

**BOARD OF COMMISSIONERS'
WORK SESSION**

August 24, 2011

8:30 a.m.

Charnelton Place Building

Commissioner Faye Stewart presided with Commissioners Jay Bozievich, Rob Handy, Sid Leiken and Pete Sorenson present. Recording Secretary Melissa Zimmer was also present.

Staff Present: Christine Moody, Judy Williams, Amber Fossen, Tony Black, Liane Richardson, Jennifer Inman, Tom Turner, Alicia Hays, Shari Higgins, Madilyn Zike, Karen Gaffney, Rob Rockstroh, Roland Hoskins, Chuck Forster, Anette Spickard, Marsha Miller, Alex Gardner, and Stan Biles, Facilitator .

1. WORK SESSION/Goal Setting.

Biles explained that for today the focus will be selecting within the broad goal areas the specific areas the Board wants to focus on. He indicated this is where the process will shift to involve more people. He recalled in the past it was mostly the Board of Commissioners and the Management Team. He added that over the last month since the last meeting others in the organization have become involved in teams that will be bringing their recommendations to the Board today. He said the Board can select the focus areas for each one of the goal subjects. He added those teams will reconvene and other people will get involved in order to prepare specific goal recommendations to bring back to the Board at a later time. He indicated the focus today is on the focus areas. He added the goals chosen will be put into a Strategic Plan.

Gaffney explained that most of what her team talked about is drafted in the two page document. (Copy in file). She indicated their focus was public and community health. She noted they had representatives from the Sheriff's Office, Mental Health, Public Health and Children and Families. She indicated that they came to consensus quickly in looking at healthy families around children. She said that is the area they get the most impact for the dollars. She stated they know there is solid data that if you target the families in terms of physical health it also impacts delinquency and criminal behavior in adulthood. She added they could impact the quality of life issues they discussed in a cost effective way. She stated her group thought this was the focus the Board should pick. She added there would be a group that would go away and come back with measureable specific goals or the Board could tell them what they want with regard to chronic disease.

Hays indicated if this is what the Board agrees with, they will go off and bring the group together.

Biles recalled at the Board's last goal setting there was a discussion about merging issues and resources and eliminating the competition between public safety and public health.

He noted in their group was a representative from the Sheriff's Department. He asked how that discussion went.

Gaffney had someone from the Sheriff's Office in their group and there was consensus almost immediately for corrections and the law enforcement perspective. She said they know the early childhood family experiences shows up in the jail. She added they explored opportunities that if the Board were to pick this as one of the strategic goals, there are opportunities to work with incarcerated parents around trying to correct problems in the next generation and opportunities to work together. She stated the data is clear that when the early childhood experiences go badly, they see them later in the jail and in Mental Health.

Turner's group dealt with Public Safety. He reported the goal focus is reducing property crimes. He said they want to improve the quality of life by reducing property crimes. He added the difficulty they had with this is that this is a five year Strategic Plan and it isn't something they can do today, it is something they are hoping to get to. He indicated they are going to have a difficult time defining public safety services in the current financial environment because the staffing has been reduced. He added they are going to continue to deal with the most serious crimes they have but as more money becomes available, this will be the focus area they will try to zero in on. He said if they can spend time on property crimes, they are going to decrease or reduce recidivism and reduce gang presence and person to person crimes. He indicated if all these other issues are taken care of first, property crimes is a measureable goal and they have a lot of statistical information. He thought the goal could be achievable. He commented that it is a good goal focus area and when they look at the Strategic Plan and the County as a whole, this would also appeal to the citizens. He indicated the first problems they have to get out of the way are the most serious pieces, the person to person crimes. He added after the other issues they are dealing with then property crimes would be a good focus area. He indicated his group was Alex Gardner, Lynn Schroeder, Karen Gaffney and himself.

Handy asked why they decided on a stretch goal given their circumstances.

Turner said they were not to give up hope. He said as a strategic goal they want to make sure they have gas in the cars. He said when they look at the mission and vision and talk about a prosperous County in the future they have to move forward and they have to work hard to get there. He said it is an achievable goal, but a lot of things are going to have to fall in place. He added that they are going to have to find a revenue stream to deal with the most basic of crimes. He said once they get that satisfied then they can move into property crimes, where they improve the quality of life. He commented that it is trying to have a vision for the future of Lane County. He said it shows there is hope and they are going to continue. He wants to see his department working to get bigger and better and more aggressive as opposed to say they are going to shut the doors and sell the cars. He added all the pieces of property crimes affect DYS, the DA's office and the Sheriff's Office. He said when they mix it with mission and vision, it is better to get a jump on it than say it is a goal they can barely achieve.

Forster reported his team was Alex Cuyler, Anette Spickard, Glenda Poling and him. He said they looked at Economic Development and focused on making it easier for business to come to Lane County. He added they did that because they feel that is where they have some control. He said the larger issues of family wage jobs are important. He also thought from a marketing view to make it easy to do business in Lane County or say it is easy to do business in Lane County. He said if the Board decides to adopt this focus area, they suggest the Board ask the rest of the question as to how to make it easy for business in Lane County by looking at some business development criteria they feel is important for retention. He indicated that businesses look for locations close to a transportation corridor. He said infrastructure and financing are things that business also looks for. He added they also look for talent. He indicated that there is also the quality of life with public safety, social services and education. He thought they should consider targeting certain clusters in the community. He said when they looked at the regional sector opportunities; they noted the production and management of food. He noted other opportunity areas are sustainable forest and forest products, health care and bioscience and higher/vocational education. He indicated they have the University of Oregon and Oregon State in the area and they have strong research components to them. He said they discussed a way to work together to build scientific research and development in the community. He said the data points to scientific research and it could be a growth area for them if they figured out how to work it. He added another opportunity area also discussed was software and computer system design. He said it is a big focus for Lane County as wages are high. He added they also have the traded sector. He said they asked what departments would be impacted and they thought Public Works, the Sheriff's Department, Public Safety, Workforce Partnership, County Administration, Assessment and Taxation, Youth Services and Health and Human Services. He thought those departments should also be in the discussion. He said they already have an Economic Development Standing Committee that has some responsibility to make recommendations on how the Board should use lottery dollars. He also thought they should use this group as an expert body to help create the smart goal that will come back to the Board for approval. He added if they were to move forward, that they add Jack Roberts, Bob Warren and Bob Ellsworth.

Handy thought this subject area was critical. He said the measureables are important. He thought the strategies could be making it easy to do business in Lane County, but it was nebulous on whether they are really measureables. He said jobs are important but he thinks the most important thing is people's health. He said it keeps coming back to families and health. He urged them to be cautious about how they proceed with the people at universities.

Spickard recalled originally out of the process at the last meeting they settled on Public Safety and Economic Development. She added that in processing the results of the last session the assignment came to the Department Directors to look at breaking out the financial stability piece. She said it was more of an imbedded component in all three of the focus areas. She asked the Board if they want this to be a separate goal area with specific smart goal teams assigned and some items listed in the Strategic Plan or if they want it to be imbedded in the other three. She, Alex Cuyler, Mike Barnhart and David

Suchart were on a team. She said they gleaned from the previous work sessions the occurring themes about financial stability. She explained that was about increasing control, shifting their reliance from outside sources to local sources, maximizing funding, providing dedicated funds for public safety and increasing their tax revenues in community partnerships. She recalled when the group met, they talked about the specific areas and they decided from an internal staff perspective that this be a specific goal area and something within the organization's ability to control and implement. She said they focused on maximizing current funding opportunities although they recommended changing it to resource opportunities because when they are talking about financial stability there are other things that go into that besides revenue. She indicated there are expenses and they thought resources would be a good way to capture the broader picture. She indicated that the County already focuses on this during the budget process and there are contract negotiations. She added that on a regular basis they are fine tuning the County's financial situation to balance resources. She said if the Board wants to call this out as a specific goal they can do it. She said the primary revenue sources are fee, taxes, fines, grants and intergovernmental agreements. She stated the County's policy is 100 percent fee recovery. She indicated there is a perception that sometimes the fees are waived after public comment.

With regard to grants, Spickard said they are very active in trying to obtain them. She stated that grant revenue is now more than tax revenue. She noted one of the things around financial stability and grants was that both have chunks of money with strings attached for specific new programs so they have exponential growth in new programs that are funded by outside sources. They had asked what happens when the grants go away. She added there is an infrastructure issue involved with that. She thought they should review how grants are addressed. She said they discussed spinning off current services. She thought they could have people hire the County for certain services instead of the other way around. They discussed County staff utilizing County services, what they could do for themselves and how they could generate more revenue. She said they discussed if the other goal areas come up with a specific targeted project or initiative, how the revenue or stability group could align to support that. She added they also discussed if something comes out around public safety funding, how they would achieve that.

Spickard recalled in the end, they decided the other items and the work recommended was the primary focus. She added they looked at resources where the County at different times examined this issue and options. She wasn't sure where the Board wanted them to go with this and she wanted guidance from the Board. She indicated that so much work has already taken place with this.

Sorenson asked why there is a perception that the city waives fees in response to the public.

Spickard recalled an example was around fees and how they shifted Land Management to 100 percent recovery. She indicated that there have been times where someone who had

a hardship with permitting or annexations had asked the Board for the discretion to waive the fees.

Leiken asked if they should have someone on staff at Lane County that looks for grant money or if it was better for each department to look at their own grant opportunities.

Rockstroh said they rely on line staff to work on the grants. He didn't know if you could get one acting centrally in the organization.

Leiken wanted to leverage as much as they can on grants, no matter where they are located.

Rockstroh reported that Steven Manela, Human Services Commission, is always looking for levy work. He thought they could have a social service levy with basic needs but he personally thought this was the wrong time. He said they need to review the documents they have made in the past. He doesn't like going out for a levy on people's houses. He added they have to state that the average salary in Lane County is not good right now. He thought they should do something on the ability to pay.

Gardner thought a sales tax makes sense, but they don't have any way to make it happen. He commented that there is so much uncaptured revenue from the tourist business and others who don't pay taxes. He said the reason for not passing a sales tax in Oregon is that Oregon is not prepared to go there. He added they can't control that. With regard to the levy, (one that addresses emergency Health and Human Services and one that addresses Emergency Public Safety needs) it makes sense, but not prior to next November. He indicated that they would take a beating, but it would give them enough time to coordinate and unify a levy. He said Benton, Linn and Deschutes counties have all managed to find success with modest objectives. He said they have had levies with confusing language in the past and he thinks they need to be narrow and targeted and let people choose the services they want.

Spickard said with a targeted focus, their group thought if the Board in their five year Strategic Plan sets a specific goal to reach out to the public and this revenue component becomes a strategy to get there, it would go under that goal.

Leiken asked if it was possible for Lane County to manage any of their lands. He indicated it is a revenue source.

Stewart said Lane County has trusts lands and receives \$1.5 million from the revenue. He said it ebbs and flows. He added when they had lands, they turned them into trust lands. He said they would be competing against the private timber owners. He said conversations are taking place on the federal side that the counties could manage their O & C lands better than the federal government. He thought that could be an opportunity.

Bozievich recalled the question at hand is should this be set up for a smart goal. He said to maximize resources, it seemed like a short term look at things and he sees grants as

part of the short term solution. He liked public safety as a reached goal relative to financial stability. He thought a piece that said to increase local control was something that was reasonable. He commented that grants are great but the federal or state government decides what programs are important to them. He added that is not Lane County deciding if it is a priority. He said when over 80 percent of their budget is decided by people in Washington, D.C. or Salem as to what their priorities are, it is wrong. He commented that if they are looking at a five year Strategic Plan to work towards that long term future, getting local control of their revenue streams and priorities will allow them to be more effective and meet those missions and visions of being prosperous. He wanted to see this stay as a focused goal area. He added it is part of maximizing their resources. He said for the County to be stable in five years means they have to go after more grants, have it local and let their citizens decide to get local control here.

Gardner recalled in 2004 a husband and wife came in to talk about revenue and they ran numbers on just fast food in Lane County. He noted in 2004, a 5 percent tax on nothing but fast food operations in Lane County generated \$22 million. He added given the adjustment for inflation and fast food costs, it would be about \$27 million today. He thought they could also roll back property taxes because this would work. He said he didn't know how to get there.

Sorenson stated it was important that they are clear with financial stability. He said it somewhat touches on all of the areas. He asked how much of this involves the Board.

Spickard said staff felt uncomfortable coming forward with specific recommendations saying they thought the Board needed to go out and raise taxes as the answer to financial stability, especially when it wasn't related to an initiative. She said they weren't going to recommend something that would not be well received. She said they could look at pursuing strategies that are available to the Board and assign staff to work towards that. She indicated that a lot of this is driven at the state level and if they identify specific things through the work with the Board they want them to address, they could maximize their partnerships with AOC and work around the legislative concepts.

Stewart recalled that it has been a goal in the past to deal with the structural deficit. He indicated that it is about how to maximize the resources they have. He stated the Sheriff definitely has to focus on how he is going to reduce the property crimes and also public safety. He said they have to make sure they have the right people in the right areas. He knows this is important, but he doesn't know if this would stand alone as a goal, but it something that is a key to success.

Biles reiterated there are four recommendations in front of the Board. He said from the first one they heard, it is a clear integration between Public Health and Public Safety. He added in order to achieve any success in any of the other focus areas, they are all tied closely together. He asked from what the Board had heard from the staff team representatives on the four subject areas, if the Board was comfortable in authorizing staff to take the next step and to work at a more detailed level and bring back to the

Board proposed smart goals for each of the four areas. He indicated it is an important decision because the next step is staff intensive. He said they will also reach out to other entities in the communities asking them to participate to bring back smart goals. He said they wanted to check in today to see if the Board is comfortable and supportive of the four areas.

Sorenson asked what the downside was to this. He asked if other things went away.

Biles responded the downside could be a waste of resources if the staff has proposed something that the Board is not comfortable with. He added if staff brings back something then there is a time cost. He recalled in going through the process the Board has been unanimous. His sense coming into the meeting today is that there was a high probability that the recommendations coming from the staff team would be close to where the Board wants to be. He didn't see a big risk because the recommendations are lining up well.

Sorenson wants to know where the Board is going with this. He wanted to have staff do more work.

Spickard explained that there has been a lot of work done every few years. She said given the resources, if the Board wants to create another smart goal team with outside people to create another report for the Board to give ideas on revenue options, they could. She thought the Board could take the work that has been done and focus toward a certain strategy. She indicated this has been worked on over time in different ways. She said they are looking at guidance from the Board on how they want to focus. She recalled they have had outside staff groups prepare things over time. She stated it was up to the Board to move forward. She stated nothing is off the table.

Sorenson didn't want to take things like taxes off the table. He said each budget they are hacking further into the services they provide. He said they are trying to fix the pattern they are in. He thought keeping some of these revenue ideas on the table seems more logical over a five year period.

Leiken thought that elected officials need to be trusted. He said voters are smart and if the Board tries to pull the wool over their eyes, they will see right through it. He thought from here on out they have to build trust with the public in order to make this happen. He stated that he is not afraid to go out and ask for more money from the public but now is not the time to do it.

Gardner recalled what worked for Springfield was that the mayor and city council were on board and it was a unified group. He noted one of the struggles they have had in the past is the Board has not been unified and they haven't had the cities going along with them. He added that one of the County unions was going against them. He thinks the city of Eugene is supportive.

Hays asked the Board if these goal focus areas are what they are willing to put forward. She said it is staff time and it takes a commitment and staff is willing to move forward with smart goals.

Biles said he heard the idea of a separate goal on County financial stability is still alive. He indicated that no options have been removed today from the Board's options, everything is still on the table. He heard there was a desire over time to increase local control for major revenue sources. He heard there is the need to build trust within the broader community and to take the full five year planning approach of the Strategic Plan toward increasing financial stability. He said they would integrate this with the other three subject areas: Economic Development, Public Safety and Public Health and to focus in terms of building unity not only with the County but beyond that and unity with other jurisdictions of interest. He said with those understandings he thinks there is enough meat for staff to move forward and bring back a smart goal for the Board's consideration at the next meeting.

There was consensus to move forward to bring back a goal for the Board's consideration.

Bozievich was comfortable with Financial Stability, Economic Development and Public Safety but has some discomfort with Public Health. He said for him one of his guiding principles and values is having government do what the private sector can't. He said when he thinks of Public Health as a government function, he thinks of communicable disease and safe drinking water, areas that can't be regulated from the private side. He said this goal tends to get into that area where there is a lot of private sector involvement. When he tries to focus Lane County in doing the things that government can do versus what everybody else can do, this goal gets sideways for him. He understood it has downstream impacts for Public Safety and Youth Services and for that reason, he might be the only Board member who might have discomfort. He added that he won't hold this up as an area. He thought they should approach it more of being collaborative and promote the environment of healthy families. He said they need to make sure the environment is there for a healthy economy. He said that it comes down to no one can do law enforcement except government. He thought he might not be in agreement with what staff brings back. He commented that he might be the only minority voice but he agreed with the other three goals.

Rockstroh said they aren't doing anything that isn't already a government role. He said it is also about health promotion and wellness. He said they are trying to leverage things that are already within their mission. He thought this was something good for everyone within the public sector. He thought this was more in line with good public health and good public policy.

Stewart stated he was in support of all four areas. He thought healthy families is an important piece., but if he was asked to prioritize the goals it was not his number one area. He thought healthy families could be about helping with jobs.

Biles said they have what they need for staff to move forward. He said he will make sure that when this comes back it will meet all five of the criteria of the smart goal: specific, measurable, aggressive but achievable, relevant and timed out. He said he will make sure that what comes back also matches up with the vision, mission and values. He said he will hold the organization to make sure they keep the five criteria of the smart goal and have it be tied back to the mission and vision. He said the next step will be setting the goals over the next five years.

Handy asked about the goal idea areas being included in the process.

Biles said it will happen in the next step of the process with the teams convened. He said those teams will include membership for the teams that brought this information. He added that there is going to be an effort to expand the membership of those teams, not only within the County, but outside the County and it will vary by goal subject area. He indicated that balancing those discussions will happen in those forums and the result will be brought back to the Board as recommended goals.

There being no further business, Commissioner Stewart recessed the meeting at 10:25 a.m.

Melissa Zimmer
Recording Secretary