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Deschutes County Board of Commissioners
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Minutes of Board of County Commissioners Goal-Setting and Planning Retreat

Wednesday, February 11, 2015

Deschutes County Health Services Building

Present were Commissioners Anthony DeBone, Alan Unger and Tammy Baney. Also present were Tom Anderson, County Administrator; Erik Kropp, Deputy County Administrator; Judith Ure, Administration; and Ellie Waterston, facilitator; and, for a portion of the meeting, Health Director Jane Smilie. No representatives of the media or other citizens were in attendance.

Chair DeBone opened the meeting at 9:00 a.m.

Tom Anderson provided opening comments. He said he asked Judith Ure to participate since she is handling performance management tracking and other projects. He felt last years' goal setting retreat was successful, and the department heads did a good job of setting individual department goals. He stated they are to revisit the goals and determine if there are changes merited, and whether the course of the County should be changed In any way, short- or long-term.

This year he asked department directors for their thoughts regarding the County's goals and any major issues to be addressed. He received some that are very specific and others that are broad.

Ellen Waterston began reviewing the retreat agenda and gave an overview of the meeting. She said the trick in doing this is to look at the goals as if they have never seen them. There are enough changes and new things going on that there will need to be some fresh ideas.

Regarding the mission statement, the umbrella under which the County operates, she asked for feedback. Commissioner Unger stated he likes it as being straightforward. Commissioner Baney wished to talk about 'enhancing the lives'. A similar theme is used by the Central Oregon Health Board. She asked if it is the County enhancing or just supporting.

Ms. Waterston said that supporting provides a platform, with citizens enhancing their lives. Commissioner Unger stated he feels that enhancing is trying to make things better. Chair DeBone added that citizens are providing needed services through paying taxes. He likes to look at the facts, and he could make it even more generic. Commissioner Unger noted that they are doing much more than that, like improving the forests and addressing other quality of life issues.

Ms. Waterston stated that most in the County seem to be content or are too busy to be involved at County meetings. It is up to the County to plan ahead to make sure needs are met. It is more on the enhance side than the support side. They don't want to lose ground and in some areas are gaining ground.

Commissioner Baney feels 'quality' is a little dry, but she does not know what would be better. Erik Kropp stated that it might be stale since they have used it for a while, but would like citizen input. It also is printed on many County documents. Commissioner DeBone said they can tackle the issues of the day and plan for the future. He suggested the mission statement not be changed.

Commissioner Unger suggested they ask citizens if they have an opinion about this; it could be changed in the future if merited.

Ms. Waterston referred to the **Safe Communities** goal. She asked if this is stated in a way that remains vital and relevant. Commissioner Baney asked about the planning aspect and whether than can be better explained. Chair DeBone stated that it has to do with emergency preparedness and public safety in general.

Mr. Anderson added that this also has to do with law enforcement, the District Attorney, some public health aspects, and 911. It relates to adapting to changing circumstances such as 911 funding, a new D.A., and new laws such as those relating to marijuana.

Commissioner Baney asked if it should say emergency planning. Commissioner Unger feels it is more than planning for emergencies; there is much more involved. Public safety touches many of the departments. Ms. Waterston said that these have a place. Mr. Anderson stated that they could add 'strategic' to planning if it relates to all. Commissioner Baney asked about 'coordinating'. Commissioner Unger said they are planning, preparing and delivering these services. Mr. Anderson noted that they also need to think of coordinating not only with departments, but with the courts and other agencies. Commissioner Baney stated that these partners are critical to the system.

Chair DeBone stated that for example, when dealing with wildfires, there are many involved such as the State Forester, fire departments and others that the County tries to bring together. Having all agencies involved and having the community understand this is very important. Working on those relationships is key.

Commissioner Unger feels that #1 and #4 are somewhat redundant; both address collaboration. The Board agreed this goal could remain as is at this point.

Ms. Waterston said that the plan today is to review the goals and then decide if any need changing or should be reflected in other ways. Some departments' input might come into play.

Regarding **Healthy People**, it was agreed that 'prevention' should be added. Mr. Kropp said this should cover both disease and substance abuse issues. Ms. Waterston asked if this embraces all health services. She asked also how 'advocacy' comes into play. Commissioner Baney stated this could be through the legislative process and advocating for grants to get services. Chair DeBone said she feels that these services are meant for the most vulnerable.

Mr. Kropp stated that some is for overall public health, with other services for specific needs. Mr. Anderson added that at the local level, there is an advocacy and education aspect relating to healthy choices. There is also a segment of the population that is invisible to many, using mental health and similar services.

Ms. Waterston stated that Highway 97 is still designated as a drug corridor. She asked how the marijuana law changes might affect this. Commissioner Baney supports the addition of prevention, which is critical to educating the population. There was a lot more emphasis on prevention community-wide in the past but that has slipped away.

Ms. Waterston said there is always an implied sense of importance in how the terms are listed. Commissioner Unger feels that prevention should follow advocacy. It was suggested that it be listed as ‘advocacy, education, prevention and services’.

Judith Ure stated that this is targeting health and behavioral health; she asked about housing issues and other needs. She asked if it should be more than healthy people. #1 under the goal talks about a multi-modal community.

Commissioner Baney stated that the ‘prosperity’ of the community is at issue. Economic vitality does not apply to all. Commissioner Unger stated that 30% of what the County does relates to health. Prosperity is important but it may be outside of the County’s role. Ms. Ure stated the County does help in the other parts of peoples’ lives. Ms. Waterston noted that ‘prospering’ is different than ‘prosperity’. Ms. Ure feels that the word ‘healthy’ is limiting and does not include housing or a jobs program that is available to some.

Chair DeBone said that affordable living is a problem, impacted by housing, utilities and jobs. Commissioner Unger asked if they could add a #8.

Commissioner Baney asked if it should be ‘healthy people’ or ‘healthy communities’. Ms. Waterston feels that ‘people’ is more important. Mr. Anderson stated that ‘people’ is generic, and could include visitors and others, not just residents. For instance, there are restaurant inspections; dealing with transient populations, and so on.

Regarding **Robust Economy**, Commissioner Baney feels that the term ‘robust’ is overused. Ms. Waterston said it is a word that fits well in this context. Ms. Ure asked about ‘resilient’ or ‘economic vitality’. Chair DeBone stated that things are somewhat diversified, but they need to think about the slow times. Ms. Waterston stated they can talk about vitality, but resilient shows they are ready.

Under **Natural Resources**, Ms. Waterston said there are some big issues happening here and under other goals. Water and wildfire will be ongoing problems under the big picture of climate change. Some feel this falls under safe communities. She asked if the goals have room inside them for the changing needs and demands.

Commissioner Unger stated that other agencies are asking what the counties will do about these issues. The question is, should the County be invested in all of these, like the spotted frog and water problems. Commissioner Baney cautioned that they may not want to be the lead and be responsible for those issues that are bigger than the County. Commissioner Unger said that no one from counties shows up for water meeting except him, and he is unclear on what involvement is expected or should be done by the County.

He asked if the County should just remain supportive. Commissioner Baney said they can promote environmental stewardship and advocate for other groups, and collaborate with agencies. Commissioner Unger stated that there are other groups doing much of this work with the County's support.

Ms. Waterston asked to what extent the County depends on the environment staying status quo. Tourism and agriculture depend on water. She asked if the County's role should change or expand. Becoming 'proactive' may mean too much involvement. If the economy is impacted due to environmental shifts, she asked if there is a way to manage this. Commissioner Unger said that the County has limited control of federal agencies. Mr. Kropp stated if the County cannot regulate, it cannot be expected to step in. Mr. Anderson stated there are state and federal agencies overseeing this.

They added a County Forester to be able to have more control or input, while other counties rely on the State and Federal agencies. They also support a federal advocate, Joe Stutler, to pursue relevant forest practices that impact safety, tourism and natural resources. He asked if it is felt they should go further than this. Commissioner Unger feels the County is well-invested in this, but he feels there could be more facilitation to help other groups do this work.

Chair DeBone feels that learning about the other agencies' philosophy is important. They don't always look at the issues in the same way, but it is important to be up to speed with what is going on with those agencies.

Commissioner Unger said that some of it is not philosophy as much as it is based on legal cases. Ms. Waterston noted that the Sage Grouse issue has quieted some due to some federal funding becoming available for ranchers. The County should be informed of how these laws come into play and play out. Some laws can displace people or impact tourism, and the County will be affected. Commissioner Unger said that the County is actively engaged with agencies and other counties on these issues.

Ms. Ure asked if the title could change to a different verb structure that is more symmetrical. She likes Healthy Natural Resources and thriving people. If Management becomes Manage, it is not what they want to say. They don't manage natural resources. Chair DeBone said they could 'celebrate' natural resources; something that is positive. Ms. Waterston said it could say 'enhance'. Ms. Ure does not feel managing natural resources is the goal.

Mr. Anderson stated that some clients will never get to "thriving". He is not sure about thriving people and healthy natural resources yet.

Ms. Waterston felt the rest of the natural resources goal is adequate to speak to the County's role.

Regarding **effective service delivery**, Ms. Waterston asked about 'maintain confidence'. Chair DeBone stated that the County provides common services, and people need to feel it is done openly and honestly. Mr. Anderson said the reason for the goal is that the others are specific to many services, but some do not fit into those four such as internal services, facilities maintenance, and those who are working towards the mission. He stated that Chris Doty reminded him they talk about customer service, but don't talk about maintaining physical assets. The Road Department is to preserve the roads but that doesn't fit into the other four goals. It would be good to recognize these kinds of things.

Commissioner Baney stated that regarding natural resources, going back a few years this goal had to do mostly with facilities, capital assets and internal management. It had to do with the protection of assets. That has since been left behind. Mr. Anderson asked if it should be the management of natural and physical resources. Ms. Ure said it could be under fiscal and asset management.

Ms. Waterston asked if it should fall under the 4th goal, or under #5. Ms. Ure said that it should not be in #4 where it might dilute natural resources. It would be best under #5. Ms. Waterston said that #5 is to capture what is not in #1 through #4. However, saying 'maintain confidence' is somewhat negative. Commissioner Unger would like to see it 'preserving'.

Commissioner Baney stated that infrastructure is important to citizens and the economy and perhaps should be under capital assets. Or maybe they need to add another goal to cover this. She thinks of elections, the Clerk, financial efficiencies and similar aspects as being different from physical assets.

Mr. Anderson said the actual deliverables go into this much more. Commissioner Baney asked if they can list the departments, such as the Clerk, Assessor, Finance and others. Ms. Waterston said this could leave some being omitted.

Ms. Waterston asked where they want to put physical assets. These are being managed and are important. The County has a lot more oversight of this than it does of natural resources.

Commissioner Unger said there is asset management, services and physical assets. Ms. Ure said that effective service delivery includes internal services. Capital and physical assets are separate.

Mr. Anderson said they should focus on physical assets, but part of this is service delivery. This is what the public often sees. There are unique services such as elections, the Fair, etc.

Ms. Waterston said effective service delivery, promote, and responsiveness to the public can be together. Commissioner Unger wants to see 'preserve and maintain physical assets'.

Commissioner Baney asked if it is a goal to not just have effective service delivery, but to support the internal teams. She asked if there is an opportunity to show this. Ms. Waterston stated that this would be listed under the goal, as a key piece in working for the public.

Commissioner Unger quoted: Ensure confidence in Deschutes County through responsive self-management and engagement with the public. Commissioner Baney did not like 'self-management'. Ms. Waterston asked if it could be internal management. She does not like the word 'confidence' since that could be an implied negative. She asked about effective service delivery.

Mr. Anderson quoted: quality customer services that are internal/external services that are innovative, efficient and comprehensive. Ms. Waterston liked those thoughts, except more needs to be said about internal support. Ms. Ure said this could be internal support and external services.

Provide . . . this would cover the services listed as objectives under #5.

Regarding goal #6: Commissioner Unger suggested improve, preserve, maintain, and protect capital assets. This is done by the departments. Ms. Ure said this could be effective asset management, which would need to be defined.

Ms. Waterston asked if they really want a word that shows growth. They may not want to infer they will grow fiscal assets.

It was deterred that the goals would stay as follows:

- #1 as is
- #2 healthy people: enhance and protect the health and wellbeing of the community through advocacy, education, prevention and services
- #3 as is
- #4 natural resource stewardship
- #5 quality customer service: provide internal support and external services that are innovative, efficient and comprehensive
- #6 effective asset management: preserve and enhance capital and fiscal assets

Ms. Waterston gave a recap of some notes from her discussion with Mr. Anderson, especially in regard to new or potential issues.

Ms. Waterston asked if they want to change the existing goals to accommodate suggestions, or to add goals. She asked about issues related to 911, marijuana, the new D.A., or wildfires.

Commissioner Baney said that Joe Stutler would like wildfire issues elevated. Ms. Waterston stated they want to cover the important points, which gives the departments guidance on their own goals. Commissioner Baney stated that emergency response is much more than wildfires. Mr. Anderson asked how they can measure this, and how do they control what other agencies do. Commissioner Baney feels this is shown in #1, collaboration with partners.

Chair DeBone stated that the County does participate. Mr. Anderson said the existing objectives cover 911, emergency services and law enforcement. #4 deals with 911 and it can be more fully defined now.

Wildfire is the biggest natural threat, so it could be listed; but it would be hard to measure when there are so many other agencies involved. Commissioner Unger feels that this may help with grant writing. Ms. Waterston stated that #1 could list natural or man-made disasters at the end. Or word it: facilitate collaborative planning and response among county and community partners to enhance emergency preparedness.

Suggested was: Facilitate preparedness among county and community partners and effectively respond to natural and man-made disasters.

Agreed upon: Collaborate with county and community partners in preparing for and responding to natural and manmade disasters. Replace objective #1 in goal #1.

They should be able to show measurable: exercises, how many people were evacuated, coordination with other agencies, and so on.

It was decided that #2 and #3 will stay as is.

Ms. Waterston asked about marijuana issues. Mr. Anderson said this is included broadly in item #3. It also comes into play in the health arena, and it also comes into land use regarding growing and selling.

He stated that #4 was timely last year. Mr. Anderson said the department head asked for change. Commissioner Baney said funding has to be secured by the County but also with the partner agencies. Mr. Anderson suggested this could show that the Board adopted the 911 strategic plan, which includes seeking stable funding and restructuring of the organization.

Ms. Waterston recommended that they reference the strategic plan which includes all the other aspects.

Commissioner Baney asked if they want to engage the community regarding marijuana use and distribution. Chair DeBone stated that addiction could be a lot of things, and this should be looked at in a broader context.

Ms. Waterston is confused by the listing provided by Health. Mr. Kropp said that if additional resources are needed for marijuana issues, the department needs to know how to proceed. Mr. Anderson said it could be specific at this particular time. Commissioner Baney stated that there are other products that may fall into this category; some may yet be unknown. Mr. Anderson stated that this would touch several departments.

Add under safe communities: Assess ability to enforce laws, prevent abuse and advocate for reasonable land use.

Commissioner Unger said they will respond to marijuana legalization over time as it relates to other things.

Agreed: Assess and respond to marijuana legalization as it relates to community law enforcement, health and land use regulations. New objective #5 under goal #1.

Regarding Goal #2, Mr. Anderson asked if there are any changes. Jane Smilie has asked for those to be replaced.

Commissioner Baney feels Ms. Smilie's #1 fits into #5 of the objectives. Ms. Waterston feels that #5 is good as is. There was discussion about needs of the entire community and the most vulnerable, providing a safety net.

Mr. Anderson stated that prevention is specific; as is timely access which may not be an issue now; and there are changes in behavioral health at the State level.

Commissioner Baney said it could read: identify and adjust to changing health and behavioral health needs.

It was asked, should they leave the #1 objective as is? Ms. Ure said these are hard to measure, as they are more relevant to the cities and state.

Mr. Anderson stated that #4 and #5 are similar. Commissioner Baney noted they had issues with timeliness before; they can now make it more general.

Ms. Ure asked about #1 of Ms. Smilie's assessment: Promote health and prevent disease by supporting healthy living in the community through timely, accessible and effective practices, programs and protections. This takes out #4 and #5.

Commissioner Baney said that access means more than hours, but also location and off-site services.

Ms. Waterston suggested they clean up what is already there, to shorten the list.

Mr. Anderson stated that #2 was because of changes in health reform. Now there is more focus on behavioral health.

Regarding #2, Commissioner Baney suggested: **Assess and adjust to changing health systems reform and address identified gaps in service**, and include regional and demand.

#3: It was determined to not be needed.

It was asked if #4, 5, 6 can be combined. Commissioner Baney spoke about **#4: Provide timely and convenient access to quality health services to the community**

A new # 5 was offered: Assess, preserve, promote health through partnerships, community education, health promotion and advocacy. This combines #5 and #7.

Mr. Anderson asked about the homeless community, and whether it should this be under health. Commissioner Unger said this falls under land use also, and law enforcement. Mr. Anderson asked if the County has a role, or should it be only if it is a tangible activity that can have an impact.

Commissioner Baney said they could identify gaps in needs and advocate for transportation and affordable housing. There is strength in their voices to advocate, but not necessarily take the lead towards solutions. They cannot offer to ensure or secure this.

Ms. Ure stated that there is a small housing program for behavioral health and disabled clients through the County.

Commissioner Baney provided an overview of the history of providing health services in the State. The State is to provide for basic community health, which is probably rooted back in disease management and sanitation, and the County is an agent of the State. State feels a system needs to be in place to cover the state, but they don't think they have to figure out how it is accomplished. That has been left up to the counties. When analyzing the need, they did not look at jurisdictional lines or funding. Basically it is to provide for population health for residents and travelers. What is needed in each area of the state is foundational capabilities to address epidemiology, disease management and sanitation. It has to be equal throughout to meet those needs, with state funding towards this so all parts of the state are secure. This has not happened w/behavioral health. This is a big piece of driver of needs in health, corrections and schools.

Mental illness is not a choice, and is hard to identify and address. Youth with this issue not addressed early will end up in the juvenile and adult systems later. Then it becomes a never-ending cost. Addressing this issue may not mean more money, but a better system to improve one that is fragmented. They need a foundational system to support and be prepared. The community needs assurances that these needs will be met, but not necessarily through the County.

Ms. Waterston said these are regional issues that become a County problem. She asked about demand.

Commissioner Baney noted that the 36-county delivery system is not sustainable. They need to operate regionally, either through incentives or by directive.

Listing #6 will be new and would deal with prevention.

Under Robust Economy: changed to Resilient Economy.

#1 stays as is.

#2 stays as is.

Mr. Anderson stated that #3 could be deleted.

Chair DeBone asked where they will reference communities, along with homeless issues and affordable housing.

Mr. Anderson said the unincorporated areas are already built into code. Most of these issues would have to do with the cities.

Commissioner Baney stated that if there is no transportation or a home to live in, then things are not very livable. Where does this fit in?

Nick Lelack's statement can replace #4: **Support land use programs and initiatives that promote economic growth, diversity, livability and sustainability.**

#5 will stay as is.

Commissioner Baney asked if this is aggressive enough regarding involving other agencies. The group was okay with this as is.

Natural Resources:

Ms. Waterston asked if #1 is still relevant. Mr. Kropp said that #4 should be first. South County water issues will remain but could be last on the list.

The group was okay with the others, except there will be a new #4.

Joe Stutler's note was added: **Restore and maintain landscapes across all jurisdictions, that are resilient to fire-related disturbances in accordance with management objectives.**

Mr. Anderson asked if under public land management, should there be endangered species management. Ms. Waterston asked if it could be added to #2, after weed control.

Commissioner Baney said that staff is working with federal partners to keep some species from being listed. Commissioner Unger added that he supports the actions of assurances, as being acceptable to agencies.

Mr. Anderson noted that endangered species are different from weed management. Chair DeBone said they don't necessarily need to call it out, since the County is not the driver. These issues probably won't be resolved for years.

Mr. Anderson asked if department heads should be invited today.

Goal #1 – not necessary.

Goal #2 – may want Ms. Smilie to participate.

Goal #3 – not necessary.

Goal #4 – not necessary; they took some suggestions already.

Goal #5 – not necessary.

#5 – Effective Service Delivery

Objective #1: Encourage and expand opportunities for public engagement with Deschutes County government

#2 will stay as is.

#3 support employee wellness, development, productivity and job satisfaction.

#4 will stay as is.

Add #5: Mr. Anderson said this includes unique and innovative services to the public.

They can add: **Adapt to changing state and federal laws, industry trends and community needs in continuing to provide innovative services to the public.**

All agreed on goal #5

Goal #6, Effective Asset Management: Preserve and Protect Capital and Fiscal Assets.

- Utilize best management practices to sustain the quality of County assets and infrastructure.
- Improve financial and HR systems and promoting streamlined business practices.
- Develop strategies for major funds to ensure long-term financial stability.
- Develop Long term maintenance of assets.
- Plan for long-term building and facilities capital needs, major maintenance and a replacement strategy.

Jane Smilie joined the meeting.

The group review goal #2 for **Healthy People**.

Ms. Smilie discussed an integrated management system. They are now updating the community plan, listing broad categories and what is being accomplished. Ms. Ure said the Board wanted to address prevention. Ms. Smilie said that health promotion and prevention can be interchangeable terms and she feels this has been covered.

Chair DeBone said they are also speaking about marijuana issues and other situations that are timely. Ms. Smilie did not have any specific concerns about showing these separately.

Commissioner Baney asked if this is enough to cover the prevention office and the value and importance of prevention. Ms. Smilie does not feel that this is missing.

Commissioner Baney does not know if "regional demands" covers enough. She wants to encompass this: **Assess and adjust to changing health systems, address gaps in service and strategize regional approaches.**

Ms. Smilie stated that people are interested in health and human services. The goal is to provide timely and convenient access to quality health and human services. This can include some programs that help with housing. She said DD will now be branded as intellectually and developmentally disabled services.

Ms. Ure asked about veterans services. Commissioner Baney said assisting with handling their backlog gets to #4.

Ms. Ure asked if these goals are useful to the departments and in accessing progress. Mr. Anderson said that they loop around. Chair DeBone added that each year it provides a snapshot to assist with the budget process and is meant to be more general, in his opinion. It would be good to get feedback when warranted.

Ms. Waterston stated that the people in the County and the Board need to be seen in alignment. Commissioner Baney said that what is tracked and how it is done can vary, but the Commissioners want to be sure they are not missing anything.

Ms. Smilie and Ms. Waterston left the meeting at 3:50 p.m.

There was a brief discussion regarding the Fair Board's desire to cancel the annual County fair parade. Brian Shiel, Chair, wants to keep it and developed a website to bring this to the attention of the public. The Fair Board delayed a vote until their March meeting when more Board members are present. The Commissioners felt the community and service groups could possibly become more involved.

BANEY: Move approval of support of the COIC 190 bill.

UNGER: Second.

VOTE: BANEY: Yes.

UNGER: Yes.

DEBONE: Chair votes no.

Chair DeBone said he was contacted by someone from a Second Amendment group regarding a resolution relating to gun registration. He said he asked the Sheriff, who noted that this issue comes around once in a while. It involves extra background checks for gun registration. The Sheriff is not concerned at this point, but OSSA (Oregon State Sheriffs Association) will jump in if necessary.

Chair DeBone is not sure how to respond since the County has no say in this issue at the State level. Commissioner Baney said they can convey that they are tracking it closely, and the Sheriff will advise if there is an problem. There are hundreds of bills, most of which will fall away, and it is early in the legislative session.

BANEY: Move approval of Order No. 2015-013, extending the deadline for applicants' final written arguments for decision regarding the Pilot Butte Canal as a historic resource.

UNGER: Second.

VOTE: BANEY: Yes.

UNGER: Yes.

DEBONE: Chair votes yes.

The Board discussed letters to the State legislators regarding a proposed transportation bill.

UNGER: Move approval of signature of letters to legislators.

BANEY: Second.

VOTE: UNGER: Yes.

BANEY: Yes.

DEBONE: Chair votes yes.

Mr. Anderson said Jane Smilie feels PAC (Public Affairs Counsel) has a conflict of interest because some of PAC's clients are tobacco companies. They appear to not be sharing all of this information, including relevant bills, with the County. Commissioner Unger wants to know how they can deal with this. Commissioner Baney feels this is a serious issue. Ms. Ure said she will check the list that is sent to her by PAC against what comes from Salem to see if they are the same.

Commissioner Ure asked if the County is big enough to handle having its own staff to track legislation and get the message out. The group generally discussed how to approach this problem.

Commissioner Unger spoke about the WIR Conference that may come to Sunriver, hosting up to 400 people. Mr. Anderson said that the Riverhouse also submitted a proposal. He feels that the 2016 bid should be pulled; it could be resubmitted in 2017. The County is being asked to pay for a conference-wide reception and fees for meeting space, meals and catering. Commissioner Unger stated they could take these costs out of room tax.

Commissioner Unger said that there is a NACo/WIR meeting this month and it may be decided there, in Washington DC. Commissioner Baney said a couple other Commissioners who will be there have offered to help. She will find out if it is essential for her to attend. Chair DeBone stated there are other things to be covered at that conference that might be of interest.

Being no further discussion, the meeting adjourned at 4:30 p.m.

**DATED this _____ Day of _____ 2015 for the
Deschutes County Board of Commissioners.**

Anthony DeBone, Chair

Alan Unger, Vice Chair

ATTEST:

Tammy Baney, Commissioner

Recording Secretary

Deschutes County FY 2015 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. Facilitate collaborative planning among county and community partners to enhance emergency preparedness.
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. Facilitate collaborative planning on county-wide communications and infrastructure.

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

1. Consider population health, wellness, safety, and multi-modal connectivity in the design and implementation of infrastructure.
2. Participate in defining and driving systems reform and alignment.
3. Ensure that children, youth, and families are protected, healthy, and successful.
4. Provide timely access to quality and affordable health care for the most vulnerable populations.
5. Assess, preserve, promote, and protect the basic health and wellness of residents.
6. Provide physical and behavioral health treatment and support services to meet the needs of the community.
7. Promote preventive health through partnerships, community education, outreach, and advocacy.

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

1. Initiate strategic capital programming, including transportation and communications infrastructure, construction, and other needs.
2. Partner with organizations that stimulate economic vitality.
3. Provide cost-efficient and innovative infrastructure that supports local economic opportunities and livable communities.
4. Support land use policies that promote beneficial utilization of the land for economic growth.
5. Support beneficial management and access policies of publicly owned natural resources to promote tourism and recreational activities.
6. Pursue inter-jurisdictional and inter-departmental cooperation to enhance service delivery and the cost-effectiveness of public services.

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

1. Partner with community members and appropriate agencies to preserve and protect South County's 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. Enhance and protect air, land, and water resources.

Effective Service Delivery: Maintain confidence in Deschutes County through sound fiscal management and responsiveness to the public.

1. Continue to provide opportunities for public engagement with Deschutes County government.
2. Provide support to County operations to ensure cost-effective and efficient delivery of services to the public.
3. Support employee development, productivity, and job satisfaction.
4. Support and promote Deschutes County Customer Service "Every Time" Standards.

Departmental Performance Measures

The Board of County Commissioners establish countywide Goals and Objectives annually. Departments provide performance measures that align with the priorities established by the Board of Commissioners. Each department tracks performance measures in addressing the Countywide Goals and Objectives. These measures are listed below in relation to each Goal and Objective. In the departmental narrative section, more information regarding these measures is provided.

Safe Communities

Objective #1: Facilitate collaborative planning among county and community partners to enhance emergency preparedness.

1. Number of emergency preparedness exercises. (Sheriff's Office)

Objective #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.

1. Number of adult offender sanctions, interventions and violations submitted. (Community Justice)
2. Percentage of juvenile community justice officers meeting contact and skill building goals with medium and high risk offenders. (Community Justice)
3. Percentage of adult felony successful case closures. (Community Justice)
4. Percentage of at-risk juveniles without a criminal offense six months after completion of Functional Family Therapy. (Community Justice)
5. Percentage of small claims cases resolved (judgment, dismissal or mediated agreement) prior to trial. (Justice Court)
6. Success rate for defendants offered alternative resolution programs. (Justice Court)
7. Complete expansion of the Adult Jail by October 2015. (Sheriff's Office)
8. Number of inmates participating in jail GED program. (Sheriff's Office)
9. Number of patrol calls for service. (Sheriff's Office)
10. Completion of the corrections facilities projects. (Property and Facilities)

Objective #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.

1. Number of cases filed. (District Attorney's Office)
2. Number of Civil Commitment hearings held. (District Attorney's Office)
3. Partner agency satisfaction. (District Attorney's Office)
4. Number of self-initiated patrol calls for service. (Sheriff's Office)
5. Percentage of call answered within 5 seconds. (Deschutes County 9-1-1 CSD)
6. Percentage of calls answered within 10 seconds. (Deschutes County 9-1-1 CSD)
7. Average time to refer a call to dispatch. (Deschutes County 9-1-1 CSD)

Objective #4: Facilitate collaborative planning on county-wide communications and infrastructure.

1. Provide a recommendation for the next generation emergency communications network for public safety agencies in Deschutes County. (Sheriff's Office)

Healthy People

Objective #1: Consider population health, wellness, safety, and multi-modal connectivity in the design and implementation of infrastructure.

Objective #2: Participate in defining and driving systems reform and alignment.

Objective #3: Ensure children, youth, and families are protected, healthy, and successful.

1. 85% of public health office visit appointments are completed. (Health Services)
2. 80% of supervisor positions have supervisor-to staff ratio of 1:7-10. (Health Services)
3. 100% of Meaningful Use Objectives are met by all eligible providers. (Health Services)

Objective #4: Provide timely access to quality and affordable health care for the most vulnerable populations.

1. Behavioral Health Oregon Health Plan clients seen within specified State timelines. (Health Services)
2. 90% of individuals discharged from a psychiatric hospital receive an outpatient behavioral health visit within 7 calendar days of discharge. (Health Services)
3. 90% of children and adolescents referred by DHS receive a behavioral health assessment within 45 calendar days of referral. (Health Services)
4. 90% of newly enrolled Nurse Family Partnership clients are screened for domestic violence within three months of enrollment. (Health Services)

Objective #5: Assess, preserve, promote, and protect the basic health and wellness of residents.

1. 90% of Developmental Disabilities clients engage in crisis services no more than one time in 12 months. (Health Services)
2. Youth under 18 in the Wrap-Around services require psychiatric hospital admissions 1.5% of the time or less. (Health Services)
3. 35% of behavioral health clients enrolled in Supported Employment are employed in competitive employment. (Health Services)

Objective #6: Provide physical and behavioral health treatment and support services to meet the needs of the community.

1. 90% of Developmental Disabilities Intake Satisfaction Surveys have a score at or above 18/20. (Health Services)
2. Complete construction of the Sisters Health Clinic. (Property and Facilities)

Objective #7: Promote preventive health through partnerships, community education, outreach, and advocacy.

Robust Economy

Objective #1: Initiate strategic capital programming, including transportation and communications infrastructure, construction, and other needs.

1. Complete brownfield studies and development/marketing strategies for Demo Landfill and Redmond properties. (Property and Facilities)

Objective #2: Partner with organizations that stimulate economic vitality.

1. Coordinate with the City of Bend to adopt the Bend Airport Master Plan Update into the County's Comprehensive Plan and zoning code to promote economic sustainability and growth at the Airport. (This measure is also listed below.) (Community Development)
2. Coordinate with the City of Redmond to amend its UGB for a large-lot industrial site and future Fairgrounds expansion. (Community Development)
3. Administer a 3-year US EPA Brownfield Assessment grant with the Cities of Bend, La Pine, Sisters and Redmond to identify contaminated commercial sites and plan for redevelopment. (Community Development)
4. Leverage County funds through contractual arrangements with organizations specializing in job creation, economic development, and local business support. (Administrative Services)

Objective #3: Provide cost-efficient and innovative infrastructure that supports local economic opportunities and livable communities.

1. Pavement Condition Index (PCI) of county paved road network. (Road Department)
2. Percentage of county roads PCI rated good or better. (Road Department)
3. Percentage road system resurfaced. (Road Department)
4. PCI sustainability ratio. (Road Department)
5. Pursue landfill gas to energy project. (Solid Waste)

Objective #4: Support land use policies that promote beneficial utilization of the land for economic growth.

1. Evaluate the County's Agricultural Lands Program. (Community Development)
2. Reconvene the Transferable Development Credit (TCD) Advisory Committee to determine if changes are needed to facilitate economic growth in La Pine's New Neighborhood in conjunction with groundwater in rural southern Deschutes County. (Community Development)
3. Coordinate with the City of Bend to adopt the Bend Airport Master Plan Update into the County's Comprehensive Plan and zoning code to promote economic and growth at the Airport. (This performance measure is also listed above.) (Community Development)
4. Participate in City of Bend's Transportation Demand Management Project. (Property and Facilities)

Objective #5: Support beneficial management and access policies of publicly owned natural resources to promote tourism and recreational activities.

1. Support Mt. Bachelor's Master Plan implementation through coordination and efficient building permit services for new and improved facilities. (Community Development)
2. Coordinate with the Sunriver Owners' Association (SROA) on a solution to conflicts between traffic on Spring River Road and those seeking to launch boats or float on the Deschutes River from Harper Bridge. (Community Development)
3. Value of the economic impact generated from Fair and Expo events and facilities. (Fair and Expo Center)
4. Total number of visitors to the annual Deschutes County Fair. (Fair and Expo Center)

Objective #6: Pursue inter-jurisdictional and interdepartmental cooperation to enhance service delivery and the cost-effectiveness of public services.

1. Maintain and expand 1-stop building and development services shops for city and county permits. (Community Development)
2. Offer basalt rock, excavated from the County landfill, to County departments and other local agencies at a low cost. (Solid Waste)
3. Facilitate intergovernmental agreements with other public agencies. (Administrative Services)

Management of Natural Resources

Objective #1: Partner with community members and appropriate agencies to preserve and protect South County's water resources.

1. Coordinate with DEQ to (1) issue protective onsite wastewater treatment system permits and water quality risks and monitoring; (2) initiate a Goal 11 Exception for southern Deschutes County; and (3) provide education and outreach materials online and to community groups on livestock impacts on small residential properties. (Community Development)
2. Partner with NeighborImpact to provide financial assistance to property owners needing to upgrade their onsite wastewater treatment systems. (Community Development)

Objective #2: Educate the public and enforce policies regarding noxious weed control and eradication.

1. Achieve 90% voluntary compliance with noxious weed enforcement cases. (Natural Resource Protection)

Objective #3: Support healthy and sustainable forest and public land management practices and oversight.

1. Maintain or increase public participation in Fire Free events. (Natural Resource Protection)

Objective #4: Enhance and protect air, land, and water resources.

1. Continue participating with the BLM / Governor's Office regarding sage-grouse conservation and USFWS on the Oregon spotted frog. (Community Development)
2. Complete implementation of the Bend Fuels Community Assistance fuel reduction grant. (Natural Resource Protection)
3. Complete the Strategic Energy Management (SEM) project. (Property and Facilities)

Effective Service Delivery

Objective #1: Continue to provide opportunities for public engagement with Deschutes County government.

1. The Building Safety Division will continue to engage the local chapter of the Home Builders Association for feedback on our processes and interaction with their member as well as sharing training opportunities on a monthly and as-needed basis; and participate with the local accessibility advocates COCA for "lunch and learn" style meetings to help gain uniform application and consideration of rules and policies developed to assure safe and dependable access to commercial facilities. (Community Development)
2. Engage citizens through a variety of new forums and venues. (Administrative Services)
3. Modify the design and navigation of the county public website. (Information Technology)

Objective #2: Provide support to County operations to ensure cost-effective and efficient delivery of services to the public.

1. Rate of collection on outstanding receivables. (Justice Court)
2. Achieve an average turnaround time on building plan reviews of 4.5 days. (Community Development)
3. Achieve 85% voluntary compliance in Code Enforcement cases. (Community Development)
4. Adopt the Code Enforcement Procedures Manual Update with public engagement and public hearings. (Community Development)
5. Continue to provide the Household Hazardous Waste program and evaluate the possibility of expanding the program to other areas. (Solid Waste)
6. Assess pre-trial and offender population workloads in county offices. (Administrative Services)
7. Values and percentages of grant applications by Administrative Services. (Administrative Services)
8. Percentage of tax statements issued timely. (Finance/Tax)
9. Number of tax accounts processed. (Finance/Tax)
10. Meet with departments to ensure their Finance needs are being met. (Finance)
11. Receive GFOA Distinguished Budget Presentation Award. (Finance)
12. Receive GFOA Certificate of Achievement Award. (Finance)
13. Provide technical support for replacement of finance, human resources and payroll systems. (Information Technology)
14. Redesign the county intranet website. (Information Technology)
15. Establish stand-by date center resources at the 9-1-1 date center. (Information Technology)
16. Provide timely, coordinated and streamlined legal services to County offices. (Legal Counsel)
17. Implement first phase of new case management software. (Legal Counsel)
18. Survey department responses on employee training. (Legal Counsel)
19. Obtain feedback on timeliness and comprehensiveness of services. (Legal Counsel)
20. Assess and measure implementation of the new case management software. (Legal Counsel)
21. Provide semi-annual meetings with elected officials and departments to solicit input of improving services. (Legal Counsel)
22. Meet quarterly with the Board of County Commissioners to review legal matters and receive performance improvement recommendations. (Legal Counsel)

Objective #3: Support employee development, productivity, and job satisfaction.

1. The Building Safety Division will continue to provide training seminars and classes for all local municipal inspectors and building and design professionals, and ensure all building inspectors maintain required certification. (Community Development)
2. Number of workplace accidents. (Administrative Services)
3. Re-engineer hiring process. (Personnel)
4. Explore an ERP system. (Personnel)
5. Provide policies and procedures training to supervisors and managers. (Personnel)

Objective #4: Support and promote Deschutes County Customer Service "Every Time" standards.

1. Accounts managed per FTE compared to other Oregon counties. (Assessor's Office)

2. Cost per tax account managed compared to other Oregon Counties. (Assessor's Office)
3. Administrative expenses as a percentage of taxes imposed compared to other Oregon counties. (Assessor's Office)
4. Written approval by the Department of Revenue for the Assessor's Certified Ratio Study. (Assessor's Office)
5. Percentage of tax statements mailed by October 25th. (Assessor's Office)
6. Written certification from the Department of Revenue approving the County Assessment Function Assistance (CAFFA) Program. (Assessor's Office)
7. Percentage of original real property records recorded, indexed and returned within one business day. (Clerk's Office)
8. Percentage of customers who rate the level of service as good or excellent. (Clerk's Office)
9. Percentage of voter notification cards mailed within 14 days of registration (excluding 20 days before and after a primary election). (Clerk's Office)
10. Customer satisfaction with concessions, catering, facilities, operations, sales staff and management. (Fair and Expo Center)
11. Expand outreach to veterans and their families. (Administrative Services)



GOALS & OBJECTIVES

Ideas and Input by Department Heads

INTERNAL AUDITOR

- It might prove more effective to have the objects look more like priorities.
i.e. Department is going to have some overriding measures for their continuing operations. If there is a stated priority, the department has a role with, they can then address in how they build their budget and in use of their resources to address it. Currently, the objectives aren't very measurable and it isn't always clear what departments are doing to address.

Consideration during development of goals/objectives/priorities for how measures can be developed to make sure item is actionable and measurable.

ASSESSOR'S OFFICE

Issues facing next year:

- Workload due to increasing new construction and prior reduction in work force
- Educating the public on the M50 fluctuations in the market and how it impacts them
- Succession planning as several key personnel near retirement

ROAD DEPARTMENT

Include a category relating to "Management (or Maintenance) of County Assets" that would invite operating and maintenance sub goals that address the necessity to keep our assets in a high functioning order and with the least cost to the taxpayer. This type of category would focus attention and effort on sustaining the quality of assets and other operational efficiencies. A significant portion of work activity in the County (all departments in one form or fashion) involves asset management and we would collectively benefit from seeing asset management reflected in the goals.

Amend the 4th goal to reflect "Management of Assets and Natural Resources.
Promote stewardship through assessment, advocacy, and collaboration.

- Utilize Best Management Practices to sustain the quality of County assets and infrastructure.

CLERK'S OFFICE:

- Provide employees with off-site opportunities to observe processes that fit into their recording work-flow. Knowing the whole picture can help with both job clarity and understanding.
- Have employees team together and develop in-house videos which can be used to educate customers. This can be an opportunity both to integrate staff as well as to provide the public another option to receive information.
- The impact of the Secretary of State's HB 2177 is anticipated to initially increase voter registration and associated costs in Deschutes County by approximately 11.8%. The initial increase of 11,911 voters could take one FTE 3 - 4 weeks to data enter. Each subsequent month an unknown number of new voters, not previously registered but confirmed citizens with DMV, will be added to the voter roll. Additional elections cost to increase include ballots, voters' pamphlets, postage and election workers' inspection process.

FAIR AND EXPO:

- Goal for economic vitality is to add one event per month that will generate approximately \$25,000 or an annual return of \$300,000.
- Goal for the food/beverage program is to work with the area caterers to provide more options, develop our own food/beverage program, which will result in a better overall product and increased revenues.

FINANCE:

- Improve financial and Human Resources data systems to allow easier access to data for staff and the public, reduce the use of paper and manual processes and streamline business processes.
- Develop strategic plans for major funds and functions to ensure adequate reserve levels, efficient use of resources and stability of long term service delivery.

9-1-1 COUNTY SERVICE DISTRICT

Safe Communities Goals #3:

covers our role as part of the “respond to” language

Safe Communities Goals #4:

covers all our projects, including the RMS integration and radio projects

Revise Safe Communities Objective #3 metrics from three to two as follows:

- 5. Percentage of 9-1-1 calls answered within 10 seconds during each day’s busiest hour. (This is the NENA national standard and the percentage goal will be 90%)
- 6. Average time to refer a call to dispatch. (This existing goal is 12 second. It has been incorrectly reported as 3 seconds, which is our average call answering time for all calls. This objective has been moved up from existing metric 7.)

Revise Safe Communities Objective #4 to be a DC 9-1-1 CSD objective as follows:

- Secure permanent funding to deploy a consolidated public safety emergency communications network for Deschutes County public safety agencies. The system should include the necessary capacity to serve the communications needs of all other local government agencies that maintain radio systems.

DESCHUTES COUNTY 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.

- Wildfire response: All jurisdictions participate in making and implementing safe, effective, efficient risk-based wildfire management decisions.

Healthy People

Enhance and protect the health and well being of the community through advocacy, education and services

- Fire-adapted communities: Human populations and infrastructure can withstand a wildfire without loss of life and property.

Robust Economy

Promote policies and actions that simulate economic vitality

Management of Natural Resources

Promote environmental stewardship through assessment, advocacy and collaboration.

- Restore and maintain landscapes: Landscapes across all jurisdictions are resilient to fire-related disturbances in accordance with management objectives.
- Support healthy and sustainable forest and public land management practices and oversight.
- Enhance and protect air, land and water resources.

Deschutes County National Wildland Fire Cohesive Strategy Actions

Deschutes County is uniquely poised to take immediate advantage of the tenets of the Cohesive Strategy to reduce risk through the following specific actions:

- Provide county wide leadership to successfully implement the vision of the Cohesive Strategy which is "To safely and effectively extinguish fire, when needed; use fire where allowable; manage our natural resources; and as a Nation, live with wildland fire."
- Create, foster and maintain the closest collaborative/cohesive relationships possible with federal, state, municipalities and publics. Cohesive Strategy

implementation will become a recurrent theme and become programmatic in Deschutes County. Deschutes County Commissioners and Department Heads will become the leaders who change this "stove piped" culture to one of "working better together".

- Promote community, landowner and homeowner involvement in planning and implementing actions to mitigate the risk posed by wildfire to communities and homes situated near or adjacent to natural vegetation, including community resiliency. Examples include continuing and expanding the FireFree program, increasing the numbers of FireWise Communities and becoming part of the Fire Adapted Community Learning Network.
- Emphasize proactive wildfire risk mitigation actions, natural hazard mitigation plans, CWPPs and other methods of comprehensive community planning, where new development and expansion into natural vegetation is occurring.
- All new development in the unincorporated areas of Deschutes County will incorporate FireWise Standards from the beginning through the life of the development. The standards will be incorporated in all CC&R's of the development.
- Pursue municipal, county and state building and zoning codes and ordinances that mitigate fire risk to protect life and property from wildfire. SB-360 is a great example of State legislation that demonstrates success based on education and self-certification instead of enforcement and penalties.
- Demonstrable actions by Deschutes County to mitigate wildland fire risk through planning, zoning and other programs will be recognized by federal assistance activities. These relationships with federal partners will enable recognition of these actions.
- Ensure that wildfire mitigation strategies consider protection of community infrastructure and values at risk, for example municipal watersheds, cultural assets, viewsheds, parks, and transportation and utility corridors.
- Specifically engage federal and state agencies to understand both landscape resiliency and risk from wildland fire. This is best accomplished prior to fire season. Deschutes County will convene the stakeholders on an annual basis for these efforts and will effectively lead with specific, non-partisan expectations.
- Convene and facilitate dialogue on sage grouse issues to highlight the specific, local impacts of the potential federal listing of the sage grouse as a Threatened and Endangered Species. Creating resilient landscapes, fire adapted communities and improving wildfire response will help prevent the listing.