FREQUENT FLYER PHENOMENON OF MENTALLY ILL IN AND OUT OF OUR JAIL SYSTEM IF WE FOCUS ON THOSE RELATIONSHIPS BETWEEN DEPARTMENTS AS THE BUDGET ENTITY FOR MULTNOMAH COUNTY, IT MAKES SUGGESTIONS, AT LEAST IT IS SUGGESTIVE OF WHERE WE SHOULD BE INVESTING.

AND THERE ARE OTHER RELATIONSHIPS LIKE THIS AS WELL, AND MANY OF THEM GO BACK TO THIS SORT OF ADAGE ABOUT IN ORDER TO MAKE THE PROGRAMS THAT WE PROVIDE STICK, THE PERSON RECEIVING THE PROGRAM HAS TO HAVE SAFE, STABLE HOUSING. WE'VE BEEN TELLING OURSELVES THIS AND WE'RE A BRILLIANT AUDIENCE FOR THE THINGS WE TELL OURSELVES, FOR YEARS, AND NOW WE'VE GOT -- THANK YOU VERY MUCH, ANOTHER PIECE OF ANALYSIS THAT HELPS US SEE WHO OUR PARTNERS ARE, HOW MUCH WE'RE INVESTING. AND IF WE MOVE THE CONVERSATION TO HOW WE COORDINATE AMONGST THE AGENCIES JUST WITHIN MULTNOMAH COUNTY, I THINK WE HAVE STIRRED UP PLENTY OF DUST.

Ms. Li: AND THAT BRINGS ME TO MY SECOND POINT. WE TALK ABOUT, ARE THESE THINGS ARE WE IN ALIGNMENT WITH OUR PRIORITIES AS THINGS ARE NOW, BUT WE'RE ALSO NOT LOOKING AT CROSS CUTTING AT THE BUDGET IN

THOSE WAYS YOU JUST TALKED ABOUT. AND PERHAPS I WILL AGE MYSELF HERE, BUT WHEN WE WERE DOING PERFORMANCE-BASED BUDGETING AND WE HAD THE WORK GROUPS THAT WERE LOOKING CROSS DEPARTMENTS, HOUSING AND HOMELESSNESS WASN'T ONE OF THOSE GROUPS, AND I'M NOT SAYING ANYTHING ABOUT THE BUDGET PROCESS, BUT I THINK AS WE'RE COMING INTO BUDGET SEASON, WE REALLY DESPERATELY NEED A CONVERSATION OF THAT TYPE THAT LOOKS ACROSS ALL COUNTY DEPARTMENTS, ALL COUNTY POPULATIONS, THROUGH THE LENS OF HOMELESSNESS, AND HOUSING STABILITY, TO PRECISELY HAVE THOSE CONVERSATIONS AND FIGURE OUT YOU KNOW, THE TOTAL AMOUNT OF WHAT WE'RE INVESTIGATING IN HOUSING AND HOMELESSNESS, BECAUSE IT'S RIGHT UP HERE IT LOOKS BIG, BUT IT'S NOT IN COMPARISON TO EITHER THE NEED OR OUR OWN PRIORITIZATION, COMMISSIONER SHIPRACK. YOU BRING UP EVERYTHING IN TERMS THE WAY IT WORKS.

Ms. Li: ADDICTIONS TREATMENT AND MENTAL HEALTH SUPPORT DOESN'T WORK BECAUSE OF A LACK OF HOUSING, DOMESTIC VIOLENCE -- YOU KNOW, HOUSING IS SO CRITICAL AND WHEN YOU LOOK AT IT FROM THAT PERSPECTIVE, WHAT -- THE AMOUNT OF OUR INVESTMENT, I THINK ALSO NEEDS TO HAVE THAT CONVERSATION. AND THE CONVERSATION ABOUT WHAT ARE OUR GOALS FOR THIS YEAR'S BUDGET PROCESS, WHERE ARE WE MOST OUT OF ALIGNMENT IN TERMS OF OUR CURRENT INVESTMENTS, OUR GOALS, AND WHERE WE WANT TO GET TO, AND HOW ARE WE STRATEGICALLY LOOKING AT THIS YEAR'S BUDGET PROCESS AS AN OPPORTUNITY TO SAY, WELL, IT REALLY NEEDS TO LOOK LIKE THIS. AND IT HAS TO TAKE INTO ACCOUNT OUR PARTNERS AND THE JURISDICTIONS BUT ABSOLUTELY WE'VE GOT TO HAVE A CROSS-COUNTY DISCUSSION AND SET SOME GOALS THAT DRIVE THOSE OF US IN THE DEPARTMENTS TO SAY, ALL RIGHT, WE CAN ALL COME IN WITH OUR GOOD IDEAS AND THEY'RE ALL VERY GOOD IDEAS, BUT IS THERE AN OVERARCHING SORT OF PLAN AND SCHEME THAT WE ALL FUND UNDER -- FALL UNDERNEATH.

Chair Kafoury: AND IT ABSOLUTELY HAS TO INCLUDE THE PARTNERS, BECAUSE WE DON'T BUILD HOUSING. AND THAT'S ONE OF THE THINGS YOU SEE, ALTHOUGH THAT'S NOT TO UNDERCUT WHAT WE DO, IT'S EXTREMELY IMPORTANT TO MAINTAIN FOR PEOPLE TO STAY IN THEIR HOUSING, BUT WE'RE FINDING THAT RIGHT NOW, WITH PROGRAMS THAT WE FUNDED, THAT WE DON'T HAVE -- WE HAVE THE MONEY BUT WE DON'T HAVE THE UNITS AVAILABLE FOR PEOPLE. SO THAT'S WHY IT'S SO CRUCIAL TO HAVE THE CITY OF PORTLAND AND HOME FORWARD AND EVERYBODY AT THE TABLE.

Commissioner Shiprack: IT'S GOING TO BE A HELPFUL FOOL, I THINK ANOTHER PART OF -- HELPFUL TOOL. ANOTHER PART OF THE STEP HAS TO DO WITH OUR PRIORITIZATION, WHICH IS WHAT YOU'RE JUST TALKING ABOUT AND HOW WE ARE ABLE TO CREATE THESE SORT OF GALAXIES AND SAY, YES, WE'RE DIFFERENT, BUT WE ALL ARE EXISTING WITHIN THIS GALAXY AND SORT

OF LOOK DOWN INTO THE SPECIFICS, BUT AS A BUDGET TOOL, WHAT WE'RE DOING IS CREATING A LOGIC MODEL FOR OURSELVES, AND I THINK THERE'S AN INTERESTING DISCUSSION INSIDE HERE THAT THEN HAS TO DO WITH HOW DO YOU LOGICALLY COME UP WITH THE INVESTMENT TO CREATE THE RESOURCE THAT YOU KNOW IS GOING TO MAKE YOU MORE EFFECTIVE AND EFFICIENT DOWN THE LINE? IT TURNS OUR REGULAR WAY OF DOING BUSINESS ON ITS HEAD, IN A SENSE, AND I THINK IT IS YET ANOTHER REASON THAT WE NEED TO LOOK CLOSELY AT NEW MODELS LIKE SOCIAL INVESTMENT BONDS, AND PAY FOR SUCCESS MODELS, WHERE WE NEED TO CREATE THIS LOGIC MODEL VERY STRONGLY BETWEEN OUR BELIEF SYSTEM THAT IF WE INVEST IN THE HOUSING UP FRONT, WE WILL HAVE THIS MUCH SAVINGS DOWN THE LINE. AND THEN ACTUALLY MAKE THAT AN INVESTMENT GRADE PREDICTION.

Ms. Li: GOING BACK TO SOMETHING YOU SAID EARLIER, IT'S INTERESTING TO ME TO SEE THE ORGANIZING PRINCIPLE OF THE OUTCOME BASED APPROACH. USING THAT TO ALIGN RESOURCE AND ALMOST KIND OF A -- SOUNDS LIKE A PRINCIPLE ON-TIME DELIVERY WITH MINIMUM WASTE. AND SO I GUESS AS WE LOOK AT THIS TOOL, I THINK IT'S A HELPFUL PROCESS IN GETTING THERE. I HADN'T BEEN AROUND FOR PREVIOUS ITERATIONS OF THE BUDGET PROCESS, BUT I THINK WHAT YOU'RE HEARING IS HOW DO WE EXPAND TOOLS LIKE THESE SO THAT WE'RE APPROPRIATELY ACCOUNTING FOR CROSS-CONNECTION NOT ONLY PROBLEMATICALLY WITHIN MULTNOMAH COUNTY, BUT IN TERMS OF PARTNERSHIPS TO BRING IN RESOURCES, ALMOST AN INFLOW OUTFLOW MODEL. SO HOW DO WE ACCOUNT FOR THE INPUTS AND THE -- INPUTS AND THE OUTPUTS THAT ALLOWS US TO BETTER ASSESS HOW WE ALIGN RESOURCES TOWARDS THOSE OUTCOMES. AND I THINK IT'S AN IMPORTANT FIRST STEP.

Commissioner Smith: I THEY WE ALSO NEED TO BE ON PARALLEL TRACKS. WE CAN'T STOP DOING -- THERE ARE A COUPLE OF REASONS, THERE ARE EDUCATION ISSUES, HEALTH CARE ISSUES, AROUND WHY PEOPLE IN JOBS, WHY PEOPLE DON'T HAVE HOUSING. WE COULD CERTAINLY SPEND THE 1.6 BILLION DOLLARS TOWARDS HOUSING, WE COULD JUST BE A HOUSING BUREAU, BUT WE DON'T HAVE THAT LUXURY. WE HAVE TO FIGURE OUT HOW TO PRIORITIZE AND HOW TO KIND OF BALANCE OUR REALLY SCARCE RESOURCES TO GET THE MOST BANG FOR THE BUCK AND I THINK WE'RE DOING A DECENT JOB OF LEVERAGING OTHER STATE AND FEDERAL DOLLARS.

BUT A COUPLE THINGS. WE'VE IDENTIFIED MENTAL HEALTH AS AN ISSUE, WE'VE IDENTIFIED VETERANS, BUT I WANT TO MAKE SURE THAT WE DON'T TAKE OUR EYE OFF OF UNDERSERVED COMMUNITIES WHO ARE HOMELESS, BECAUSE I STILL REMEMBER THIS CONVERSATION MAYBE TWO YEARS AGO THAT WE HAD THAT AFRICAN-AMERICANS, THEY HAVE THE HIGHEST HOMELESS RATE, AND I DON'T SEE US PICKING OUT THAT DEMOGRAPHIC OF

AFRICAN-AMERICANS OR PEOPLE OF COLOR IN TERMS OF BEING HOMELESS. I WANT TO MAKE SURE THAT AS WE'RE TALKING ABOUT OTHER PROGRAMS AS WELL AND DISPARITIES, THERE ARE ALSO DISPARITIES IN HOUSING. WE SAW THE REPORTS FROM THE COMMUNITIES OF COLOR, IT WENT ACROSS ALL AREAS OF WHERE THE DISPARITIES WERE, SO I DON'T WANT US TO FORGET ABOUT THAT AND HAVE THAT AS A MARKER AS WELL.

Ms. Li: ABSOLUTELY. THAT WAS AN ISSUE WE'VE SPOKEN A LOT WITH THE AUDITOR ABOUT, AND FRANKLY THERE SHOULD BE SOME SORT OF THIS INFORMATION BY RACE AND ETHNICITY, THAT'S OUR COUNTY VALUE IS THAT WE PULL OUR DATA AND MORE WHERE POSSIBLE WE DISAGGREGATE WHERE WE CAN UNDERSTAND WHERE THE DISPROPORTIONALITY IS. SO THAT'S CERTAINLY SOMETHING WE'VE TALKED ABOUT AND WE'RE TRYING TO FIGURE OUT HOW TO DO THAT TO BRING IT BACK TO YOU. THERE WAS ONE OTHER THING I WANTED TO SAY. THE OUTCOME PIECE. I THINK IT WOULD BE RELATIVELY SIMPLE TO ESTABLISH A SINGLE OUTCOME MEASURE ACROSS ALL PROGRAMS AND ALL POPULATIONS. WE DO THAT NOW FOR THE 18 PROGRAMS THAT ARE COMMUNITY SERVICES REGARDLESS OF THE POPULATION SERVED OR THE TYPE OF SERVICE OFFERED. IT IS IN ALIGNMENT WITH THE HUD STANDARDS OF MEASURING HOUSING AND HOMELESSNESS. I DON'T THINK IT GETS REALLY TO THE NUANCES THAT I THINK ARE VERY IMPORTANT. BUT IF WE WANTED TO TRY TO IMPLEMENT SOMETHING FOR FY-16, ANYONE WHO GETS A HUD DOLLAR HAS TO MEASURE HOUSING STABILITY SIX MONTHS AFTER EXIT FROM A PROGRAM.

SO IT'S NOT, ARE YOU DOING OK WHILE YOU'RE IN THE PROGRAM, BUT AFTER WE'VE ENDED OUR SERVICES FOR YOU, ARE YOU STILL STABLE IN YOUR HOUSING, ARE THINGS STILL GOING WELL. THAT SIX-MONTH MARKER IS -- PEOPLE ARE MOBILE, YOU CAN'T ALWAYS REACH THEM, BUT THAT SIX-MONTH MARKER ACROSS POPULATIONS AND ACROSS INTERVENTIONS COULD BE ESTABLISHED RELATIVELY EASILY AND WE FOUND THAT TO BE THE CASE WITHIN THE MICROCOSM OF COMMUNITY SERVICES. I THINK WHAT WE HAVE TO DO IS BE VERY CLEAR WE'RE DOING THAT AS A LEARNING EXERCISE, BECAUSE NOBODY IS GOING TO COME UP AND YOU MAY BE WORKING WITH A VERY POPULATION OF CIVILIAN -- FACING A LOT OF CHALLENGES, MAYBE A POPULATION THAT'S FACING DISPARITIES BASED ON RACE AND ETHNICITY, WE KNOW THERE'S NOT ENOUGH -- ALL OF THOSE THINGS TO BE TRUE, BUT I THINK WE COULD DO THAT AND SET OURSELVES AN EXERCISE TO SAY WHAT DOES THIS LOOK LIKE, NOT IN THE WAY TO SORT OF PIT THE POPULATIONS AND PROGRAMS AGAINST EACH OTHER, BUT TO SAY ACROSS ALL OF OUR INVESTMENTS IS THERE ONE PLACE THAT WE COULD IN A MOMENT IN TIME TAKE A LOOK AT, AND I THINK THAT WOULD BE SOMETHING THAT WOULD BE VERY DOABLE.

Commissioner Shiprack: YOU'RE BEING VERY PATIENT, MADAM CHAIR, THANK YOU. I WANT TO SAY THAT AS A STEP IN THIS COORDINATION ETHOS THAT

WE'RE ESTABLISHING, WHICH I THINK IS THE RIGHT THING TO ESTABLISH, THE IMPORTANCE OF SERVICE ENHANCED HOUSING. SO THAT TRYING TO LOOK AT HOUSING AS A RESOURCE SEPARATE FROM THE IMPORTANCE OF THE OTHER PROGRAM FEATURES THAT MULTNOMAH COUNTY AND OUR PARTNERS PROVIDE, SO YOU CAN GET TOO SIMPLE I THINK IN YOUR LOGIC MODEL AND SORT OF LOSE THE POINT. SO I THINK REALLY WHAT WE'RE TALKING ABOUT IS A COORDINATION OF HOUSING THE CAPITAL RESOURCE WITH THE SERVICES THAT WE PROVIDE, AND UNDER THAT DEFINITION, THERE ARE A LOT MORE HOUSING PROGRAMS IN MULTNOMAH COUNTY THAN OUR -- THAN WE'RE ABLE TO CALCULATE IN THIS MODEL.

Ms. Li: WE ONLY LOOKED AT PROGRAMS THAT OFFER -- THAT SAID THEY WERE OFFERING --

Commissioner Shiprack: NOT A CRITICISM AT ALL, BUT JUST, AGAIN, SORT OF THE DEFINITION OF THE WORK THAT WE DO IS THAT IT IS COMPLICATED.

Commissioner Smith: AS WE'RE THINKING ABOUT THIS, THIS IS GREAT INFORMATION, AND I THINK WE ALL HAVE THE SAME VALUES AROUND HOUSING. BUT KNOWING THAT WE ONLY GET A CERTAIN AMOUNT OF MONEY, SO AS WE'RE TALKING ABOUT HOUSING, WE'RE GOING TO HAVE TO MAKE THE REAL HARD DECISION THAT THERE'S A BIG ELEPHANT IN THE ROOM, YOU'RE GOING TO HAVE TO TAKE SOMETHING FROM SOMEBODY ELSE IN ORDER TO DO THIS COORDINATED EFFORT. SO THAT IS THE CONVERSATION, HOW DO YOU MAKE THOSE CHOICES AND THOSE DECISIONS, SO I WANT YOU TO BE AWARE THESE ARE VERY HARD DECISIONS TO MAKE, AND WE MAY NOT BE ABLE TO DO IT AT LIGHTNING SPEED AS QUICK AS YOU WOULD WANT IT, BUT IT'S GOING TO HAVE TO COME FROM SOMEWHERE. WE DON'T MAKE NEW MONEY, AND FUND PROGRAMS. SO --

Ms. Li: I ABSOLUTELY AGREE, AND I THINK WHAT'S HELPFUL FOR US AT STAFF IS WHEN THE BOARD IS ABLE TO SAY, THESE ARE OUR PRIORITIES. AND THEN THAT GIVES US A BACK STOP FOR US TO SAY, OK, WE'VE GOT TO MAKE HARD CHOICES HERE, AND THEN AS LONG AS WE'RE MAKING FORWARD PROGRESS AND YOU ARE HOLDING US ACCOUNTABLE TO THAT PROGRESS, WE NEED TO DO THAT IN A WAY THAT DOESN'T DESTABILIZE. WHAT IT IS WE'RE DOING NOW, AND DOESN'T INADVERTENTLY DAMAGE WHAT WE'RE DOING NOW, BUT ALSO IS A REALIZATION THAT THERE IS MORE THAT WE CAN DO AND THAT'S NOT A CRITICISM OF A LACK OF EFFORT OR TRYING, BUT AS WE GET CLEARER WHAT OUR GOALPOSTS ARE, WE AS STAFF CAN GET CLEARER ABOUT HOW WE TAKE THE INVESTMENTS THAT YOU ALL HAVE MADE AND GET IT BETTER IN ALIGNMENT WITH THAT SO WE'RE MOVING IN THE SAME DIRECTION.

Commissioner Smith: WHAT COMMISSIONER SHIPRACK WAS TALKING ABOUT IN TERMS OF THE HOUSING FOR FOLKS WHO ARE GOING IN AND OUT OF OUR

JAIL SYSTEM. WE HAVE 134 PLACE FOR THEM TO GO, IN ADDITION TO THE -- INITIALLY WE COULD MAYBE KEEP THOSE OVERTIME DOLLARS DOWN AND SHE REMINDED ME YESTERDAY THAT THE AVERAGE PERSON IS IN A JAIL BETWEEN 10 AND 15 DAYS. IF THAT'S THE CASE, IT'S BECAUSE THEY PROBABLY DON'T HAVE A PLACE TO STAY AND THEY HAVE SOME EITHER MENTAL HEALTH ISSUES, THEY HAVE PHYSICAL HEALTH ISSUES, AND THEY HAVE SOME HOUSING SECURITY ISSUES. SO IF WE COULD BE HELPFUL IN THAT PIECE, THAT WOULD KIND OF SOLVE SOME OTHER PROBLEMS AS WE'RE LOOKING ACROSS DIFFERENT DEPARTMENTS. AND THAT IS AN EASY ONE TO LOOK AT THE COORDINATION AND HOW WE CAN IMPACT SOMETHING FAIRLY QUICKLY.

Ms. Li: ABSOLUTELY. AND COMMISSIONER SHIPRACK MENTIONED YESTERDAY, THE MEDICAID ELIGIBILITY DURING THE PRETRIAL PERIODD. IF WE CAN -- IF THOSE SERVICES ARE COVERED AND THE COUNSEL CITY NOT ON THE HOOK FOR THOSE, THAT FREES UP MONEY FOR SERVICES ON THE OUTSIDE.

Commissioner Smith: TRUST ME, IT DOESN'T GO ON DEAF EARS. I SEE COMMISSIONER SHIPRACK AND NCO, AND SHE IS RIPPING THE BELL ABOUT THIS.

Chair Kafoury: ANY OTHER QUESTIONS OR COMMENTS FOR OUR GUESTS?

Commissioner Shiprack: IT'S NICE TO KNOW SOMEBODY IS LISTENING.

Ms. Li: THANK YOU.

Chair Kafoury: THANK YOU VERY MUCH. ALL RIGHT, NEXT UP WE HAVE THE MULTNOMAH COUNTY LIBRARY, BUT FIRST WE NEED TO ADJOURN AS THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS AND CONVENE AS THE MULTNOMAH COUNTY LIBRARY DISTRICT.

**B.2 Board Briefing on Library Service Challenges and Opportunities.  
Presenters: Vailey Oehlke, Director & MaryKay Dahlgreen, Oregon State Librarian.**

Ms. Oehlke: GOOD MORNING CHAIR KAFOURY, COMMISSIONERS. I'M VAILEY OEHLKE, LIBRARY DIRECTOR, VERY HAPPY TO BE HERE WITH YOU TODAY. I AM JOINED BY OUR OREGON STATE LIBRARIAN, MARYKAY DAHLGREEN, WHO IS GOING TO BE PROVIDING HER PERSPECTIVE AS WE TALK ABOUT THE SUSTAINED AND FUTURE RELEVANCE OF THE LIBRARY. WE'RE VERY EXCITED TO BE HAVING THIS CUSHION WITH YOU. IT'S REALLY FOCUSED ON THE FUTURE OF THE LIBRARY, THE CHANGING NEEDS OUR COMMUNITY, AND WHAT WE'RE DOING TO ADAPT NOW AND MOVING INTO THIS FUTURE.

Ms. Oehlke: SO I'LL BE ASKING YOU ALL OVER THE COURSE OF THIS CONVERSATION, SOME QUESTIONS TO SORT OF GENERATE SOME OF YOUR THOUGHTS, IT'S REALLY PRETTY INFORMAL, SO PLEASE FEEL FREE TO INTERJECT WITH QUESTIONS IF YOU HAVE THEM. AS YOU KNOW, WE'VE BEEN BEFORE YOU WITHIN THE PAST YEAR TO DISCUSS SEVERAL TOPICS RELATED TO THE LIBRARY. THE EVERYBODY READS PROGRAM, RAGING SUCCESS, OUR EVERY CHILD INITIATIVE AROUND EARLY LITERACY AND EARLY CHILDHOOD SERVICES. THE PROSPECTIVE TRANSFER OF PHYSICAL ASSETS TO THE DISTRICT, ISSUES AROUND SAFETY AND SECURITY, OUR PARTICIPATION IN A STATEWIDE LIBRARY CARD RECIPROCITY PROGRAM, BUDGET DECISIONS OF COURSE, OUR 150th ANNIVERSARY, AND GRANT OPPORTUNITIES FOR A MAKER SPACE AT THE ROCKWOOD LIBRARY I'LL BE TALKING ABOUT IN JUST A BIT. AS YOU GUYS KNOW, WE'RE NOT TOO FAR PAST THE MOST SIGNIFICANT MILESTONE IN RECENT MEMORY FOR THE LIBRARY. WHICH OF COURSE WAS THE FORMATION OF THE LIBRARY DISTRICT AND STABLE FUNDING. THANK YOU ALL FOR YOUR ROLE IN ENSURING THE PASSAGE OF THAT DISTRICT.

NOW THAT THAT FUNDING IS IN PLACE, WE HAVE RESTORED HOURS AND STAFF AS A RESULT, AND THIS GIVES US THE OPPORTUNITY NOW TO LOOK AHEAD AT A CRITICAL JUNCTURE IN THE HISTORY OF THE INSTITUTION OF PUBLIC -- THE PUBLIC LOY BRING AND REALLY THINK ABOUT WHAT IS IT WE MEAN FOR THIS LIBRARY TO BE, MOVING FORWARD IN THE MYRIAD AND PROFOUND CHANGES THAT ARE HAPPENING IN OUR SOCIETY. Ms. Oehlke: THAT'S SORT OF THE GIST OF WHAT WE'RE HOPING TO TALK TO YOU ABOUT TODAY AND I KNOW YOU'VE HEARD ME TALK ABOUT RELEVANCE AND THE FUTURE OF LIBRARY, THAT'S PROBABLY TOP OF MIND FOR ME NOW, AND WHERE WE'RE PUTTING A LOT OF OUR ENERGY AND EFFORTS. AND WE'RE EXCITED ABOUT THAT.

SO -- I FORGET I NEED TO LOOK AT THE SLIDES. YOU ALL I THINK HAVE SLIDES ON YOUR IPADS? IS THAT TRUE? I'LL TELL YOU THAT MOSTLY THEY'RE PHOTOS, SO DON'T KNOCK YOURSELVES OUT PAYING TOO MUCH ATTENTION TO SMALL TEXT. BUT THEY'RE PHOTOS WORTH PAYING ATTENTION TO. SO I'M GOING TO TURN IT OVER TO MARYKAY WHO IS GOING TO TALK TO YOU A LITTLE BIT ABOUT HER PERSPECTIVE FROM A STATE LIBRARY PERSPECTIVE. MARYKAY IS AS I SAID, OUR STATE LIBRARIAN. SHE BECAME THE OREGON STATE LIBRARIAN IN MARCH OF 2012 AFTER 16 YEARS OF SERVICE AT THE STATE LIBRARY. SHE BEGAN HER PROFESSIONAL CAREER AFTER EARNING HER MLIS, MASTERS OF LIBRARY AND INFORMATION SERVICES FROM THE UNIVERSITY OF WASHINGTON IN 1984, SHE'S WORKED IN LIBRARIES IN OREGON, WASHINGTON, ALASKA, AND VERMONT. WE'RE VERY GRATEFUL TO HAVE HER HERE WITH US TODAY. THANK YOU FOR DRIVING UP FROM CORVALLIS TO JOIN US THIS MORNING.

Ms. Dahlgren: THANK YOU. THANK YOU CHAIR KAFOURY AND COMMISSIONERS, AND THANK YOU VERY MUCH FOR INVITING ME. FOR THE RECORD MY NAME

IS MARYKAY DAHLGREN AND I'M THE STATE LIBRARIAN OF OREGON. I'M SO PLEASED TO BE HERE TO TALK TO YOU KIND OF ABOUT THE BIG PICTURE FROM THE STATE PERSPECTIVE OF LIBRARIES, PUBLICLY BRINGS, AND WE AT THE STATE LIBRARY DEAL WITH ACADEMIC AND SCHOOL AND TRIBAL LIBRARIES AS WELL. THE STATE LIBRARY ESSENTIALLY HAS THREE FUNCTIONS. WE SERVE AS THE LIBRARY FOR STATE AGENCIES, STAFF, AND THE LEGISLATURE, WE SERVE AS OUR TALKING BOOK AND BRAILLE LIBRARY FOR THE STATE OF OREGON, AND THE THIRD FUNCTION THAT WE SERVE IS LIBRARY SUPPORT AND DEVELOPMENT, AND THAT'S THE ROLE IN WHICH I INTERACT MOST OFTEN AND MOST EFFECTIVELY WITH THE OTHER LIBRARIES IN THE STATE.

WE HAVE A FEDERAL GRANT, THE LIBRARY SERVICES AND TECHNOLOGY ACT GRANT THAT WE GET ABOUT \$2 MILLION IN FUNDING FROM THAT WE USE MOSTLY FOR STATEWIDE SERVICES, BUT WE USE FOR SOME COMPETITIVE GRANTS AS BAILEY KNOWS VERY WELL, SEVERAL OF THOSE HAVE BEEN AWARDED TO MULTNOMAH COUNTY LIBRARY AND THEY'VE DONE SOME AMAZING WORK WITH THEM. THE OTHER GRANT THAT WE HAVE IS CALLED THE READY TO READ GRANT. THAT IS STATE GENERAL FUNDS, THE ONLY GENERAL FUND THAT GO TO LOCAL PUBLIC LIBRARIES. AND THAT IS FOCUSED EXCLUSIVELY ON CHILDREN'S SERVICES, CURRENTLY IT'S FOCUSED ON EARLY LITERACY AND SUMMER READING PROGRAM, TWO OF THE THINGS I THINK PUBLIC LIBRARIES DO BETTER THAN ANYBODY ELSE. EARLY LITERACY AND SUMMER READING PROGRAMS. AND I THINK THE MULTNOMAH COUNTY LIBRARY DOES A PARTICULARLY GOOD JOB OF BOTH OF THOSE ACTIVITIES.

SO THE PRESSING ISSUES, VAILEY ASKED ME TO TALK ABOUT THE PRESSING ISSUES AND KIND OF THE WORLD, THE PUBLIC LIBRARY WORLD RIGHT NOW. AND THE PRESSING ISSUES THAT WE ARE FACING ARE THE PRESSING ISSUES THAT JUST ABOUT EVERY LIBRARY, PUBLIC, ACADEMIC, TRIBAL, SCHOOL ARE FACING. WE ARE WORKING TO CONTINUE TO BE RELEVANT. I THINK WE HAD A PERIOD OF TIME OVER THE COURSE OF THE LAST 20 YEARS WHERE WE QUESTIONED WHETHER WE WERE RELEVANT, I THINK WE'VE ANSWERED THAT QUESTION. AND YES, WE ARE RELEVANT. AND PUBLIC LIBRARIES IN ALL TYPES OF LIBRARIES CONTINUE -- NEED TO CONTINUE TO BE RELEVANT. AND THAT I THINK IS OUR BIGGEST CHALLENGE RIGHT NOW. FUNDING OF COURSE IS ALWAYS A PROBLEM. AND ALWAYS AN ISSUE.

Ms. Dahlgren: I WAS DELIGHTED WHEN MULTNOMAH COUNTY PASSED THE LIBRARY DISTRICT. THAT IS MUSIC TO MY EARS TO HAVE A COUNTY PASS A LIBRARY DISTRICT. SO CONGRATULATIONS TO YOU FOR THAT. AND PROBABLY THE OTHER PIECE THAT WE DEAL WITH IS PERCEPTION. PERCEPTION ABOUT LIBRARIANS, PERCEPTIONS ABOUT LIBRARIES. PEOPLE LOVE LIBRARIES, BUT I THINK SOMETIMES THEY THINK THAT WE'RE -- THAT IT'S A STATUS QUO SITUATION. WHEN IN FACT LIBRARIES HAVE AN

INCREDIBLY LARGE ROLE TO PLAY IN THE FUTURE OF OUR COMMUNITIES. SO THERE'S ALL SORTS OF CHALLENGES TO PUBLIC LIBRARIES. THE DIGITAL ERA IS VERY TURBULENT. AGAIN, THE PERCEPTION OF IRRELEVANT ADVANCE. I WENT TO THE LIBRARY WHEN I WAS IN ELEMENTARY SCHOOL, AND IT HAD BOOKS, THAT'S ALL IT HAD. WELL -- AND I KNOW ALL OF YOU HAVE BEEN IN A PUBLIC LIBRARY RECENTLY, SO I DON'T NEED TO ENCOURAGE YOU TO DO THAT, BUT I THINK THAT PEOPLE WHO HAVE BEEN IN A LIBRARY UNDERSTAND HOW MUCH THEY'VE CHANGED. WE'RE STILL -- WE'RE LOOKING TO CLARIFY OUR NICHE IN THE MODERN WORLD. TIME AFTER TIME IT'S BEEN SHOWN THAT PEOPLE COME TO LIBRARIES IF THEY DON'T HAVE INTERNET ACCESS AT HOME. OR AT SCHOOL. THE CHANGE IN DEMOGRAPHICS IN DIVERSITY, THAT'S A HUGE ISSUE IN MULTNOMAH COUNTY. MAYBE NOT SO MUCH IN THE REST OF THE STATE, THOUGH THERE'S A LOT OF CHANGING DEMOGRAPHICS IN THE REST OF THE STATE AS WELL.

WE HAVE A HUGE PROBLEM IN OREGON WITH THE EROSION OF SCHOOL LIBRARIES. SCHOOL LIBRARIES HAVE BEEN DEFUNDED, THEY OFTEN TIMES WILL HAVE A VOLUNTEER OR A PARENT, AND I THINK ONE OF THE THINGS WE'RE FINDING MORE AND MORE AS WE MOVE INTO THE 21st CENTURY IS THAT IT'S NOT THE LIBRARY BUILDING AND IT'S NOT THE LIBRARY BOOKS, IT'S THE LIBRARY STAFF. IT'S THE PEOPLE WHO CAN CURATE THE INFORMATION, THE PEOPLE WHO CAN ENCOURAGE THE JOY OF READING, THE STAFF, THE WELL-TRAINED STAFF THAT CAN MAKE THOSE EXPERIENCES REALLY OUTSTANDING. AND THEN OF COURSE THE NEW SKILLS NEEDED AND THE NEW CULTURE FOR THE WORK FORCE. ONE OF THE PLACES WHERE LIBRARIES FIT NICELY IS WORK FORCE INVESTMENT. WE HAVE A WIDE VARIETY OF TOOLS THAT CAN BE SO EFFECTIVE FOR WORK FORCE INVESTMENT.

SO OF COURSE I SEE THAT THERE ARE DIFFERENCES IN LIBRARIES IN THE STATE. THERE ARE SOME GRAND SIMILARITIES BETWEEN PUBLIC LIBRARIES IN THE STATE. AND THERE ARE SOME GRAND DIFFERENCES BETWEEN LIBRARIES IN THE STATE. AND -- FOR EXAMPLE, WE HAVE CURRENTLY JOSEPHINE COUNTY IS, THEY ACTUALLY ARE GOING OUT FOR A LIBRARY DISTRICT IN A WEEK. THEIR VOTE WILL BE IN A WEEK. THIS IS A COUNTY THAT HAS VOTED DOWN SHERIFFS, A SHERIFF'S LEVY TWICE. SO WE ARE VERY ANXIOUS ABOUT THAT OCCURRING, JACKSON COUNTY, ANOTHER VERY CONSERVATIVE COUNTY, PASSED A LIBRARY DISTRICT LAST MAY. SO I'M VERY HOPEFUL FOR JOSEPHINE COUNTY, BUT THERE IS A BROAD DISPARITY OF -- BETWEEN LIBRARIES AROUND THE STATE. SO WE'RE ALL TRYING TO RESPOND IN THE BEST WAY WE KNOW HOW, AND WE'RE ALSO TRYING TO BE VERY CREATIVE IN OUR RESPONSES.

Ms. Dahlgren: WE HAVE WELL-ESTABLISHED MODELS OF SERVICE, BUT WE'RE CHANGING THOSE MODELS OF SERVICE DRASTICALLY, AND I THINK MULTNOMAH COUNTY LIBRARY IS AN EXAMPLE OF DOING THAT VERY, VERY

EFFECTIVELY. WE'RE LOOKING, WE'RE ENHANCING OUR VIRTUAL SERVICE AND COLLECTIONS, WE'RE DOING THAT AT THE STATE LIBRARY, WE'RE DOING THAT AT LIBRARIES ACROSS THE STATE. WE PROVIDE ELECTRONIC RESOURCES FOR EVERY LIBRARY IN THE STATE OF OREGON, WHICH THEN TRANSLATES INTO ELECTRONIC RESOURCES FOR EVERY CITIZEN IN THE STATE OF OREGON. WE ARE LOOKING TO SERVE DIVERSE POPULATIONS IN THEIR NATIVE LANGUAGES, AND AGAIN, THE MULTNOMAH COUNTY LIBRARY HAS BEEN AN INCREDIBLE LEADER IN THAT RESPECT, AND CONTINUES TO PROVIDE AMAZING SERVICE IN A VARIETY OF LANGUAGES AND CULTURES.

THE OTHER THING WE DO AT THE STATE, IN THE STATE OF OREGON IS WE WORK TOGETHER TO LEVERAGE RESOURCES. I AM VERY PROUD TO SAY THAT THE LIBRARY COMMUNITY IN THE STATE OF OREGON IS VERY UNIFIED. WE WORK TOGETHER VERY, VERY WELL. THE STATE LIBRARY AND THE LIBRARY COMMUNITY, WHICH IS NOT ALWAYS THE CASE IN EVERY STATE, BUT WE -- WE'RE VERY MUCH OF A TEAM. AND I HAVE TO SAY OF COURSE, AND VAILEY DID NOT PAY ME TO SAY THIS, BUT MULTNOMAH COUNTY LIBRARY IS AN INCREDIBLE PARTNER TO THE STATE LIBRARY AND TO LIBRARIES IN THE STATE. FROM THEIR -- THE LSTA, LIBRARY SERVICES AND TECHNOLOGY ACT GRANTS THAT THEY RECEIVE, AND THEN THEY DO DEMONSTRATION PROJECT, SOME OF OUR FINEST LIBRARY PROJECTS HAVE COME OUT OF MULTNOMAH COUNTY LIBRARY. YOUTH SERVICES, I'M A CHILDREN'S LIBRARIAN FROM WAY BACK, AND THE YOUTH SERVICES AT THE MULTNOMAH COUNTY LIBRARY ARE PHENOMENAL. AND ESPECIALLY THE EARLY CHILDHOOD RESOURCES. I THINK MULTNOMAH COUNTY, AND LOOK, THERE'S A LITTLE BABY UP THERE.

I THINK MULTNOMAH COUNTY LIBRARY WAS ONE OF THE FIRST LIBRARIES IN THE COUNTRY TO HAVE EARLY CHILDHOOD RESOURCES. SO QUITE A LEADER IN THE FIELD. THEY PROVIDE US WITH PROGRAMS THAT CAN BE REPLICATED, AND VAILEY OF COURSE PROVIDES NATIONAL LEADERSHIP, SHE'S BEEN INVOLVED WITH E-BOOKS, SHE'S THE INCOMING PRESIDENT OF THE PUBLIC LIBRARY ASSOCIATION, SHE AND I ARE PLANNING A ROAD TRIP ONCE SHE BECOMES A PUBLIC LIBRARY ASSOCIATION PRESIDENT. AND SHE WAS ALSO INVOLVED IN THIS DIALOGUE OF THE ASPEN INSTITUTE CALLED RISING TO THE CHALLENGE, REENVISIONING PUBLIC LIBRARIES. THIS JUST CAME OUT LAST WEEK, WE TALKED ABOUT IT AT OUR STATE LIBRARIANS MEETING IN JACKSON HOLE AND I WOULD ENCOURAGE YOU TO AT THE VERY LEAST TAKE A LOOK AT THE EXECUTIVE SUMMARY, BECAUSE IT REALLY LOOKS AT THE LIBRARY AS PART OF THE COMMUNITY, WHICH I THINK IS OUR BEST WAY OF MOVING FORWARD. SO THANK YOU SO MUCH FOR YOUR TIME. I REALLY DO APPRECIATE BEING ABLE TO BE HERE WITH YOU.

Ms. Oehlke: IT'S TRUE, I DIDN'T PAY HER A PENNY. WE TAKE VERY SERIOUSLY MULTNOMAH COUNTY LIBRARY'S ROLE IN ENSURING ALLY BRINGS ACROSS THE STATE ARE HEALTHY AND SUCCESSFUL AND ABLE TO MEET THE NEEDS

OF THEIR COMMUNITIES, ESPECIALLY IN THESE TIMES. WE APPRECIATE THE SUPPORT WE GET FROM MARYKAY AND THE STATE LIBRARY. IT'S BEEN A LONG-TERM, VERY HEALTHY, HELPFUL RELATIONSHIP. SO AT THIS POINT I'M GOING TO START THROWING OUT SOME QUESTIONS FOR YOU ALL AND YOU CAN SHARE OR NOT. BUT I'M INTERESTED IN YOUR IMPRESSIONS. WHAT IMPACTS DO YOU SEE, YOU HAVE YOUR CONSTITUENTS AND YOUR -- AREAS OF COMMUNITY YOU'RE INTERESTED IN SERVING, IN ADDITION TO THE ENTIRE COUNTY, SO WHAT IMPACTS DO YOU SEE LIBRARIES MAKING IN THE COMMUNITIES YOU SERVE?

Commissioner Bailey: I THINK IT'S PRETTY CLEAR LIBRARIES ARE IN ADDITION TO BEING INFORMATION HUBS, THEY'RE COMMUNITY HUBS. AND THEY PROVIDE THAT INTERSECTION OF COMMUNITY AND INFORMATION. AND AS A GATHERING PLACE, AS A RESOURCE, AS A GATEWAY, REALLY, INTO KNOWLEDGE AND LEARNING FOR -- THAT'S ACCESSIBLE TO EVERYBODY. SO I THINK YOU SEE THAT IN THE DOWNTOWN LIBRARY, AND I THINK YOU SEE THAT IN ROCKWOOD LIBRARY.

Commissioner Smith: IN TERMS OF ADDITIONS, YOU'RE DOING GREAT STUFF. I THINK WE NEED TO CONTINUE TO DO THE LIBRARIES TO LIVELIHOOD KINDS OF STUFF WHERE WE USE OUR LIBRARIES AS PLACES THAT PEOPLE CAN LOOK FOR JOBS ON THE INTERNET, AND RESUME BUILDING, THAT KIND OF THING, TO HELP THEM BE PRODUCTIVE MEMBERS OF THE COMMUNITY. WE HAVE AN ADVANTAGE BECAUSE WE'RE STRATEGICALLY PLACED THROUGHOUT THE COMMUNITY AND ALL COMMUNITIES WILL HAVE AN OPPORTUNITY TO ACCESS THOSE KINDS OF SERVICES, PARTICULARLY IN AN ERA WHERE WE'RE UNDERSERVED AND A LOT OF LOW-INCOME FAMILIES AND PEOPLE ARE CHANGING JOBS, THAT WE CAN BE OF USE.

Chair Kafoury: I ALSO THINK OUR LIBRARY -- THOUGH IT SEEMS LIKE IT'S BEEN A LONG TIME, BEING A NEW MOM AND REALLY FEELING ISOLATED EVEN JUST IN MY OWN -- I HAVE MANY FRIENDS, BUT GOING THROUGH THAT EXPERIENCE, SO GOING TO THE LIBRARY AND GOING TO THE BOOK BABIES, CONNECTING WITH PEOPLE WHO ARE IN DIFFERENT WALKS OF LIFE, IT BRINGS EVERYONE TOGETHER, AND THAT'S WHAT I THINK IS ONE OF THE -- EVEN I TALK ABOUT THIS, ONE OF THE LAST PLACES IN OUR COMMUNITY WHERE PEOPLE REGARDLESS OF YOUR RACE, GENDER, YOUR SOCIOECONOMIC BACK GROUPEED, YOU COME TO THE LIBRARY. SO I THINK THAT'S REALLY IMPORTANT, AND ALSO HAVING I THINK WE'VE DONE A GREAT JOB OF HAVING THOSE SERVICES AVAILABLE TO OTHER LANGUAGE LEARNERS, AND MAKING PEOPLE FEEL LIKE THE LIBRARY IS FOR EVERYONE.

Commissioner Shiprack: THEY SAID EVERYTHING. I JUST WANTED TO SAY THAT YOU KNOW, IT'S FREE. AND IT'S SO ENTERTAINING. AND ONE SORT OF NOTABLE DIFFERENCE FOR ME WHEN I WAS GROWING UP, AND I DIDN'T GROW UP IN MULTNOMAH COUNTY, BUT I USED TO GO TO THE LIBRARY AND

WANDER AROUND IN THIS REALLY GIANT EMPTY PLACE, AND HAVE TO SELECT WHICH TABLE OR AREA OF THE LIBRARY I WAS GOING TO SIT IN. SO FINDING A SEAT WAS ALWAYS A CHALLENGE. NOW WHEN I GO TO THE HOLGATE LIBRARY, FINDING A SEAT IS STILL A CHALLENGE. ONLY IT'S A DIFFERENT KIND OF CHALLENGE. WONDERFUL, FREE ENTERTAINMENT.

Chair Kafoury: I APPRECIATE HOW THE LIBRARY HAS EVOLVED, AND WHILE I USED TO HAVE A LOT OF TIME TO GO TO THE LIBRARY AND SIT WITH MY CHILDREN AND LISTEN TO STORIES AND ENGAGE, I DON'T HAVE THAT TIME ANYMORE, AND YET I'M STILL ABLE TO BE CONNECTED VIA OUR HOME COMPUTER. SO WHEN MY CHILDREN NEED BOOKS OR WANT THEIR -- THEY'RE READING A SERIES AND GOD KNOWS WE NEED TO HAVE NUMBER THREE IN THE SERIES NEXT, WE CAN'T HAVE FIVE, I CAN GO ONLINE AND HAVE IT DELIVERED TO MY LOCAL WOODSTOCK LIBRARY AND PICK IT UP.

Ms. Vailey: AND YOU'RE EXACTLY RIGHT. IT'S A GREAT EXAMPLE OF THE WAYS IN WHICH THE LIBRARY IS EVOLVING IN TERMS OF THE WAY IN WHICH THE WORLD IS EVOLVING. AND THAT'S A LOT OF WHAT THIS CONVERSATION IS ABOUT TODAY. SO THANK YOU.

Commissioner Smith: WHEN I WAS AT STORYTIME OVER AT THE KILLINGSWORTH, THERE WAS A FAMILY THERE FROM CAMAS, WASHINGTON, AND THERE WAS A FAMILY THERE FROM VANCOUVER. SO THAT SHOULD TELL YOU THAT NOT ONLY ARE WE SERVING OREGONIANS, WE'RE SERVING WASHINGTON FOLKS TOO. THEY THINK WE'RE GREAT.

Ms. Dahlgren: I THINK THAT'S VERY TRUE. AND I THINK -- I DON'T KNOW ABOUT YOU ALL, BUT IT'S NOT JUST A -- I WILL OFTEN TAKE ADVANTAGE OF LIBRARIES WHEN I TRAVEL IF I'M NEEDING INTERNET ACCESS, OR A QUICK LOOK AT A GUIDEBOOK OR CONNECT WITH SOMEBODY. SO I THINK IT'S A WONDERFUL ASSET THAT LIBRARIES PROVIDE, NOT JUST TO THEIR IMMEDIATE COMMUNITY. SO, YEAH, THANK YOU FOR THAT. SO THE TRANSFORMATIONS MARYKAY SORT OF WENT OVER AT A HIGH LEVEL DEFINITELY ARE PERVADING OUR LIVES AND HAVING A SIGNIFICANT IMPACT ON HOW WE DO OUR WORK AT THE LIBRARY.

THESE AREN'T SIMPLE CHANGES THAT REQUIRE MODEST ADJUSTMENTS, WHICH IS PART OF WHY THIS CONVERSATION IS SO IMPORTANT. WE'RE FACING A PROFOUND SET OF CIRCUMSTANCES, AND CERTAINLY NOT JUST THE LIBRARY, BUT JUST ABOUT EVERY ORGANIZATION INDUSTRY OUT THERE THESE DAYS. THAT RATE OF CHANGE WILL IMPACT HOW WE DO OUR WORK FOREVER. SO I'D LIKE TO DETAIL SOME OF THOSE PRESSURES AND TRENDS FOR YOU TODAY. AND THEN TALK A LITTLE BIT ABOUT SOME OF THE WAYS IN WHICH WE'RE TRYING TO ADAPT AND RESPOND. AND THEN ALSO REALLY GET FROM YOU ALL YOUR THOUGHTS ON WHERE WE'RE HITTING THE MARK, "WE'RE THE MILLERS" NOT HITTING THE MARK, CONCERNS YOU MAY HAVE.

HOW WE'RE ALIGNING WITH YOUR PRIORITIES, THOSE SORTS OF THINGS. SO AT A REALLY HIGH LEVEL,

Ms. Oehlke: WE THINK A LOT ABOUT GLOBAL TRENDS. AND THE FACT THAT THOSE GLOBAL TRENDS THAT ARE IMPACTING EVERYONE AROUND THE WORLD HAVE A DIRECT IMPACT ON LIBRARIES, LIBRARY SERVICES, HOW WE DO OUR WORK. JUST THIS PAST AUGUST THE AMERICAN LIBRARY ASSOCIATION RELEASED A DRAFT OF A REPORT CALLED THE TRENDS REPORT, SNAPSHOTS OF A TURBULENT WORLD. AND I WILL BE SHARING THIS WITH ALL OF YOU. IT'S A PRODUCT OF THE GATES FUNDED INITIATIVE CALLED POLICY REVOLUTION INITIATIVE. I AM A MEMBER OF THE ADVISORY COUNCIL FOR THAT INITIATIVE. THE AIM OF THE POLICY REVOLUTION IS TO IDENTIFY A COHESIVE PUBLIC POLICY AGENDA AT A NATIONAL LEVEL FOR LIBRARIES ACROSS THE UNITED STATES. AND ONE OF THE FIRST THINGS WE DID AS PART OF THAT INITIATIVE WAS TO COMMISSION THIS REPORT ABOUT GLOBAL TRENDS AND THEN TAKE EACH OF THOSE VERY HIGH LEVEL TRENDS THAT WON'T SURPRISE ANY OF YOU, THINGS AROUND TECHNOLOGY, THE CHANGING NATURE OF WORK, DEMOGRAPHICS, AND THEN DRILL DOWN INTO HOW THOSE ARE LIKELY OR POTENTIALLY CONDOMINIUM PACT PUBLIC LIBRARY AND HOW WE THINK ABOUT OUR SERVICES AND IN RELEVANCE TO OUR COMMUNITIES MOVING FORWARDS.

SOME OF THE KEY FINDINGS, I DON'T THINK WILL SHOCK YOU. TECHNOLOGY IS QUICKLY DISRUPTING THE TRADITIONAL WAYS IN WHICH WE WORK AND LIVE. INFORMATION INSTITUTIONS, LIKE LIBRARIES, BUT ALSO PUBLISHING, JOURNALISM, TV, MUSIC, ARCHIVES, AND MUSEUMS, ARE HIGHLY AFFECTED AND LINES BETWEEN THOSE INSTITUTIONS ARE BEGINNING TO BLUR. SOME OF THE THINGS THAT COMMISSIONER BAILEY WAS DESCRIBING, COMMUNITY HUB, SOME PEOPLE ARE, IS THAT REALLY A LIBRARY? THOSE ARE THE SORTS OF DYNAMICS THAT ARE IMPORTANT FOR US TO PAY ATTENTION TOMORROW OUR PHYSICAL AND VIRTUAL WORLDS ARE BECOMING INTERCONNECTED. WE NOW HAVE MORE PEOPLE ACCESSING THE LIBRARY ONLINE THAN WALKING INTO OUR BUILDINGS. SO REALLY PAYING ATTENTION TO THAT TREND IN TERMS OF THE QUALITY OF SERVICE AND THE TYPES OF SERVICES REALLY IMPORTANT.

THE DEMOGRAPHICS OF OUR COMMUNITIES ARE RAPIDLY CHANGING. WE CERTAINLY EXPERIENCED THAT HERE IN OUR COMMUNITY. EDUCATION IS BECOMING MORE SELF-DIRECTED, COLLABORATIVE, AND LIFELONG. AND I THINK THERE'S SOME REALLY GREAT OPPORTUNITIES FOR LIBRARIES IN THAT ENVIRONMENT. AND THE FUNDAMENTAL NATURE OF OUR JOBS AND THE SKILLS REQUIRED ARE CHANGING DRAMATICALLY. AND IT'S OUR JOB TO PAY ATTENTION TO THAT AND THINK THROUGH HOW WE LEVERAGE OUR STAFF, OBVIOUSLY THE TRAINING REQUIREMENTS AS A RESULT OF THAT, AND WHERE WE NEED TO BE GOING AROUND HOW WE STAFF LIBRARIES AND LIBRARY SERVICES.

Ms. Oehlke: SO, IN ESSENCE, THE REPORT DESCRIBES THIS MOMENT IN TIME AS A HUGE, DISRUPTIVE, AND ENTIRELY UNPREDICTABLE. TOGETHER THE FINDINGS IN THIS REPORT ARE STARK, AND KIND OF UNSETTLING. BUT IT'S REALLY IMPERATIVE THAT WE STAY ABREAST OF THESE TRENDS, TAKE VERY -- PAY VERY CLOSE ATTENTION TO THE ISSUES IN ORDER TO REMAIN RELEVANT MOVING FORWARD AS THOSE TRENDS START TO IMPACT OUR LIVES. SO WE LIKE TO THINK OF THIS AS A CRISITUNITY. IT'S A REALLY EXCITING TIME IF YOU FRAME IT IN THAT RESPECT. FOR YOU ALL, A QUICK QUESTION -- BLUE SKY, IF YOU DREAM ABOUT THE FUTURE OF LIBRARIES, A VISION FOR HOW WE MIGHT SUPPORT OR SERVE AND SUSTAIN COMMUNITIES, BECAUSE THAT'S OUR BUSINESS, WE'RE IN THE COMMUNITY BUSINESS, WHAT DO YOU THINK ABOUT THAT? WHAT'S THE HIGHEST AND BEST VISION FOR LIBRARIES IN THE FUTURE? AND HOW IS THAT SIMILAR OR DIFFERENT TO WHAT WE ARE NOW?

Commissioner Smith: IT'S SOMETHING TO THINK ABOUT.

Ms. Oehlke: I THINK WHAT'S INTERESTING FOR US RIGHT NOW IS -- AND YOU'LL HEAR THIS IN OUR PRESENTATION, THERE'S AN ENORMOUS RANGE OF POSSIBILITIES THAT ARE EXCITING. THE TRICK IS TO FIGURE OUT WHICH OF THOSE POSSIBILITIES MAKE SENSE FOR US TO PURSUE, WHICH WILL BE MOST RELEVANT, AND MOST RESONANT FOR PEOPLE IN OUR COMMUNITIES, WHICH MAKE THE MOST SENSE FOR US TO BRING TO THE TABLE AS OPPOSED TO SOME OTHER ORGANIZATION OR INSTITUTION.

Commissioner Shiprack: YOU KNOW, PEOPLE CONTINUE TO WRITE BOOKS AT AN ALARMING RATE. IT'S REALLY UPSETTING BECAUSE I FEEL LIKE I'M RUNNING ALONG BEHIND, AND MY BEDSIDE TABLE INDICATES I'M JUST GETTING BEHINDER AND BEHINDER. I ACTUALLY THINK ASSISTING US IN NAVIGATING OUR WAY THROUGH ALL THIS CULTURE IS A HUGE ROLE FOR LIBRARIES, AND I AM RELENTLESS ABOUT CULTURAL REFERENCES. WE JUST -- CHAIR KAFOURY AND I JUST SHARED A CULTURAL REFERENCE MOMENT ON THE ELEVATOR THAT WAS, YOU KNOW, SORT OF A SNIPPET OF A BROADWAY MUSICAL. WHAT ARE YOU GOING TO DO? MOIST, BOOKS, SHALL -- MOVIES, BOOKS, EXPERIENCE THAT TIES TOGETHER, IT SEEMS WITH THE EXPLOSION OF INFORMATION, IT IS GOING TO BE HARDER AND HARDER FOR LIKE MY CHILDREN AND MY GRANDCHILDREN, FORGET MY CHILDREN, LET'S TALK ABOUT MY GRANDCHILDREN, HARDER AND HARDER FOR THEM TO FIND TOUCH POINTS OF CULTURAL REFERENCE MATERIALS THAT THEY HAVE IN COMMON. AND I THINK THE SERVICE THAT YOU PROVIDE, MY LIBRARIAN SERVICE, IS INTERESTING AS WE SORT OF SEEK OUT COMMONALITY. IT MIGHT BE A WAY TO HELP US SORT THROUGH THIS INFORMATION.

Ms. Oehlke: I THINK THAT'S AN IMPORTANT PART OF PIECE OF VALUE THAT THE LIBRARIES ARE GOING TO PROVIDE MOVING FORWARD. THAT FIRE HOSE OF INFORMATION.

Commissioner Shiprack: ARE THEY TERM LIMITED?

Ms. Oehlke: I DON'T KNOW, YOU TELL ME. I MEAN WHEN I SAY THE BEST PART OF THIS WORK IS REALLY ABOUT IMAGINING THE POSSIBILITIES. BECAUSE I THINK THERE'S SORT OF ENDLESS, WHICH IS BOTH GOOD AND CHALLENGING. BUT THERE REALLY ISN'T AN END TO HOW WE CAN ENVISION AND INSPIRE THE EVOLUTION OF LIBRARY. I'M GOING TO TALK YOU THROUGH THE FEW POSSIBILITIES I SEE, AND TALKING ABOUT THEM SHARE SOME EXAMPLES THAT ARE ALREADY HAPPENING. NOT JUST LOCALLY OR NOT EVEN DOMESTICALLY, BUT IN OTHER PARTS OF THE WORLD I HAD THE GREAT PRIVILEGE ABOUT EIGHT OR 10 YEARS AGO NOW, OF TOURING A SERIES OF LIBRARIES IN SCANDINAVIA, DENMARK, COHEN HAGEN, AND SWEDEN, AND THOSE FOLKS ARE PRETTY DARN PROGRESSIVE WHEN IT COMES TO REENVISIONING PUBLIC LIBRARIES. AND I'LL SHOW YOU A COUPLE OF EXAMPLES HERE OF JUST SOME THOUGHTFUL, VERY PROGRESSIVE THINKING ABOUT WHAT A LIBRARY COULD BE.

I BELIEVE LIBRARIES CAN BE CENTERS OF SELF-DIRECTED LEARNING, WHERE TEENS CAN MAKE ELECTRONIC MUSIC, PLAY GAMES, OR JUST HANG OUT. THIS PROGRAM ON THE SLIDE IS ONE OF THE FIRST WHAT'S KNOWN AS MAKER SPACES TO BE CONCEIVED OF, AT THE CHICAGO PUBLIC LIBRARY. THEY GOT A GRANT FROM THE MACARTHUR FOUNDATION FOR \$1.5 MILLION TO IMPLEMENT THIS, BUT IT'S AT THEIR MAIN LIBRARY DOWNTOWN. IF YOU HAVEN'T HAD THE OPPORTUNITY TO CHECK IT OUT, NEXT TIME YOU'RE IN CHICAGO I ENCOURAGE YOU TO DO SO. IT'S THIS AMAZING PHYSICAL SPACE THAT'S ATTACHED TO THE LIBRARY BUT IT DOESN'T FEEL LIKE THE LIBRARY. AND IT ATTRACTS YOUNG FOLKS, TEENS, AFTER SCHOOL, AND ENCOURAGES THEM TO BE CREATORS, TO BE ENGAGED WITH TECHNOLOGY, WITH THEIR OWN SELF-DIRECTED COLLABORATIVE LEARNING. IT'S REALLY QUITE REMARKABLE. AND IT IS THE -- IT'S A MODEL FOR WHAT WE'LL BE DOING AT THE ROCKWOOD LIBRARY. SO THEY HAVE THINGS LIKE 3D PRINTERS, WHEN I WAS THERE, THERE WAS THIS GROUP OF THREE YOUNG MEN IN THIS TINY CLOSET OF A STUDIO RECORDING HIP HOP. I'M LIKE, THAT'S A LIBRARY? THAT'S PRETTY COOL.

Chair Kafoury: SOUNDS LIKE THE EXPERIENCE MUSIC.

Ms. Oehlke: SORT OF LIKE THAT, BUT RECOGNIZING LIBRARIES, BECAUSE OF THE SORTS OF THINGS YOU DESCRIBED, THEY'RE OPEN TO EVERYBODY, YOU DON'T HAVE TO HAVE A CERTAIN AFFILIATION, IT'S FREE, WE HAVE STAFF TO HELP YOU, IT'S -- IT MAKES A LOT OF SENSE FOR THE LIBRARY TO PROVIDE

THAT ACCESS AND SPACE. THESE KIDS WORK ON ANIMATION SKILLS, VIDEO MAKING, IT'S REALLY QUITE REMARKABLE.

Commissioner Smith: DO THE COUNTIES RUN THE LIBRARY?

Ms. Oehlke: CHICAGO PUBLIC CITY -- THE MAYOR OF CHICAGO HAS PUT A LOT OF MONEY INTO THAT LIBRARY SYSTEM. RECOGNIZING, THEY HAVE A TERRIFIC DIRECTOR, BRIAN BANON, WHO REALLY RECOGNIZES THIS NEED TO EVOLVE AND CHANGE. AND HAS DEMONSTRATED THE KIND OF IMPACT THAT THE PUBLIC LIBRARY CAN HAVE IN THAT COMMUNITY. THERE'S A GREAT QUOTE FROM A WOMAN NAMED JOEY ROGER WHO IS A MENTOR OF MINE, LONG RETIRED, BUT SHE USED TO SAY, SHE'S FROM CHICAGO, SHE USED TO SAY ABOUT THE CHICAGO PUBLIC LIBRARY, THE CHICAGO PUBLIC LIBRARY IS NOT IN THE LIBRARY BUSINESS. IT'S IN THE CHICAGO BUSINESS. AND I THINK WHEN YOU FRAME IT THAT WAY, IT REALLY DOES OPEN UP THE POSSIBILITIES FOR LIBRARY SYSTEM, I BELIEVE THE SAME FOR US. AND THE VALUE OF THIS LIBRARY IN TERMS OF OUR COMMUNITY, AND ITS HEALTH AND SUCCESS.

Commissioner Smith: I KNOW COOK COUNTY IS PUTTING ON OUR CONFERENCE NEXT YEAR.

Ms. Oehlke: TERRIFIC. ABSOLUTELY. I WAS JUST THERE AND I'LL BE BACK THERE IN JANUARY. I BELIEVE LYE BRINGS CAN INSPIRE AND INFLUENCE COMMUNITY AND CULTURE, WHICH YOU ALL TALKED ABOUT. SO THIS IS -- IF YOU'RE EVER IN DENMARK, THIS IS A REMARKABLE CONCEPT. AND IT'S REAL, IT'S UNDERWAY, IT'S GOING TO BE OPENING SOON. THE SECOND LARGEST CITY IN DENMARK, IS BUILDING A NEW MAIN LIBRARY, THEY'RE CALLING IT URBAN MEDIA SPACE. IT'S GOING TO HOST A BOLDLY DESIGNED NEW MAIN LIBRARY THAT WILL INCLUDE FLEXIBLE SPACES FOR THINGS LIKE STUDY, FOR WORK, FOR TRAINING, PUBLIC DISCOURSE, PERFORMANCE, THEY'LL HAVE A CHILDREN'S THEATER, PICNICKING, AND AUTOMATED PARKING FOR A THOUSAND CARS, AND IT WILL ALSO HAVE 500 BIKE PARKING STATIONS AND A TRAIN STOP IN FRONT.

WHEN I WAS IN AMSTERDAM SEVERAL YEARS AGO, THEY HAD OUTSIDE THE MAINLY BRING IT WAS PART AFTER LARGER DEVELOPMENT ON THEIR WATERFRONT, THEY HAD AN ENTIRE GARAGE, HUGE GARAGE JUST FOR BIKE PARKING. BECAUSE THAT'S THAT COMMUNITY. IT WAS UNBELIEVABLE. AND IT'S ALL AUTOMATED, YOU PUNCH THE BUTTON, YOUR BIKE COMES DOWN ON A SHELF AND YOU PICK IT UP. IT'S JUST REALLY INCREDIBLE. SO THAT'S A LIBRARY TO KEEP AN EYE ON, AND THEY'RE DESIGNING THAT SPACE WITH A WHOLE NEW FRAMEWORK IN MIND IN TERMS OF WHAT THAT SPACE CAN BE FOR THE COMMUNITY. LIBRARIES CAN BE CURATORS OF LOCAL, INDEPENDENT MUSIC. I'M SUPER EXCITED ABOUT THIS, AND WE'RE HOPING TO DO SOMETHING SIMILAR HERE AT MULTNOMAH COUNTY AT SOME POINT.

Ms. Oehlke: SO WHAT THE DENVER PUBLIC LIBRARY HAS DONE IS CREATED THIS PROJECT CALLED VOLUME DENVER. AND IT'S ALL LOCAL MUSIC BY LOCAL MUSICIANS THAT IS STREAMABLE THROUGH THE LIBRARY FOR FREE TO LIBRARY USERS. SO YOU CAN DOWNLOAD IT OR STREAM IT, AND WHAT IT DOES, OBVIOUSLY, IT CREATES A VENUE FOR ALL OF THESE LOCAL MUSICIANS, AND IMAGINE THE NUMBER OF LOCAL MUSICIANS WE HAVE IN OUR COMMUNITY. IT JUST MAKES ME A LITTLE GRUMPY THAT WE DIDN'T BEAT THEM TO THE PUNCH. BUT IT ALSO EXPOSES THOSE ARTISTS TO OUR COMMUNITY AND TO NEW POTENTIAL CUSTOMERS AND FANS, AND IT GIVES THOSE COMMUNITY MEMBERS THE OPPORTUNITY TO BETTER UNDERSTAND AND BE AWARE OF WHAT LOCAL MUSIC IS HAPPENING IN THEIR COMMUNITIES. IT'S REALLY COOL AND -- IS IT POSSIBLE TO CHECK IT OUT AS A NONLIBRARY MEMBER? I CAN'T REMEMBER. THIS IS SOMETHING I'D LIKE -- IT WOULD MAKE SO MUCH SENSE FOR US TO DO SOMETHING LIKE THIS.

SO CAN YOU IMAGINE THE LIBRARY SERVING AS A PLATFORM FOR SELF-PUBLISHING, EITHER MUSIC OR BOOKS. WE TALK ABOUT THE FACT MORE AND MORE OF OUR CONTENT IS DIGITAL. RIGHT NOW THE WAY PEOPLE GET ACCESS TO THAT CONTENT DIGITALLY IS VIA VENDORS. THAT CHARGE US A FEE AND HAVE A LOT OF CONTROL OVER HOW WE'RE ABLE TO PROVIDE THAT ACCESS AND THE PRICES WE PAY. THERE ARE LIBRARIES OUT THERE THAT ARE PUBLISHING THAT CONTENT, ESPECIALLY LOCALLY PUBLISHED CONTENT, OUR OWN AUTHORS, THROUGH THE LIBRARY AND MAKING IT AVAILABLE TO PEOPLE LOCALLY FOR FREE THROUGH THE LIBRARY. DOES THAT SEEM LIKE SOMETHING IMAGINABLE FOR OUR COMMUNITY, OR VALUABLE FOR OUR COMMUNITY?

Commissioner Smith: I THINK SO. I HAD IT AS A NOTE.

Ms. Oehlke: LIBRARIES CAN ALSO BE INCUBATORS FOR SMALL BUSINESS, AND THIS GETS TO YOUR POINTS, COMMISSIONER SMITH. AND HUBS FOR HIGH-SPEED CONNECTION AND INNOVATION. THERE'S A REALLY GREAT EXAMPLE IN CHATTANOOGA, TENNESSEE. CHATTANOOGA, TENNESSEE, DECIDED TO NOT GO THE GOOGLE ROUTE, BUT TO PROVIDE GIGABYTE ACCESS TO THE WHOLE CITY VIA THE CITY. AND NOW EVERYONE WHO LIVES IN CHATTANOOGA IF THEY CHOOSE TO, CAN GET ONE GIG BROAD BAND ACCESS AT THEIR HOMES AND AT THEIR BUSINESSES. AND THEY'VE TOTALLY REDEFINED CHATTANOOGA AS A HUB FOR THE INFORMATION ACADEMY, ENTREPRENEURS, BUSINESSES ARE INTENTIONALLY RELOCATING TO THAT CITY BECAUSE OF THAT ACCESS. THE SAME THING IS HAPPENING IN KANSAS CITY, WHICH WENT THE GOOGLE ROUTE IN TERMS OF PROVIDING GIGABIT ACCESS.

Commissioner Smith: WHAT DO THEY DO? SELL ADS TO PAY FOR THAT?

Ms. Oehlke: YOU HAVE TO PAY, YOU STILL HAVE TO PAY FOR THE ACCESS, BUT IT'S OPEN TO EVERYBODY, AND IT -- AND THERE ARE SOME SUBSIDIES FOR MAKING IT MORE AFFORDABLE FOR FOLKS. SO THE LIBRARY HAS TAKEN ADVANTAGE OF THAT. THEY'VE LEVERAGED THAT ACCESS AND CREATED THIS AMAZING SPACE CALLED THE FOURTH FLOOR. IT'S 14,000 SQUARE FEET, IT'S A PHYSICAL SPACE, THAT THEY DESCRIBE AS, QUOTE, A PUBLIC LABORATORY AND EDUCATIONAL FACILITY WITH A FOCUS ON INFORMATION, DESIGN, TECHNOLOGY, AND THE APPLIED ARTS. IF YOU THINK ABOUT HOW MANUFACTURING IS CHANGING, AND WHAT THE WORK SKILLS ARE THAT WE'RE GOING TO BE NEEDING MOVING FORWARD, THAT'S COMPLETELY ALIGNED WITH THAT DIRECTION. AND THIS IS THE LIBRARY THAT'S PROVIDING IT.

IT'S 14,000 SQUARE FEET, WHICH IS A LITTLE BIGGER THAN OUR SPACE AT ROCKWOOD, BUT IT'S REMARKABLE. AND THEY HAVE BEEN CREATIVE, THEY HAVE THIS GUY NATE HILL WHO IS THEIR I.T. GUY AT THE CHATTANOOGA PUBLIC LIBRARY IS A VISIONARY, HE'S BRILLIANT, IN ADDITION TO PROVIDING THE EQUIPMENT AND THE ACCESS THEY ALSO PROVIDE A PLACE WHERE A LOT OF ENTREPRENEURS AND START-UPS COME TOGETHER AND OPERATE IN THAT SPACE TO GET THEIR BUSINESSES START AND HAVE ACCESS TO THAT EQUIPMENT, AND MORE IMPORTANTLY TO THAT BROADBAND ACCESS. SO ALL THAT SAID, CAN YOU IMAGINE THE LIBRARY AS THAT KIND OF INTEGRAL PARTNER IN LIFELONG LEARNING AND WHAT IS BECOMING A NEW LEARNING ECOSYSTEM. DOES THAT MAKE SENSE IN TERMS OF WHERE WE INVEST RESOURCES AND SERVICES?

Commissioner Shiprack: THE POSSIBILITIES ARE HUGE. YOU CAN GO TO THE LIBRARY AND LEARN HOW TO WRITE A SOFTWARE PROGRAM.

Ms. Oehlke: ABSOLUTELY. AND I THINK ONE OF THE IMPORTANT PIECES OF THAT IS HAVING PEOPLE THERE TO HELP. BECAUSE IT'S ONE THING TO HAVE ACCESS TO THE INTERNET OR HAVE A LAPTOP OR COMPUTER, IT'S AN ENTIRELY DIFFERENT THING, YOU HAVE A PARTNER WITH YOU HELPING YOU LEARN AND NAVIGATE HOW BEST TO USE THAT EQUIPMENT AND HOW BEST TO USE THAT ACCESS. AND THAT'S AN IMPORTANT ROLE FOR LIBRARIES.

Commissioner Shiprack: I WOULD THINK THE PARTNERSHIPS AND THE SCHOOLS AT ALL LEVELS K-12 THEN -- AND COMMUNITY COLLEGE --

Ms. Oehlke: ABSOLUTELY. AND I'VE HAD A COUPLE CONVERSATIONS WITH JEREMY BROWN, THE NEWISH PRESIDENT OF PCC ABOUT SORT OF THE SYNERGY THERE BETWEEN COMMUNITY COLLEGES. AND PUBLIC LIBRARIES, AND WHAT SOME OPPORTUNITIES MIGHT BE THERE AS WELL. I TOTALLY AGREE. I THINK THAT POINT OF IT BEING LIFELONG IS A REALLY IMPORTANT PIECE OF THAT. AND I'LL TALK MORE ABOUT SOME WORK WE'RE ABOUT TO DO AROUND TRYING TO ASSESS THOSE NEEDS. SO THIS IS GOING TO BE MY

PROVOCATIVE INCENDIARY STATEMENT. LIBRARIES MAY NOT ALWAYS BE ABOUT BOOKS. I THROW THAT OUT THERE AS -- TO -- THIS LIBRARY, THIS IS A PUBLIC LIBRARY IN TEXAS. IT'S IN SAN ANTONIO, IT'S THE FIRST BOOKLESS LIBRARY IN THE U.S. AND WHEN THEY OPENED, LET ME TELL YOU, THERE WAS A LOT OF BUZZ IN OUR INDUSTRY ABOUT, IS IT A LIBRARY, WHAT DOES THIS MEAN, WHAT DOES THIS BODE FOR LIBRARIES IN THE FUTURE, THERE WAS LOT OF REALLY GOOD I THINK REALLY GOOD CONVERSATION ABOUT THE IMPLICATIONS OF THAT. AND A LOT OF DIALOGUE. AND WHILE SOME WOULD, INCLUDE MYSELF IN THAT, WOULD CONSIDER IT HYPERBOLE TO SAY BOOKS ARE JUST GOING TO GO AWAY, I THINK BOOKS WILL BE AROUND FOR A REALLY LONG TIME. IT IS A REALLY THOUGHT PROVOKING EXPERIMENT. AND IT REALLY DOES DEMONSTRATE THAT LIBRARIES ARE ABOUT MORE THAN BOOKS. AND I THINK THAT'S WHAT'S EXCITING TO THINK ABOUT NOW, IS BEYOND BEING A PLACE WHERE YOU CHECK OUT PHYSICAL BOOKS, OR EVEN DIGITAL BOOKS, WHAT IS THE VALUE IN THE ROLE OF PUBLIC LIBRARIES AND THEIR COMMUNITIES. AND I WOULD SUGGEST, AND YOU ALL ALREADY KNOW THIS, THERE'S SO MUCH MORE BEYOND THAT IN TERMS OF THE IMPACT THAT LIBRARIES HAVE.

Ms. Oehlke: SO THE POSSIBILITIES ARE LIMITLESS. AT 150 YEARS, OUR LIBRARY WILL CERTAINLY LOOK DIFFERENT THAN IT DOES TODAY, JUST AS IT DOES NOW COMPARED TO 150 YEARS AGO. WHETHER THAT MEANS TOOLS FOR FABRICATING AMAZING MACHINES CHEAPLY, SPACE FOR PEOPLE PERFORMING JOBS IN NEW WAYS, OR MEETING NEEDS WE CAN'T YET IMAGINE, AND I AM CERTAIN THAT WILL BE THE CASE. TRANSFORMING FISCAL SPACES TO LOOK LIKE THAT LIBRARY IN DENMARK INVOLVES SIGNIFICANT CAPITAL RESOURCES. SO THAT'S WHERE THE RUBBER HITS THE ROAD. AND GIVEN THAT OUR LIBRARY SERVICES ARE FUNDED BY A PERMANENT RATE, OUR TASK IS TO USE THOSE FUNDS WISELY, AND IN WAYS THAT BEST SERVE THE COMMUNITY.

IN OTHER WORDS, WE DON'T HAVE THE MEANS TO BUILD A BUNCH OF NEW BUILDINGS OR DRAMATICALLY RECONFIGURE OUR SPACING WITHIN THE CONSTRAINTS OF OUR CURRENT FUNDING, BUT I DO BELIEVE THAT WE CAN MAKE SOME GOOD STRATEGIC CHOICES ABOUT WHERE WE PUT THAT MONEY AND HOW WE CHOOSE TO INVEST IT IN WAYS THAT ARE MORE FORWARD LOOKING GOING AHEAD. AND I ALSO THINK WE HAVE SOME REAL OPPORTUNITIES TO LEVERAGE PRIVATE FUNDING AND OTHER CREATIVE FUNDING TO MAKE THESE SORTS OF THINGS POSSIBLE, AND WE HAVE EXAMPLES OF THAT UNDERWAY RIGHT NOW.

Commissioner Shiprack: I'M LOOKING AT THE SEATING CAPACITY HERE, AND THINKING THAT WAS MY POINT ABOUT SEATING CAPACITY. IN A WAY, WE ALREADY HAVE -- THERE'S KIND OF A COST TO WAITING. SO IT'S NOT REALLY FREE IF YOU HAVE TO MAKE THE TRIP TO THE LIBRARY AND THEN THERE'S NOT A SEAT FOR -- YOU KNOW. AN HOUR, AN HOUR AND A HALF. SO THERE'S

A REAL BALANCE HERE. AND AS LONG AS AT THE END OF THE DAY YOU GET TO PUSH A BUTTON AND HAVE A BOOK WAITING FOR YOU ON YOUR WAY OUT OF THE BUILDING, THIS LOOKS GOOD TO ME. BUT LIKE CHAIR KAFOURY, I'M NOT READY.

Commissioner Shiprack: IT'S OK. AS HAS BEEN THE CASE FOR LIBRARIES, WE TEND TO NAVIGATE THOSE EVOLUTIONS SLOWLY, AND CAREFULLY. REMEMBER, WE USED TO CIRCULATE EIGHT-TRACK TAPES AND CASSETTE TAPES. AND WE HAD THOSE PUPPIES LONG AFTER ANYBODY WAS BUYING THEM. JUST BECAUSE THERE WAS STILL PEOPLE IN THE COMMUNITY THAT WANTED THAT FORMAT.

Commissioner Smith: DO YOU STILL HAVE THEM?

Ms. Oehlke: NO, AND DON'T YOU ASK ME ABOUT THEM. NO, I'M TEASING. WE DON'T. I WILL TELL YOU, WE ARE NOW HAVING CONVERSATIONS ABOUT THE POSSIBILITY OF BRINGING VINYL BACK, BECAUSE IT'S NOW SO TRENDY. WHETHER OR NOT THAT'S A GOOD IDEA REMAINS TO BE SEEN. IT WAS SMALL CONTINGENT OF PEOPLE WHO WOULD BE VERY EXCITED IF WE DID THAT.

Commissioner Bailey: I WOULD BE ONE OF THOSE SMALL --

Ms. Oehlke: ARE YOU A VINYL FAN? YEAH. ESPECIALLY IN THE PORTLAND AREA, THERE'S A BIG CONTINGENT OF PEOPLE WHO FEEL VERY STRONGLY ABOUT THAT. I JUST KEEP THINKING OF ALL MY WARPED RECORDS THAT ARE STACKED IN A BOX SOMEWHERE GETTING DAMP AND WARPED. BUT I THINK IT WOULD BE COOL. SO, YOU KNOW, OUR CHALLENGE IS TO SEEK OUT CREATIVE WAYS OF FUNDING THE SORTS OF THINGS WE THINK, AND YOU ALL THINK ARE IMPORTANT, AND CREATE -- CONTINUE TO PURSUE PARTNERSHIP OPPORTUNITIES. WE DO THAT I THINK PRETTY WELL AND WE'LL CONTINUE TO DO SO TO PURSUE OUR ASPIRATIONS FOR WHAT IT MEANS TO BE A LIBRARY MOVING FORWARD. SO ALL OF THESE EFFORTS DEMONSTRATE A NEW VISION OF HOW LIBRARIES CAN SEE THEMSELVES AND HOW THEY CAN BE SEEN AS NEW YET STILL VITAL INSTITUTIONS BY THEIR COMMUNITIES. AND AS WE MOVE FORWARD I THINK THAT CONVERSATION WITH THE COMMUNITY ABOUT WHAT MAKES SENSE IS GOING TO BE AN IMPORTANT PART OF THOSE SORTS OF DECISIONS.

WHAT'S ALSO EVIDENT IN THESE EXAMPLES AND IN OUR DISCUSSION IS AN INCREASINGLY COMPLEX AND WE TALKED ABOUT THIS, SET OF EXTERNAL USER DEMANDS, AND EXPECTATIONS. MANY OF WHICH ARE ROOTED IN TECHNOLOGY. YOUR POINT, COMMISSIONER SHIPRACK, RIGHT NOW IT'S NOT -- YOU WOULD THINK WITH A DIGITAL COPY OF A BOOK ANYBODY COULD GET IT ANY TIME, NO MATTER WHAT, AND THAT'S NOT THE CASE. SOME OF THAT IS ABOUT TECHNOLOGY, SOME OF IT IS ABOUT THOSE THIRD-PARTY VENDORS WHO CONTROL OUR ACCESS TO THOSE E-BOOKS, WHICH IS A SIGNIFICANT

PROBLEM. BUT PEOPLE HAVE COME TO EXPECT IMMEDIATE SATISFACTION. WE'RE COMPETING, AND I WOULD SUGGEST WE'RE NOT EVEN COMPETING, IT'S RIDICULOUS TO THINK WE COULD, WITH THE LIKES OF AMAZON AND GOOGLE.

Ms. Oehlke: SO HOW DO WE FIT INTO THAT ENVIRONMENT, WHERE IS OUR VALUE ADD THAT ISN'T GOING TO BE AN IMMEDIATE ITUNES EXPERIENCE, BUT IS IT ABOUT THE PEOPLE THAT HELP YOU NAVIGATE? IS IT ABOUT THE SPACES THAT WE PROVIDE AND THE EQUIPMENT AND THE TRAINING AND THAT KIND OF THING? AND THOSE ARE THE THINGS WE NEED TO BE PAYING ATTENTION TO, AND REALLY THINKING HARD ABOUT WHAT OUR I.T. RESOURCES ARE AND HOW WE LEVERAGE THOSE TO DO THINGS LIKE VOLUME DENVER AND SELF-PUBLISHED CONTENT IN THOSE SORTS OF THINGS. LIBRARIES EVERYWHERE ARE WORKING HARD TO SORT OF FIGURE OUT OUR ROLE IN THAT ENVIRONMENT, AND WE ARE IN CONTINUING CONVERSATION WAS MULTNOMAH COUNTY I.T., THEY'VE BEEN GREAT PARTNERS IN IDENTIFYING DIRECTION AND KEEPS AND PRIORITIES AND RESOURCES FOR BEING RESPONSIVE AROUND THOSE SORTS OF THINGS. SO ANOTHER THOUGHTFUL QUESTION FOR ALL OF YOU, AGAIN, YOU CAN ALWAYS GET BACK TO ME ON THIS TOO, WHAT DOES TRANSFORMATION OF LIBRARY SERVICE LOOK LIKE TO YOU? FROM YOUR ROLES OF LEADERSHIP, AND ACCOUNTABILITY TO VOTERS, WHAT DOES THAT MEAN TO YOU? I ANTICIPATE SEVERAL CONVERSATIONS I HOPE.

Commissioner Bailey: I WOULD SAY TOUCHING ON YOUR EARLIER POINT AROUND BALANCE, THAT'S GOING TO BE FUNDAMENTAL TO ANY CONVERSATION. HOW DO WE MAKE LIBRARIES RELEVANT TO THE FUTURE, WHILE STILL MAKING THEM RELEVANT AND HISTORICALLY. HOW DO WE BALANCE ACCESS AND THE CHAIR QUESTIONED THAT COMMISSIONER SHIPRACK BROUGHT UP WITH AN EVOLVING LANDSCAPE AND FORMAT. HOW DO WE MAKE THEM SOMETHING THAT IS EXCITING YET SOMETHING THAT PEOPLE RECOGNIZE.

Ms. Oehlke AND CAN STILL COUNT ON. THAT IS A REALLY IMPORTANT POINT. THAT IS ATTENTION THAT WE'RE NEEDING TO NAVIGATE. I THINK IT WOULD BE -- WE COULD VERY EASILY SAY, YOU KNOW WHAT? AND THIS IS AN AMAZING LIBRARY SYSTEM. YOU GUYS KNOW THAT. MULTNOMAH COUNTY IS A LEADER NATIONALLY IN TERMS OF LIBRARY SERVICE TO ITS COMMUNITY. AND YET WHAT WE'RE DOING NOW IS NOT GOING TO SUSTAIN US 20 YEARS INTO THE FUTURE. SO -- LOOKING AT WHAT EVERYBODY ELSE --

Commissioner Shiprack: JUST SORT OF A THOUGHT, WE'RE SORT OF AHEAD IN SEVERAL WAYS, I KNOW WHEN I'M TRAVELING TO MY GREAT DISAPPOINTMENT THAT THE FACT THAT OUR AIRPORT PROVIDES FREE WI-FI ACCESS IS NOT THE USUAL SITUATION IN OTHER AIRPORTS AROUND THE COUNTRY. AND ACTUALLY I'M JUST WONDERING IF -- I REALIZE COULD BE -- I

SUPPOSE AT ANY RATE A LIBRARY COULD BE PERCEIVED AS COMPETING WITH BOOK SELLERS. IT'S ALWAYS LIKE, DO GUY TO POWELL'S AND BUY IT, NOBODY PAID ME TO SAY THAT, OR DO I CHECK IT OUT? AND IF IT'S HARD TO FIND, YOU KNOW, I CAN PROBABLY FIND IT AT THE LIBRARY, OR, WHATEVER. BECAUSE IT'S SEEMS THE NEXT STEP IS THE ELECTRONIC ACCESS AND THAT OUR LIBRARY COULD MAKE ITSELF AVAILABLE TO VISITORS AT PDX IN A WAY THAT -- I DON'T KNOW HOW YOU EXTRACT REVENUE FOR THAT SERVICE IF YOU WANT TO -- IF THAT DOESN'T FLY IN THE FACE OF LIBRARY LOGIC, BUT KIND OF IN THE SAME VEIN AS A RENTAL CAR TAX. IT'S PERFECT. A TAX THAT OTHER PEOPLE PAY. JUST TO CONTINUE THAT ACCESS TO BE ABLE TO DOWNLOAD A BOOK FOR A BORROWED TERM ON TO YOUR KINDLE, OR ON TO YOUR DEVICE, AND HAVE IT TO READ ON THE PLANE.

Ms. Oehlke: AND THAT IS COMPLETELY WITHIN THE REALM OF POSSIBILITY. AND IN FACT, I THINK IT'S THE INDIANAPOLIS LIBRARY THAT PROVIDES THAT KIND OF SERVICE. TO THEIR AIRPORT. IF YOU GO TO THE -- AND I'M THINKING, MOST OF MY TRAVEL IS WORK RELATED, I'M LIKE WHAT WAS THE LAST CONFERENCE I WENT TO, I THINK IT WAS THE PUBLIC LIBRARY ASSOCIATION CONFERENCE IN INDIANAPOLIS. AND THEY PROVIDE THAT SERVICE. AND SO AS A PASSENGER, IF YOU GET THERE EARLY YOU CAN DOWNLOAD A BOOK FROM THE LIBRARY AND HAVE IT ON THE PLANE FOR YOUR TRIP. I ABSOLUTELY AGREE, COMMISSIONER SHIPRACK. THE TRICK OF COURSE IS CONCEPTUALLY, AND I THINK EVEN REALISTICALLY, TECHNICALLY IT'S POSSIBLE, IT'S ALL THE INTERESTS ASSOCIATED WITH MAKING THAT HAPPEN. THE VENDORS WHO MAKE THAT CONTENT AVAILABLE, ARE THEY WILLING TO DO IT, AND THE ASSOCIATED COSTS, BUT IT IS ABSOLUTELY WITHIN THE REALM OF POSSIBILITY, AND I THINK A VERY REASONABLE SERVICE THROUGH FOR THE LIBRARY TO PROVIDE.

Commissioner Shiprack: OR IN EVEN LONGER TERM OF TRAVEL FOR PEOPLE WHO ARE BEING INVITED TO WRITE A BOOK ON THE TRAIN, NOW --

Ms. Oehlke: THOSE ARE ALL REALLY IMPORTANT POINTS. AND I THINK THAT ISSUE OF BALANCE, THAT HAS BEEN A TENSION FOR US ALL ALONG. AND REALLY SORT OF HAVING A FOOT IN BOTH WORLDS IS IMPORTANT. THE CHALLENGE NOW IS THAT CHANGE IS HAPPENING MUCH MORE QUICKLY, AND MUCH MORE PROFOUNDLY. AND IN REALLY HOLISTIC WAYS, REALLY HIGH LEVEL TRENDS AND IMPACTS THAT WILL REDEFINE THE VALUE OF THE INSTITUTION. AND I THINK THAT'S WHAT'S A LITTLE DIFFERENT. BUT ALSO VERY EXCITING. SO I WANT TO PROVIDE A LITTLE OF DETAIL, AND YOU ALL ARE AWARE OF MANY OF THESE THINGS, HOW MULTNOMAH COUNTY LIBRARY IS RETHINKING HOW WE USE OUR PHYSICAL SPACE AND HOW WE OFFER DIRECT SERVICES BOTH IN PERSON AND VIRTUALLY TO MEET THOSE CHANGING DEMANDS. AND COMMISSIONER SHIPRACK, YOU ARE CLEARLY AWARE OF SOME OF THOSE.

Ms. Oehlke: AS I SAID, IN A WORLD THAT IS DOMINATED BY THE LIKES OF GOOGLE AND AMAZON AND ALGORITHMS, I BELIEVE THE CRITICAL OFFERING OF THE PUBLIC LIBRARY IS LIVING, BREATHING, THINKING, HUMAN BEINGS. I THINK THERE'S SOME ENORMOUS VALUE IN TERMS OF NAVIGATING THIS LANDSCAPE. I ALSO BELIEVE TOGETHER WE CAN PLAY A KEY ROLE IN DEFINING AND DEMONSTRATING THE VALUE OF PUBLIC LIBRARIES AND IT'S PART OF WHY I ASKED MARYKAY TO BE HERE, BECAUSE THIS ISN'T JUST MULTNOMAH COUNTY'S ISSUE, THIS IS LIBRARIES ACROSS THE COUNTRY AND THE WORLD. AND IT'S GOING TO TAKE COLLABORATION AND ENGAGEMENT ON THE PART OF NOT JUST BIG LIBRARIES LIKE OURS, BUT SMALL, RURAL, TRIBAL LIBRARIES, SUCH AS LIBRARIES WE HAVE ALSO WHERE IN THIS STATE TO ENSURE THAT WE HAVE A UNIFIED SENSE OF PURPOSE, SO THE PUBLIC UNDERSTANDS WHAT IT MEANS TO BE A PUBLIC LIBRARY AND WHAT THEY CAN EXPECT FROM THEIR PUBLIC LIBRARY.

SO WE'RE PUTTING OUR FOCUS AND OUR RESOURCE NOOSE THIS WORK WITH -- I WOULD SAY BOLD, NEW APPROACHES. THE FIRST OF WHICH COMMISSIONER SHIPRACK ALREADY SPOKE TO, MY LIBRARIAN PROJECT, WHICH WE'RE REALLY EXCITED ABOUT. THIS WAS MADE POSSIBLE BY SOME PRIVATE FUNDING FROM THE PAUL G. ALLEN FAMILY FOUNDATION IN CONCERT WITH OUR OWN LIBRARY FOUNDATION. AND IT'S MEANT TO FOSTER A LASTING PERSONAL CONNECTION BETWEEN THE LIBRARIAN AND THE READER. IN A VIRTUAL ENVIRONMENT, WHICH IS NOT AN EASY THING TO DO. THAT TENDS TO BE SORT OF AN IMPERSONAL ENVIRONMENT.

SO WE HAVE A WEB-BASED PORTAL, WE RECRUITED 10 LIBRARY STAFF, THIS IS ONE OF THEM, ALISON, WHO IS THE WORLD'S BEST READERS ADVISORY LIBRARIAN IN MY OPINION. AND EACH OF THESE PEOPLE, IF YOU HAVEN'T HAD AN OPPORTUNITY TO CHECK IT OUT, DO SO. EACH OF THESE PEOPLE HAS A PROFILE, IT'S ALMOST LIKE A DATING SERVICE, IT TALKS ABOUT WHAT THEIR INTERESTS ARE, WHAT THEIR READING INTERESTS ARE, WHAT THEIR PERSONAL INTERESTS ARE, AND READERS, MULTNOMAH COUNTY LIBRARY PATRONS CAN SORT OF BROWSE THROUGH THOSE FOLKS AND SAY, I SEE THIS PERSON IS INTO ART, OR THIS PERSON LOVES MYSTERIES, OR THIS PERSON IS REALLY INTO BIOGRAPHIES. AND THEN ESTABLISH A RELATIONSHIP WITH THAT PERSON AND THEY KNOW THE PERSON'S NAME. IT'S NOT AN ANONYMOUS SOMEBODY ON THE END OF A PHONE LINE. IT'S AN ACTUAL LIVING HUMAN BEING THAT WORKS AT THE LIBRARY WITH A REAL NAME. AND THEY DEVELOP A RELATIONSHIP WITH THAT PERSON, AND ULTIMATELY THAT'S THEIR SOURCE OF THEIR NEXT GREAT READ. THAT PERSON, THEY GET TO KNOW ONE ANOTHER, THEY CAN COMMUNICATE VIA TEXT, VIA CHAT, VIA EMAIL, WE'LL EVEN MAKE AN IN-PERSON APPOINTMENT WITH PATRONS IN OUR LIBRARIES FOR YOU TO SIT DOWN AND TALK THROUGH WHAT YOU'D LIKE TO READ NEXT, WHAT ARE YOUR INTERESTS, WHAT'S COMING UP, AND WHERE YOU'D LIKE TO GO.

Ms. Oehlke: YOU MAY HAVE READ ABOUT THIS PROGRAM, WE WERE JUST IN THE "NEW YORK TIMES," WE'RE PRETTY EXCITED ABOUT THAT. I GIVE MY COLLEAGUE SEAN CUNNINGHAM A LOT OF CREDIT FOR THAT. THIS IS ONE OF THE QUOTES THAT PERSON ALISON SAID, WHICH I THINK BEAUTIFULLY SUMS UP THIS EFFORT. IT'S THE BEAUTIFUL MESSINESS OF HUMAN INTERACTION. IT'S NOT SOMETHING YOU CAN CALIBRATE AND CRANK OUT BASED ON ALGORITHM, IT'S ABOUT THE BACK AND FORTH ABOUT BEING HUME. AND THAT'S WHAT WE'RE REALLY TRYING TO LEVERAGE WITH THIS PARTICULAR PROJECT. AND IT'S BEEN -- WE'RE JUST WRAPPING UP THE PILOT PROJECT AND DOING SOME EVALUATION, BUT OUR INTENT IS TO CONTINUE TO PROVIDE THAT SERVICE MOVING FORWARD. AND ADAPT IT AS WE THINK MAKES SENSE FOR OTHER SERVICES IN THE LIBRARY.

WE'RE ALSO TAKING A REALLY GOOD HONEST AND HARD LOOK AT WHAT THE LIBRARY'S ROLE IS IN THE INFORMATION SERVICES ENVIRONMENT. LET ME TALK ABOUT WHAT THAT MEANS. SO ONE OF THE SORT OF HISTORIC ROLES OF THE PUBLIC LIBRARY FOR EVER HAS BEEN THE PLACE WHERE YOU CAN GO AND ASK A QUESTION AND SOMEONE WILL ANSWER IT FOR YOU. IN OUR LITTLE POND WE CALL THAT REFERENCE SERVICE. WE'VE DEFINED A LITTLE MORE BROADLY TO BE INFORMATION SERVICE, BUT AS YOU CAN IMAGINE, A SERVICE PREDICATED ON GETTING AN ANSWER TO A QUESTION IN AN ENVIRONMENT IN WHICH PRETTY MUCH ALL OF US CARRY A SMARTPHONE, THAT HAS A HUGE IMPACT ON THE VALUE OF THAT SERVICE. AND SO OUR STARTING POINTS. OK, LET'S BE HONEST, WHEN YOU WERE OUT TO DINNER WITH YOUR FRIENDS AND SOMEBODY ASKED A QUESTION TO WHICH NO ONE HAD AN ANSWER, DID YOU CALL THE LIBRARY? NO, YOU PULLED OUT YOUR PHONE, SMARTPHONE, AND YOU PUNCHED IT INTO GOOGLE. THAT'S TOTALLY REASONABLE. AND YOU GET AN IMMEDIATE RESPONSE. SO LET'S BE HONEST ABOUT THAT REALITY. FIGURE OUT HOW WE PLUG IN, WHAT'S OUR VALUE ADD, IN AN ENVIRONMENT DEFINED BY THAT IMMEDIACY, AND WHERE WE SHOULD PUT RESOURCES AROUND THAT.

SO WE JUST LAUNCHED AN INITIATIVE CALLED WHAT WE'RE CALLING IS-21, IS MEANING INFORMATION SERVICES, TO CONDUCT SORT OF A REVIEW OF INFORMATION SERVICES AT MULTNOMAH COUNTY LIBRARY AND CREATE A ROAD MAP FOR THE NEXT THREE YEARS IN TERMS OF WHERE WE THINK WE NEED TO GO AROUND INFORMATION SERVICES. AND WE'RE JUST PUSHING IT OUT INTO THE ORGANIZATION, BUT WE'RE REALLY ASKING OUR LIBRARIANS TO LEAD THE INITIATIVE, BECAUSE THEY'RE THE ONES MOST INVESTED IN THIS KIND OF WORK. SO WE'LL BE LOOKING AT THINGS LIKE HOW WE ACT AS A CREATIVE PARTNER WITH OUR PATRONS, NOT JUST, WE ANSWER YOUR QUESTION, BUT A PARTNER WHO HELPS YOU WORK THROUGH ISSUES AND TO SOLUTIONS, HOW WE CHAMPION ACCESS FOR THOSE WHO ARE BEING MARGINALIZED AND SHUT OUT, A REAL EMPHASIS ON THOSE WITH THE LEAST ACCESS. CREATING -- THIS IS IMPORTANT, CREATING ORGANIZATIONAL CAPACITY FOR CHANGE AND ADAPTIVITY.

Ms. Oehlke: WE ARE A PROFESSION THAT'S LARGELY DEFINED BY RULES, AND EXPECTED AND ANTICIPATED FUTURE. PEOPLE WHO GO INTO LIBRARIES LIKE TO KNOW HOW TO DO IT, WHEN TO DO IT, AND WHY TO DO IT, AND THAT'S NOT OUR REALITY ANYMORE, ESPECIALLY IN THE FIELD OF INFORMATION SERVICES. IT'S CHANGING SO QUICKLY IN WAYS WE CAN'T EVEN ANTICIPATE. SO WE NEED TO DEVELOP A CULTURE IN OUR ORGANIZATION THAT'S ADAPTIVE, MORE COMFORTABLE WITH AMBIGUITY, AND EMBRACES THAT KIND OF CHANGE THAT CAN BE REALLY CRITICAL TO THE ORGANIZATION'S FUTURE. AND THEN ALSO REIMAGINING OUR PHYSICAL AND VIRTUAL SPACES, SPECIFICALLY WITH PEOPLE AT THE CENTER. AND MAKING PEOPLE AND THEIR EXPERIENCE THE HIGHEST VALUE OF WHAT WE DO.

SO THIS NOTION OF DEVELOPING ORGANIZATIONAL CAPACITY AND RESILIENCE, WE HAVE PARTNERED WITH TALENT DEVELOPMENT, AND I WANT TO PUBLICLY THANK THEM FOR BEING SO TERRIFIC IN THIS, LAST SUMMER I HAD THE PRIVILEGE OF ATTENDING HARVARD'S KENNEDY SCHOOL PROGRAM, EXECUTIVE LEARNING PROGRAM FOR STATE AND LOCAL OFFICIALS. AND IT WAS A THREE-WEEK PROGRAM, AND ONE OF THE INSTRUCTORS WAS MARTY, WHO IS ONE OF THE AUTHORS OF THIS BOOK THE PRACTICE OF ADAPTIVE LEADERSHIP. AND I WAS SO STRUCK BY THE THEORY AND THE IDEAS BEHIND THAT NOTION OF PRACTICE OF ADAPTIVE LEADERSHIP IN TERMS OF HOW IT RESONATED FOR WHAT WE'RE EXPERIENCING IN THE LIBRARY SYSTEM.

ADAPTIVE CHALLENGES ARE THOSE CHALLENGES THAT WE CAN'T ANTICIPATE OR PREDICT, WE DON'T HAVE THE TOOLS FOR ADDRESSING THEM, IT'S NOT LIKE OH, WE'RE GOING TO CHANGE OUR LIBRARY CATALOG. WE KNOW HOW TO DO THAT. WE HAVE THE TOOLS TO DO THAT. WE'RE TALKING ABOUT BIG THINGS, LIKE WHAT IS INFORMATION SERVICES LOOK LIKE, AND SO HE WROTE THIS BOOK TO REALLY TALK THROUGH HOW YOU DEVELOP THAT CAPACITY FOR ADAPTIVE LEADERSHIP. AND WE WENT TO TALENT DEVELOPMENT AND SAID, COULD YOU PLEASE DEVELOP A CURRICULUM FOR US THAT EMBRACES THE THEORY OF THIS BOOK THAT WE CAN EMPLOY ACROSS THE ORGANIZATION, AND THEY DID IT, OF COURSE, BECAUSE THEY'RE SUCH A GREAT GROUP OF FOLKS. AND THEY ARE NOW PUTTING TOGETHER BOOK DISCUSSION GROUPS AS WELL AS ACTUAL TRAINING SESSIONS THAT OUR STAFF WILL ATTEND THAT INTRODUCES THE THEORIES BEHIND THAT, HELP PEOPLE LEARN TO UNDERSTAND IT.

HOW TO EMPLOY IT AND REALLY CREATE AN EXPECTATION IN THE ORGANIZATION THAT THIS IS THE KIND OF CULTURE WE WANT TO EMBRACE AND FOSTER ACROSS THE BOARD. AND THIS CULMINATION AT LEAST IN THE SHORT-TERM IS THAT MARTY LINSKI, THE GENTLEMAN WHO I EXPERIENCED IN THE PROGRAM LAST SUMMER, IS COMING TO TOWN. AND HE WILL BE SPEAKING TO LIBRARY STAFF, BUT HE'LL ALSO BE SPEAKING TO COUNTY

LEADERSHIP. MARISSA MADRIGAL AND OTHERS HAVE MADE A PRIORITY OF ENSURING THIS IS ACCESSIBLE TO THE LARGER COUNTY LEADERSHIP, SO YOU ALL HAVE I THINK THAT OPPORTUNITY AS WELL. HE'S A REALLY FUNNY CURMUDGEON OF A GUY BUT HE'S REALLY BRILLIANT AND I THINK HE'LL BE A WONDERFUL PERSON TO HAVE HERE TALKING TO THE COUNTY AROUND THESE SORTS OF ISSUES.

Ms. Oehlke: AS WE LOOK TO NEW WAYS THAT WE CAN ESTABLISH PLATFORMS FOR FUTURE SUCCESS AND RELEVANCE, WE'RE CONTINUING A NUMBER OF PRIORITY EFFORTS THAT ALIGN WITH THOSE GOALS. WE TALKED ABOUT DIGITAL INCLUSION, THIS IS AN INCREDIBLE VALUE FOR US BECAUSE AS A COUPLE OF YOU HAVE NOTED, THE LIBRARY IS ONE PLACE THAT EVERYBODY CAN GO TO NO MATTER THEIR RESOURCES OR AFFILIATION, OR BACKGROUND, AND GET THAT ACCESS TO ONE OF THE MOST ASSETS IN TERMS OF YOUR PERSONAL SUCCESS OUT THERE RIGHT NOW, WHICH IS ACCESS TO THE INTERNET. AND IT'S NOT JUST ABOUT THE ACCESS, IT'S ABOUT THE ABILITY TO NAVIGATE AND USE THOSE TOOLS THAT NOTION OF DIGITAL LITERACY AND MEDIA LITERACY. WE'VE MADE THIS A BIG PRIORITY FOR US.

YOU PROBABLY KNOW THAT ONE IN FIVE AMERICAN HOMES ACTUALLY LACK BROADBAND ACCESS, AND WHILE IT'S ONE THING TO SAY -- IT'S TRUE, THAT EVEN THOSE WITH THE FEWEST RESOURCES HAVE SMARTPHONES, BECAUSE IT'S AN INVESTMENT WE'RE WILLING TO MAKE. TRY TO WRITE A RESUME ON A SMARTPHONE. IT DOESN'T HAPPEN. SO WE'RE REALLY LOOKING AT HOW WE PLUG INTO THAT CHALLENGE AND HOW WE BRIDGE THAT DIVIDE. AND PART OF THAT IS WE HAVE PARTICIPATED, WE'RE ONE OF THE SORT OF FOUNDING ORGANIZATIONS OF THIS, WHAT WE'RE CALLING I THINK A DIGITAL INCLUSION NETWORK. REGIONAL NETWORK OF ORGANIZATIONS AND MUNICIPALITIES THAT ARE REALLY INVESTED IN DIGITAL INCLUSION. AND THIS WAS REALLY MOTIVATED BY GOOGLE'S RECENT INTEREST IN OUR COMMUNITY IN TERMS OF GOOGLE FIBER. AND FEELING VERY STRONGLY AT LEAST FOR ME THAT THE LIBRARY NEEDS TO BE AT THE TABLE IN THOSE CONVERSATIONS BECAUSE THE LIBRARY IS SUCH AN IMPORTANT PLAYER IN THAT ROLLOUT AND IN THAT ACCESS.

SO WE HAVE CREATED THIS GROUP, I THINK WE'VE MET TWICE NOW, OUR INAUGURAL EVENT IS ON NOVEMBER 18th, THE LIBRARY IS HOSTING WHAT WE'RE CALLING DIGITAL INCLUSION SUMMIT THAT INTENDS TO BRING TOGETHER ALL THE O.S IN OUR REGION THAT ARE SOMEHOW INVOLVED IN DIGITAL INCLUSION. HELPING PEOPLE LEARN TO USE THAT EQUIPMENT, HELPING THEM TO USE IT FOR WORK FORCE DEVELOPMENT, THINGS LIKE FREE GEEK, THE LIBRARY, THE CITY OF PORTLAND, THE COUNTY, ALL OF THOSE FOLKS, BRINGING THEM TOGETHER TO SAY SELECTIVELY THIS IS A CRITICAL ISSUE FOR OUR COMMUNITY WE WANT TO BE INVOLVED IN HOW IT SHAPES UP. SO THAT'S REALLY EXCITING.

Ms. Oehlke: ADDITIONALLY, JUST LAST MONTH WE WERE VERY EXCITED TO LEARN THAT A GRANT WE PUT IN FOR WITH PORTLAND STATE UNIVERSITY HAS BEEN SUCCESSFUL. IT'S A HALF MILLION DOLLAR GRANT THAT FROM THE INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, IT'S A NATIONAL LEADERSHIP GRANT THAT WILL STUDY BASIC DIGITAL LITERACY AND WORK FORCE READINESS SKILLS. AND WHAT'S REALLY COOL ABOUT THIS GRANT, IT'S CALLED THE PIAC, I WON'T REMEMBER WHAT THAT ACRONYM STAND FOR, BUT I CAN GET IT TO YOU, I NEVER REMEMBER. PIAAC, IT'S A SURVEY, A TOOL THAT WAS DEVELOPED AT THE FEDERAL LEVEL, AND THEN DISTRIBUTED INTERNATIONALLY. IT'S BEEN DISTRIBUTED IN 35 COUNTRIES THAT LOOKS AT PEOPLE 16 TO 64 AROUND NUMEROUS -- LITERACY, AND WHAT THEY CALL PROBLEM SOLVING IN A TECHNOLOGY RICH ENVIRONMENT.

THE POINT OF THIS TOOL IS TO ASSESS WHERE EACH OF THOSE -- WHERE IT'S BEING IMPLEMENTED, IN THIS CASE THEY DID IT ON A NATIONAL LEVEL, WHERE THOSE COUNTRIES FALL ON ALL OF THOSE ASSESSMENTS AND YOU MAY NOT BE SURPRISED, BUT IT'S VERY DISTURBING TO REALIZE WE DIDN'T FARE SO WELCOME PAIRED TO MANY OF OUR DEVELOPED COUNTRIES AROUND THE WORLD. AND IN FACT ONE OF THE FINDINGS IS THAT THIS GENERATION WILL BE ONE OF THE FIRST GENERATIONS TO BE LESS PREPARED AROUND TECHNOLOGY AND DIGITAL LITERACY THAN THE PREVIOUS GENERATION. SO IF YOU THINK ABOUT OUR FUTURE AND OUR COMPETITIVENESS AND --

Chair Kafoury: I'M NOW GLAD ALEXANDER BLOSSER IS NOT LISTENING.

Ms. Oehlke: THAT'S AN ISSUE FOR US. THE OTHER THING THAT'S COOL ABOUT THIS PROJECT IS THAT WE'LL BE CONDUCTING IN BOTH ENGLISH AND SPANISH, SO THE GRANT WE GOT WITH PSU, THE LIBRARY'S PARTICIPATION IS THAT WE'RE GOING TO CONDUCT THIS SURVEY ACROSS 700 PATRONS, LIBRARY PATRONS THROUGH OUR BUILDING AND OUTREACH PROGRAMS, AND GET A SENSE OF WHAT THE NEEDS ARE FOR THOSE ADULTS 16 TO 64, AND THEN TAKE THAT INFORMATION AND DETERMINE WHAT DO WE NEED TO BE DOING DIFFERENTLY, WHERE DO WE NEED TO BE INVESTING RESOURCES TO ENSURE OUR COMMUNITY IS BETTER PREPARED AND MORE EFFECTIVE, AND WE'RE SPECIFICALLY NARROWING IT, THE FOCUS ON THAT ISSUE OF PROBLEM SOLVING A TECHNOLOGY RICH ENVIRONMENT. IT'S THAT ISSUE OF DON'T JUST COME IN AND GET ACCESS ON THE COMPUTER, BUT HOW DO YOU NAVIGATE IT? HOW DO YOU USE THAT ACCESS TO FILL OUT A JOB APPLICATION? HOW DO YOU USE IT TO MAKE A PURCHASE DECISION? HOW DO YOU USE IT -- ALL OF THE THINGS THAT MANY OF US TAKE FOR GRANTED.

Commissioner Shiprack: ONE OF THE INSTANCE INSPIRATIONAL THINGS ABOUT THIS MESSAGE IS THAT THIS IS THE BALANCE POINT WHERE WE BEGIN TO STRUGGLE BACK FROM INCOME INEQUALITY AND THE IMPACTS THAT HAS ON

OUR COMMUNITY. AND THIS KIND OF JUST -- THE DEADLY PREDICTIVENESS OF YOUR ZIP CODE AND IT SEEMS LIKE WE'VE GOT A GENERATION OF YOUNG PEOPLE WHO ARE LIKE THE FIRST YOUNG GENERATION IN THIS COUNTRY THAT IS PREDICTIVELY GOING TO DO LESS WELL THAN THE GENERATION BEFORE THEM. JUST THE FACT THAT LIBRARY ACCESS IS ABOUT THAT, IS ABOUT BEING FREE, EXCUSE ME, I DIDN'T MEAN THAT TO SOUND SO PATRIOTIC. IT'S ABOUT NOT HAVING TO PAY FOR IT. IT'S ABOUT HAVING ACCESS TO IT. AND IT'S ABOUT KEEPING IT -- KEEPING UP WITH WHERE WE REALLY NEED TO BE GOING. SO I JUST FIND THAT EXTRAORDINARILY FAR SIGHTED AND DEMOCRATIC IN THE MOST FUNDAMENTAL KIND OF WAY.

Ms. Oehlke: ABSOLUTELY. I WOULD AGREE. I THINK IT'S EASY TO LOSE SIGHT OF THE FACT THAT ONE OF THE BIGGEST ALVIE MARTINS OF THE PUBLIC LIBRARY IS ITS CONTRIBUTION TO A HEALTHY DEMOCRACY. AND LEVELING THE PLAYING FIELD. AND WE TAKE THAT VERY SERIOUSLY, AS I KNOW ALL OF YOU DO. AND THIS IS A GREAT DEMONSTRATION OF THAT. ADDITIONALLY, THANKS TO THE MOUNT HOOD CABLE REGULATORY COMMISSION OUR OWN LIBRARY FOUNDATION, WE RECEIVED A GRANT YOU ALL HEARD ABOUT A LITTLE BIT AGO, TO BUILD A MAKER SPACE AT THE ROCKWOOD LIBRARY. WE'RE SUPER EXCITED ABOUT THIS. AS YOU ALL KNOW, THAT COMMUNITY IS ONE OF THE HIGHEST NEED COMMUNITIES WE HAVE IN TERMS OF FREE AND REDUCED LUNCH, IN TERMS OF POVERTY, IN TERMS OF DIVERSITY. AND IT WILL BE SIMILAR TO THE SORTS OF THINGS YOU SAW -- NOT QUITE ON THE SCALE OF CHICAGO, BUT SIMILAR IN THAT IT WILL BE A PHYSICAL SPACE, WE'RE GOING TO ADD A THOUSAND SQUARE FOOT ADDITION TO THAT BUILDING AND IT WILL PAIR YOUTH WITH ADULT MENTORS. THAT'S A KEY PART OF IT. THERE ARE ADULT MENTORS TO HELP THOSE KIDS MAKE USE OF ALL THE EQUIPMENT AND THE RESOURCES WE PROVIDE, REALLY BUILDING ON SKILLS, THE SORTS OF THINGS THAT WILL HELP THESE FOLKS BE SUCCESSFUL AND THE DIGITAL DIVIDE.

IT WILL BE A COOPERATIVE LEARNING ENVIRONMENT, WHERE UNDERSERVED IN THE ROCKWOOD COMMUNITY CAN DEVELOP STEAM SKILLS THROUGH HANDS-ON LEARNING EXPERIENCES. IT WILL PROVIDE ACCESS TO CREATIVE TECHNOLOGY, SUCH AS COMPUTER AIDED DESIGN WORK STATIONS, 3D PRINTER, A LASER CUTTER, CONDUCTIVE CLAY, TEXTILES, I DON'T KNOW WHAT HALF THESE THINGS ARE, VIDEO AND MUSIC PRODUCTION TOOLS, ROBOTICS, AND ELECTRONICS KITS. AND THAT WILL HELP THESE TEENS DISCOVER INTEREST AND BUILD SKILLS THAT CAN LEAD TO EDUCATION AND JOB SUCCESS. WE'RE SUPER EXCITED ABOUT IT. IT'S BEEN A REALLY RICH FIELD OF PARTNERSHIPS FOR US WITH EAST METRO STEAM PARTNERSHIP, PIXEL ARTS, PORTLAND METRO STEM PARTNERSHIP, AND I WILL ALSO JUST GIVE A SHOUT OUT TO COMMISSIONER MCKEEL AND HER STAFF WHO HAVE BEEN VERY ENGAGED AROUND THIS AND ENSURING THAT WE'RE ABLE TO MOVE FORWARD, NOT JUST ON THE GRANT BUT ON THE VALUE OF THIS TO THAT PARTICULAR COMMUNITY.

Ms. Oehlke: AND WE WILL ALSO CONTINUE OUR FOCUS, YOU'VE HEARD US TALK A LOT ABOUT OUR WE SPEAK YOUR LANGUAGE SERVICES AND PROGRAMS. REALLY RECOGNIZING THAT OUR COMMUNITY IS CHANGING AND BEING SUBSTANTIVELY RESPONSIVE TO THAT. AS YOU KNOW, WE HAVE IDENTIFIED FIVE LANGUAGES OTHER THAN ENGLISH THAT WE FOCUS ON, SPANISH OF COURSE, CHINESE, VIETNAMESE, RUSSIAN, AND MOST RECENTLY SOMALIA. AND WE REFLECT THOSE NEEDS -- SINCE 2008 IN THOSE LANGUAGES HAVE GONE UP 35%, BUT ALSO IN OUR PROGRAMMING, WHICH IN THOSE LANGUAGES SINCE '08 HAS GONE UP 37%, AND OUR CARD HOLD NURSE THOSE LANGUAGES, BUT WE ALSO, ONE OF THE BENEFITS OF THIS IS THAT IT'S INCREASED OUR STAFF DIVERSITY, WHICH HAS BEEN A WONDERFUL ASSET FOR THIS LIBRARY AND THIS COMMUNITY.

OUR CHINESE SPEAKING STAFF AT THE LIBRARY SINCE 2008 HAVE INCREASED 80%. OUR SPANISH SPEAKING STAFF SINCE 2008 HAVE INCREASED BY 41%, VIETNAMESE FOR 43% AND RUSSIAN SPEAKING BY 13%. SOMALI RIGHT NOW WE ONLY HAVE ONE PERSON, SO IT'S PRETTY -- BUT WE'LL BE EXPANDING THAT AS THE SERVICES BECOME AVAILABLE. AND THIS ISSUE OF VIRTUAL SERVICES, WE CONTINUE TO FOCUS ON HOW THE EXPERIENCE PEOPLE HAVE VIRTUALLY OF THE PUBLIC LIBRARY, AS I SAID EARLIER, MORE PEOPLE VISIT OUR WEBSITE EACH DAY THAN PHYSICALLY, OUR WEBSITE NOW IS TRANSLATED INTO FIVE LANGUAGES. WHICH IS PRETTY REMARKABLE, AND THE THING I LIKE TO SAY ABOUT THAT, IT'S NOT GOOGLE TRANSLATE. THIS IS REALLY RICH ACCURATE TRANSLATIONS BY HUMAN BEINGS WHO ENSURE THAT WE'RE NOT MAKING FAUX PAS. WE'RE REALLY PROUD OF THAT, THAT'S PRETTY UNIQUE FOR PUBLIC LIBRARIES ACROSS THE COUNTRY.

AND THEN I TALKED A LITTLE BIT ABOUT THE CHANGING THE CONTENT. THE DIGITAL CONTENT, STREAMING AND THE DOWNLOADABLE. THAT WILL BE A CONSTANT ISSUE FOR US, BECAUSE IT BRINGS WITH IT SOME CHALLENGES. I'M ON A NATIONAL COMMITTEE CALLED THE DIGITAL CONTENT WORKING GROUP THAT'S TRYING TO WORK WITH PUBLISHERS TO FIGURE OUT HOW TO MAKE SURE THAT PUBLIC LIBRARIES ARE GETTING ACCESS TO THOSE E-BOOKS, AT A FAIR PRICE, AND WITH TERMS OF SERVICE THAT ARE REASONABLE TO LIBRARIES. RIGHT NOW NEITHER OF THOSE ARE REASONABLE. IT'S BEEN A LITTLE BIT OF AN UPHILL BATTLE. BUT THAT'S REALLY IMPORTANT TO OUR FUTURE RELEVANCE. AND MORE AND MORE OF THAT CONTENT IS BEING PROVIDED BY PRIVATE THIRD-PARTY VENDORS, WHICH MEANS ISSUES AROUND I.T. CONTRACTS ARE CRITICAL TO OUR SUCCESS, SO WORKING --

Commissioner Smith: SORRY, I HAVE TO GO TO ANOTHER MEETING.  
(Commissioner Smith left at this time.)

Ms. Oehlke: I'M ABOUT TO WRAP, I'M SORRY FOR GOING A LITTLE LATE. AND WE'LL BE TALKING I'M SURE. SO THOSE ISSUES JUST SORT OF OPERATIONAL ISSUES AROUND MAKING SURE THE CONTENT IS AFFORDABLE. AND THAT WE MORE IMPORTANTLY HAVE CONTROL OVER HOW OUR PATIENTS ACCESS IT. OUR INCREASINGLY CRITICAL TO OUR FUTURE. AND IT BRINGS UP ISSUES OF PRIVACY, WHO GETS OUR PATRONS' DATA, WHEN IT'S NO LONGER JUST IN OUR LITTLE POOL, IT'S BEING FILTERED THROUGH ANOTHER VENDORS. ALL THOSE ISSUES ARE ISSUES WE HAVEN'T HAD TO DEAL WITH IN THE PAST BECAUSE WE HAVEN'T BEEN WORKING WITH PRIVATE VENDORS TO PROVIDE CONTENT. WE JUST BUY BOOKS AND PUT THEM ON THE SHELF AND PEOPLE GET THEM. IT'S A NEW ENVIRONMENT AROUND THAT, AND IT HAS SOME REALLY CRITICAL RESOURCE CHALLENGES FOR US. NOT IN TERMS OF EXPERTISE, IN TERMS OF I.T. CAPACITY, ALL THOSE THINGS. SO I WANT TO ASK, I KNOW WE'RE GETTING TOWARDS THE END AND EVERYONE HAS SOMETHING TO GET TO. GIVEN ALL OF THIS, AND GIVEN YOUR PRIORITIES AS AN ELECTED BODY, HOW ARE WE DOING? DO YOU FEEL LIBRARY IS ON TARGET IN TERMS OF WHAT YOUR VISION AND VISION AND VALUES ARE? ARE THERE THINGS YOU THINK, PLACES WE'RE MISSING THE MARK OR WE NEED TO PUT MORE EMPHASIS?

Chair Kafoury: I APPRECIATE THAT YOU ARE THINKING BIG AND BOLD AND LOOKING TO OTHER COMMUNITIES AND YET NOT BEING HELD BACK BY THOSE. AND WHILE YOU'RE DOING THAT YOU'RE THINKING OF HOW WE'RE GOING TO GROW AND CHANGE IN TERMS OF WHAT'S MOST IMPORTANT TO MULTNOMAH COUNTY. WHICH I THINK YOU'VE HIT ON IS MAKING SURE THAT ALL PEOPLE HAVE ACCESS TO THE SAME -- IN FACT, THAT WE GIVE EXTRA HELP TO THOSE WHO NEED IT. AND HELP RAISE THE BAR FOR FOLKS WHO ARE STRUGGLING IN OUR COMMUNITY. THE PEOPLE THAT WE SERVE ARE YOUR FOCUS AUDIENCE AS WELL, AND NOT JUST THE PEOPLE THAT HAVE TRADITIONALLY BEEN LIBRARY SUPPORTERS. SO I THINK THAT IS REALLY IN MY MIND MORE IMPORTANT THAN WHAT YOU CHOOSE TO DO IS HOW WE -- HOW YOU CHOOSE TO DO IT.

Commissioner Shiprack: YOU KNOW WE'RE YOUR BIGGEST FANS. REALLY, THE LIBRARY IN MULTNOMAH COUNTY IS A REAL SOURCE OF PRIDE AND THE NEIGHBORHOODS ARE FEROCIOUSLY LOYAL TO THEIR NEIGHBORHOOD LIBRARY. IT'S A WONDERFUL PHENOMENON. AND AS ONE LIBRARIAN COMMENTED AFTER SHE RECEIVED HER AWARD FOR 35 YEARS OF SERVICE, TO MULTNOMAH COUNTY, SHE SAID, WELL, WE'RE THE ONE SERVICE IN MULTNOMAH COUNTY, MULTNOMAH COUNTY GIVES THAT PEOPLE ACTUALLY WANT TO PARTICIPATE IN.

Ms. Oehlke: I THINK PART OF WHAT I WANT TO SAY IN CLOSING IS THERE'S A LOT GOING ON. THERE'S SOME PRETTY BIG HAIRY, SCARY THINGS OUT THERE, BUT IN MY OPINION THIS IS A REALLY EXCITING TIME FOR PUBLIC LIBRARIES. A REALLY EXCITING TIME. IT'S ARGUABLY ONE OF THE MOST

CRITICAL JUNCTURES IN THE HISTORY OF THE INSTITUTION OF PUBLIC LIBRARIES. WHAT I SAID TO MY STAFF ALL THE TIME, WE HAVE THIS AMAZING PRIVILEGE OF LEADING THAT TRANSFORMATION, I WOULD SAY THE SAME TO YOU ALL IN YOUR ROLES OF HAVING THAT PRIVILEGE OF LEADING THAT TRANSFORMATION, WHAT IS AN ICONIC AND BELOVED INSTITUTION. I CONSIDER THAT NOT JUST EXCITING, BUT AN ENORMOUS PRIVILEGE AND I WANT TO THANK YOU ALL FOR YOUR LEADERSHIP AND YOUR OBVIOUS ENGAGEMENT AS DEMONSTRATED IN THE CONVERSATION TODAY IN THIS MONUMENTAL EFFORT AND IN THE IMPORTANT ROLE THAT PUBLIC LIBRARIES PLAY IN OUR COMMUNITY. THANK YOU SO MUCH.

Chair Kafoury: I ALSO WANT TO CONGRATULATE YOU AND TO THANK YOU AND ALL OF YOUR STAFF AS HAVING JUST GONE THROUGH A HUGE CHANGE IN THE FORMATION OF THE LIBRARY DISTRICT AND ALL THAT, YOU DIDN'T STOP AND TAKE A BREATH EVEN, BUT JUST CONTINUED LOOKING FORWARD AND IT'S PRETTY IMPRESSIVE.

Chair Kafoury: THANK YOU FOR COMING. WITH THAT, WE ARE ADJOURNED.  
[GAVEL POUNDED]

### **ADJOURNMENT**

The meeting was adjourned at 11:49 a.m.

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

Lynda J. Grow, Board Clerk and Marina Baker, Assistant Board Clerk  
Board of County Commissioners  
Multnomah County