



WASCO COUNTY BOARD OF COUNTY COMMISSIONERS
REGULAR SESSION
FEBRUARY 9, 2011

PRESENT: Sherry Holliday, Chair of County Commission
Scott C. Hege, County Commissioner
Rod L. Runyon, County Commissioner
Tyler Stone, Administrative Officer
Kathy McBride, Executive Assistant

At 9:05 a.m. Chair Sherry Holliday called the meeting to order.

EXECUTIVE SESSION as authorized by ORS 192.660(2) (g) to consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations.

The Board convened into Executive Session as authorized by ORS 192.660(2) (g).

At 10:01 a.m. the Board adjourned out of Executive Session.

The Board recessed.

The Board reconvened at 10:04 a.m.

EXECUTIVE SESSION as authorized by ORS 192.660(2) (i) for the purpose of reviewing and evaluating the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

The Board convened into Executive Session as authorized by ORS 192.660(2) (i).

At 10:22 a.m. the Board adjourned out of Executive Session and returned to Regular Session.

OPEN TO PUBLIC

Joan Silver, The Dalles Area Chamber of Commerce Government Affairs Committee Representative, presented to the Board of Commissioners two handouts, (Attached as Exhibit A).

Silver stated that she got the idea that the Board of Commissioners, as the responsible party for County government, only hears from people with an issue. She wondered what the people look for from the County. She prepared a summary of the Committee's informal round table discussion about County functions. Some of the comments were received by email after she put together this summary.

Silver read out loud the comments received from Harold Haake.

Silver noted that there were some divided opinions as to what is economic development. She feels that the role of the County is to facilitate an atmosphere that encourages economic development.

Some discussion occurred.

Marilyn Clifford wondered how the County had money for the Predatory Animal Control Program when she heard prior to the election that the County did not have any money to fund the program. She also heard that the County was able to give a raise to an employee in the same amount. Clifford stated if the County did not have the money why did someone get a raise?

Lane Magill, Deputy Sheriff, stated that the Sheriff's Office absorbed the cost of the Wildlife Services Program in the amount of \$5,000.

Susanne Julber from Senator Jeff Merkley's Office stopped in to introduce herself to the Board of Commissioners.

Chair Holliday stated that she has been speaking to Julber about the Deschutes River Management Plan.

WORK SESSION for Strategic Planning for Wasco County.

WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
FEBRUARY 9, 2011
PAGE 3

Tyler Stone, Administrative Officer, stated that the Board has one more strategic priority to look at. The Board directed him to bring back some directional statements that addressed the financial health of the County, (Attached as Exhibit B).

Some discussion occurred on the directional statements for the financial health strategic priority.

Commissioner Hege thinks the statements are pretty good. He agrees with #3 but is not sure if the wording is right.

In regards to #4; Chair Holliday stated that there is a lot of that already set up now.

Stone responded by stating that the piece is the direct contact with the department. What he is missing right now is what is in and what is happening on the ground. That could be a quarterly report or capital purchasing plan for each department for the year.

Commissioner Hege stated that he would agree with that. He does not understand the EDEN System. He feels that we should review the budgets of the departments.

Stone stated that the next step is to develop outcomes and baselines.

Commissioner Runyon and Former County Commissioners Bill Lennox and Dan Ericksen agreed that #3 needed to be reworded.

Some discussion occurred regarding the rewording of #3.

Stone will take the comments received and will come back with some suggested language for their final review.

Ericksen asked what does #5 mean. He has a problem with the word "sustainability". The County has a declining revenue source.

The group discussed #5 at this time.

Lennox suggested that the word "financial" be changed to "budget". He agreed with Ericksen's comment as to sustainability.

Stone suggested changing the words "trend toward sustainability" to "focus on sustainability".

The group agreed with the suggestions.

WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
FEBRUARY 9, 2011
PAGE 4

The group reviewed and discussed the proposed Key Intended Outcomes for each Focus Area, which were developed by Stone for today's discussion, (Attached as Exhibit C). It was noted during the discussion that it is not possible to measure every outcome.

The following is a brief summary of some of the comments made under each Focus Area:

Technology: make sure that the County's website is updated at all times; the County should be monitoring the number of hits on our website; number of public service announcements and newspaper articles that are distributed; and web submitted applications.

Customer Service:

Stone stated that we need to identify outcomes before we can talk about the baselines.

Commissioner Hege suggested "process improvement initiatives with agencies".

Employee Satisfaction: meetings with County departments; communications with departments; employee involvement; and recognition of departments and/or employees.

Infrastructure: establishing and maintaining a capital plan; capital reserve levels; and tracking grant dollars.

Communication: meetings with departments and employees would establish better communications; and develop and promote surveys.

Financial Health:

A number of suggestions were made on rewording the proposed directional statements. Suggestions were made in regards to #2, #3 and #5.

Stone stated that he has not developed any defined outcomes under this strategic priority. He has listed "Reserve Fund level" under outcome. Do we have a reserve as a County and what level are we going to maintain it at?

Ericksen felt that under "Grant Dollars Received" we should add "% leverage".

Stone noted that the only thing left to accomplish is to decide how we are going to implement this past the Board down to County departments. He suggested spending some time at the Board's next meeting. We need to get the departments in line to address these priorities.

CONSIDERATION of items listed on the Discussion List of February 9, 2011, (Attached as Exhibit D).

Item #1

The Board discussed the request from Raymond Resendiz, J.S. & S.W. Ink, to utilize the County owned property located in Dallesport, Washington to move a barge from the Columbia River onto the neighboring property for dismantling.

The Board has no problem with the request as long as they get all of the required permits, they sign a Hold Harmless Agreement as recommended by County Counsel, and that Wasco County is named on their insurance policy.

The Board is fine with Stone deciding whether or not the County will charge a fee in this matter.

Item #2 – the Board discussed the Amended Board Calendar for 2011. Staff was directed to remove the date of February 28, 2011 from the Board's Calendar.

The Board visited briefly with Susanna Julber from Senator Merkley's Office.

CONSIDERATION AND APPROVAL of the Regular Session Consent Agenda of February 9, 2011, (Attached as Exhibit E).

{{{Commissioner Hege moved to approve the Regular Session Consent Agenda for February 9, 2011 as presented. Commissioner Runyon seconded the motion; it was then passed unanimously.}}}

{{{Commissioner Runyon moved to approve Order #11-026 in the matter of transferring \$10,000.00 from General Fund Contingency to the Facilities Building Account during Fiscal Year 2010-2011. Commissioner Hege seconded the motion; it was then passed unanimously.}}}

Staff was directed to add to next week's discussion the following items: Board's agenda and calendar, office space, and the role of the Administrative Officer.

The Board signed:

- Order #11-024 in the matter of the appointment of Sherry Holliday to the Oregon Consortium.
- Resolution #11-001 in the matter of the inspection of the Northern Oregon Regional Correctional Facilities.

WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
FEBRUARY 9, 2011
PAGE 6

- Work Session Minutes of January 12, 2011.
- Order #11-026 in the matter of transferring \$10,000.00 from General Fund Contingency to the Facilities Building Account during Fiscal Year 2010-2011.

The Board adjourned at 12:45 p.m.

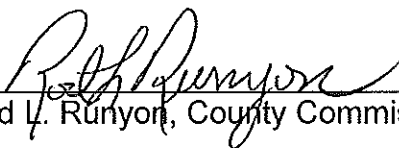
WASCO COUNTY BOARD
OF COMMISSIONERS



Sherry Holliday, Chair of Commission



Scott C. Hege, County Commissioner



Rod L. Ruryon, County Commissioner

To: Wasco County Board of Commissioners
From: The Dalles Area Chamber of Commerce Government Affairs Committee
Re: County functions and priorities

Rec'd
2/19/11
Exhibit A

Commissioners:

At the regular meeting of the government affairs committee on Feb. 3 we had an informal round table discussion about County functions and how those in attendance would prioritize those functions.

This was not about who does what or how the functions fit a budget. It was strictly about the perception of each person as to the most important functions of county government. The comments were tallied and are summarized here with the hope that you will find this input useful.

Economic Development scored the highest, and there was some amount of discussion as to what that really means, with some wanting the county to bring about a better economy and others believing that the county role is to facilitate making a climate that encourages growth and development.

Closely following was transportation, good roads and public safety. Many felt these two went together.

Listed under good public service and a positive attitude, the various duties of keeping good records, performing marriages, holding elections, property taxation methods all came together as important and need to be delivered with an eye to serving the customer.

County management that insures a positive workforce who feel good about their jobs and keep their service to the public clear and accessible was mentioned as a part of all of the above. Clarity and help in understanding necessary paperwork with the customer, especially in planning, is important.

Revenue generation, such as better marketing of the fairgrounds and trailer park, seem to be needed.

There were sixteen people at the meeting and everyone participated in voicing their opinions. The overall feeling was that the county does a good job of working on behalf of the citizens of Wasco County.

One comment received since sending this out to the group is that the public safety issues include, to many, the delivery of social service to those who need that help.

Rec'd 2/9/11

Joan Silver

From: "Harold Haake" <harold.haake@gmail.com>
To: <joansilver@charter.net>
Sent: Thursday, February 03, 2011 1:28 PM
Subject: Gov Affairs

Joan,

Reflecting a bit on the discussion this AM and if I read it right, close to your idea. It seems to me that many miss the concept that Government, County, City, and to a large degree, State does not do "Economic Development" but at best they are only facilitators. Their function is to provide the zoning (acceptable places to build), the roads, the services (water, sewer, energy, public safety) and to ensure compatibility with other occupants.

The role of planning departments seems to be to prescribe as minutely as possible how development is to happen rather than to devote themselves to what they should really be trying to accomplish, which is to ensure that the development is not objectionable and does not degrade but does leave the developer as much latitude as possible.

Perhaps a role for the County Economic Development Committee could be to review County departments to identify and help change procedures and mindsets that hinder rather than encourage development.

The Community Outreach Team does a great job for "Government" type development projects. A Team that was as interested, involved and effective in Private Business Development might have some of the same success.

Harold

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haake@iecc.org

2/8/2011

Focus Area: Financial Health

Strategy Statement: Wasco County will work to achieve financial stability through both innovative and conservative efforts to manage the resources that are available.

Directional Statements:

1. Budgeting will be done with a conservative approach to assigning resources to programs, and services.
2. Work to identify unique and/or new stable funding streams that will help supplement traditional revenue streams.
3. Say "no" to programs that have minor impact; are not sustainable, or drain resources from other programs.
4. Regular and routine systems for budget monitoring and reporting will be set up at all levels of the organization.
5. Develop financial strategies that are long term in nature and trend toward sustainability.

Focus Area: Technology

Strategy Statement: To use technology to create new and leverage existing service delivery methods while creating efficiencies in our work product. To promote the use of technology to better connect and communicate with the people living in and doing business with Wasco County.

Directional Statements:

1. The county will work on implementing self service technology where appropriate.
2. Through technology make Wasco County government more transparent.
3. Initiate ways of using technology that allow the public to better communicate with the County. (online satisfaction surveys, comment cards, published email addresses, frequently asked questions, etc.).
4. Better market the services available through Wasco County.

Key Intended Outcomes

Outcome	Baseline	Goal
Number of online transactions that take place: web hits?, credit card, ???		
Number of services available online.		
Survey Results Online Surveys completed Comment Card Surveys completed		

Focus Area: Customer Service

Strategy Statement: To create a sense of service; regardless of the circumstances, in every interaction that takes place with the public and/or between departments or employees.

Directional Statements:

1. Regularly seek feedback from residents of Wasco County on needs and issues and respond to that feedback accordingly.
2. Work on innovative ways to enhance the customer experience at the counter.
3. Teach and model behavior for staff and peers that result in increased customer service levels.
4. Work with partner agencies on process improvement initiatives between agencies that have the ability to impact customer service levels.
5. To be responsive, respectful and timely in meeting our customer's needs and doing it in a positive manner.

Key Intended Outcomes

Outcome	Baseline	Goal
Customer Satisfaction Survey Results		
Number of employees trained in customer service methods		
Process Improvement Initiatives		
Mystery shopper results???		

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Focus Area: Employee Satisfaction

Strategy Statement: Wasco County will work to implement philosophies and programs that enhance employee satisfaction levels. Those elements are supported by competent leadership and benefit from a supportive workplace as the basis for a good working atmosphere.

Directional Statements:

1. Engage employees in departmental decision making and regular communication.
2. Focus to ensure job satisfaction through innovative mechanisms such as job sharing, skill assessments, utilization, accountability and recognition.
3. Establish accountability and recognition for excellent performance.
4. Regularly survey employee opinions to better focus satisfaction efforts.

Key Intended Outcomes

Outcome	Baseline	Goal
Employee Satisfaction Rating		
Number employee performance reviews completed		

Focus Area: Infrastructure

Strategy Statement: Wasco County will strive to improve or at a minimum maintain our infrastructure through planned equipment rotations, preventative maintenance, capital improvements, general maintenance and maintaining a capital improvement reserve.

Directional Statements:

1. Categorize and maintain an inventory and plan of replacement for all capital equipment that includes expected life span, rotation schedule, cost, etc.
2. Work to develop alternate or innovative methods of maintenance that result in extended life, and work efficiency.
3. Regularly invest in capital projects that enhance the infrastructure at Wasco County.
4. Work to find ways that leverage existing dollars through grants or other funded programs that enhance the infrastructure of Wasco County.
5. Build an adequate capital reserve fund.

Key Intended Outcomes

Outcome	Baseline	Goal
Grant dollars received		
Capital Reserve Levels		
Maintenance Target level		

Focus Area: Communication

Strategy Statement: Wasco County will work to increase and/ or enhance communication methods with employees, the public, departments, and our partners.

Directional Statements:

1. Promote regular top down and bottom up communication within County organizational levels.
2. Develop and roll out external communication methods to the public that educate and give the public opportunities for feedback about the service that we provide.
3. Through communication efforts work to make Wasco County more accessible and transparent to the public.
4. Use our technology to communicate to our employees, citizen and partners information they can use to become an active participant in County Government.
5. Development concepts of what kind of information is important to communicate, who to communicate it to, and best method of delivery.

Key Intended Outcomes

Outcome	Baseline	Goal
Resident Satisfaction Survey		
Employee Satisfaction Survey		
Volunteer hours		
Technology ??		

Focus Area: Financial Health

Strategy Statement: Wasco County will work to achieve financial stability through both innovative and conservative efforts to manage the resources that are available.

Directional Statements:

1. Budgeting will be done with a conservative approach to assigning resources to programs, and services.
2. Work to identify unique and/or new stable funding streams that will help supplement traditional revenue streams.
3. Say "no" to programs that have minor impact; are not sustainable, or drain resources from other programs.
4. Regular and routine systems for budget monitoring and reporting will be set up at all levels of the organization.
5. Develop financial strategies that are long term in nature and trend toward sustainability.

Key Intended Outcomes

Outcome	Baseline	Goal
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Reserve Fund Level		
Grant Dollars Received		
Budgeted dollars are +/- 10% of actual		

WASCO COUNTY BOARD OF COMMISSIONERS
WORK SESSION
FEBRUARY 9, 2011

DISCUSSION LIST

ACTION AND DISCUSSION ITEMS:

1. Discussion on the request from Raymond Resendiz, J.S. & S.W. Ink, to utilize the County owned property to move a barge from the Columbia River onto the neighboring property for dismantling.
2. Discussion on the proposed Amended Board Calendar for 2011.

**WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
February 9, 2011**

CONSENT AGENDA

1. Order #11-024 in the matter of the appointment of Sherry Holliday to the Oregon Consortium.
2. Resolution #11-001 in the matter of the inspection of the Northern Oregon Regional Correctional Facilities.
3. Work Session Minutes of January 12, 2011.