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Deschutes County Board of Commissioners
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MINUTES OF MEETING

BOARD OF COMMISSIONERS ANNUAL RETREAT

FRIDAY, JANUARY 22, 2016

Present were Commissioners Alan Unger, Tammy Baney and Anthony DeBone. Also present were Tom Anderson, County Administrator; Erik Kropp, Deputy County Administrator; Judith Ure, Administration; Whitney Malkin, Communications; Bonnie Baker, Recording Secretary; and Ellen Waterston, meeting facilitator. Present for a portion of the meeting were Ken Hales, Community Corrections; Dan Despotopulos, Fair & Expo Center; Sheriff Shane Nelson; and Nick Lelack, Community Development Department.

Tom Anderson indicated he had spoken with each Commissioner and Department Heads, in regard to looking at goals and objectives on a long-term basis. He asked that all imagine these in five years, in the context of current priorities; what changes might need to happen and how this affects operations for each department.

He received feedback from several departments, thinking in terms beyond next year, and will bring those up later in the day.

Times are good for the County, and revenue streams are stable or growing. This provides opportunities to do some new things or experiment with new services, and focus on constituents' requests that could not be done in the past. These services and programs have to be sustainable because the economy is cyclical, and good times won't be here forever. But they now have the opportunity and financial capacity to think about different ideas.

Commissioner DeBone noted that the Affordable Care Act is being negotiated, but is not settled. PERS is an issue; there are reserves, and Deschutes County will be in better shape than most. Five years from now is unknown. They should still be in a good spot, but don't want to grow too much, and need to keep healthy reserves while considering that the population is growing.

Commissioner Baney agreed that PERS is at a crossroads. They need to consider what positions and services might be considered in the private sector, and how to manage oversight to retain the ability to make sure the outcomes are being met, since the County is still responsible for much of it.

There are huge changes in health and behavioral health, and a large part of the County's employee base is in those departments. She is not sure about the Sheriff's Office and anticipated growth, and whether they will need more jail beds. The transient lodging tax needs to be used in a way to manage expectations. They have a good contact with COVA, but might want to be more conservative with those dollars.

Chair Unger said he has asked COVA what is enough money for them, and it appears there is no limit to how much they can spend when you look at marketing. They need a big picture plan. The TLT will continue to grow, but the County has to fill holes and rebuild reserves.

The PERS charts show tiers I and II, which will go away eventually. He does not think the new retirement program is as challenging. Mr. Anderson agreed that tiers I and II are a short-term issue. The biggest variable is in earnings, and they have no control over that. The rates are recast every two years. Options for fixing this are limited; it will just take time. They might consider some kind of buy-out program to encourage lump-sum rather than long-term pensions. This is mostly a legislative issue. There are reserves in place that will be used to cover some of this, but much also depends on the stock market.

Chair Unger noted that growth will continue. Affordable housing is a big issue overall, and this also impacts transportation.

Ellen Waterston indicated that the group needs to look at the goals and objectives language as if they were looking at it for the first time. Revisiting goals is a difficult task. They need to account for some of the bigger changes taking place and those that are anticipated. Some of the current goals may not be able to be implemented in the same way on a long-term basis. What is happening in Harney County could affect things here. OSU is coming in and will be an economic driver, and the County needs to be a part of this. This goal setting session may be more dynamic than it has been previously.

Perhaps they can identify goals that will need some scrutiny first. The previous final goals did not include wording regarding public transit. She asked if this was intentional. Commissioner DeBone replied that they probably felt it was too specific if it relates to buses and road reconstruction.

Ms. Waterston said that if there were special needs overlooked before, they need to consider how to address changes and if this can be written in a way that everyone will understand.

Commissioner DeBone stated that he would like to know how to map out quarterly reports from departments, and the value of those to the media and others. He asked how much effort there should be to shoehorn more of this into the departments.

Judith Ure said that much of this relies on the setting; for instance, Health struggles because they have so much to track and measure. This work has not deviated much. Commissioner DeBone indicated that it is good to see what the departments are doing, what makes them proud, and to be able to share this information with the world.

Mr. Anderson stated that he makes a conscious effort to include all departments. Some you hardly see, but he wants them to be included. It is easy at times to lose sight of the value they bring. He worries that there is too much being presented to the Board. He asked if it is better to thin this out or to concentrate just on some.

Commissioner Baney said she doesn't think there is too much, but sometimes it does appear to be rushed. Commissioner DeBone added that he doesn't want to shoehorn anything in, but he likes to know what departments are doing. Ms. Ure said that it is hard to find time on the agendas.

Commissioner Baney suggested that they can perhaps skip a finance update once in a while. Mr. Anderson replied that Wane Lowry offered to do his update quarterly, but the Board wanted it more often at the time.

Commissioner DeBone emphasized that land use issues have taken over everything lately. Mr. Anderson said that the reality is that there are a lot of issues that should be discussed at work sessions. External priorities often limit attendance to these. Commissioner DeBone said that perhaps they can commit once a quarter to performance measures and not try to fit in other things. Mr. Anderson noted that there is value in what the media gets from this to generate a positive impact. Commissioner Baney suggested that perhaps they use a business meeting time slot for a work session since some business meetings are short.

Ms. Waterston said that it sounds like the group wants to give the departments their due time and not feel that they are being rushed. Commissioner Baney would like to see this given more life throughout the year.

Mr. Anderson said that in regard to department updates, the second time was more creative, involving site visits and other activities. The first time was for an annual update and review. At this point, he is not starting another round. Commissioner DeBone agreed that they should wait until the Centennial activities are over.

At this time, the group began to address the Goals.

Under Healthy People, Commissioner DeBone suggested the goal language remain as it is.

Regarding Safe Communities, Commissioner Baney said this relates to healthy people in terms of public health, which is distinct from environmental health. Mr. Anderson stated that public safety is first for all agencies. 'Healthy people' is primarily for the health departments, although others might be plugged in. Ms. Ure added that this might include Road, Property & Facilities and maybe Community Development.

Mr. Anderson said that if they want to encourage departments to be more creative, perhaps the objectives can be a little less specific so departments can say how they might fit into them. It is good to be inclusive. For instance, they might have a concept in mind and a vision of how it might play out. Maybe it should not be just one department developing the deliverables. There might be others that fit, if the thinking is broader.

The 9-1-1 strategic plan is critical. They are going through a change in dispatch systems, and Information Technology will play a big role in this. This should be a deliverable to them, so maybe the scope should be broadened. There is no ownership of the objectives, so they should allow departments to plug into the others.

Ms. Ure said that Susan Ross does some of this; she looks at how the buildings are used, like under healthy people. Commissioner Baney added that there are issues with pertussis and other health outbreaks, and water quality. She does not want to isolate public safety into just law enforcement. She asked if anyone from environmental health has brought this up. She does not want the wording to set limits to what others want to do.

Ms. Waterston asked if this would be redundant to include under objectives. Commissioner Baney voiced concerns regarding the Cascadia zone and resiliency; maybe they can highlight some of this work in the planning process. It will be critical; the area could end up with thousands of new people and we need to be prepared to care for them. Maybe it should be safe and healthy communities, in order to cross-pollinate. Ms. Waterston said that there might be things that are specific to this and also the five-year plan. This is a particularly interesting year with a lot going on. It is also exciting and daunting.

Safe Communities had 'delivery' added. Protect the community through planning, preparedness, delivery of coordinated public safety services. Commissioner Baney stated that coordinated public safety services will become even more connected with the new health structure.

Chair Unger said he has concerns regarding Terrebonne and where are they headed. Mr. Anderson stated that they could do the same thing under healthy people. Commissioner Debone said they are not mentioned specifically; just public safety agencies.

Chair Unger noted that some are bigger than the County, and what about COIC and NeighborImpact and others. All are concerned about public transit, affordable housing and the workforce. He wants the Board to think bigger than the County. Mr. Anderson said that they can't pass responsibilities on to other agencies, but can work towards collaboration and inclusion.

Ms. Waterston asked about adding coordinated services to the healthy people goal. Mr. Anderson said that the same language could be included at the end of both, so as to include other departments. Commissioner DeBone asked if they could drop the coordinated services wording off both, since it is implied. Chair Unger wanted to keep it, as it reminds them to work with each other and outside the County.

Commissioner Baney said in the goal, they can recognize they want to partner, and coordination is an important aspect. Ms. Ure asked if this could include planning, preparedness and partnerships. Mr. Anderson noted that it is under the umbrella of public safety, but when we talk about other departments plugging in, it would be there as well. It could encourage a specific action, deliverable or service, perhaps in coordination with the more traditional providers.

Chair Unger said that #5 under public safety shows it is bigger than just law enforcement.

Ms. Waterston stated that if the language repeats, it is sending the message that you want to recognize it is all inter-connected. It can't hurt. Departments may focus more on their goal and will see this language. Mr. Anderson suggested that there be a new set of instructions for next year, encouraging or directing departments to look at all the goals and not just the ones that they historically handle. It will take some work on the Board's part to make sure this is clear to them. Ms. Waterston added that then they can honestly talk about increased efficiency through collaboration.

Chair Unger suggested keeping delivery of coordinated services in each one. Erik Kropp noted that this is consistent with the mission statement. Commissioner DeBone said that there are some that fit under public safety already, like Health. Commissioner Baney added that this includes the Road Department when they have to deal with storms, flooding and other issues. She wants departments to look beyond their traditional piece of it. Mr. Anderson added that good infrastructure is key to many issues, not just roads.

Under Resilient Economy, Ms. Waterston begged the question, how successful do they want to be and how much should the County invest in this. Ms. Ure said that the City of Bend has talked about the split between tourism and other things. Ms. Waterston noted that tourism is ephemeral, and it can go away if things are bad. She asked if there are other areas that the County should or wants to shore up.

Commissioner DeBone said he is Chair of EDCO and wants to promote private enterprise, and will be advocating towards this. He got a call from officials in Klamath Falls stating they want to do something similar.

Ms. Waterston said the word ‘vitality’ is key, and suggests diversity and smart growth. One OSU emphasis is for them to be an economic driver, and focus on the buildings they are planning. Commissioner Baney stated that in light of attracting certain individuals to want to work in the public sector, they should partner with OSU to be able to build bench strength, to grow and to shape things to benefit the public sector. From a self-serving perspective, they need to maintain the ability to attract qualified and interested people who want to get into public service.

Mr. Kropp noted that people say there are no jobs here to encourage those people to stay. There are jobs; the County is one of the biggest employers in the area. Commissioner Baney asked if they should look at a stronger partnership. Mr. Anderson said that this also applies to Chair Unger’s workforce efforts. Ms. Waterston stated that once the student body reaches OSU’s goal, it will impact the future here. The County should be at the table.

Chair Unger said that workforce is an issue in every part of the country. These people need proper training. They need to look at this as a whole. Some of it is not the County’s job. Commissioner Baney agreed that it might be too specific.

It was determined that the Resilient Economy Goal should remain the same.

Under Natural Resources, Ms. Ure said that the County is not usually the lead agency. Chair Unger stated that he attends meetings but the water is owned by the State and much is also controlled by the federal government. There is a lot of law on the books regarding water.

Ms. Waterston asked about cannabis growth and water. Chair Unger replied that the County does not regulate water; it is through the irrigation districts or the State. The legislature decides much of this. Commissioner Baney added that the County can address the land use piece, but there are limits to this as well. The question is, what is the appropriate land use balance for growing, manufacturing and processing. They can’t decide the legality; they are limited to what they can do regarding land use.

Mr. Anderson said they can't get this specific. Most of this is out of the County's control. The deliverable is the issue if it is not dependent on the Board or staff. Policies regarding protected species are a part of this as well. The deliverable has to be within the County's goals or ability.

Ms. Ure said that energy efficiency strategies could be under this. Mr. Anderson stated that this goal has to do with Deschutes County's natural resources, and not overall environmental issues. Ms. Waterston asked about turning landfill waste into energy and whether this fits. Commissioner Baney stated that they have an interest in being energy efficient, which is a stewardship issue. Mr. Anderson said they could tie something in regarding the landfill. Ms. Waterston stated that it could be a potential economic resource; in five years, there could be ways to use trash for other things.

Mr. Anderson noted that the purpose of the goal is to be specific to Deschutes County, or more generic to green practices. Commissioner Baney said that it is meant to be internal and using our outcomes. They need to meet DEQ requirements, but also how to provide overall benefits to the community.

Chair Unger does not want them to overreach. The State has done this already. Goals are important but at that level, are hard to achieve. They need to know what makes it work. Commissioner Baney said that they work with Project Wildfire, and are seeking out alternative technologies, like new fleet fuels. Mr. Anderson stated that this has been expanded to be more than noxious weed control or fire control, to be more generic to promote environmentally sustainable business practices by example.

It was decided that the Natural Resources heading will stay the same.

Quality Service Delivery was addressed next. Commissioner Baney asked what was meant by 'comprehensive'. Mr. Anderson asked if this is to include all areas. If so, it is kind of understood. It was decided that 'support' and 'comprehensive' would be deleted.

Effective Asset Management was then discussed. Mr. Anderson said that this includes the long-term capital plan, road assets and equipment. Some are doing a great job of maintaining what we have, but it needs to be protected during times of economic downturn. It was decided that this would remain as it is.

Mr. Anderson said that there was some department input. Chris Doty of Road and Scot Langton, the Assessor, felt there should be more emphasis on legislative activities; not just during the session, but crafting policy and other issues. Nick Lelack had a lot that fits under natural resources; and sustaining what is already developed under resilient economy. Commissioner DeBone noted that this is not something that the County cannot always control. Chair Unger added that regarding infrastructure, they need critical mass to support a sector and keep going.

Commissioner Baney said that the economy is not even about the County except for land use. Chair Unger stated that someone has to have the big vision to put all the parts together. Most groups do not think of the big picture. Commissioner Baney noted that they might be able to encourage or coordinate, but they are not the owners who need to sustain.

Commissioner DeBone added that they have to stay on top of land use, and there needs to be a growth plan that works. Commissioner Baney said they do not want to get backed into a corner regarding the urban growth boundary. Much of this would need to be handled by the County. It sounds like some are pre-supposing some decisions that the County has not yet addressed. Commissioner DeBone wants to have the County's point of view when he is at UGB meetings. The City Council is already split in different directions. Commissioner Baney noted that there are other influences, such as LandWatch and other groups that will make this a lot more complicated.

Chair Unger said it is important for the County to sustain things so they can remain healthy and vital. Commissioner Baney asked how they can sustain economic vitality. They are already being forced to reclassify lands for cannabis at some level. Mr. Anderson stated that transportation infrastructure needs to be maintained as part of this.

Ms. Waterston said that the County's jurisdiction will become more populated, so land use and small farmers will be impacted. This will be difficult to manage, and then they have to add in the demands on public lands and water. Chair Unger stated that in regard to housing, before SB 100, many lots of record were created and development will grow into them. It will hit equilibrium after that, until land use changes dramatically. Mr. Anderson said that compatibility issues have always been here, but the demographics have changed. Different land uses are being introduced and there will be a period of adjustment for each.

Ms. Waterston added that another shift might be the boomer generation and their attitudes toward farming. She asked if there has been any conversation about developing a green belt. Commissioner Baney replied that this is natural here, since 78% of lands are already publicly owned. Chair Unger added that he doesn't see the cities bleeding together.

Mr. Anderson asked if the Board wanted any department heads to make an appearance today.

He noted that the waste to energy project at the landfill was not successful. Chair Unger said that in regard to the Sheriff's Office, they need to make sure the right officers are out there doing the right things, in view of national issues.

Commissioner Baney stated that she is concerned about what is coming in health services. This is greatly fractured at the State level. Commissioner DeBone said he is not sure the County should be the one to do all of this. He has a problem with someone having a bad day and expecting the government to take care of him. Commissioner Baney noted that the County holds the responsibility for public health. There is a push to get out of some of this, but it would go to the State. It can't go to private enterprise or the churches.

Commissioner DeBone asked where does it stop. Commissioner Baney explained about Oregon Health Plan clients and what has to be provided to them; the question is who provides and at what level. Chair Unger said that the County acts somewhat as a broker, directing people to the right kind of help. Commissioner Baney added that some CCO partners now want to take on some of the work. It is difficult for private practitioners to deal with some of this population. Some counties are turning back this work to the State, and some are partnering with private entities. Dollars go to the State and then the CCO, and they don't have to contract with counties anymore.

Commissioner DeBone feels they are setting up a culture of asking the government to do it all for them. Commissioner Baney stated that they have a history of taking a leadership role, too. This may be lost, and she wants to know if this is valuable to the Board. She wants to guide good policy. Delivery of these required services is the question. They need to help decide what will be mandated and where the funds will go.

Ms. Waterston said that department collaboration involves more than one department and other agencies. She asked how the Board wants to capture this. Commissioner Baney said they need to know what the priorities are now and what they will be in the future. Jane Smilie (Health) is trying to find structure in her department to deal with this. It isn't by chance that we maintain these services. Chair Unger noted that there has to be State support. Mr. Anderson added that no one would argue against being part of the discussion, on mandated and discretionary services. This needs to be fleshed out more thoroughly.

Ms. Waterston asked about mental health issues showing up in the jail. There are also veterans with issues. Mr. Anderson said there are new initiatives that will reflect in the objectives. Commissioner Baney stated that this also needs more legislative work. It is easier to understand roads and landfills. Commissioner DeBone said he just doesn't want the public to think government is going to solve their issues relating to mental health. He thinks this could end up being never-ending. Commissioner Baney explained that they are mandated to provide this for a certain segment of the population.

Commissioner Baney said they will help provide clarity with what they need to do. There could be decision points coming that will affect the departments greatly. The private sector does not usually want to provide these services, as it is not cost-effective for them.

Commissioner DeBone said he wants to talk about the future of the Fairgrounds. Chair Unger noted that he is not sure anyone knows for sure yet. There are more funds available now through TRT. Mr. Anderson stated that there are fundamental questions looming regarding the market; what is historic versus expanding into different kinds of bookings, conventions, and changing the market focus. Dan Despotopulos will be retiring and they will need a new director. It is already close to being self-sustaining.

Commissioner DeBone stated that Mr. Despotopulos might have some general ideas on the future of the facility. Mr. Anderson noted that he would have some ideas regarding a sports complex, but can keep his responses broad. A report is being generated regarding a sports complex.

Commissioner Baney asked if there is any report available that shows more conference space is needed. Mr. Anderson stated there are some big areas of discussion, including 9-1-1 levy variables, and the evolving nature of 9-1-1 services to providers.

Commissioner DeBone suggested that they might have the Sheriff provide an update. Commissioner Baney asked if they might need to rethink having an undersheriff. Also, there are big changes in funding for corrections, and the Board needs to be involved in this.

Chair Unger said that Chris Doty (Road Department) is concerned about future funding. Commissioner Baney said that some has been approved for 2017, but SRS and PILT have to be authorized each year. Chair Unger would like to know what happens if one of these goes away. Commissioner Baney stated that some communities have instituted a franchise fee for cable use. The County could do this and it might add \$350,000 to revenue. This is already charged to users in the cities.

Commissioner DeBone would like to see better use of small size lumber for newer construction panels. Mr. Anderson said that this is already part of the uniform building code, and alternative building techniques. They have to be pre-engineered and safe. Commissioner Baney noted that this could support part of the economy, but would not replace money lost from SRS or PILT. Chair Unger said that there is no infrastructure in place here to do this work, so someone would have to invest in it. Commissioner DeBone stated he just wants all to know that there are trends to be aware of.

It was decided that they would request Dan Despotopulos, Sheriff Nelson, Ken Hales and Nick Lelack come in today for discussions.

Commissioner Baney said she also wants to hear from Health. There are critical changes happening in healthcare and this affects a huge number of employees. Mr. Anderson said that a Health Update is scheduled for next week.

Commissioner Baney stated that the discussions need to be more general. Chair Unger said he wants some bigger discussions, but does not think they can all be done today.

Regarding Safe Communities, item #4 was discussed and changed. Mr. Anderson said it should be broadened to include communications, for the radio projects, the CAD conversion, staffing and dedicated fire dispatch. They decided on:

Expand and enhance public safety communications systems in coordination with all stakeholders.

The group discussed whether to delete item #5. Mr. Anderson said that they will conclude land use rules soon, so the focus would shift to code enforcement. It is not captured anywhere else in this document. Commissioner Baney noted that code enforcement is complaint driven, and that is not always the best way to handle things. Perhaps there should be a different approach with more active management. Chair Unger agreed. They decided on:

Enforce County regulations to preserve rural quality of life.

Ken Hales, Dan Despotopulos and Nick Lelack joined the meeting.

Commissioner DeBone said the Board is looking at a five-year vision. Mr. Anderson asked about the impacts of the justice reinvestment program and if there are going to be any fundamental changes. Mr. Hales replied that they receive a continuing emphasis from funding authorities to change what they do. They are ahead with evidence-based practices. They are putting more emphasis on case management, timing and interventions. The future is to do what they already do but smarter, with more decisions based on data and service outcomes. The State is moving this way. They are changing the culture with prosecutors; the parole officers are to be more of a way to change people rather than enforcers.

Regarding item #2, data-driven practices are a part of the continuum of services. This is research-based decision-making. They promote targeted, research-driven prevention. Commissioner Baney asked if they need to prepare for any systems changes that might divert funding. Mr. Hales replied that if there is a fundamental change in the criminal justice environment, it will change the response. They have to adapt if and when this happens, but have no direct threat to deal with now. They want to reduce recidivism and future demands on County services. Research-driven is too confusing since some programs are not. The result was:

Promote targeted public safety services to reduce crime and recidivism and repair harm.

Commissioner DeBone asked whether in five years from now, they need more staffing or space. Mr. Hales replied that they can already use more parole offices and office space on the adult side. They could expand or use a satellite office with a specific staff. This could possibly be at the courthouse. The Adult Corrections building is already too dense. There are no conference rooms now, and they need enough staff to be safe and for administrative support. Staffing is based on a caseload formula, time studies and legislative decisions. Based on the 1145 formula, some funds go to justice, and some to the jail.

Mr. Hales left at this time.

Mr. Anderson stated that they can address the future of the fairgrounds facility, a sports complex and future plans. Commissioner DeBone asked what they can envision in the next five years. Mr. Despotopulos replied that he sees a bright future, and the addition of the room tax allows more marketing and promotion. Everyone around the State wants to be where we are. They have a strong identity and have won national awards. They are getting all kinds of inquiries from all over the country.

The sports complex will be a big thing. Capital improvement bonds will be paid off in 2017. The 9-1-1 levy is important, but they might think about an operating levy for the Fairgrounds facility. The University of Oregon is doing a preliminary feasibility study with them and the City of Redmond. There will be presentation of findings on March 11.

This will provide a basis of where to go next. They have an event team and a tournament team, made up of about 15-20 students, looking at all aspects.

Commissioner DeBone asked if they would be able to transition into conventions. This requires substantial overnight lodging. Mr. Despotopulos said that the sports complex would bring in a lot of activity. The private sector would decide whether to build hotels. Then they could drive more conventions.

Commissioner Baney asked what happens if there is no operating levy; whether they could depend on market rate to expand, and whether they should consider convention business.

Mr. Despotopulos said they have not had an operating levy for sixteen years, and this needs funding. Less is needed if there is more business. There has been no study of this at this time. A feasibility study would show sporting aspects, and also the things that would support this. Commissioner Baney asked if the sports complex doesn't work out, will they look at other things to cultivate.

Mr. Despotopulos said he is working with Visit Bend and COVA on conference business. Marketing now has nothing to do with the sports complex; all of it is for the existing facility. Commissioner Baney asked if there are any updates to the facility to adjust to this type of use. Mr. Despotopulos replied that they are getting bids on things like dividers and different lighting., along with big screens and other enhancements. They have started to identify this in the business plan, so they can help drive more business. The plan is not based on a future operating levy.

Chair Unger asked if adjustments need to be made to other buildings. Mr. Despotopulos replied they have been spending funds all along to update equipment and facilities. They try to do good preventative maintenance, but there are some things that will need to be replaced.

Mr. Anderson suggested that the sky is the limit. There are all kinds of markets beyond sporting, convention and rational fairgrounds. Branching into the carpeting and chandelier crowd may mean a more specific analysis. They need to have a handle on the options. This ties into #1 of Resilient Economy.

Complete strategic capital planning and projects that strengthen the region's economy.

Mr. Anderson stated that in the past, the Board has been conscious of not being in competition with the private sector. That seal has been broken, and this widens the playing field. There might be plenty to go around. Commissioner DeBone said he is sensitive to this, but does not think Central Oregon has it all now. Ms. Waterston stated that Visit Bend has analyzed this, and they try not to alienate anyone. She asked if the airport can accommodate this kind of thing. Chair Unger said there are comparable plans for the airport. Commissioner Baney noted that this is a publicly-supported facility and some might be suspect of an operating levy. Commissioner DeBone said they could invite the players and talk about the facts. Mr. Despotopulos added that what else helps is when the large group businesses come in, everyone wins. Their biggest money is through 'heads and beds', not conferences.

Mr. Despotopulos left at this time.

Commissioner DeBone noted that #5 under safe communities was changed. Nick Lelack said that overall, they are looking at natural gas for their vehicle fleet. This would also help improve efficiencies during a disaster. It would be helpful to be able to fill up locally rather than driving to the landfill or Road Department. Commissioner DeBone noted that they need to document where people might use it in this area.

Mr. Lelack stated that the bigger picture means modernizing County plans, policies, programs and regulations. Some have not been looked at for decades, and some are rigorous but should not be. They need to make everything more user-friendly and modern. Mr. Anderson said there needs to be a consistent effort to review these things. This fits #3 under economy.

Mr. Lelack would like to see people better educated about the digital world. Letting customers know this will eliminate a lot of work and space needs. Others besides CDD can benefit from this.

Ms. Waterston asked about the potential of a cyber-attack. Mr. Kropp replied that the County tests for internal or targeted threats. Mr. Anderson added that the emergency services manager has something about this in the latest plan. Commissioner Baney noted that within the Cascadia issue, the effect would be similar. Mr. Lelack stated that COBA (Central Oregon Builders' Association) can be a part of this, as can other agencies. It is in the work plan but there is too much ahead of this to deal with it now.

Under Health People, language was added for #1: and in planning for the County's land use and building environments.

Resilient economy: review and to achieve economic goals.

Under Natural Resources #5, Mr. Lelack suggested this be broadened beyond south County. Mr. Anderson said they can make this a part of #1.

Natural resources, innovative plans for wildlife and fire, blend natural resources and hazards.

Under 'employ best practices', #3, Mr. Anderson said some is already being done. Ms. Waterston asked if 'best practices' means the same thing to everyone. Ms. Ure indicated it does not.

Chair Unger stated that #3 talks about the public. Mr. Lelack said he thinks they need to integrate development into this. Developers should try to blend development with the natural side of things. 'Habitat' should be added after forest. Commissioner DeBone stated that it needs to be more than the Forester or the BLM. It was decided that 'public' should be deleted.

Mr. Lelack said under quality of service delivery, they should measure the performance of programs and services and make results available in user-friendly formats.

They should continue investments in technology to improve service delivery, reduce cost and increase public access. Mr. Anderson stated that is under #1, quality service.

They talked about a possible new category for partnerships and cooperation. Mr. Anderson said this is kind of like #5 under resilient economy. As they relate to CDD, maybe this could be under quality service delivery instead.

Mr. Lelack explained that a sustainable cities study is being presented as it relates to rural areas. This would talk about south County or Sisters. Commissioner Baney asked about Tumalo, since it is such a mixed bag. Chair Unger noted that there is a large number of people living outside of Sisters who want to interact but have no say about what happens in the City itself.

Mr. Lelack left the meeting at this time.

Safe Communities was concluded.

Under Healthy People: #1, add 'and land use policies'.

The group kept #2 as is.

Adjust to changing HS reforms, identify and address gaps in service, and strategize regional approaches.

#3 was kept, with 'human' being deleted.

Mr. Anderson said that Ms. Smilie suggested eliminating #4 and #5 and replace those with:

Promote health and prevent disease using strategies that align with the CO regional health improvement plan.

Commissioner Baney noted that not all will be in the plan, but might be in the assessment. The RHI Plan is a 4-year look. Ms. Ure explained that Health is trying to tie measurable with objectives. Commissioner Baney said that an improvement plan is required for every CCO, but there are other measures that are tracked. It relates to population health, so is tri-county, for outbreaks, etc. #5 is not part of the plan and it should stand alone.

Mr. Anderson asked what the deliverables are for #5. Ms. Ure replied that they have to update the public transit plan for special transportation funds. They want to make goals pertinent to County departments. All are important, but not much of it can be delivered by County departments, except the Board.

There was a discussion on what support means. Commissioner DeBone said good land use and a good economy helps some of this. Mr. Anderson stated that it is hard to be accountable if there is little control. Most is external. There are at times certain more specific things that fall under this. Affordable housing, a Sunriver zone change to allow for labor housing there, and workforce housing.

Ms. Waterston said 'provide' is the word to use. Mr. Anderson indicated that this connotes ownership that should not be the County's.

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Support the development of collaborative solutions related to transit options, homelessness, affordable housing and veterans' needs.

Under Resilient Economy:

#1 added planning and.

#2 partner with organizations in order to stimulate economic vitality.

#3 Support land use programs and initiatives that promote economic growth and diversity, livability and sustainability.

#4 add: 'facilities and' before natural resources.

#5 move to quality service.

Natural Resources:

#1 ok.

#2 ok.

#3 add forest 'habitat' and remove the work 'public'.

#4 ok.

#5 eliminated.

Quality Service:

#1 OK

#2 OK

#3 OK

#4 OK

#5 Mr. Anderson said this one could go away. However, some departments ant something to address legislative activities. He wondered how they can measure and report on this. It is part of business practices.

It was decided #5 would be deleted.

Effective Asset Management:

#1 OK. 'Use' instead of 'Utilize'.

#2 Upgrade information management systems to streamline business processes.

#3 'Maintain' instead of 'develop'

#4 'address' instead of 'plan'.

Sheriff Nelson was contacted by phone.

Commissioner DeBone told him that the Board is looking at a five-year horizon, trends, and where resources might be needed. Chair Unger stated that they want to be proactive and avoid national-type problems.

Sheriff Nelson said that the partnerships here work well and complement each other. Everyone wants to do the right thing. There are amazing differences when compared to other places. Mental health will continue to play a bigger role, and Ms. Smilie has been a great partner in this work. They hope to soon have a crisis walk-in sober station, which will be a great asset in the jail. It can serve some of the population before there is a crisis. They deal with substance abuse issues often combined with mental illness. This could provide assistance before something becomes an issue. It ties into the resources of detox and after-care.

Marijuana will be a problem, and he feels nothing good will come out of this situation. It is against federal law. Commissioner Baney stated that the medicinal piece will remain in any case.

The Harney County issue is a concern, and brings to light some issues that need preparation. People are tired of thinking their voice isn't being heard.

Commissioner DeBone said that large companies can get more sterile over time, and government is the same way. The BLM and Forest Service are big government. Processes can take years. It is hard to get a good answer anymore. These are not bad people, but no one seems to be able to answer questions. It is gridlocked. Chair Unger noted that the Forest Service is different, at least locally.

Ms. Waterston explained that no one could grow anything on these lands, so it all got combined under the government. Now things are bumping up against each other with different interests.

Sheriff Nelson said that regarding contract negotiations, they have to do the right thing to retain quality people. He will defend PERS, salaries and benefits for that reason. Law enforcement is not viewed in a very positive light in many places. He works hard to have good relationships here. One local agency is looking at a big signing bonus to get good people. He is concerned about this competition.

Commissioner DeBone asked about possible future needs. Sheriff Nelson said that they run about the same number of patrol officers as they have for years. The population increase is impacting this. He wants to be mindful of the tax rate and services. He can't say how cannabis will impact his resources, patrol and the jail. It took Washington State about a year to start to understand this.

Chair Unger stated that this is also creating pressure on other departments. Maybe here should be some kind of license fee to offset the costs. Commissioner Baney said that most might end up with code enforcement cases. This needs to be clarified. Mr. Anderson added that the Sheriff will be involved especially if the situation is potentially dangerous. Commissioner Baney noted that some are reasonable but some are already hostile.

Mr. Anderson said that the theme this year seems to be to make goals and objectives more broad to be able to allow for more departmental involvement. It is clear that some issues affect more than just one or two departments.

Being no further discussion, the meeting ended at 4:40 p.m.

DATED this 17th Day of February 2016 for the
Deschutes County Board of Commissioners.



Alan Unger, Chair




Tammy Baney, Vice Chair

ATTEST:



Recording Secretary



Anthony DeBone, Commissioner

Deschutes County FY 2016 Goals and Objectives

Mission Statement

*Enhancing the Lives of Citizens by Delivering Quality Services
in a Cost-Effective Manner.*

Safe Communities: Protect the community through planning, preparedness, and coordinated public safety services.

1. Collaborate with county and community partners in preparing for and responding to natural and man-made disasters.
2. Promote targeted prevention, diversion, and intervention programs to reduce recidivism and future demands on county services achieved through the continuum of incarceration, detention, and supervision services.
3. Respond to, investigate, and prosecute criminal activity to ensure the guilty are held accountable, the innocent are protected, and the rights of all citizens are respected.
4. Implement the 911 strategic plan for 2015-18.
5. Assess and respond to marijuana legalization as it relates to community law enforcement, health, and land use regulations.

Healthy People: Enhance and protect the health and well-being of the community through advocacy, prevention, education, and services.

1. Consider population health, wellness, and multi-modal connectivity in the design and implementation of infrastructure.
2. Assess and adjust to changing health system reforms, address gaps in service, and strategize regional approaches.
3. Provide timely and convenient access to quality health and human services.
4. Assess, preserve, promote, and protect the basic health and wellness of the community through partnerships, community education, outreach, and advocacy.
5. Identify gaps and needs and advocate for funding solutions related to transit options, homelessness, and affordable housing.

Resilient Economy: Promote policies and actions that stimulate economic vitality.

1. Complete strategic capital projects that strengthen the region's economy.
2. Partner with organizations that stimulate economic vitality.
3. Support land use programs and initiatives that promote economic growth and diversity, livability, and sustainability.
4. Support beneficial management and access policies of publicly-owned natural resources to promote tourism and recreational activities.

5. Pursue inter-jurisdictional and interdepartmental cooperation to enhance service delivery and the cost-effectiveness of public services.

Natural Resources: Promote environmental stewardship through assessment, advocacy, and collaboration.

1. Enhance and protect air, land, and water resources.
2. Educate the public and enforce policies regarding noxious weed control and eradication.
3. Support healthy and sustainable forest and public land management practices and oversight.
4. Restore and maintain landscapes across all jurisdictions that are resilient to fire-related disturbances.
5. Partner with community members and appropriate agencies to preserve and protect South County's water resources.

Quality Service Delivery: Provide internal support and external services that are innovative, efficient, and comprehensive.

1. Encourage and expand opportunities for public engagement with Deschutes County government.
2. Provide internal support to county operations to ensure cost-effective and efficient delivery of services to the public.
3. Support employee wellness, development, productivity, and job satisfaction.
4. Support and promote Deschutes County Customer Service "Every Time" Standards.
5. Adapt to changing state and federal laws, industry trends, and community needs in order to continue to provide innovative services to the public.

Effective Asset Management: Preserve and enhance capital and fiscal assets.

1. Utilize best management practices to sustain the quality of county assets and infrastructure.
2. Improve financial and human resources data systems to promote streamlined business processes.
3. Develop financial strategies to ensure long-term stability.
4. Plan for long-term building and facility capital needs including major maintenance and replacement strategies.



Deschutes County FY 2017 Goals and Objectives

Mission Statement

Enhancing the lives of citizens by delivering quality services in a cost-effective manner.

Safe Communities: Protect the community through planning, preparedness, and delivery of coordinated services.

1. Collaborate with county and community partners in preparing for and responding to natural and man-made disasters.
2. Promote **targeted** public safety programs to reduce crime **and recidivism**, and repair harm. ←
3. Respond to, investigate, and prosecute criminal activity to ensure the guilty are held accountable, the innocent are protected, and the rights of all citizens are respected.
4. Expand and enhance public safety communications in coordination with all stakeholders.
5. Enforce County regulations to preserve rural quality of life.

Healthy People: Enhance and protect the health and well-being of the community through advocacy, prevention, education and delivery of coordinated services.

1. Consider population health, wellness, and multi-modal connectivity in the design and implementation of infrastructure and ~~land-use~~ policies. **land use** ←
2. Adjust to changing health system reforms, assess and address gaps in service, and strategize regional approaches.
3. Provide timely and convenient access to quality health services.
4. Promote health and prevent disease using strategies that align with the Central Oregon Regional Health Improvement Plan.
5. Support the development of collaborative solutions related to transit options, homelessness, affordable housing, and veterans' needs.

Resilient Economy: Promote policies and actions that simulate economic vitality.

1. Complete strategic capital planning and projects that strengthen the region's economy.
2. Partner with organizations in order to stimulate economic vitality.
3. Support land use programs and initiatives that promote economic growth **and diversity**, livability, and sustainability. ←
4. Support beneficial management and access policies of publicly owned facilities and natural resources to promote tourism and recreational activities.

Natural Resource Stewardship: Promote environmental stewardship through assessment, advocacy, and collaboration.

1. Enhance and protect air, land and water resources.
2. Educate the public and enforce policies regarding noxious weed control and eradication.
3. Support healthy and sustainable forest, habitat and land management practices and oversight.
4. Restore and maintain landscapes across all jurisdictions that are resilient to fire-related disturbances in accordance with management objectives.

Quality Customer Service: Provide internal support and external services that are innovative, efficient and comprehensive.

1. Encourage and expand opportunities for public engagement with Deschutes County government.
2. Provide internal support to County operations to ensure cost-effective and efficient delivery of services to the public.
3. Support employee wellness, development, productivity and job satisfaction.
4. Support and promote Deschutes County Customer Service "Every Time" standards.
5. Pursue cooperative opportunities to enhance service delivery and the cost-effectiveness of public services.

Effective Asset Management: Preserve and enhance capital and fiscal assets.

1. Use best management practices to sustain the quality of County assets and infrastructure.
2. Upgrade information management systems to streamline business processes.
3. Maintain strategies for major funds to ensure long-term financial stability.
4. Address long-term building and facility capital needs including major maintenance and replacement strategies.