

COLUMBIA COUNTY BOARD OF COMMISSIONERS  
BOARD MEETING

FY 2016-2017 BUDGET HEARING  
MINUTES

June 8, 2016

The Columbia County Board of Commissioners met for a public hearing on the FY 2016-2017 Columbia County Budget with Commissioner Anthony Hyde, Commissioner Henry Heimuller and Commissioner Earl Fisher, together with Jennifer Cuellar, Finance Director and Jan Greenhalgh, Board Office Administrator. The hearing was held at the Columbia County Courthouse, St. Helens, Oregon.

Commissioner Hyde called the meeting to order at 5:00 p.m.

This is the time set for the public hearing to solicit input on the Columbia County budget for FY 2016-2017.

The hearing was opened for public testimony.

Jennifer Cuellar, Finance Director, reviewed all changes and updates made to the budget since the last budget meeting. The net result is an additional \$6,930.

***Rory Hammond, Rainier***, read his prepared comments for the record as listed:

Page 7: STATEMENT:

"The county has not had the resources to invest in and implement a goal setting or Performance metric system"

RESPONSE: I like the decentralized structure of management. It gives manager control but still maintains oversight. It does have a tendency to create "fiefdoms", the commissioners need to be very aware of this and have methods to control this structure. I feel that if you can't measure it, you can't manage it. Department managers need to create and communicate metrics to the commissioners. My biggest issue with Government as compared to Business is that there is no competition. Metrics and accountability helps to mitigate this issue. NO Metrics is akin to the fox guarding the hen house.

\*Page 8: STATEMENT: 19% - 18.6% contingency

RESPONSE: is very large, Is real planning happening? Manager need to make better estimate. They are the experts, I want see real estimates and metrics on how close they are. Good managers on most years should be within 5% to 10%

Page 27: Permitted use verbiage needs to be fixed, I think it is a boiler plate error (electric coop tax)

\*Page 80: STATEMENT: "Project revenue then budget"

RESPONSE: Is this backward thinking? Which dooms you to spend everything and not think about savings. I Question this statement because I think Department heads needs to have a strategic plan and have a budget for execution of that Plan. They then should look at the revenues and decide plan priorities and what if anything needs to be cut.

Page 160: STATEMENT:

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\$537,323.00 — to economic development \$350,000 and \$50,000 to roads and parks

RESPONSE: I know that parks help tourism and god knows our roads need improvement. Is this really economic development or just a way to divert tax money to underfunded government departments. Where is the start-up money for small business? Or seed money for feasibility studies and recruitment for the siting of certain industries. Or funding research on new industrial methods that would improve local industry (robotics for Pacific Stainless). Narrative is very weak

\*Page 192:STATEMENT:

"County Counsel ligate suits brought against county and county officials"

RESPONSE: How and when are these issues reported to the public. Any metrics on how often this happens? And if it does happen often, What type of training is provided to reduce occurrences.

\* Page 221:STATEMENT

under foreclosed property "Gas and mineral program"

RESPONSE "what is the gas and mineral program" and how does it work?

\*Page 261:STATEMENT 20% recycles with a goal of 40%

RESPONSE: GOOD! metric

Page 27, 407, 434, 441, 442: RESPONSE: My impression about capital cost of equipment and average life span is not uniform throughout the budget (for example, I see one time charges on vehicles) why isn't all the capital equipment "depreciated" and the depreciation allocated to a reserve purchase fund. When the full cost/replacement is captured for a particular asset stop adding its portion to the purchase fund. And when the equipment finally fails ( after it runs into the ground). Then replace the asset from

the reserve purchase fund. I did see wording about overages going in to the general fund but my focus is on assets that do depreciate and fail.

\*Page 434 STATEMENT: "capital improvement is based on 5 year plan"

RESPONSE: GOOD why not do 5 year plans for HR replacements, Training certifications, as well as all vehicles and equipment. (These are All metric that can be tracked). I am not saying that all equipment needs to last 5 years but a 5 year Plan that tracks lifespans, Retirements, hires, Work orders, Counter traffic, Inmate census, Building permits, etc, etc.—such a plan should help with salary projections, capital and service level outlays. 5 year plans should help with expected personnel levels, Service Requirements and Service improvements. This along with a few other metrics. Departments efficiency and user sanctification could be measured over long enough periods to help provide strategic direction and tactical methods to improve county operations.

\*Page 441 STATEMENT: "3-5 year Contract Requirements"

RESPONSE: Shows that the county requires long term metric when contracting Services The same rigor should be applied to the department.

\*Page 442 STATEMENT:  
"County's Strategic Goals"

RESPONSE: What are the County Strategic Goals? This needs to be reviewed and set by the Commissioners after every Commissioners election/re-election and somehow incorporated into the departments goals and metrics.

After some discussion on these concerns, the Board thanked Rory for his comments.

With no further testimony, the hearing was closed.

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With nothing further coming before the Board, the meeting was adjourned.

Dated at St. Helens, Oregon this 8<sup>th</sup> of June, 2016.

BOARD OF COUNTY COMMISSIONERS  
FOR COLUMBIA COUNTY, OREGON

By: \_\_\_\_\_  
Anthony Hyde, Chair

By: \_\_\_\_\_  
Henry Heimuller, Commissioner

By: \_\_\_\_\_  
Earl Fisher, Commissioner

\_\_\_\_\_  
Jan Greenhalgh  
Board Office Administrator