

**BOARD OF COMISSIONERS'  
WORK SESSION/GOAL SETTING**

July 27, 2011

8:00 a.m.

LCC Center for Meeting & Learning Room 220

Commissioner Faye Stewart presided with Commissioners Jay Bozievich, Rob Handy, Sid Leiken and Pete Sorenson present. County Administrator Liane Richardson, County Counsel Stephen Vorhes and Recording Secretary Melissa Zimmer were also present.

Participants: Jenn Inman, Madilyn Zike, Tom Turner, Marsha Miller, Alex Cuyler, Alex Gardner, Roland Hoskins, Amber Fossen, Judy Williams, Anette Spickard, Christine Moody, Shari Higgins, Chuck Forster, Alicia Hays, Rob Rockstroh and Stan Biles Facilitator.

Biles explained the participants would break out into large groups as they did the past meeting. He said they will revisit the goal subject areas originally nominated and do more work on the goal focus areas in the small groups. He noted after that they will move into Board deliberation and Board decision making on both the goal subject areas and the goal focused areas.

Biles noted when the Board decides the goal subject areas and the focus areas for each goals; they will have done all they can do at this point. He indicated that it will shift to the staff team to write out specific proposed goal language for Board consideration and decision making. He added at that point they have what will be in the Strategic Plan completed. He indicated that once they have the goals set they can have the discussion to work on strategies and implementation planning for the strategies.

Biles said the purpose of today's exercise is to give the staff teams collective Board direction. He said the assignment for the subgroup is to recommend to the full group three goal subject areas. He explained a goal subject area is a topical area the group believes the Board of Commissioners should have a goal on in their final Strategic Plan. He recalled the examples that came up at the last meeting were Public Safety, Public Health, Infrastructure, County Financing and where they think the County needs to have a goal and accomplishments over the next five years. He asked that once the groups establish the three goal areas, to recommend the focus area for the goal in that subject area. He asked the group to keep the vision, mission and values consistent with their goals. He asked the groups to focus on results (not strategies) to get to the results over the next five years that will improve the community.

**SUBJECT GOAL AREAS**

Group One: Leiken, Hays, Zike and Vorhes chose Public Safety to reduce property crimes; stable County funding; to maximize current funding. They had Economic Development and under that goal to expand property tax base.

Group Two: Stewart, Turner, Richardson, Miller chose Economic Development. They want to create 500 to 1,000 new jobs that are median income or higher; they want to preserve current jobs; stable County government funding; dedicated funding for public safety; create more property tax revenue; shift reliance from outside funding to local funding; and to reduce property crimes by 25 percent.

Sorenson didn't want stable funding; he wanted to increase funding they believe is important. He didn't think "stable" was expressed with what the goal really was. He indicated their budget has been stable every year because they balance the budget they get. He thought it would be better to have a higher level goal like reducing property crimes instead of a goal of funding.

Group Three: Bozievich, Cuyler, Forster, Fossen, Hoskins chose Public Safety. The goal was to reduce recidivism (covering from DYS to adult). They chose Economic Development: the broad goal being good jobs for everyone; traded sector jobs bring in wealth from outside of the County versus service sector, where the jobs are within the County. They wanted to make it easier to do business in Lane County as a strategy. Bozievich called it fiscal stability instead of funding stability, talking about not just funding and being stable, but about keeping the costs stable. He said in his group they discussed increasing local control of their funding streams.

Hoskins said they want to make sure they are building new sources of revenue, not taking funding from the state or feds.

Bozievich said they discussed having communications be a part of every goal and being able to have the communications lead by the Strategic Plan goals they develop and branding Lane County relative to the new set of goals.

Group Four: Sorenson, Williams, Gaffney, Rockstroh, Gardner, Gaffney discussed Public Health and substantially reducing premature death from chronic diseases. The second area in Public Health is substantially reducing premature death and poor quality adjusted life years due to alcohol and other drug addiction. Their group focused on substantially reducing person to person crimes, especially sex offenses and domestic violence. Gaffney said the second piece around public safety is focusing on substantially reducing gang presence and their influence on human trafficking and drug crimes. Their third area was Economic Development and the goal they talked about was focusing on substantially increasing the number of family wage jobs and the impact on all service demands. Gaffney said the second area of focus was substantially increasing employment by existing businesses.

Group Five: Higgins, Handy, Suchart, Spickard, Moody indicated their first goal was healthy community with the goal focus of healthy families. Higgins said they didn't list the strategies. She said for them it was the WIC Program, access to health care and reduction in recidivism. Their second was a balance between community expectation and resources. Their goal for funding was financial stability

Spickard said their group thought it would be great if in five years the County could provide match for what the community wanted them to provide.

Handy said they arrived at the balance issue because they wanted to call out that there is divisiveness and polarization in the community and the perception the County has money to prioritize things and to make the tough decisions. He said they want to acknowledge that it is not only an internal document but that the community would review this. He stated they need to create the partnerships with the community to understand there is a balance between expectation and resources and doing the right thing.

Higgins noted the final goal was to lead efforts to weave together Public Safety and Community Health. She added the goal focus was to foster in the community partnerships.

Suchart said they want to make the community work better and it covers all aspects of what they are as a community.

Handy said they discussed how to address consequences by addressing conditions and changing them.

Spickard reiterated that they were talking more about just Lane County because they can't do everything by themselves.

Biles asked the Board to select from the nominees, the areas that pass to the next level of staff work and those that will fall out.

### **Board Discussion**

Biles said the Board will decide which of the subject areas will continue to the next stage of the process for the staff work and they will bring back at least one draft goal for each goal subject area. He said that Public Safety and Economic Development came up in almost every group. He added so did stable County financing, but it was stated slightly different because of the groups. He indicated that Public Health came up in two groups. He commented that the groups have remained consistent. He asked the Board which one of the goals they want to take forward to the next level, to define a focus area to be sent to staff to prepare a draft goal for the Board's consideration in the Strategic Plan.

Handy wanted to weave together Public Health and Public Safety.

Stewart believed that Economic Development and job creation is a priority and a goal. He added that Public Safety is also a goal as is stable County funding. He supported Public Health because it is one-third of the organization for the services they provide. He recalled that they established a goal for Public Health in the past and they accomplished that by getting better working conditions. He said they had targeted obesity and were successful in getting a grant. He asked if there was an area in Public Health that needed more effort. He also thought a healthy community was also a goal.

Richardson indicated that Stewart was saying the efforts to weave together Public Health and Public Safety is under Public Safety and a healthy community.

Stewart thought it would be short sighted not to have a goal for Public Health as it is a key function the County provides.

Bozievich said part of being strategic is to aim for specific things. He said they have limited resources and they need to think about what is the reason they have Lane County government in the first place. He asked why the people created a home rule charter. He thought Public Health was what the people depend on government for, to protect them from diseases. He said if it becomes too broad then they start losing their focus and that is when they get into the issue of stable County funding, by trying to do too many things. He said when they get into the strategies; he wanted to keep in mind prioritizing things as to why they have Lane County government. He said they can't be everything to everyone in these economic times and with their fiscal restraints. He stated that only the government can maintain law enforcement, prosecution and the court system. He added that the County does those things well and that is what they should be focusing on. He indicated the other services could be given to non-profits and other partners. He was concerned that some of the other goals are too broad of a focus and not focusing on their priorities. He said when they say there are broad goals about reducing property

crimes and recidivism, that it may impact Economic Development. He said if they want to have good jobs for everyone, that without a good strong Public Safety and court system, they will not have good jobs. He added that he didn't want to talk about stable County funding, but preferred fiscal stability because it brings in both sides.

Sorenson stated that he saw elements of all the goals listed where they are talking about the same thing. He said the line is drawn between stable County funding and fiscal stability. He said a common concern is about the money coming in and going out. He said the creativity is getting beyond the department functions and getting to where things are related to each other. He said their group focused on a specific problem of chronic disease as being a bigger problem in the community. He thought something positive could be done about it in a short period of time. He thought the idea of goals that have a positive effective on the community should be included. He recalled that they discussed the problem of their shared knowledge base where the information and data was discussed about property crimes. He commented that there is a data problem. He said they are being asked what they should be doing, but he thought there were enough bright people in the room who realize they could be influenced by the information they receive. He thought there were other people besides the commissioners in the community on what the community is facing and that is the point of view that should be considered. He said they might come out of this with something more than what they are capable of doing now. He was concerned about the data before they jump to the conclusion that these are their goals.

Handy commented that in Lane County there are philosophical differences, different priorities, different political boundaries and different values in general they are all trying to reconcile. He didn't think they would have agreement in Lane County about the role of Lane County. He asked if it is a single purpose government or if it has a multi-purpose nature. He wanted to make sure the individual priorities are called out. He said this is to have a dream, a vision and to be expansive. He asked what language speaks to their current circumstances and where they would like to end up. He said weaving gets them there.

Leiken thought they needed to focus in on what is their role of County government. He said they have to determine if they are single purpose or multi-purpose. He recalled that Jennifer Inman did the community survey and she received many responses. He said it showed where the community was currently thinking. He recalled for Public Safety they discussed property crimes. He asked how they can reduce property crimes over time and the things they need to do to set it up to identify it. He reported that last year the city of Springfield had the largest drop in property crimes of any city in the state. He said they have to decide what Lane County does. He commented that Public Health is a major player. He asked what the County's role is for Economic Development. He said the role of Lane County is to call the Economic Development Department to ask if video lottery dollars could be leveraged. He said discussing Goshen was different, as they will need more strategic planning on the staff's part. He stated that Public Safety has to be their top priority. He added that the Sheriff's Department has to be their top priority. He indicated that Economic Development is partnering with the cities and the state. He said they are mandated for the Public Health piece. He agreed to weave Public Health and Public Safety together. He said with the County funding piece, they are relying on different outside partnerships.

Richardson thought instead of putting stable County funding to state enhanced funding, to indicate that they don't want to live with what they have, they want to improve. She said when they were talking about Public Safety and reduction of property crimes, it means that in order to reduce property crimes, they have to have enough deputies who can be out on the road and take reports on the low level crimes. She added that they have to have enough District Attorneys who will actually prosecute. She stated

that they need to have enough people in all of the treatment areas including in Public Health who could support the people who were otherwise committing the crimes. She said if they can reduce property crimes, they have actually improved everything else in the community. She commented that the leading efforts to weave Public Health and Public Safety are a subgoal because it is the only way to get to where they want to go. She added that was the same with balancing expectations and resources. She stated that she heard this coming from all of the groups.

Biles said with the idea about enhanced and stable funding; they are talking about Public and Community Health and the concept of the merger and holistic approach of Public Health and Public Safety to take to the next level. He indicated that staff will now work, research and discuss from other jurisdictions and then come back to the Board with one proposed goal written for each area.

Leiken thought Economic Development is a partnership. He said most of the jobs will be created within the cities. He said they have to make sure that Lane County is going to partner with the cities because it creates the jobs, incomes and expands the property tax base so not only will the cities benefit, but Lane County as a whole will benefit. He indicated that as they move forward they will need the partnerships from the cities and their plans on Economic Development.

Bozievich saw Economic Development as broader, including everything from having a good transportation system to making sure they are making it easier to do business in Lane County. He commented when they start bringing in goals, they have to bring in the reality about what they can do within the next five years. He indicated that they need to be more focused on what they can actually do within Secure Rural Schools funding and not set an unrealistic expectation.

Sorenson said because the County is so dependent on other funds other than property taxes; he doesn't see a change to the property tax structure. He didn't seem to think there was any additional money coming from the federal government for SRS. He said the federal and state pictures will be bleak. He said what they may be facing in a year is the inability to do the basics that they are required by state law to do because the public expects it. He said they need to balance their five year goals against what is going to happen to them over the next five years. He commented that they want to see the basics happen before they set a goal to do something big and different.

Handy was comfortable to work with the interdisciplinary teams toward weaving their goals.

Biles indicated that there will be teams to work within subject areas to bring back goals and what the effort looks like in term of research, data, options, alternatives, other jurisdictions.

Hays explained that the next step is to form the teams. She said they will be looking inside and outside the organization to sit on the teams. She said they will ask the commissioners to give their recommendations and then they will do a presentation at Management Team and help build the teams. She said they will look at how they will set their criteria and who will be doing the work.

Inman indicated the teams will report back to the Board for recommendations and specific goals to be narrowed down and to determine the information with data. She added that they will have a limited time to work. She said the teams will have about six weeks to meet.

Rockstroh thought the Board needed more data.

Biles indicated that the priorities have to come from the Board not staff. He thought their issues reflected where they want staff to spend their time.

Bozievich said he sees three goals and two needs: the goal subject areas are Public Safety, Economic Development and Community/Public Health. He said they need to gather Public Health and Public Safety as a way to get to some of the goals. He said that enhancing or stabilizing County funding is a means of getting toward some of the principles. He recalled at the last meeting they agreed not to have a goal around funding because it is part of other goals. He wanted to weave Public Health and Public Safety into strategies to achieve the other goal subject areas and not standing out as specific goals. He commented that enhanced stable County funding will help Public Health and Public Safety, as a means, but is not necessarily a goal subject.

Sorenson thought they were leaving out big pieces of what the County already does. He wasn't ready to say that some services will go away. He said there is the assumption that they will continue to do what it is they do. He thought it was important to preserve the basic functions. He said they should get the perspectives from other departments on these goals. He thought the goals should be crime, health and economics. He asked where transportation fit.

Richardson indicated that she has had conversation in Management Team with all of the department directors. She indicated that there is a role for every department in whatever goals are chosen by the Board. She said it is their job to ensure that what they are doing will fit within the goals and to communicate with the line staff. She stated that input from every person will be important as they move forward

Handy stated that the weave is important. He said it is important that when they are looking at the strategies and implementation goals that they are measurable and looking at evidence based practices. He wanted to make sure that they increase their local food consumption and production because it is a boost to the economy. He thought as a goal they should be increasing local food production to 20 percent from three percent and that could be an Economic Development strategy. He added that 100 percent access to health care should also be included.

Biles indicated there were three goal subject areas: Community Health, Public Safety and Economic Development. He said the next step is that these go back to staff for review for input across department lines with information coming back to the Board on staff's assessment and staff recommendations in August or coming back before the specific goals and recommending focus areas in each of the three broad subject areas. He said simplifying it was the best way to work on more goals and not overwhelm the organization or the public. He said by narrowing the focus areas, it might create additional opportunities and flexibility when they get down to the exact goal language.

Hays explained that the next step would be to take the three areas to look at what has already been done from the other charts and to narrow it down to make sure they are making data driven decisions. She indicated that she will bring this to Management Team on Monday.

Inman thought that Richardson could update the Board under County Administration Announcements.

Hays indicated they will work on next steps and then notify the Board.

Haskins noted there was a lot of talk about Public Safety and Public Health. He commented that those are the two areas on what the County does is unique. He said to help the community understand what the County does; there is an opportunity to bring that into the communication plans on how they go forward.

Biles explained that the concept has been discussed and agreed to that when the teams assemble the connection between health and safety will happen. He said there will be creative thought within those organizations to bring back ideas to the Board. He added that communications will follow once something gets approved. He indicated that there will be a comprehensive communication strategy to get the word out to the various audiences.

Handy commented that there is a lot to weaving their efforts. He said if that is not going to make the cut, he recommended looking at other things.

Biles indicated that the weaving effort is in. He heard everyone mention that.

Adjourned at 12:00 p.m.

Melissa Zimmer  
Recording Secretary