

**WASCO COUNTY BOARD OF COMMISSIONERS**  
**REGULAR SESSION / AGENDA WEDNESDAY, APRIL 20, 2016**  
**LOCATION: Wasco County Courthouse, Room #302**  
**511 Washington Street, The Dalles, OR 97058**

**Public Comment:** Individuals wishing to address the Commission on items not already listed on the Agenda may do so during the first half-hour and at other times throughout the meeting; please wait for the current speaker to conclude and raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments from three to five minutes, unless extended by the Chair.

**Departments:** Are encouraged to have their issue added to the Agenda in advance. When that is not possible the Commission will attempt to make time to fit you in during the first half-hour or between listed Agenda items.

**NOTE:** With the exception of Public Hearings, the Agenda is subject to last minute changes; times are approximate – please arrive early. **Meetings are ADA accessible.** For special accommodations please contact the Commission Office in advance, (541) 506-2520. TDD 1-800-735-2900. If you require an interpreter, please contact the Commission Office at least 7 days in advance. **Las reuniones son ADA accesibles.** Por tipo de alojamiento especiales, por favor póngase en contacto con la Oficina de la Comisión de antemano, (541) 506-2520. TDD 1-800-735-2900. Si necesita un intérprete por favor, póngase en contacto con la Oficina de la Comisión por lo menos siete días de antelación.

9:00 a.m.

**CALL TO ORDER**

*Items without a designated appointment may be rearranged to make the best use of time. Other matters may be discussed as deemed appropriate by the Board.*

- Corrections or Additions to the Agenda
- [Discussion Items](#) (Items of general Commission discussion, not otherwise listed on the Agenda) [Muddy Road Vacation](#), [Oregon Military Deed](#), [Wolf Depredation Compensation Grant](#)
- [Consent Agenda](#) (Items of a routine nature: minutes, documents, items previously discussed.) [Minutes: 3.16.2016 Regular Session](#), [3.28.2016 Special Session](#), [3.28.2016 Public Hearing](#), [4.6.2016 Regular Session](#)
- 

9:30 a.m.      [Recess to: Library Service District Meeting](#)

9:45 a.m.      [CAFFA Grant Application](#) – Marci Beebe

10:55 a.m.      [Mid-Columbia Housing Authority Update](#) – Joel Madsen

10:15 a.m.      [LIDAR Presentation](#) – Tycho Granville/Paul Ferguson

10:45 a.m.      [Fee Waiver Request](#) – Dustin Nilsen

10:55 a.m.      [Wasco County Strategic Plan](#) – Lisa Gambee

**NEW / OLD BUSINESS**  
**ADJOURN**



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 20, 2016

PRESENT: Rod Runyon, Commission Chair  
Scott Hege, County Commissioner  
Steve Kramer, County Commissioner  
STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant

At 9:00 a.m. Chair Runyon opened the Regular Session of the Board of Commissioners with the Pledge of Allegiance.

**Public Comment**

Corliss Marsh stated that she is concerned about the distribution of funds from the Google Enterprise Zone. She said she would like to see an open process for the distribution.

Ms. Marsh went on to say that the City of The Dalles just raised the administration fee to \$80,000 for the City of The Dalles Library. She said that as overseers of the Library District, she would like the County to step in. She explained that the city bases the fee on a formula but that the Library is different than the actual city departments. She pointed out that part of what they pay for through the City calculation are services that they do not use such as the City Manager and City Attorney. She said she does not think the library should pay for services that they do not use.

Chair Runyon stated that he shares those concerns. Commissioner Hege asked if Ms.

Marsh has been to the City Council with her concerns. Ms. Marsh replied that she just learned of the increase. She went on to say that she sits on the City's Budget Committee and will express her concerns there. She said she would like to have the Board of Commissioners question the decision as well.

Commissioner Hege said that he understands and would encourage her to bring her concerns to the City Council as well. He stated that he had gotten a call from the Maupin Library; they are building a new library and want to know how they can get more District funding toward that project. He asked what the process is for that funding. Ms. Corliss responded that the District has Intergovernmental agreements with the various libraries but that she thinks District Librarian Jeff Wavrunek would be the person to answer that question.

#### **Discussion Item – Muddy Road Vacation**

Public Works Director Arthur Smith reviewed his report regarding Young Life Ranch's request to vacate a portion of Muddy Road. He reminded the Board that this request goes along with the portion of the road which was dedicated to the public and accepted by Wasco County at the last Board session. He said that this vacation would benefit the public as well as the safety of Young Life guests. He explained that the road being vacated is a confusing route and takes the public through areas where Young Life guests recreate. He said that the portion of the road newly dedicated to the public is a much more direct route that will not take the public through the recreation areas.

Chair Runyon thanked Mr. Smith for his detailed illustrations and asked what the plan is for the old route. Mr. Smith replied that he will be working with Young Life to get some signing done; they will probably have a gate that will protect that area for the guests.

**{{{Commissioner Kramer moved to approve Order 16-035 vacating a portion of Muddy Road located in Sections 31 and 32, Township 8 South, Range 19 East, Willamette Meridian. Commissioner Hege seconded the motion which passed unanimously.}}}**

#### **Discussion Item – Oregon Military Deed**

Mr. Stone stated that the County has been working with the Oregon Military



Department for years trying to reclaim the old National Guard Armory site property. He reported that after successful mitigation of environmental issues, the Oregon Military Department has received a clean bill of health on the property and can now transfer the deed back to Wasco County. He said that to possess the property, the County needs to sign and record the deed.

Chair Runyon observed that there is a lot of ambient use of that property – RV and truck parking. He asked if there will be any changes to the property. Mr. Stone replied that we have already put up chains and posts to keep people from driving in the dangerous area. He said that he would not recommend gating the site as it has long been used by the ball fields for parking.

Commissioner Hege asked if the loading dock holes can be filled by the road department to eliminate the risk of accidents. Mr. Stone said that we are not using the in-ground docks and it would be good to eliminate the risk. Mr. Smith said that he would go out with the Facilities Manager to see what would be needed.

Commissioner Hege noted that there are some ramps that we might want to eliminate as well.

**{{{Commissioner Hege moved to accept the Bargain Sale and Deed from the Oregon Military Department conveying real property as described in Exhibit A of the Deed. Commissioner Kramer seconded the motion which passed unanimously.}}}**

#### **Discussion Item – Wolf Compensation Grant**

Commissioner Kramer said he is working with legal and would like to table this item to the May 4, 2016 session.

**\*\*\*The Board was in consensus to move the Wolf Depredation Compensation Grant Agreement to the May 4, 2016 session agenda.\*\*\***

#### **Consent Agenda – March 16, March 28, April 6, 2016 Minutes**

Chair Runyon said that he had already spoken to Ms. White regarding corrections to the March 28<sup>th</sup> minutes – last paragraph on page 11: language will be revised to make clear that Mr. Jones and Mr. Lawrence are not members of the AOC Veterans Committee but do call in to participate in meetings; Ms. White will add locations to



the meetings that were not held in the Courthouse.

**{{{Commissioner Kramer moved to approve the Consent agenda with changes as noted. Commissioner Hege seconded the motion which passed unanimously}}}**

Chair Runyon recessed at 9:25 a.m. to open a meeting of the Wasco County Library Service District.

The session reconvened at 9:46 a.m.

**Agenda Item – CAFFA Grant Application**

County Assessor/Tax Collector Jill Amery explained that this is a grant program that came about in the 1980s when the counties were having trouble keeping their assessment work funded. She said that the grant allows her department to keep the assessment portion of the department staffed. She reviewed the application pointing out that the reduction of a .6 staff member is a reflection of Tom Linhares departure as a consultant; after Ms. Amery took office, he had stayed on for a period of time to help.

Ms. Amery reported that the Ascend process is stabilized and working well. She stated that Proval is still in the conversion process. Staff has entered over 5,000 accounts; there are still 800 that need additional set up as they will need customization. She explained that the information for those accounts are in a future record that can be accessed. She commented that the department is moving in the right direction and the grant helps them to do that work. By reporting all activity and plans in the application, the funding is more commensurate with the level of work being done. She pointed out that she is requesting funding for two additional project-based positions.

Ms. Amery went on to say that also included in the application are their increased printing and mailing costs, the lockbox, the assessment contractor, and the Lane County support costs; all these support the work.

Commissioner Hege noted a reduction in the work being done on commercial/industrial appraisals. Ms. Amery acknowledged the reduction saying that

she had hoped to apply staff to clean up commercial appraisals but had made a decision to delay that work for a year in order to focus on residential appraisals. She said that she has engaged a contractor to help with that work and can use lessor skilled staff for data entry work.

**{{{Commissioner Kramer moved to approve the 2016-2017 County Assessment Function funding Assistance Grant Application for Staffing. Commissioner Hege seconded the motion which passed unanimously.}}}**

Chair Runyon stated that he has had two or three people comment in the last week saying how kind and polite Tax and Assessment staff are in doing their work. Commissioner Kramer said that he has heard similar comments.

Chair Runyon noted an error in the time listed on the agenda. As a result, the Mid-Columbia Housing Authority Update will be later on the agenda.

Chair Runyon called a recess at 10:01 a.m.

The session reconvened at 10:15 a.m.

<b>Agenda Item – LIDAR Presentation</b>
---

Information Services Director Paul Ferguson said that Commissioner Hege had asked about the progress of the Light Detection and Ranging program. He and GIS Coordinator Tycho Granville are here to provide an update. He explained that the data is gathered by fly-over laser light pulsing to gather topographical data with only a 10-foot error rate.

Mr. Granville reviewed the presentation included in the Board Packet. He reported that the data will be publicly available. Although there is too much information to be stored on the County servers, it will be available through the State's Department of Geology and Mineral Industries (DOGAMI) site.

Chair Runyon asked why certain areas of the County were selected for coverage. Mr. Granville replied that they looked at areas that were high priority for the Soil and Water Conservation District; Mosier was not in the original plan but Wasco County asked that it be added.



Commissioner Hege noted that Wasco County supported enhancing the scope of work for the Wasco County area; we did not pay for work outside the County. Mr. Ferguson added that we wanted the County's primary population areas within what was being supplied. Commissioner Hege asked if the City helped to fund the work. Mr. Ferguson replied affirmatively. He said that he does not know how much they contributed; the County put in \$40,000 toward the work.

Mr. Granville went on to demonstrate how the information, had it been available at that time, might have been used during the Rowena fire. He noted the detail in the mapping that would have allowed for faster and more useful placement of equipment and personnel to fight the fire; it would also have allowed for information to help predict the course of the fire.

Mr. Granville reported that using the newly available LIDAR data, surveyors are able to complete their work more efficiently and effectively. He said that County Road Surveyor Brad Cross recently completed a project in four hours that would previously have required either a \$10,000 fly-over or two weeks of his time in the field. He noted that these cost savings will quickly recoup the County's investment in the program. He added that these same cost savings will be realized by private surveyors and the public as a whole.

Mr. Granville continued by saying that the Planning Department will see similar efficiencies and be able to more accurately and quickly respond to permit applications without having to spend a lot of time in the field.

Commissioner Hege asked if FEMA was involved in the project. Mr. Granville replied that they were not but are now interested in remapping the flood zones for the County based on the data that has been generated.

Mr. Granville went on to say that the Assessor will benefit from the data as well; they use it for property valuations. It is difficult to assess the topography implications from the ground; LIDAR provides a greater level of detail than photography and assists appraisers in determining to what extent a piece of property can be used. The information provides better detail for a more appropriate and supportable adjustment of value.



Chair Runyon observed that the cost savings and higher levels of service will be evident throughout the County – Search and Rescue, Sheriff's Department, Public Works, Planning, Assessment, etc. Mr. Ferguson added that with the expanded GIS software license agreement, access to the information can be placed on all employee desktops so that anyone in the organization can use it.

Chair Runyon asked if there has been any public training for use of the available data. Mr. Ferguson commented that it would be a good idea to develop that; the surveying community is already aware of it.

Senior Planner Dustin Nilson reported that he has used the data for flood plain issues and was able to help an applicant succeed in their efforts to develop their property as a result. He added that he is able to stay in the office more as the information is so detailed he does not have to be on site as often. He stated that he is very impressed with how sophisticated planning staff is in utilizing the technology; it is a resource he did not have available to him in Chicago or Colorado.

Mr. Ferguson added that the County benefits greatly from Mr. Granville's skillset. Commissioner Hege agreed and asked if DOGAMI is the only way for the public to access the data. Mr. Ferguson replied that they can access through DOGAMI or they can come to the County for LIDAR maps.

Mr. Ferguson went on to say that Mr. Granville met with each County Director individually about the coming access to the data system to see if they would support the cost of the expanded software license. Chair Runyon commented that it would probably be a good topic for a Management Team meeting.

#### **Agenda Item – Fee Waiver Application**

Mr. Nilson reviewed the request saying that part of the Discover Courage fund raising efforts is to assemble and auction high end firearms. John McElheran has offered his home to be used as an assembly site – this use would be a home occupation use and would need to be permitted. He said that Mr. McElheran and Discover Courage are asking that the application fee be waived; a waiver would not guarantee approval. He stated that staff has the authority to waive fees for government agencies and applicants that fall below the poverty line; staff does not have the authority to waive fees for a non-profit organization.



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 20, 2016  
PAGE 8

Commissioner Hege asked if home occupation is always a conditional use. Mr. Nilson replied that in this zone it is.

Commissioner Kramer asked what processing the application would cost the County. Mr. Nilson replied that hard costs would include a \$76 recording fee and \$50-\$100 in mailing costs; staff time would be approximately 20 hours for a site visit and to generate a 15-20 page report of findings. He said staff are thorough as they want to avoid costly appeals.

Mr. McElheran said that Discover Courage, founded by a 26-year Navy SEAL veteran, helps active duty special operations personnel. Discover Courage has two missions – to develop and implement programs to help special operations personnel and to raise fund that support those programs. He reported that they are struggling for funding and this is a way he found he can help. He explained that in order to obtain a federal firearms license, they need to have a site. He stated that the organization is able to get many of the pieces of the firearms at cost, then volunteers gather to assemble them after which the weapons are auctioned. He noted that active service members' identities cannot be revealed and so he is only involved in the fund raising side of the organization. He said that the organization will rent a spot in his shop for the assembly activities.

Commissioner Kramer asked if he would be charging the organization for use of the space. Mr. McElheran replied that there will be a lease agreement but he will not be charging them for the space.

Commissioner Kramer asked how many volunteers would be expected on-site. Mr. McElheran replied that there would likely be three or four volunteers there for three or four days each month. They will be staying at local hotels and eating at local restaurants. He added that Discover Courage would like to establish a base of operations in Wasco County and are trying to raise funds to do so.

Commissioner Kramer asked if this is a statewide or regional organization. Mr. McElheran responded that it is a national organization.

Chair Runyon commented that while he is a supporter of the work, he is not sure it qualifies for a waiver. He said it is a great idea; but this will take a substantial amount

of staff time and would set a precedent. Mr. Nilson added that the fee is \$1,600 and would recover County costs.

Commissioner Hege asked if there is any criteria for a non-profit. Mr. Nilson replied that it is entirely under the Board's authority. Commissioner Hege asked if this is a unique situation. Mr. Nilson answered that it is the first one he has seen. He pointed out that other non-profits, such as Young Life, pay their fees. He added that this is a smaller organization. He stated that the Planning Department is sensitive to the neighborhood issues; the conditional use permit is an ambitious request.

Commissioner Kramer said that approval will set a precedent and he would like to have an additional 30 days to take a closer look at this request. Commissioner Hege stated that he sees validity to the waiver request but does not disagree that more time would allow for a closer look.

Chair Runyon said that his initial thought is that he supports the work but would not vote in favor of a waiver today as it would set what could be a costly precedent. He said that he will be happy to look at further research. He said a negotiated reduction of the fee should also be explored.

Mr. McElheran said he would take this information to the group to see what they want to do.

**\*\*\*The Board was in consensus to delay for 30 days on a decision regarding the McElheran fee waiver request.\*\*\***

#### **Agenda Item – Mid-Columbia Housing Authority Update**

MCHA Executive Director Joel Madsen reviewed his presentation (included in the Board Packet). He stated that the work they do helps people get off of assistance, avoid foreclosure and improve property. He said that they also help connect people to programs such as Family Self-Sufficiency in which they have a high level of participation. He added that the home repair program is mostly used for senior citizens. He reported that their new development on the west side of The Dalles will move them from 365 units to 398 units for low-income housing.

Mr. Madsen explained that a recent Senate bill leaves the adoption of voluntary



incentives for affordable housing to local discretion. He stated that the incentives would encourage the private sector to engage in construction of affordable housing. He went on to say that one of the more exciting pieces of the bill is to have a construction excise tax that could be used to pay for the incentives offered by the program. He added that the tax could also be used as leverage to attract state and federal funding. He said that he does not expect action today but would like to work with the Board toward that goal; the earliest action can be taken is November of this year.

Chair Runyon reported that he testified before the house and senate in support of this bill. He said it is important to have this as a tool rather than a requirement which is what the more urban areas of the state would have preferred. Mr. Madsen added that as with any legislation, there are parts he likes and parts he doesn't; however, he sees this as an opportunity that should be seriously explored.

#### **Agenda Item – Wasco County Strategic Plan**

Mr. Stone introduced County Clerk Lisa Gambec by saying that her presentation outlines one piece of the County's Strategic Plan Process. He said that last week the Management Team wrapped up some of the final pieces of this plan which represents the conclusion of one phase and the beginning of another process to talk about how this plan feeds into the departments and their planning process. He stated that this is the high level plan; the departments will be back before the Board with their own plans. He said that Ms. Gambec put together the presentation and has been a key part of the process.

Ms. Gambec said that she is here to present on behalf of the entire Management Team. She stated that that this presentation is basically for the public; the Commissioners reviewed it last week at a publicly noticed Management Team meeting. She added that as the County interacts with partners, the presentation will be shared. She said that since the Culture Guide had not yet been presented formally to the Board, it has been added to this presentation.

Ms. Gambec reviewed the presentation included in the Board Packet. She pointed out that the LIDAR system is a good example of the cross-department work that is going on now and helps staff do a better job of serving citizens. She said that the County Strategic Plan is a high level plan and provides a framework on which the



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 20, 2016  
PAGE 11

departments can build their own plans. She noted that some of the departments have plans in place and will use this for revisions to those plans. She commented that coming from many years in the private sector, this is the best team she has ever worked with.

Ms. Gambee went on to say that when communicating, facts are not enough – citizens need to understand the why behind the facts. She said that building the culture will take time, but will create a great place to work – the County will never be the highest paying employer, but it can still be a great place to work and a great opportunity.

Ms. Gambee stated that one of the things identified as a priority for citizens is to feel like they have been heard; she observed that that principle has already paid dividends. She reported that in the recent BOPTA process they found that even if citizens did not get the results they wanted; they left feeling like they had been heard and treated fairly. She said that the goal is to extend that level of service through partnerships that represent the County in some way.

Ms. Gambee continued by saying that the Team discussed how to help citizens thrive – what does a healthy Wasco County look like; what does a healthy Team look like? One aspect is rather than doing things *for* citizens, to do things *with* citizens – partnering to meet needs and create opportunities. There are various avenues through which to accomplish these goals; for instance, technology such as the GIS system makes information readily available. She added that we want to make it easier to interact with the County through technology which will be especially appealing to citizens who live far from the County seat.

Ms. Gambee explained that the team is working toward moving more of the daily tasks to staff in order to allow Directors time to work on projects that will open pathways to citizens. She noted that the pre-work done by the departments and their staffs played a large role in the creation of the Strategic Plan.

Ms. Gambee requested formal approval of the plan in order to move the process forward to the individual departments.

Chair Runyon observed that the County has worked toward changes over the last few



years; now there is a team in place that can move things forward – it is a great thing and citizens are noticing. Ms. Amery concurred, saying that it is a great team with everyone participating.

**{{{Commissioner Hege moved to formally adopt the 2016 Wasco County Strategic Plan as presented. Commissioner Kramer seconded the motion which passed unanimously.}}}**

Commissioner Hege said that he would like to see the Strategic Plan and Mission Statement in our meeting rooms and offices.

Mr. Stone reported that there is a guide, not presented today, that will assist department in creating/revising their own plans.

Ms. White asked for permission to create a signature page for the Strategic Plan and add Commissioners' electronic signatures before filing the plan with the County Clerk.

**\*\*\*The Board was in consensus to have their electronic signatures added to a signature page for the 2016 Wasco County Strategic Plan.\*\*\***

Chair Runyon announced that the Resolution brought to the state legislature in 2014 to have the veterans Community Based Outpatient Clinic renamed for Lawrence Kaufman has finally made its way through all the necessary channels and will be introduced in both the House and Senate this week. He predicted that it will pass and we will soon see a new name on the Clinic. He stated that Lawrence Kaufman is a local Medal of Honor recipient.

Chair Runyon adjourned the meeting at 12:10 p.m.

### Summary of Actions

#### Motions Passed

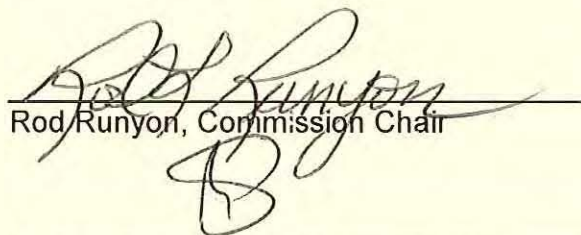
- To approve Order 16-035 vacating a portion of Muddy Road located in Sections 31 and 32, Township 8 South, Range 19 East, Willamette Meridian.

- To accept the Bargain Sale and Deed from the Oregon Military Department conveying real property as described in Exhibit A of the Deed.
- To approve the Consent agenda with changes as noted – 3.16.2016 Regular Session Minutes, 3.28.2016 Special Session Minutes, 3.28.2016 Public Hearing Minutes and 4.6.2016 Regular Session Minutes.
- To approve the 2016-2017 County Assessment Function funding Assistance Grant Application for Staffing.
- To formally adopt the 2016 Wasco County Strategic Plan as presented.

Consensus

- To move the Wolf Depredation Compensation Grant Agreement to the May 4, 2016 session agenda.
- To delay for 30 days on a decision regarding the McElheran fee waiver request.
- To have the Commissioners' electronic signatures added to a signature page for the 2016 Wasco County Strategic Plan

WASCO COUNTY BOARD  
OF COMMISSIONERS



Rod Runyon, Commission Chair

Scott Hege, County Commissioner



Steve Kramer, County Commissioner



**WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 20, 2016**

**DISCUSSION LIST**

**ACTION AND DISCUSSION ITEMS:**

1.     [Muddy Road Vacation](#) – Arthur Smith
2.     [Oregon Military Deed](#) – Tyler Stone
3.     [Wolf Depredation Compensation Grant Agreement](#) – Commissioner Kramer

**Discussion Item**  
**Muddy Road Vacation**

- [Public Works Director Report](#)
- [Order 16-035 Vacating a Portion of Muddy Road](#)



IN THE BOARD OF COMMISSIONERS  
OF THE STATE OF OREGON  
IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE PROPOSED )	
VACATION OF A PORTION OF )	
MUDDY ROAD, LOCATED IN )	REPORT OF PUBLIC WORKS
SECTION 31 & 32 TOWNSHIP 8 )	DIRECTOR
SOUTH, RANGE 19 EAST, W.M. )	

TO THE HONORABLE BOARD OF COMMISSIONERS OF WASCO COUNTY,  
OREGON:

In compliance with the Order of the Board of Commissioners dated April 6, 2016, I have investigated the Public Road as follows:

A PORTION OF MUDDY ROAD

LEGAL DESCRIPTION:

Muddy Road, Section 31 & 32, Township 8 South, Range 19 East, Willamette Meridian.

Attached hereto, and by this reference made a part hereof, is a map and photos marked as Exhibits "A" showing the location of the above described road.

**Background**

The petitioners, Young Life Family Ranch, who own all the land on both sides of the right-of-way, wish to vacate this right-of-way and re-dedicate another section of right-of-way for public use. Young Life needs to enhance the safety provisions for the guests it accommodates and the public that utilizes Muddy Road. The subject road runs right through the middle of Young Life's operations and there is the persistent risk of conflict between their guests and staff and the public's use of the road. The petitioner has already submitted the deed of dedication for the new road right-of-way and that dedication has been accepted.

## **Facts and Findings**

The right-of-way proposed for vacation has been developed and is currently being used by the public. The newly dedicated road right-of-way has also been developed and could easily and seamlessly be changed over and utilized by the public. The County has no current or future needs for the proposed right-of-way to be vacated, since the newly dedicated right-of-way shall be used as a public road. To my knowledge, there are no utilities located in the right-of-way proposed for vacation.

By vacating the existing road and having dedicated the new road, Young Life will be able to secure their camp area and enhance the safety and security of their guests, while maintaining public access to the Muddy Road. The continued existence of the old right-of-way would in fact hinder any future development of the properties and the operations of the petitioner.

## **Fiscal Impact**

The County does not maintain this right-of-way now, so the road vacation would have no fiscal impact to the Public Works Department.

## **Recommendation**

100% of the adjacent landowners have petitioned, so no public hearing is required. There is no public benefit to retaining this right-of-way. There is also no public benefit to holding a hearing on this road vacation. *It is my recommendation that the Board of Commissioners grant the vacation request.*

Dated this 14<sup>th</sup> day of April, 2016

Arthur Smith  
Director, Wasco County Public Works



IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON  
IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE VACATION	)	
OF A PORTION OF MUDDY ROAD,	)	ORDER
LOCATED IN SECTIONS 31 & 32,	)	#16-035
TOWNSHIP 8 SOUTH, RANGE 19	)	
EAST, WILLAMETTE MERIDIAN	)	

NOW ON THIS DAY, the above-entitled matter having come on regularly for consideration, said day being one duly set in term for the transaction of public business and a majority of the Commissioners being present; and

IT APPEARING TO THE BOARD: That a petition, attached and by this reference incorporated herein, has been duly filed with this Board seeking the vacation of the below described Road; That upon initiation of these proceedings by said petition the County Road Official was directed by this Board to prepare and file with this Board a written report describing the ownership and uses of the Road and a determination of whether the vacation would be in the public interest; That said report, attached and by this reference incorporated herein, has been received by this Board; and

IT FURHTER APPEARING TO THE COURT: That as provided in ORS 368.351 because the report indicates that the County Road Official assessment is that

the vacation is in the public interest and these proceedings were initiated by a petition under ORS 368.341 that contained the acknowledged signatures of owners of 100% of any private property proposed to be vacated and acknowledged signatures of owners of 100% of property abutting any public property proposed to be vacated approving the proposed vacation hearing in this matter may be dispensed with and vacation of the subject road ordered.

NOW, THEREFORE, IT IS HEREBY ORDERED: That the following described Road located in Wasco County, Oregon, be and is hereby declared vacated:

A PORTION OF MUDDY ROAD

LEGAL DESCRIPTION

Muddy Road, Sections 31 & 32, Township 8 South, Range 19 East, Willamette Meridian.

Attached hereto and by this reference made a part hereof is a map and photoes marked Exhibit "A"

DATED this 20<sup>th</sup> Day of April, 2016.

WASCO COUNTY  
BOARD OF COMMISSIONERS

---

Rod L. Runyon, Commission Chair

APPROVED AS TO FORM:

---

Kristen Campbell  
Wasco County Counsel

---

Scott C. Hege, County Commissioner

---

Steven D. Kramer, County Commissioner

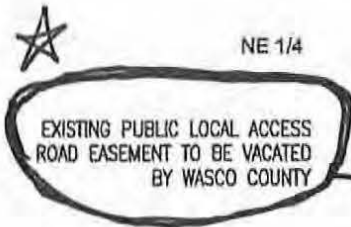


# EXHIBIT A - Muddy Road MAP



FOUND 3" ALUMINUM CAP NORTH  
OF RE-POSITIONED ORIGINAL STONE

APPROXIMATE AS-TRAVELED  
CENTERLINE OF EXISTING ROAD

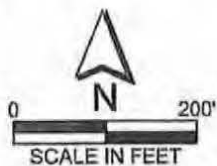


EXISTING PUBLIC LOCAL ACCESS  
ROAD EASEMENT TO BE VACATED  
BY WASCO COUNTY

EXISTING PRIVATE ROAD  
FORMER PUBLIC LOCAL ACCESS  
VACATED BY WASCO COUNTY IN 02/2009

SE 1/4

FOUND 1/2" IRON ROD  
IN ROCK MOUND



POINT OF  
COMMENCEMENT

30 29  
31 32  
N01°12'05"E 1719.94'

50' WIDE LOCAL PUBLIC ACCESS ROAD EASEMENT  
BEING DEDICATED TO THE PUBLIC, ±1.33 ACRES

$\Delta=23^{\circ}07'45''$   
 $L=161.47'$   
 $R=400.00'$   
 $CH=160.38'$   
 $CH\ BRG=N78^{\circ}51'06''W$

N67°17'12"W 40.17'

S89°35'01"W  
156.00'

$\Delta=12^{\circ}07'22''$   
 $L=135.20'$   
 $R=639.00'$   
 $CH=134.95'$   
 $CH\ BRG=S83^{\circ}31'20''W$

LOT 2

APPROXIMATE AS-TRAVELED  
CENTERLINE OF EXISTING ROAD

50' WIDE LOCAL PUBLIC ACCESS ROAD EASEMENT  
BEING DEDICATED TO THE PUBLIC, ±1.33 ACRES

$\Delta=18^{\circ}02'46''$   
 $L=220.48'$   
 $R=700.00'$   
 $CH=219.56'$   
 $CH\ BRG=N13^{\circ}41'25''E$

EXISTING PUBLIC LOCAL ACCESS  
ROAD EASEMENT

LOT 3

N05°08'10"E 2983.50'

	X	X	

SEC 31, T8S, R19E SEC 32, T8S, R19E

**EXHIBIT A**  
**Muddy Road Photos**



Beginning of Muddy Road section to be vacated and Dedicated Road to be utilized



Muddy Road section to be vacated - headed south past barn





Muddy Road section to be vacated - headed through Young Life camp



Muddy Road section to be vacated - headed past guests lodging



Muddy Road to be vacated - turning east past camp buildings



Muddy Road to be vacated - looking east





Muddy Road section to be vacated - turning south — end of proposed section to be vacated



Muddy Road - looking south along existing public section of road



Newly dedicated road – headed east



Newly dedicated road - looking east





Newly Dedicated road – turning south towards Muddy Road



Newly dedicated road – headed south – connects with Muddy Road



**Discussion Item**  
**Oregon Military Deed**

- [Staff Memo](#)
- [Bargain Sale and Deed](#)

---

---

**MEMORANDUM**

---

---

**TO:** BOARD OF COUNTY COMMISSIONERS  
**FROM:** KATHY WHITE  
**SUBJECT:** ENTERPRISE ZONE FUNDS DISTRIBUTION  
**DATE:** 4/15/2016

---

**BACKGROUND INFORMATION**

On November 2, 1960 the Wasco County Court composed of County Judge James A. Hunt and Commissioners O.W. Kortge and Walter Carte, for the consideration of the sum of \$1.00, executed a Bargain Sale and Deed to the State of Oregon for a parcels of land located at the corner of West 6<sup>th</sup> Street and Webber Street in The Dalles, Oregon. The State of Oregon constructed a National Guard Amory on the site. Through and agreement between the State of Oregon and Wasco County, should the State no longer use the site for the National Guard Armory the property reverts to the County.

In 2012 the Oregon Military Department notified the County of their intent to relocate the armory and raze the building on the 6<sup>th</sup> and Webber site. The past few years has seen the process of clearing the site and having the site evaluated for environmental issues proceed to conclusion. The State of Oregon has executed a deed returning the property to County ownership – included in the packet.

**After recording return to:**

Wasco County  
Tyler Stone  
Administrative Officer  
511 Washington St. Suite 101  
The Dalles, OR 97058

**Send a copy to:**

Oregon Military Department  
Attn: Arthur Arroyo  
Real Property Manager, Installations Div.  
PO Box 14350  
Salem, OR 97309-5047

Until a change is requested,  
all tax statements shall be sent  
to the following address:

**Grantee as above**

**Bargain and Sale Deed**  
(ORS 93.860)

The State of Oregon, acting by and through the Oregon Military Department, Grantor, conveys to Wasco County, an Oregon municipal corporation, Grantee, the following described real property (the "Property"), together with all improvements thereupon:

as described in Exhibit A, attached hereto.

The true consideration for this conveyance is other consideration.

Because Grantor no longer uses the Property for military purposes, including constructing or operating an armory thereon, Grantor makes the conveyance set forth in this Bargain and Sale Deed in order to extinguish the reversionary provisions relating to the Property that are contained in the following documents recorded in the records of Wasco County, Oregon:

Deed Book 120, Page 345 – February 19, 1951  
Deed Book 124, Page 411 – October 9, 1952

BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON TRANSFERRING FEE TITLE SHOULD INQUIRE ABOUT THE PERSON'S RIGHTS, IF ANY, UNDER ORS 195.300, 195.301 AND 195.305 TO 195.336 AND SECTIONS 5 TO 11, CHAPTER 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855, OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER 8, OREGON LAWS 2010. THIS INSTRUMENT DOES NOT ALLOW USE OF THE PROPERTY DESCRIBED IN THIS




INSTRUMENT IN VIOLATION OF APPLICABLE LAND USE LAWS AND REGULATIONS. BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON ACQUIRING FEE TITLE TO THE PROPERTY SHOULD CHECK WITH THE APPROPRIATE CITY OR COUNTY PLANNING DEPARTMENT TO VERIFY THAT THE UNIT OF LAND BEING TRANSFERRED IS A LAWFULLY ESTABLISHED LOT OR PARCEL, AS DEFINED IN ORS 92.010 OR 215.010, TO VERIFY THE APPROVED USES OF THE LOT OR PARCEL, TO DETERMINE ANY LIMITS ON LAWSUITS AGAINST FARMING OR FOREST PRACTICES, AS DEFINED IN ORS 30.930, AND TO INQUIRE ABOUT THE RIGHTS OF NEIGHBORING PROPERTY OWNERS, IF ANY, UNDER ORS 195.300, 195.301 AND 195.305 TO 195.336 AND SECTIONS 5 TO 11, CHAPTER 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855, OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER 8, OREGON LAWS 2010.

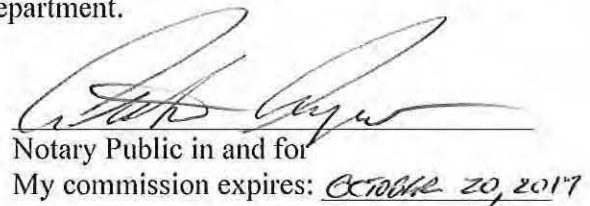
#7267304v2

*[remainder of page intentionally left blank]*

Dated this 31 day March, 2016.

By:   
MICHAEL E. STENCEL, Major General  
The Adjutant General

This instrument was acknowledged before me on the 31 day of March, 2016 by Michael E. Stencel, Major General, as the Adjutant General and proven to me to be the authorized representative of the Oregon Military Department.



**GRANTEE:**

Pursuant to ORS 93.808, Grantee hereby accepts the conveyance of the Property.

Dated this \_\_\_\_ day \_\_\_\_\_, 2016.

WASCO COUNTY, an Oregon municipal  
corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

=====

STATE OF OREGON                    )  
  ) ss:  
COUNTY OF \_\_\_\_\_ )

This instrument was acknowledged before me on the \_\_\_\_\_ day of March, 2016 by  
\_\_\_\_\_, the \_\_\_\_\_ of Wasco  
County, Oregon, a municipal corporation.

\_\_\_\_\_  
Notary Public in and for  
My commission expires: \_\_\_\_\_



**EXHIBIT A**  
**Legal Description of the Property**

A tract of land in the ST. PETER'S CATHOLIC MISSION LAND CLAIM NO. 43, in the Southwest quarter of Section 33, Township 2 North, Range 13 East of the Willamette Meridian in City of The Dalles, County of Wasco and State of Oregon, described as follows:

Beginning at a point 60.27 feet that is North 40° 10' West from the Northeast corner of the Wasco County Poor Farm Property; thence North 40° 10' West 300.00 feet; thence South 44° 22' West 200.00 feet; thence South 44° 10' East 300.00 feet; thence North 44° 22' East 200.00 feet to the point of beginning.

ALSO, a parcel of land 200.0 feet by 150.0 feet described as follows:

Beginning at a point that is North 40° 10' West 360.27 feet from the Northeast corner of the Wasco County Poor Farm property; thence North 40° 10' West 200.00 feet; thence South 44° 22' West 150.0 feet; thence South 40° 10' East 200.00 feet; thence North 44° 22' East a distance of 150.00 feet to point of beginning.

EXCEPTING THEREFROM that portion described in Deed recorded October 9, 1952 in Book 124, Page 409, Wasco County records.

ALSO EXCEPTING THEREFROM that portion described in Deed recorded March 6, 1962 in Book 145, Page 390, Wasco County records, AND FURTHER described in Deed recorded April 3, 1962 in Book 145, Page 514 Wasco County records.

**Discussion Item**  
**Wolf Depredation Compensation Grant**

- [Oregon Department of Agriculture Wolf Compensation & Financial Assistance 2016 Grant Agreement](#)



**OREGON DEPARTMENT OF AGRICULTURE  
WOLF COMPENSATION AND FINANCIAL ASSISTANCE  
2016 GRANT AGREEMENT**

**BETWEEN:** State of Oregon, acting by and through its Oregon Department of Agriculture

**AND:** Grantee: Wasco County – ODA-3788-16-GR  
Grantee Address: 511 Washington Street, Suite 101  
The Dalles, OR 97058

**DATE:** Date of Agreement: April 5, 2016

**SECTION 1  
LEGAL BASIS OF AWARD; TERM OF AGREEMENT**

Section 1.01. Pursuant to Oregon Laws 2011, Chapter 690 (the “Act”), the Department of Agriculture (the Department) shall establish and implement a wolf depredation and financial assistance grant program and award grants in accordance with Section 1 of the Act and rules adopted by the Department in OAR chapter 603, Division 019(the “Rules”) pursuant to Section 1(4) of the Act.

Section 1.02. Grant Term and Termination. This Agreement shall be effective on the date on which it has been fully executed and has been approved as required by applicable law (the “Effective Date”). The availability of Grant moneys under this Agreement and Department’s obligation to disburse Grant moneys pursuant to Section 2.01 shall end on January 31, 2017 (the “Termination Date”). Grantee shall not submit any disbursement requests and Department shall not disburse any Grant moneys after the Termination Date.

**SECTION 2  
GRANT AWARD**

Section 2.01. Grant. Subject to Sections 2.02 and in accordance with all terms and conditions of this Agreement, the Department shall disburse to Grantee, no earlier than March 31, 2016, a maximum of \$1,750 (Grant money) to be awarded by Grantee to Award Recipients as set forth in Table 2.01 for one or more of following numbered “Award Types”:

- 1) Compensation for injury or death of livestock or working dogs resulting from wolf depredation;
- 2) Financial assistance for implementing methods that limit wolf-livestock interaction;
- 3) Reimbursement for qualified expenses incurred by the county for implementing the county program, as defined in OAR 603-019-0001(5) and 603-019-0015(g);
- 4) Compensation for missing livestock or working dogs resulting from wolf depredation.

**Table 2.01** (Grantee may attach a separate sheet to include more AWARD RECIPIENTS)

AWARD TYPE	AWARD RECIPIENT	AWARD AMOUNT
#2-Prevention	Wasco County	\$1,000
#3-Admin.	Wasco County	\$750
	TOTAL GRANT AWARD	\$1,750

Section 2.02. Conditions Precedent to Each Disbursement. Disbursement of Grant moneys to Grantee pursuant to Section 2.02 is subject to satisfaction, with respect to each disbursement, of each of the following conditions precedent:





- a) The Wolf Management Compensation and Proactive Trust Fund (Trust Fund) managed by the Department and established in compliance with the Act and Rules contains sufficient funds and the Department has received sufficient expenditure authorizations to allow the Department, in the exercise of its reasonable administrative discretion, to make the disbursement
- b) The county maintains a county advisory committee described in OAR 603-016-0015(2). Each member of the advisory committee must sign a statement affirming their agreement to represent and support the position for which they have been appointed to the committee.
- c) The county is in compliance with the Act and Rules, including without limitation:
  - i. In accordance with OAR 603-019-0015, the county advisory committee has established compensation rates for injured, dead and missing animals that are qualified for compensation, persons applying to Grantees to be Award Recipients meet the specified conditions for compensation, and including that Grant funds shall be distributed, to the extent possible, in an equal and balanced manner between payments to compensate for death, injury or for missing animals and payments to implement management techniques to limit wolf-livestock interaction that include nonlethal techniques as well, with a minimum of 30% of the county's Grant funds distributed for livestock management techniques (including non-lethal methods) that limit wolf-livestock interaction.
  - ii. County has submitted, or will submit, an itemized record of expenses for which it is claiming compensation for no more than 90 percent of the expenses associated with implementing the county program for the wolf depredation and financial assistance grant program, as described in OAR 603-019-0010(2)(g), and county provides a matching, money contribution of at least 10% of the total expenses, described in 603-019-0015(2)(g), incurred for implementing the county program.
- d) None of the conditions established by the Act that would limit expenditures exist;
- e) No default as described in Section 6.03 has occurred and is continuing;
- f) Grantee's representations and warranties set forth in Section 4 are true and correct on the date of disbursement with the same effect as though made on the date of disbursement.

### **SECTION 3 USES OF GRANT**

Section 3.01. Eligible Uses of Grant. Grant moneys may be used solely for the purposes described in this Agreement.

Section 3.02. Ineligible Uses of Grant. Grantee shall not use the Grant moneys to reimburse any person or entity for expenditures made or to pay for any expenses incurred before August 2, 2011, which is the effective date of the Act, or for any other purpose not authorized by Section 3.01. In addition, Grantee may not obligate or expend any Grant moneys with respect to any particular award in excess of the Amount for the Award set forth in Table 2.01.

Section 3.03. Return of Unspent Moneys. Grantee shall report by December 31, 2016 all grant moneys spent and allocated to be spent by January 31, 2017 termination date to the Department. Unspent and unallocated moneys must be returned to the Department by January 31, 2017.

Section 3.04. Recovery of Grant Moneys. Any Grant moneys disbursed to Grantee under this Agreement that are expended in violation or contravention of one or more of the provisions of this Agreement ("Misexpended Funds") or that remain unexpended on the Termination Date

("Unexpended Funds") must be returned to Department. If Grantee fails to return the amount of any Unexpended Funds within fifteen (15) days after the date Department demands return of those funds, Department may deduct the amount demanded from any future payment from Department to Grantee, including but not limited to, any payment to Grantee from Department under this Agreement and any payment to Grantee from Department under any other contract or agreement, present or future, between Department and Grantee. Before taking action to recover Misexpended Funds, the Department will contact Grantee to notify it of the lack of compliance and the Department's potential action in order to give the county the opportunity to address the Department's concerns. If the Department chooses to take action to recover funds from the count, the Department will provide a 30-day advance notice to the county.

Section 3.05. Equipment. Department shall have no right title and interest in any equipment purchased using Grant moneys.

#### **SECTION 4 GRANTEE'S REPRESENTATIONS AND WARRANTIES**

Grantee represents and warrants to Department that: (1) Grantee is a county government duly organized and validly existing under the laws of Oregon; (2) Grantee has full power, authority and legal right to make this Agreement and to incur and perform its obligations hereunder; the making and performance by Grantee of this Agreement (a) have been duly authorized by all necessary action of Grantee, (b) do not and will not violate any provision of any applicable law, rule, or regulation or order of any court, regulatory Department, board or other administrative agency or any provision of Grantee's charter or other organizational document, and (c) do not and will not result in the breach of, or constitute a default or require any consent under any other agreement or instrument to which Grantee is a party or by which Grantee or any of its properties are bound or affected; and (c) this Agreement has been duly authorized, executed and delivered on behalf of Grantee and constitutes the legal, valid, and binding obligation of Grantee, enforceable in accordance with its terms.

#### **SECTION 5 GRANTEE'S AGREEMENTS**

Section 5.01. Reports.

- (a) Annual Report. For each Award Recipient listed in Table 2.01, Grantee shall provide Department a written report describing detailed claim, expenditure and price determination information related to awarded Grant moneys. Grantee shall provide such reports upon request by Department, or by the date established elsewhere in this Agreement.
  - i. Please respond to the following requests in your report.
    1. Please explain the procedures established by your County Advisory Committee (CAC) requiring livestock owners to provide evidence of loss or injury to livestock or working dogs due to wolf depredation in order to be considered for compensation. What types of evidence and documentation did you require?
    2. Please explain the procedures established by your CAC requiring livestock owners to provide cost estimates or receipts of livestock management techniques and/or non-lethal wolf deterrence techniques to be considered for financial assistance. What type of follow-up has been or will be done to assure these techniques were implemented after financial assistance awards were made?
    3. Please describe the procedures that your CAC used in order to establish

compensation for missing livestock attributable to wolf depredation. (Please note that compensation for missing livestock may only be granted for missing animals that were located within an area of known wolf activity) What procedures were in place and what types of documentation was required in order to rule out other possible causes for the animals being missing?

4. Please describe how your CAC established compensation rates for death or injury to livestock or working dogs, attributable to wolf depredation, based on fair market value.
  5. Please describe how your CAC established compensation rates for missing livestock or working dogs attributable to wolf depredation.
  6. Please describe your county's plan for distributing grant funds in an equal and balanced manner between payments to compensate for death or injury to livestock or working dogs attributed to wolf depredation, and payments to implement livestock management techniques or nonlethal wolf deterrence techniques designed to discourage wolf depredation of livestock, with a minimum of 30% of a county's grant funds, as distributed by the Department, distributed for livestock management techniques or nonlethal wolf deterrence techniques.
  7. Please describe what techniques/procedures were used by your CAC to make a determination that a livestock owner seeking compensation for dead, injured or missing livestock or working dogs attributable to wolf depredation, did not unreasonably or purposefully create circumstances that attracted wolves or encouraged conflict between wolves and livestock or working dogs, excluding accepted normal husbandry and grazing activities.
  8. In order for livestock owners to receive compensation funds for death or injury to livestock or working dogs or for missing livestock in an area of known wolf activity, the owner must demonstrate implementation of best management practices to deter wolves, including non-lethal methods when practicable. Please describe the established process/procedure, tools and techniques that your CAC used to make this determination.
- ii. For each award made to producers for compensation for death or injury of livestock or working dogs due to wolf depredation, counties must determine that the producer has not already been compensated by other means and must supply the following information:
1. A copy of ODF&W Wolf Depredation Summary Finding Form;
  2. Animal type;
  3. Whether animal was insured;
  4. Number of animals included in claim
  5. Average value of animal(s);
  6. List wolf deterrence methods used by producer before depredation occurred (this is required if depredation occurred in area of known wolf activity as found by ODF&W);



- iii. For awards made to producers for livestock and working dogs that are missing due to wolf depredation, counties must determine that the producer has not already been compensated by other means and must supply the following information:
  - 1. Producer name;
  - 2. Date range unconfirmed depredation occurred resulting in missing animal(s);
  - 3. County unconfirmed depredation occurred in (must be area designated by ODF&W as an area of known wolf activity);
  - 4. Animal type;
  - 5. Whether animal was insured;
  - 6. Number of animals included in this claim
  - 7. Average value of animal;
  - 8. List wolf deterrence methods used by producer before depredation occurred;
- iv. For awards made to producers to implement livestock management techniques or nonlethal wolf deterrence techniques, counties must consult with the Oregon Department of Fish and Wildlife on location and type of technique(s) applied before awards are given and provide the following information:
  - 1. Producer name;
  - 2. Brief description of management or nonlethal deterrence technique;
  - 3. Date and location implemented;
  - 4. Cost of management or nonlethal deterrence technique;
  - 5. Source of cost/price estimate.

(b) Periodic Oral Reports. For each Award, Grantee shall, from time to time and upon request from Department, make oral presentations at times and locations designated by Department, describing the then current status of the Awards.

Section 5.02. Records and Inspection. Grantee shall keep and maintain in accordance with generally accepted accounting principles proper books of account and records on all activities associated with all Awards and the activities financed with the Grant funds, including livestock producer contributions. Grantee shall retain the books of account and records until the later of six years after the Termination Date or the date that all disputes, if any, arising under this Agreement have been resolved. The Department, the Secretary of State's Office of the State of Oregon and their duly authorized representatives shall have access during normal business hours to the books, documents, papers and records of Recipient that are directly related to this Agreement, and the Grant moneys provided hereunder for the purpose of making audits and examinations. In addition, the Department, the Secretary of State's Office of the State of Oregon and their duly authorized representatives may make and retain excerpts, copies and transcriptions of the foregoing books, documents, papers and records. Recipient shall permit authorized representatives of Department, the Secretary of State's Office of the State of Oregon and their duly authorized representatives to perform site reviews of all activities financed with the Grant funds.

Section 5.03. Compliance with Laws. Grantee shall comply, and require all Award Recipients to comply, with all applicable federal, state and local laws.

Section 5.04. Delivery of Work Product. Grantee shall deliver to Department, at no charge,

copies of all reports, articles, books, or other documents that arise from Awards funded in whole or in part with Grant moneys.

Section 5.05. Ownership of Work Product. Grantee shall retain ownership of all work product produced using Grant moneys. Grantee hereby grants to Department a royalty free, perpetual, non-exclusive license to reproduce, distribute, prepare derivative works based upon, distribute copies of, perform and display the work product, and to authorize others to do the same on Department's behalf.

## **SECTION 6 TERMINATION AND DEFAULT**

Section 6.01. Termination by Department. The Department may terminate this Agreement for its convenience effective upon written notice to Grantee, or at such later date as may be established by Department in such notice. In the event that Department terminates this Agreement pursuant to this Section 6.01(a), Grantee shall, as of the effective date of termination, cease activities and distribution of Award Amounts, and shall submit to Department an invoice detailing Grantee's expenditures as of the date of termination that are funded with Grant moneys. All amounts unexpended as of the date of termination shall be returned to Department in accordance with Section 3.03.

Section 6.02. Termination by Grantee: Grantee may terminate this Agreement upon written notice to Department, or at such later date as may be established by Grantee in such notice, under any of the following circumstances: (i) Grantee fails, after diligently pursuing all reasonable funding sources, to obtain sufficient funding from other planned funding sources that were made known to Department in writing before the Effective Date of this Agreement, or (ii) if, because of events wholly out of the control of the Grantee, Grantee is unable to discharge any of its covenants, agreements or obligations under this Agreement. In the event of termination pursuant to Section 6.02(i), Grantee shall return all Grant moneys attributable to the terminated Award previously disbursed by Department to Grantee under this Agreement. In the event of termination pursuant to Section 6.02(ii), Grantee shall return to Department all unexpended Grant moneys attributable to the terminated Award previously disbursed to Grantee by Department under this Agreement.

Section 6.03. Default. Grantee shall be in default under this Agreement if (a) Grantee fails to perform, observe or discharge any of its covenants, agreements or obligations contained herein or in any exhibit attached hereto; (b) Any representation, warranty or statement made by Grantee herein or in any documents or reports relied upon by Department to measure progress on the Awards funded by the Grant, the expenditure of Grant moneys or the performance by Grantee is untrue in any material respect when made; (c) if Grantee (i) applies for or consents to the appointment of, or the taking of possession by, a receiver, custodian, trustee, or liquidator of itself or of all of its property, (ii) admits in writing its inability, or is generally unable, to pay its debts as they become due, (iii) makes a general assignment for the benefit of its creditors, (iv) is adjudicated a bankrupt or insolvent, (v) commences a voluntary case under the Federal Bankruptcy Code (as now or hereafter in effect), (vi) files a petition seeking to take advantage of any other law relating to bankruptcy, insolvency, reorganization, winding-up, or composition or adjustment of debts, (vii) fails to controvert in a timely and appropriate manner, or acquiesces in writing to, any petition filed against it in an involuntary case under the Bankruptcy Code, or (viii) takes any action for the purpose of effecting any of the foregoing; or (d) A proceeding or case is commenced, without the application or consent of Grantee, in any court of competent jurisdiction, seeking (i) the liquidation, dissolution or winding-up, or the composition or readjustment of debts, of Grantee, (ii) the appointment of a trustee, receiver, custodian, liquidator, or the like of Grantee or of all or any substantial part of its assets, or (iii) similar relief in respect to Grantee

under any law relating to bankruptcy, insolvency, reorganization, winding-up, or composition or adjustment of debts, and such proceeding or case continues undismissed, or an order, judgment, or decree approving or ordering any of the foregoing is entered and continues unstayed and in effect for a period of sixty (60) consecutive days, or an order for relief against Grantee is entered in an involuntary case under the Federal Bankruptcy Code (as now or hereafter in effect).

Section 6.04. Remedies Upon Default. If Grantee's default is not cured, whether or not curable, within fifteen (15) days of written notice thereof to Grantee from Department or such longer period as Department may authorize in its sole discretion, Department may pursue any remedies available under this Agreement, at law or in equity. Such remedies include, but are not limited to, termination of this Agreement and return of all or a portion of the Grant moneys, and payment of interest earned on the Grant amount. Department may pursue remedies with respect to defaults related to an individual Award, to multiple Awards, or to all of the Awards set forth in Section 2.01

## **SECTION 7 MISCELLANEOUS**

Section 7.01. No Implied Waiver, Cumulative Remedies. The failure of Department to exercise, and any delay in exercising any right, power, or privilege under this Agreement shall not operate as a waiver thereof, nor shall any single or partial exercise of any right, power, or privilege under this Agreement preclude any other or further exercise thereof or the exercise of any other such right, power, or privilege. The remedies provided herein are cumulative and not exclusive of any remedies provided by law.

Section 7.02. Governing Law; Venue; Consent to Jurisdiction. Any claim, action, suit or proceeding (collectively, "Proceeding") between State and Grantee that arises from or relates to this Contract shall be brought and conducted solely and exclusively within the Circuit Court of State for Marion County; GRANTEE HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION OF THESE COURTS AND WAIVES ANY OBJECTION TO VENUE IN THESE COURTS AND ANY CLAIM THAT THE FORUM IS AN INCONVENIENT FORUM.

Section 7.03. Notices. Except as otherwise expressly provided in this Agreement, any communications between the parties hereto or notice to be given hereunder shall be given in writing by personal delivery, facsimile, or mailing the same, postage prepaid to Grantee or Department at the address or number set forth on page 1 of this Agreement, or to such other addresses or numbers as either party may hereafter indicate pursuant to this section. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing. Any communication or notice delivered by facsimile shall be deemed to be given when receipt of the transmission is generated by the transmitting machine. Any communication or notice by personal delivery shall be deemed to be given when actually delivered.

Section 7.04. Amendments. This Agreement may not be waived, altered, modified, supplemented, or amended in any manner except by written instrument signed by both parties.

Section 7.05. Successors and Assigns. This Agreement shall be binding upon and inure to the benefit of Department, Grantee, and their respective successors and assigns, except that Grantee may not assign or transfer its rights or obligations hereunder or any interest herein without the prior consent in writing of Department.

Section 7.06. Entire Agreement. This Agreement constitutes the entire agreement between the parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement.



Section 7.07. Indemnity. TO THE EXTENT PROVIDED BY ARTICLE XI, SECTION 10, AND BY THE OREGON TORT CLAIMS ACT, ORS 30.260 TO 30.300, GRANTEE SHALL, CONSISTENT WITH ORS CHAPTER 180, DEFEND, SAVE, HOLD HARMLESS, AND INDEMNIFY THE STATE OF OREGON AND DEPARTMENT AND THEIR DIVISIONS, SUBDIVISIONS, DIRECTORS, ADMINISTRATORS, EMPLOYEES AND AGENTS FROM AND AGAINST ALL CLAIMS, SUITS, ACTIONS, LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES OF ANY NATURE WHATSOEVER ("CLAIMS"), INCLUDING ATTORNEYS FEES, RESULTING FROM, ARISING OUT OF, OR RELATING TO THE ACTS OR OMISSIONS OF GRANTEE OR ITS OFFICERS, EMPLOYEES, SUBGRANTEES, OR AGENTS UNDER THIS AGREEMENT.

Section 7.09. Survival. All provisions of this Agreement set forth in the following sections shall survive termination of this Agreement: Section 3.03, Recovery of Grant Moneys; Section 5.02, Records and Inspection; and the entirety of Section 7, MISCELLANEOUS.

Section 7.10. Counterparts. This Agreement may be executed in several counterparts, all of which when taken together shall constitute one agreement binding on all parties, notwithstanding that all parties are not signatories to the same counterpart. Each copy of this Agreement so executed shall constitute an original.

Section 7.12. Relationship of Parties. The parties agree and acknowledge that their relationship is that of independent contracting parties and neither party hereto shall be deemed an agent, partner, joint venturer or related entity of the other by reason of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the dates set forth below their respective signatures.

**GRANTEE COUNTY: WASCO**

**AUTHORIZED REPRESENTATIVE: STEVEN KRAMER, COUNTY COMMISSIONER**

<b>Signature</b>		<b>Date</b>	
<b>Print Name</b>		<b>Title</b>	

**State of Oregon, Acting by and through its Oregon Department of Agriculture**

<b>Signature</b>		<b>Date</b>	
<b>Print Name</b>	Lauren Henderson	<b>Title</b>	Assistant Director
<b>Address</b>	635 Capitol St. NE		
<b>City</b>	Salem	<b>State</b>	Oregon
		<b>Zip</b>	97301
<b>Phone</b>	(503) 986-4552	<b>FAX</b>	(503) 986-4750

**WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 20, 2016**

**CONSENT AGENDA**

1. [Minutes](#)
  - a. [3.16.2016 Regular Session](#)
  - b. [3.28.2016 Special Session](#)
  - c. [3.28.2016 Public Hearing](#)
  - d. [4.6.2016 Regular Session](#)



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
MARCH 16, 2016

PRESENT: Rod Runyon, Commission Chair  
Scott Hege, County Commissioner  
Steve Kramer, County Commissioner  
STAFF: Kathy White, Executive Assistant  
ABSENT: Tyler Stone, Administrative Officer

At 9:00 a.m. Chair Runyon opened the Regular Session of the Board of Commissioners with the Pledge of Allegiance.

Commissioner Kramer asked to add DEQ rate increases to the discussion list to the discussion list.

<b>Public Comment</b>
-----------------------

Wayne Lease stated that he has several items to bring to the attention of the Board. He said he received his Utah carry permit which is recognized in 37 states for reciprocal permitting. He reported that he had come to Wasco County to get a reciprocal permit but they apparently no longer do that. He said he wants his Oregon license and wants the Board to look into it.

Mr. Lease went on to say that health department funds are listed as restricted in Wasco County's budget. He observed that code compliance funds are no different for MCCOG. He said he wants County Counsel to read ORS 455.210 (3)(c) and ORS 479.845 which outline that building codes must be used for the purpose for which they are collected. He stated that a NACo report talks about counties not



showing funds as restricted in audits. He said that GAAP and GASB must be applied to public funds.

Mr. Lease went on to say that houses over 3,000 square feet built in Wasco County must have sprinkler systems which often means redesigning the house. He pointed out that houses are not required to have generators in case the power goes out or a security system in case of burglary. He said requiring a sprinkler system based on the square footage is stepping too far.

<b>Discussion List – VOCA Grant</b>
-------------------------------------

Victims Assistance Coordinator Judy Urness reminded the Board that she had presented this grant application to them at a previous session. She explained that she has nearly all the necessary information to submit the application which is due March 31<sup>st</sup>; she is here to update the Board.

Ms. Urness provided handouts (attached) to the Board outlining the intended use of the funds with current information. She said technology and repair are allocated. She is working to find an attorney to help victims of domestic violence with restraining orders and child custody – along with hotel stays and lock changes that will expend the emergency services funds. The training funds will go for the Child Abuse Summit and Victims Academy; in addition they are collaborating with HAVEN for local law enforcement training focused on child abuse and domestic violence.

Senior Deputy District Attorney Leslie Wolf said that the equipment used to record interviews with children is broken. The company currently providing that service has quoted \$25,000 to replace the system. She reported that she and Ms. Urness have been working with Interim IT Director Paul Ferguson and Sgt. Scott Williams to talk to other providers. Aset, a local company, quoted \$6,000 for the same equipment. There is money available in the grant to pay for the new system with money left to direct toward other projects. She stated that right now children are taken to The Dalles Police station for their interviews; that environment is intimidating to them.

Ms. Urness went on to say that part of the technology and repair funds could be used for interfaces with the Sheriff, The Dalles Police Department and NORCOR which would be faster and more efficient and reduce errors made when re-entering data in the current system.

Mr. Ferguson said this is a good opportunity to leverage funds to gain the efficiency of having data pulled directly into the system through an interface.

Commission Kramer asked if any of this will add to the IT workload. Mr. Ferguson replied that it will not.

Commissioner Runyon asked about the annual maintenance fee. Mr. Ferguson responded that it would be \$1,000 per year, adding that EDEN's interface maintenance fee is \$14,000 and Tax & Assessment's interface is \$45,000 – this is a bargain.

Ms. Urness said that the funds from the grant can only be used for victims assistance so the other agencies will have to help with the funding for an interface system.

Sgt. Jeff Hall said that he and Sgt. Williams want to go with Aset as they are local and have already done work at the Courthouse. He stated that the recording unit burns two DVDs at once and is a simple start/stop system. He added that the large hard drive holds 700 hours of video providing good back-up should a DVD fail. He said there is a one-year warranty for installation and a 10-year warranty on equipment – by that time, the equipment will be obsolete.

Ms. Urness said that the application will need to be signed by the Chair once it is complete. She noted that there is not another session scheduled prior to the grant application deadline.

Ms. White said the Board can approve it now and authorize the Chair to sign when the application is complete.

**{{{Commissioner Hege moved to approve the Oregon Department of Justice 2016-2017 Victims of Crime Act One-Time Grant application and authorize Chair Runyon to sign the completed application if there are no significant changes to what has been presented by staff. Commissioner Kramer seconded the motions which passed unanimously.}}}**

<b>Discussion List – FTA Certifications and Assurances</b>
--

Ms. White explained that this is an annual process to qualify for transportation funding. She said that we are making limited assurances; there is no change from last year.

County Counsel Kristen Campbell stated that this was thoroughly reviewed last year and she is not concerned. She said these are basic assurances regarding discrimination, public contracting, labor practices, etc. to assure the County is eligible

for federal transit funds.

**{{{Commissioner Kramer moved to approve the FTA Fiscal Year 2016 Certifications and Assurances. Commissioner Hege seconded the motion which passed unanimously.}}}**

#### **Discussion List – Stepping Up**

Chair Runyon stated that Hood River County is already involved in this initiative. He reminded his fellow Commissioners that he had introduced this program to them at the last Board session; it is an initiative to reduce the numbers of mentally ill people in jail. He said that 200 counties across the nation have signed on.

Commissioner Hege commented that it is a great program which has his support. He observed that the resolution outlines actions the County will undertake; he asked who will be following through on ction items.

Chair Runyon replied that Hood River County Commissioner Karen Joplin will be taking the lead to get this done through NORCOR; data is already being gathered which shows we are on par with national averages regarding mental health challenges in our correctional facility. He pointed out that NORCOR has a four-county board and he hopes the other two counties will also sign on. He stated that once the programs are created, it should be fairly easy.

**{{{Chair Runyon moved to approve Resolution 16-007 signing on to the initiative to reduce the number of people with mental illness in our county jail. Commissioner Kramer seconded the motion which passed unanimously.}}}**

Commissioner Kramer noted that the Board should follow-up to confirm that the work is getting done.

#### **Agenda Item – Youth Think Update**

Youth Think Coordinator Debby Jones said she appreciates the Stepping-Up Initiative and noted that Wasco County is on the cutting edge in the state and even the country. She asked if it wouldn't be wonderful to deal with mental health issues before they manifest . . . prevent domestic violence and addiction, etc. She presented a video on the Pocket Full of Feelings program (<https://www.youtube.com/watch?v=s1b1AxKBjPA>).



Ms. Jones explained that she has been working with this program to promote the development of coping skills in young children. She reported that a recent survey of area middle-schoolers revealed their lowest scores are in the areas of emotional management and impulse control. She pointed out that it is difficult to learn when your life is in turmoil. She stated that this is about brain development and is a 180° turn-around for Youth Think.

Ms. Jones explained that Youth Think participated in the War on Drugs targeting middle and high school students – that is almost too late! She said kids are at least two years ahead of where their parents think they are and experts advise that the percentages are going up. She observed that for physical health, doctors want patients to engage in preventive care and seek treatment early; we often don't address mental health issues until the patient is "stage IV." Pocket Full of Feelings offers that preventative care and identifies issues early.

Ms. Jones handed out a review (attached) from an outside evaluator. She said that Youth Think, with support from the State and the local CCO, has put on about twelve "boot camp" sessions for close to 100 participants – touching about 160 kids. She reported that they wait two to four weeks to survey parents which gives parents the time to apply what they have learned . . . parents are very happy with the results, using it not only for their children but for themselves. Studies show that feelings come before behavior no matter your age.

Ms. Jones concluded by saying that we need to build those coping muscles early: 0-8 years old. The skills that are developed will serve the individual from womb to tomb. If we can prevent the issues, there will be money to use for things other than crisis response.

#### **Agenda Item – Aging and Caregiving in the Gorge**

Tina Castanares stated that she and Bonnie New are retired physicians but this is not just about health services – it is about getting older. She stated that she has lived in the area for 30 years and resides with her 95-year-old mother. She said she wants all Gorge communities on the cutting edge for elders and their caregivers. She stated that our demographic is aging and she is looking for the County's support for that aging population. She said that the Aging in The Gorge Alliance started last August and meets monthly. She reminded everyone that we will all be in the older group and will probably be elder caregivers – it is the fastest growing group in America. She said that everyone wants to age at home and this group wants to improve the

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
MARCH 16, 2016  
PAGE 6

opportunities for that outcome.

Dr. Castanares and Dr. New reviewed the presentation included in the Board Packet. Dr. New said that there is a fair amount of ongoing work but the U.S. is behind the curve. The World Health Organization has been working on this for eleven years. The elder-boom is happening and there are implications for all our communities; this will affect health care services, transportation, etc. and contributes to everyone's quality of life.

Dr. New reported that there has already been a lot of action nationally and internationally with many signing on to the WHO program. She stated that the boom will continue for the next 20 years. It is not a small commitment but the cities of Portland, Vancouver and Seattle along with Multnomah, Washington and Clackamas counties have signed-on. She said that the point of the plan is to foster physical, social and service environments friendly to all ages. She added that Portland State University has an institute on aging; the Alliance has been in touch with them and they are willing to help should we choose to move forward.

Dr. Castanares observed that a new population forecast for our region predicts that lifespans will increase to 90 in the next 10 years; this has policy and planning implications. She noted that 25% of those over 25 are already caregivers for 24 or more hours per week; they handle transportation, finances, medical tasks, housekeeping, etc. She said that quite often elderly caregivers are caring for an even older care receiver which has an economic and health impact on the older caregiver.

Dr. Castanares went on to say that there are many dimensions of the issue to address but others have already looked at them and many plans are available to evaluate and apply; those who have gone before are willing to help. She reported that the Alliance has addressed different government agencies in the Gorge; the Alliance wants to bring the message and invite thinking about how we can address this in our area. They want to encourage the Board to convene mid-Columbia stakeholders to familiarize them with the concept and begin planning and partnering to assess and adapt existing models to area needs. She reported that Hood River County has already committed to convening a stakeholders group; she hopes Wasco County will do the same and then work with Hood River County toward regional solutions. She said that the Alliance is willing to help in whatever ways they are able.

Commissioner Kramer commented that this is a huge issue and is personal for him; he thanked them for bringing it to light.

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
MARCH 16, 2016  
PAGE 7

Marvin Pohl, Director of the Area Agency on Aging for MCCOG, said that he began two years ago to do a five-county assessment to see how to develop age friendly communities in our area. He noted that rural America is at a funding disadvantage; urban areas get an inordinate amount of money. He said that we need our leaders to understand what will happen if we do not have a plan in the rural areas. He reported that Medicaid recipients get 18 or more hours of in-home care per week; if you have saved, they want you to use all your funds before they will help. He said that we need a system that interacts with needs.

Dr. Castanares stated that a community group like the Alliance can help build grass roots support. She announced that they hope to roll out a program in the fall to distribute about 400 copies of the book The Age of Dignity: Preparing for the Elder Boom in a Changing America. They are partnering with The Dalles Library for sponsorship and distribution. She stated that the Alliance is too informal to be leaders and look to the Board for that leadership.

Mr. Pohl pointed out that younger retirees are going to be sicker than their parents were which will increase medical costs. Funding and working together to develop a future needs-based system is what is needed.

Commissioner Hege stated that he had a meeting last week about aging and mental issues and found that there is an economy of caregivers. He observed that there is not a lot of oversight, training, etc. for caregivers. He asked if that is typical, saying that the goal should be to have good caregivers.

Dr. New replied that it is one of the domains to be addressed; we need to develop a workforce with recruitment, training, oversight, standards of care, differing types of care and living wages. She agreed that many caregivers are flying under the radar and this would need to be part of the plan.

Dr. Castanares added that how caregivers are paid is also important; Medicare does not pay for in-home care while Medicaid does. Those in the middle – not poor enough to qualify for Medicaid nor wealthy enough to afford private in-home care - fall between the cracks.

Mr. Pohl said that Medicaid/Medicare caregivers are certified through the State, get a background check and are paid a living wage. However, as wages increase, hours of care decrease. He said that there is a process in place to address violations. He added that you can get a State list of caregivers and pay for it on your own but it is



expensive and there is limited availability.

Commissioner Kramer stated that this should be elevated to Regional Solutions with a request that they review the issue and help give direction. Chair Runyon agreed saying that he would move to the County's regional liaison.

<b>Discussion List - Appointments</b>
---------------------------------------

Chair Runyon announced that Mayor Lawrence has resigned his cities representative position on the MCEDD Board in order to serve in that capacity on the MCCOG Board. He said that Sue Knapp has been identified as a replacement to complete his term. Commissioner Kramer said that she is an exceptional find and will do a good job.

**{{{Commissioner Kramer moved to approve Order 16-023 appointing Sue Knapp to the Mid-Columbia Economic Development District Board of Directors as the Representative of the Cities of Wasco County. Commissioner Hege seconded the motion which passed unanimously.}}}**

Chair Runyon reported that in October Ken Farnier submitted his resignation from the Mid-Columbia Housing Authority Board of Directors. He said that Shawn Carroll already knows MCHA Executive Director Joel Madsen and is an excellent candidate to serve on the Board.

**{{{Chair Runyon moved to approve Order 16-017 appointing Shawn Carroll to the Mid-Columbia Housing Authority Board of Directors. Commissioner Hege seconded the motion which passed unanimously.}}}**

Chair Runyon pointed out that Sheriff Eiesland will be retiring at the end of April and has recommended Chief Deputy Lane Magill be appointed Sheriff until an election takes place. Chief Deputy Magill announced that he is unopposed on the ballot and therefore the Sheriff's race will not appear on the primary ballots but will go directly to the November general election.

**{{{Commissioner Kramer moved to approve Order 16-014 Lane Magill as Wasco County Sheriff until the vacancy is filled by election, effective May 1, 2016. Commissioner Hege seconded the motion which passed unanimously.}}}**

**Consent Agenda – 2.18.2016 Public Hearing Minutes & 3.2.2016  
Regular Session Minutes**

**{{{Commissioner Kramer moved to approve the Consent Agenda.  
Commissioner Hege seconded the motion which passed unanimously.}}}**

**Discussion List – Special Session**

Commissioner Kramer announced that the Solid Waste Advisory Committee will meet on March 23<sup>rd</sup> or 24<sup>th</sup> to hear a rate increase request that has been handed down from DEQ. The DEQ increases become effective on April 1<sup>st</sup>. He stated that although the cost to each consumer will be nominal it will be quite costly for the providers and he wants to get it before the Board quickly to reduce that impact. He proposed a Special Session for the last week of March.

**\*\*\*The Board was in consensus to hold a special session during the last week of March to consider rate increase requests for solid waste disposal services.\*\*\***

At 10:35 a.m. Chair Runyon recessed the session until 1:00 p.m. at which time the Board reconvened for a tour of the Fort Dalles Museum.

At 3:00 p.m. Chair Runyon recessed the session until 6:00 p.m. at which time the Board reconvened at the Wamic Community Center and opened a Public Hearing on the formation of a non-taxing South Wasco Park and Recreation District.

**Agenda Item – Public Hearing**

Lisa Gambée presented a brief background on the work that has been done to form a non-taxing South Wasco Park and Recreation District (SWPRD) saying that the focus is basically to manage recreation and its impact in South Wasco County.

PUBLIC COMMENT

Dan Van Vactor, President of Badger Improvement District (BID) stated that BID attended early meetings until they decided it was out of their bailiwick as a larger discussion about park and recreation. Dan described the history of the reservoir and the County's participation, including that easements that were supposed to be given to the County were never granted.

The BID board passed a resolution (attached) that should a parks & recreation district be formed, they are not planning to work with SWPRD. Their relationship is

with Wasco County and they will only work with Wasco County. Dan read the board resolution (a copy was provided) stating their position and said the County was a good steward in the early 70's and even into 1993 to improve the south parking lot. He said the County thinks their responsibility ended with the 20-year agreement of Oregon Marine Board, BID's position is that the responsibility did not end.

Mike Davis, Tygh Valley resident, said that he is moving off the South Wasco Alliance (SWA) board. He and several other citizens have purchased the property in Tygh Valley's town center and are in the midst of cleaning it up. The property will move it to SWA first to build a park; they hope to turn it over to the South Wasco Park & Recreation District. He wants to remind people that a park & recreation district can benefit a lot of projects in south Wasco County. He asked the Commissioners to support the formation.

Dean Hagar, resident of the Pine Hollow area said he is concerned about BID's comments. Chair Runyon reminded people that the topic at hand was about formation of the district, not any particular project they may address as a District.

Bill Archer agreed, saying that this is really between BID and Wasco County.

Denny Ross stated his concern is funding.

Merle Hlavka stated that he supports the formation; BID's position is irrelevant to the formation of the district.

**{{{Commissioner Kramer moved to approve Order 16-013 to form a park and recreation district in Wasco County, Oregon. Commissioner Hege seconded the motion which passed unanimously.}}}**

**{{{Commissioner Hege moved to approve Order 16-018 appointing Dennis Ross to the SWPRD Advisory Committee. Commissioner Kramer seconded the motion which passed unanimously.}}}**

**{{{Commissioner Kramer moved to approve Order 16-019 appointing Joe Holub to the SWPRD Advisory Committee. Commissioner Hege seconded the motion which passed unanimously.}}}**

**{{{Commissioner Hege moved to approve Order 16-020 appointing Raymond Johnson to the SWPRD Advisory Committee. Commissioner Kramer seconded the motion which passed unanimously.}}}**

**{{{Commissioner Kramer moved to approve Order 16-021 appointing Stan Kelsey to the SWPRD Advisory Committee. Commissioner Hege seconded the motion which passed unanimously.}}}**

**{{{Commissioner Hege moved to approve Order 16-022 appointing William Brackman to the SWPRD Advisory Committee. Commissioner Kramer seconded the motion which passed unanimously.}}}**

Chair Runyon commented that this is an historic day for south Wasco County and thanked those who will be serving on the Advisory Committee.

At 6:36 p.m. Chair Runyon closed the public hearing and adjourned the session.

<b>Summary of Actions</b>
---------------------------

**Motions Passed**

- to approve the Oregon Department of Justice 2016-2017 Victims of Crime Act One-Time Grant application and authorize Chair Runyon to sign the completed application if there are no significant changes to what has been presented by staff.
- To approve the FTA Fiscal Year 2016 Certifications and Assurances.
- To approve Resolution 16-007 signing on to the initiative to reduce the number of people with mental illness in our county jail.
- To approve Order 16-023 appointing Sue Knapp to the Mid-Columbia Economic Development District Board of Directors as the Representative of the Cities of Wasco County.
- To approve Order 16-017 appointing Shawn Carroll to the Mid-Columbia Housing Authority Board of Directors.
- To approve Order 16-014 Lane Magill as Wasco County Sheriff until the vacancy is filled by election, effective May 1, 2016.
- To approve the Consent Agenda – 2.18.2016 Public Hearing Minutes & 3.2.2016 Regular Session Minutes.
- To approve Order 16-013 to form a park and recreation district in Wasco County, Oregon.
- To approve Order 16-013 to form a park and recreation district in Wasco County, Oregon.



- To approve Order 16-019 appointing Joe Holub to the SWPRD Advisory Committee.
- To approve Order 16-020 appointing Raymond Johnson to the SWPRD Advisory Committee.
- To approve Order 16-021 appointing Stan Kelsey to the SWPRD Advisory Committee.
- To approve Order 16-022 appointing William Brackman to the SWPRD Advisory Committee.

**Consensus**

- To hold a special session during the last week of March to consider rate increase requests for solid waste disposal services.

WASCO COUNTY BOARD  
OF COMMISSIONERS

---

Rod Runyon, Commission Chair

---

Scott Hege, County Commissioner

---

Steve Kramer, County Commissioner



WASCO COUNTY BOARD OF COMMISSIONERS  
SPECIAL SESSION  
MARCH 28, 2016

PRESENT: Rod Runyon, Commission Chair  
Scott Hege, County Commissioner  
Steve Kramer, County Commissioner  
STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant

At 4:00 p.m. Chair Runyon opened the Special Session of the Board of Commissioners with the Pledge of Allegiance.

**SWAC Rate Increase Recommendations**

John Zalaznik, representing the Solid Waste Advisory Committee (SWAC), stated that the SWAC had met on March 23<sup>rd</sup> to discuss service provider requested rate increases in response to increases from the Oregon State Department of Environmental Quality (DEQ). He said that the DEQ fees go to 58¢ a ton on April 1<sup>st</sup>.

Commissioner Hege said that it appears that the increases have been spread throughout the customer rates; he asked if Mr. Zalaznik has been able to assess the equity of the increases. Mr. Zalaznik replied that he had not had the time. Waste Connections District Manager Jim Winterbottom stated that the DEQ had originally announced that the increases would come in two phases and have only recently given notice of the single increase plan. He explained that they are doing a straight pass through to the customer based on anything that has weight.

WASCO COUNTY BOARD OF COMMISSIONERS  
SPECIAL SESSION  
MARCH 28, 2016  
PAGE 2

Mr. Zalaznik added that the State calculations are very confusing. He said that he just spoke with the Association of Oregon Counties staff and they are not entirely certain that the DEQ won't go back to the split increases.

Commissioner Hege said that looking at the bigger picture, the Board sees the SWAC annually for cost increases. He noted that that request is different than this. Mr. Winterbottom concurred. Commissioner Kramer pointed out that the DEQ has not increased their fees for over 20 years. Mr. Winterbottom added that today's request does not include increases based on anything other than the DEQ fee increase – for instance, the delivery fee for a dumpster is not going up at this time.

Commissioner Kramer said that he is trusting in the latest information that the increase will come through in its entirety on April 1<sup>st</sup>. Chair Runyon asked if the increase could be less than 58¢. Mr. Winterbottom replied that it will not be less, it is possible that it will come in two phases rather than all at once.

Commissioner Kramer said that in our ordinance there is a built in 60-day noticing requirement. Commissioner Hege said if that is true even if the Board passes the increase today. Commissioner Kramer responded that we would have to go out 60-days.

Mr. Zalaznik stated that the request letters are asking for the increase to take effect on April 1<sup>st</sup>; we will have to let them know they have to wait 60 days.

Wasco County Landfill Manager Nancy Mitchell pointed out that this increase is out of their control and asked how they will recover their costs as the DEQ increase will go into effect without regard to a Wasco County 60-day noticing.

Waste Connections Assistant District Manager Kevin Green reported that they did not hear about the April 1<sup>st</sup> increase until March 3<sup>rd</sup> which made it impossible to meet the 60-day noticing requirement.

County Counsel Kristen Campbell said that the noticing requirement is in our County ordinance. Ms. Mitchell stated that it seems to her as though this is different than the annual increase. Mr. Green added that it would not have been possible for them to notify the County 60 days in advance considering that they themselves did not receive 60 days' notice.

Commissioner Kramer said that he does not think we can solve the 60-day issue today, but we can consider approving the requested increase.

**{{{Commissioner Kramer moved to approve Order 16-008 in the matter of approving rate increases for Waste Connections. Commissioner Hege seconded the motion.**

DISCUSSION

Commissioner Hege asked if Commissioner Kramer was moving to have the rates take effect June 1<sup>st</sup> and asked Mr. Green if their intent is to have the increases take effect April 1<sup>st</sup>. Mr. Green replied that an April 1<sup>st</sup> effective date is their intention.

Mr. Winterbottom stated that when the Board annually addresses the rate schedule it is not an increase that is dropped on the providers; it is based on a CPI formula. Mr. Green added that based on the months of January and February, their losses for a 2-month waiting period will be approximately \$41,000.

Ms. Campbell read a portion of Section 105.010(9) of the Wasco County Solid Waste and Disposal Ordinance:

“Where disposal rates at a disposal site utilized by a County franchised solid waste collection company adjust due to a contract or scheduled adjustment approved by the Board (such as a cost of living inflator) there shall also be corresponding adjustment approved in the established collection rates as will be just, fair and reasonable to reflect such disposal rate adjustment. The owner or operator of any disposal site for which a scheduled or contract adjustment in the disposal rate has been approved by the Board, shall provide sixty days advance notice to the County and all affected franchised collection companies of the amount and effective date of such disposal rate adjustment.”

Chair Runyon asked if there is an emergency clause in the ordinance. Further discussion ensued regarding scheduled increases and uncontrollable circumstances as well as whether or not the noticing requirement applies to those with whom the service providers have a contract or just those who do not.



WASCO COUNTY BOARD OF COMMISSIONERS  
SPECIAL SESSION  
MARCH 28, 2016  
PAGE 4

Ms. Campbell asked if all the potentially affected parties are represented here. The service provider representatives responded affirmatively. Ms. Mitchell reiterated that this is not a *scheduled* increase covered by the noticing language in the ordinance; it is an unscheduled increase. Commissioner Hege said that is a good point and should be explored further. Ms. Campbell said that she does not have a definition for “scheduled” as it applies to this ordinance.

Ms. Campbell asked if we can not only agree that this is not scheduled but that it is also not contractual. Mr. Winterbottom stated that the service providers come before the Board each fall for scheduled rate increases equivalent to .85 of the CPI. Mr. Zalaznik agreed saying that the CPI increases are done on a regular basis.

Commissioner Hege said that he is fine with the idea that what is being requested today is not a scheduled increase noting that if we cannot allow them to pass on the DEQ increases now, they will have to factor those costs in later.

**Commissioner Kramer withdrew his motion.}}**

**{{{Commissioner Hege moved to approve Resolution 16-008 approving rate increases for Waste Connections with an effective date of April 1, 2016.**

**Commissioner Kramer seconded the motion which passed unanimously.}}**

Commissioner Hege asked Ms. Campbell if this will be acceptable. Ms. Campbell replied that this is change in law and not a contract adjustment; she said that she is okay with that.

**{{{Commissioner Hege moved to approve Resolution 16-009 approving rate increases for Wasco County Landfill with an effective date of April 1, 2016.**

**Commissioner Kramer seconded the motion which passed unanimously.}}**

Mr. Zalanik noted that we need to update the ordinance and the franchise agreement. Commissioner Kramer agreed adding that a letter should be sent to the DEQ to inform them about the unintended consequences of their process.

Chair Runyon adjourned the session at 4:42 p.m.

<b>Summary of Actions</b>
---------------------------

**Motions Passed**

- To approve Resolution 16-008 approving rate increases for Waste Connections with an effective date of April 1, 2016.
- To approve Resolution 16-009 approving rate increases for Wasco County Landfill with an effective date of April 1, 2016.

WASCO COUNTY BOARD  
OF COMMISSIONERS

---

Rod Runyon, Commission Chair

---

Scott Hege, County Commissioner

---

Steve Kramer, County Commissioner



WASCO COUNTY BOARD OF COMMISSIONERS  
PUBLIC HEARING SESSION  
MARCH 28, 2016

PRESENT: Rod Runyon, Commission Chair  
Scott Hege, County Commissioner  
Steve Kramer, County Commissioner  
STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant

At 6:05 p.m. Chair Runyon opened a public hearing for the SOAK LLC (also known as "Burning Man Portland") Outdoor Mass Gathering Permit Application PLAOMG-16-01-0001. The event is to be held May 26-30 at the Justesen Ranch in Tygh Valley, Oregon.

Chair Runyon explained that a sign-in sheet is available for anyone wishing to speak on the matter at hand; not signing in does not preclude anyone from speaking but those who sign-in will be heard first in the order in which they appear on the sheet. He went on to say that the Planning Department would present a staff report after which the applicant would give their presentation. Once the presentations have concluded, the public can provide testimony in favor of or in opposition to the application; the applicant will have an opportunity to rebut testimony. Once testimony is complete, the Board will deliberate and make a motion for approval or denial.

Chair Runyon asked if any Commissioner wished to disqualify themselves for any personal or financial interest in this matter. There were none.

WASCO COUNTY BOARD OF COMMISSIONERS  
PUBLIC HEARING  
MARCH 28, 2016  
PAGE 2

Chair Runyon asked if any member of the audience wished to challenge the right of any Commissioner to hear this matter. There were none.

Chair Runyon asked if any member of the audience wished to question the jurisdiction of this body to act on behalf of Wasco County in this matter. There were none.

Chair Runyon asked if any Commissioner needed to disclose ex-parte contacts. There were none.

Senior Planner Dustin Nilsen pointed out that this is the second year this event will be held in Tygh Valley. He stated that the application is similar to last year although predicted attendance is up from 1,300 to 1,800. He noted that this is not a land use decision and statute states that the County shall issue the permit if the applicant demonstrates compliance or the ability to comply with the Oregon Administrative Rules (OARS). Mr. Nilsen reviewed his presentation (included in the packet) which illustrated the applicant's compliance or ability to comply with the OARS. He reported that although the applicant has engaged Bishop for potable water, they have asked each participant to bring sufficient water for their own needs.

Chair Runyon asked who would be monitoring what is being brought in by attendees. Mr. Nilsen replied that he does not know but staff is satisfied that there is a solid back up plan even if no one brings their own water.

Zandra Green, representing SOAK, stated that the event will be very similar to last year with two burnable sculptures set with a two-acre burn perimeter. She said that camping will be extended up to the ridge and RV parking allowed throughout the venue. To accommodate the expected increase in attendance, parking will be larger. She explained that services will be in the same locations and ice will be available on site with the ability to bring in additional water.

Commissioner Hege asked how the burn went last year. Ms. Green responded that it went very well. She reported that they worked with Fred Justesen last year as the ash was traveling a little higher than what he was comfortable with; this year people will be stationed on the hill to respond if embers travel. She added that they will work with local fire officials – if conditions are not favorable, there will not be a burn.

WASCO COUNTY BOARD OF COMMISSIONERS  
PUBLIC HEARING  
MARCH 28, 2016  
PAGE 3

Chair Runyon asked if there were any problems last year that caused changes to this year's plan.

Melissa Casburn, representing SOAK, outlined last year's event:

- Hand washing stations were well received and enhanced the health environment. There will be the same or greater number of hand-washing units this year.
- An on-site dumpster remained empty – people packed out what they had packed in.
- No emergency water was needed.
- There were no external sound complaints.
- Security was more than adequate and traffic was kept off the main road. The same security vendor is engaged for this year's event.
- The fire crew was increased between the first and second burn; that will continue as well as plans for making fire response more mobile.
- An on-site landing zone was used for Life Flight.
- \$500 was raised for the Tygh Valley Fire Department; plans are in place to repeat that contribution.
- SOAK will carry a \$2 million insurance policy on the event.

Commissioner Hege asked how the sound was managed last year and if there is an intent to modify that plan.

Ms. Casburn replied that there were small sound systems that they configured to angle inward rather than out of the venue. Ms. Green added that they are really just PA systems with 2-4 small speakers. Chief Deputy Lane Magill added that the Sheriff's Department received no noise complaints during last year's event.

Tygh Valley Fire Department Assistant Chief Dave Colbern reported that the event planners were very cooperative last year and the Fire Department appreciates that atmosphere. He went on to say that EMS in the area is already spread thin and the event is taxing their resources. He stated that the on-site landing zone is not safe for Life Flight and he would like to see it go back to the school landing zone. He acknowledged that local EMS has an obligation to transport but would like to explore ways to mitigate the impact on local EMS personnel who are really here to serve the



WASCO COUNTY BOARD OF COMMISSIONERS  
PUBLIC HEARING  
MARCH 28, 2016  
PAGE 4

local community.

Craig McClure, representing Cracker Jack Response, agreed that there were a few hiccups last year. He reported that his team treated 80 patients, initiating two transports one of which was Life Flight – the other went by personal car. He stated that there was already an understanding that his team has a higher level of certification and there was a desire to have a Cracker Jack paramedic on transports. Unfortunately, there was initially not an agreement in place that would allow for that; by 10:00 a.m. the next morning, an agreement was signed. This year Cracker Jack will be able to give them a provider for a higher level of care.

Mr. McClure went on to say that he had not heard about the landing zone issue; Life Flight has plans to come in the day before and do some on-site training. He stated that he will work with the local authorities to make it work for everyone.

Chief Deputy Magill stated that he has reviewed the plan. There has been an increase to security which he had requested – there will be one supervisor on shift at all times. He said that he has not seen the finalized traffic control plan; the initial plan was good. The Public Works Director is reviewing the traffic plan; Chief Deputy Magill expects that it will be approved.

Chair Runyon asked if there was anyone wishing to speak for or against the event. There were none.

Chair Runyon closed the hearing for testimony and opened deliberations.

Commissioner Hege said that he found the application to be good and clean – well done with extensive plans to address contingencies. He said that based on what he heard last year and today, it is commendable. He commented that he is impressed by the organizers efforts to not use local water and to pack-in/pack-out all rubbish. He stated that he thinks it is a good event and is good for the County.

Chair Runyon reviewed the options available to the Board:

1. To approve the application as proposed and accept the findings and conditions contained in the Summary and Staff Report.
2. To approve the application with amended findings and conditions.

3. To deny the application with amended findings.

**{{{Commissioner Kramer moved to approve Order 16-024 approving the application for an Outdoor Mass Gathering as proposed in planning file number PLAOMG-16-01-0001, and accept the findings and conditions contained in the Summary and Staff Report dated March 21, 2016. Commissioner Hege seconded the motion which passed unanimously.}}}**

Chair Runyon adjourned the meeting at 6:41 p.m.

<b>Summary of Actions</b>
---------------------------

**Motions Passed**

- To approve Order 16-024 approving the application for an Outdoor Mass Gathering as proposed in planning file number PLAOMG-16-01-0001, and accept the findings and conditions contained in the Summary and Staff Report dated March 21, 2016.

WASCO COUNTY BOARD  
OF COMMISSIONERS

---

Rod Runyon, Commission Chair

---

Scott Hege, County Commissioner

---

Steve Kramer, County Commissioner



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016

PRESENT: Rod Runyon, Commission Chair  
Steve Kramer, County Commissioner

STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant

ABSENT: Scott Hege, County Commissioner

At 9:00 a.m. Chair Runyon opened the Regular Session of the Board of Commissioners with the Pledge of Allegiance. Ms. White pointed out that the Generator Contract had been moved to last on the agenda – a change from what was originally published. Chair Runyon noted that Commissioner Hege could not be here today.

<b>Discussion List – Surplus Vehicles</b>
---

Chief Deputy Lane Magill stated that there are five vehicles on the list all of which are worn out or causing maintenance cost overruns. He said that the plan is to take them to the auction yard on April 17<sup>th</sup> along with a 1983 vehicle that the Board surplussed last August. He explained that even the 2013 Expedition has had a lot of mechanical issues; they have spent \$5,000 just for brakes on the Expeditions. He said that he was not comfortable moving the Expeditions to another department as the maintenance costs are too high. He added that the Interceptors have low maintenance and they are saving 7% on fuel costs. He concluded by saying that the Interceptors are much more durable and less costly.

**{{{Commissioner Kramer moved to approve Order 16-031 surplussing Unit 03-01-2003 Dodge Durango, Unit 07-02-2007 Dodge Durango, Unit 11-04-2011 Ford Expedition, Unit 12-03-2012 Ford Expedition and Unit 13-03-2013 Ford Expedition. Chair Runyon seconded the motion which passed unanimously.}}}**

#### **Department Directors – Clerk’s Office**

County Clerk Lisa Gambée announced that last Friday was the first day for sending out ballots; those went out to overseas military. She added that signs are up around the courthouse regarding electioneering and she has sent an email to all County employees regarding restrictions on campaigning through both State and County regulations. She said that people have been asking about campaign buttons and bumper stickers – both are allowed and considered personal expression. She stated that no one can actively campaign within 100 feet of the Courthouse; they cannot overtly try to influence others within that zone. She said that campaign signs are also not allowed within the 100 foot perimeter.

Chair Runyon asked if magnetic signs on car doors are allowed. Ms. Gambée replied that if the car is parked temporarily, it should be fine but an employee cannot actively campaign on the premises. She said she had not asked that specific question but would look into it further. She reported that she had contacted the office of the Secretary of State regarding the buttons and bumper stickers. She noted that employee restrictions are year-round; the electioneering restrictions conclude at the end of the election.

#### **Discussion List – Economic Development Commission Appointment**

Chair Runyon explained that there is a vacancy on the EDC; MCEDD received an application from Dean McAllister to fill that vacancy. He commented that Mr. McAllister is very talented and he is glad that he found the time to do this. Commissioner Kramer agreed, saying that Mr. McAllister is very active in the community.

**{{{Commissioner Kramer moved to approve Order 16-033 appointing Dean McAllister to the Wasco County Economic Development Commissioner. Chair Runyon seconded the motion which passed unanimously.}}}**

**Discussion List – AOC Dues**

Chair Runyon commented that he was responsible for the Veterans committee; 18 months ago he submitted that it should not be a subcommittee but a full-fledged committee. He reported that the Veterans Committee has made great progress with an AOC staff member assigned to it. It was also helpful on the recent trip to Washington D.C. – it is a valuable committee and he is support of paying the dues.

**{{{Chair Runyon moved to approve the AOC dues as presented. Commissioner Kramer seconded the motion which passed unanimously.}}}**

**Agenda Item – Planning Department**

PLANNING COMMISSION APPOINTMENTS

Planning Director Angie Brewer stated that there are three appointments before the Board today. She observed that the alternate positions have been vacant for some time and recently Taner Elliot notified the Commission that he cannot complete his term. She reported that the Advisory Committee, consisting of the Chair and Vice Chair along with a Commissioner and a representative from the City of The Dalles, met on March 20<sup>th</sup> to consider the applicants. She said that they had three well-qualified candidates; the Advisory Committee determined which candidate would fill each vacancy.

Ms. Brewer explained that the Planning Commission is composed of seven voting members and two alternates. The alternates attend and participate in meetings but only cast votes if a regular member of the Commission is absent. The program allows on-the-job training so that when alternates move into regular positions, they are able to hit the ground running.

Ms. Brewer announced that because the Planning Department is taking on long-range planning and an update to the Land Use and Development Ordinance, the Planning Commission will be meeting more often. She said that they used to meet three to five times per year, but she has advised members that they will be meeting more frequently – last year they met 15 times. She stated that all are on-board and dedicated to the work. She said she and staff will be meeting with the members to review the bylaws and their responsibilities.



WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016  
PAGE 4

Ms. Brewer went on to say that the Planning Commission had a lengthy discussion about having all parts of the County represented on the Planning Commission; these candidates will bring that balance.

Chair Runyon observed that Chris Schanno will fill Mr. Elliot's role and represents agricultural interests. Ms. Brewer concurred, saying that Aimee Bell works for the Department of Agriculture and so brings the governance side of agriculture; Lynne Erickson is a retired planning director from the mid-west but has lived in the Mosier area for ten years.

Chair Runyon, who participated on the Advisory Committee, stated that he is well satisfied with the decisions.

**{{{Chair Runyon moved to approve Order 16-025 appointing Chris Schanno to Position 7 on the Wasco County Planning Commission. Commissioner Kramer seconded that motion which passed unanimously.}}}**

**{{{Commissioner Kramer moved to approve Order 16-026 appointing Lynne Erickson as Alternate #1 on the Wasco County Planning Commission. Chair Runyon seconded the motion which passed unanimously.}}}**

**{{{Chair Runyon moved to approve Order 16-026 appointing Aimee Bell as Alternate #2 on the Wasco County Planning Commission. Commissioner Kramer and Runyon seconded the motion which passed unanimously.}}}**

Commissioner Kramer stated that Ms. Bell will be a great addition to the Planning Commission; she has lived in south Wasco County for many years and does a good job at the Department of Agriculture. Ms. Brewer agreed saying that we have a really great Planning Commission.

TECHNICAL ASSISTANCE GRANT APPLICATION

Ms. Brewer reminded the Board that they previously saw a similar letter in support of a larger dollar amount grant application. She reported that that application had not been successful, however, Long-Range Planner Kelly Howsley-Glover has learned that there is still money available and we can reapply for a lesser amount. She stated

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016  
PAGE 5

that these funds would go toward updating the buildable lands study last done in 2009. She noted that this study informs almost everything else they do. She explained that the study requires staff time and partner resources. The application is for a \$2,000 grant with a \$2,000 match requirement; the match will be staff time. She said that she is hopeful that this application will be successful; it requires a letter of support from the Board.

Chair Runyon read a portion of the goals and objectives from the application: “The Wasco County Buildable Lands Study analyzes the supply of existing non-resource lands in unincorporated Wasco County. The Study is intended to be used as a planning tool for citizens, County departments, and partners in identifying assets, opportunities for growth and redevelopment, and areas that have reached development capacity. Compiled in 2009, the study was intended to be updated on a regular basis to ensure the information is accurate and reflects real time development.”

**\*\*\*The Board was in consensus to provide a letter of support for the Technical Assistance Grant application.\*\*\***

FINAL ORDER – NOTICE OF DECISION

Ms. Brewer explained the Board heard the Garofoli case last September and rendered a decision in the matter of PLAAPL-15-07-0001 of PLANCU-14-09-0003. That application was for verification of a non-conforming use for a building that had burned in the Government Flats fire. The request had been denied by the Planning Commission; a decision that was overturned by the Board. She reported that she has been working with County Counsel and the applicant’s legal counsel for appropriate language in the decision. She stated that once the notice is signed, there is a twelve-day appeal period before the applicant can move forward to replace the structure.

Since the Board had already voted to make this decision, no motion is necessary; they will sign the Notice of Decision which formalizes their September decision.

LOT LINE VACATION

Associate Planner Will Smith stated that this vacation is at the request of Patrick and Beverly Erickson for property that is at the border of the City of The Dalles and is zoned small scale agricultural, geologic and rural residential. He reported that the property is about 15 acres and contains portions of four different lots – 46, 47, 59, and 60. He stated that the Erickson's own all the land. He said that the only condition of the vacation is that the new lines be marked. He reviewed the findings contained in the staff report and pointed out that a good portion of the property is cliff-side and unbuildable; without the vacation the Hendrickson's will not be able to move forward with development of the property as they will not be able to meet setback standards. He added that the scenic area view was unopposed and approved .

Mr. Hendrickson asked how he can get the legal description changed to reflect the vacation. He explained that they are working with a local bank which is aware of this action that will make the current legal description inaccurate. Ms. Brewer replied that the County Surveyor Dan Boldt will enter the correct language; she will work with him on that but he thinks that the tax lot ID will apply.

**{{{Commissioner Kramer moved to approve Order 16-032 accepting the vacation of the interior lot lines between the subdivision lots of 59, 60, 46 and 47 of the Fruitland Park Addition subdivision and adopting findings of fact contained in LLV in conjunction with PLASAR-15-09-0015. Chair Runyon seconded the motion which passed unanimously.}}}**

<b>Agenda Item – Public Works</b>
-----------------------------------

Public Works Director Arthur Smith announced that a road rally would take place on the 24<sup>th</sup>; this is the fifth year it has been staged in Dufur and the plan is pretty seamless. He reported that there are less County roads being affected as private land owners have offered property for road rally use. He said that they have applied for their permit and at this point he sees no reason to not approve.

Mr. Smith went on to say that the Hood River County Public Works Director is having trouble finding a land surveyor to fill their vacancy. Wasco County Road Surveyor Brad Cross has been working for them one day per week through an agreement with Wasco County. Hood River would like to modify the current IGA to have Mr. Cross continue in that arrangement for an extended period of time. He

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016  
PAGE 7

explained that Hood River has had no interest shown in response to their advertisements. The current agreement with Wasco County end in August; Hood River would like to make it an open-ended agreement. He explained that it works out well for Mr. Cross who lives in Hood River, Hood River is happy with his work and it helps the Public Works budget. He said that he anticipates a modified agreement will come before the Board for consideration.

Chair Runyon observed that Hood River has been looking for a replacement for quite some time. Mr. Smith acknowledged that fact and explained that Hood River is in competition with bigger counties who can pay far more in wages. In addition, he said that surveying business is picking up and private surveyors are not applying for government positions.

Commissioner Kramer stated that he does not have a problem with the arrangement but would be interested in knowing what County Surveyor Dan Boldt's plans are as far as retirement – he does not want to leave Wasco County short staffed. Mr. Smith responded that he cannot speak for Mr. Boldt but he seems to be happy with the work his able to do and is willing to stay for another year or so.

Mr. Smith reported that his department will complete their obligation for work on the County roads located in the Urban Growth Area and should be able to move those to the City of The Dalles sometime in July.

Chair Runyon asked about future grant projects. Mr. Smith replied that FLAP funding helped to pay for improvements to Wamic Grade; they have called for projects and he will be looking at that. He reported that Chuck Colvert and Dave Anderson from the City of The Dalles have been in contact with him. FLAP is not as limited as it has been in the past; if you can show benefit to federal resources you are eligible for funding – this might be able to help them as well.

ROAD VACATION

Mr. Smith stated that as directed by the Board, he is returning with his report for the requested road vacation of an un-named road in Boyd. He stated that the petitioner owns both sides of the right of way and the County has no future interest in the road. He reported that it is farm field and has been used as such for a long time. He said

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016  
PAGE 8

that the petitioner wants to do some development and this “road” would impede the use of the land. The vacation will return the road to private ownership. He stated that he recommends granting the petitioner’s request.

**{{{Chair Runyon moved to approve Order 16-028 vacating an Un-Named Road, Block 1 in the Town of Boyd, located in Township 1 South, Range 14 East, Section 17. Commissioner Kramer seconded the motion which passed unanimously.}}}**

Chair Runyon noted that former Commissioner Sherry Holliday was very complimentary in a letter to the editor regarding the work Mr. Smith has been doing since becoming Public Works Director.

DEED OF DEDICATION

Mr. Smith explained that as illustrated in Exhibit A of the Deed, the entrance to the Young Life Ranch splits into two roads – one is public and one is private. The public road causes visitors to weave through the ranch and can be confusing. They want to vacate that road as private and dedicate the more straightforward route to the County as a public road. He reported that both roads are in similar condition; the new route will be more beneficial to the public. He said that he recommends the County accept the Deed of Dedication.

**{{{Commissioner Kramer moved to accept the Deed of Dedication from Young Life as presented. Chair Runyon seconded the motion which passed unanimously.}}}**

ROAD VACATION PETITION

**{{{Commissioner Kramer moved to approve Order 16-029 directing the Public Works Director to prepare a report on the proposed vacation of a portion of Muddy Road located in the NE ¼ of section 31 and Government Lot 2 of Section 32, Township 8 South, Range 19 East, Willamette Meridian, Wasco County, Oregon. Chair Runyon seconded the motion which passed unanimously.}}}**



EQUIPMENT SURPLUS

Mr. Smith stated that the Public Works department would like to request that the Board, acting in their capacity as the Local Contract Review Board, surplus five pieces of equipment. He said that the two pup trailers are over 50 years old and not reliable. The oil trailer and pug mill were used in the 1980's but technology has made them obsolete – there are materials available today that are far superior to what can be produced by this equipment. He stated that the paver is more than 40 years old and they are putting too much into it for repair – it is not worth further investment. He explained that the City of The Dalles has a new paver that they are willing to swap with the County for use. He stated that his intent is to place the equipment in the upcoming public auction.

**{{{Chair Runyon moved to approve Order 16-030 to surplus two 1959 dump Pup trailers – VIN numbers 261 and 262, a 1965 Freuhauf oil trailer – VIN number OMJ424902, a 1985 Peerless Pug Mill – VIN number 18441, and a 1976 Blaw Knox Paver – VIN number 70699-025. Commissioner Kramer seconded the motion which passed unanimously.}}}**

**Agenda Item – Community Corrections Contract**

Community Corrections Manager Fritz Osborne explained that his office supervises a number of sex offenders who are required as a condition of their probation to receive treatment. It is a liability issue for the County if the offenders do not receive treatment. He stated that up to now they have relied on Therapeutic Solutions, Inc. (TSI) out of Mosier and will continue to use their services. However, TSI is small and there have been occasions when for one reason or another they have been unable to work with specific offenders. He said that many counties have more than one provider for counseling services and this contract will give Wasco County treatment options to fill those gaps. He went on to say that Innovative Counseling Enterprises has been out to tour our facilities; they are a bigger organization and have room to for someone come out once a week. He reported that this is well within the Community Corrections budget; they are almost under-budget in this area. He stated that this will insure that everyone who should, will get treatment.

**{{{Commissioner Kramer moved to approve the Sex Offender Treatment Consulting Services Contract between Innovative Counseling Enterprises and**

**Wasco County for the performance of sex offender treatment programming for the Community Corrections Department of Wasco County. Chair Runyon seconded that motion which passed unanimously.}}**

Mr. Osborne said that Tawny Wade had come to work in his office temporarily to fill in for Jessica Jaunken who is currently on maternity leave. He commented that she is a great worker and he hates to lose her but it is a win for the County to have hired her as office manager for the Administrative Services office. Ms. White agreed saying that this is another good example of departments working together and thanked both Mr. Osborne and Sheriff's Department Office Manager Brenda Borders for working out a way for Tawny to work part-time in both departments until Ms. Jaunken's return. Commissioner Kramer concurred saying that it is a great team. Mr. Osborne agreed and pointed out that the County is hiring the right people.

#### **Agenda Item – Veterans Service Officer Quarterly Report**

Veterans Service Officer Russell Jones provided the Board with an updated statistic chart (attached) and reviewed the data with them. He reported that a widow had come into their office last summer; her husband had died and his death certificate did not support a claim for a service related death. They were able to prove the relationship and the widow received a check for \$157,000. She had been receiving survivor's benefits and so had to pay those back but still netted \$48,000 and will now be receiving benefits at a higher rate.

Mr. Jones went on to say that last year he and Chair Runyon had taken an issue to the AOC – some National Guardsman have gotten overpayments for disability and had to pay back the overpayments in lump sum causing significant hardship. The issue went to Senator Wyden who contacted the Secretary of Veterans Affairs. The Under-Secretary responded and it has resulted in a change in how the VA processes these payments. He shared letters that had been exchanged (attached). Mr. Stone commented on the significant impact our small Veterans Services Office has had to influence State and Federal policy. Chair Runyon added that this also illustrates the value of the AOC Veterans Committee.

Mr. Jones announced that he has joined the Board of the Veterans Care Center in January. Mr. Stone noted that it is quite an honor. Chair Runyon stated that when the AOC committee became full-time Mr. Jones and Steve Lawrence were asked to be

part of that. Mr. Jones has provided good information to that committee and offers a lot of insight as a veteran himself.

Chair Runyon added that this program is good economic development for the County as well as improving the quality of life for recipients, some of whom have been nearly destitute before working with the VSO.

Mr. Jones reported that even if they win no more claims between now and July 1<sup>st</sup>, they will have increased the amount of income for local veterans by over \$1 million this fiscal year. Mr. Stone observed that it is quite an accomplishment. Chair Runyon agreed saying that our VSO is a model in the State.

Mr. Jones reported that due to ODVA short-staffing in Portland and Salem, he and fellow VSO Patrick Wilbern will be presenting their own appeals cases.

Chair Runyon called for a recess at 10:25 a.m.

The session reconvened at 10:35 a.m.

<b>Agenda Item – Generator Contract Recommendation</b>
--

Facilities Manager Fred Davis stated that as discussed in budget meetings last year an effort was made to understand our electrical needs and the switch gear that was installed in 1974. The result of that process was a scope of work a published request for proposals (RFP). He reported that the County received four responses to the RFP; those responses were evaluated by a committee that was composed of himself, Tech III Wayne Connors and Commissioner Hege. That committee graded the proposals; pricing was part of the decision but certainly not all.

Mr. Davis went on to say that he has had conversations with Master Electrician Wayne Lease and appreciates his time and advice. He stated that he has researched the dual fuel requirements and discussed that with Building Codes – they understand the risk of putting a propane tank on Courthouse premises. He said that the decision of what qualifies as a critical service is the prerogative of the property owner – that is a change that came about in 2014. He pointed out that the Sheriff's Department, housed in the Courthouse, has an off-site emergency operations center and radios for communications. He said that in talking with the County's Information Services

WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
APRIL 6, 2016  
PAGE 12

department, he learned that were the Courthouse were to lose power, there would still not be a failure of the 9-1-1 Center. That fact supports the conclusion that the Sheriff's Department is not a critical service in relationship to its location in the Courthouse.

Mr. Davis reported that he has met with Mr. Hage to discuss next steps; he asked for and received pricing for change orders and labor costs for straight time and overtime. He said that he is confident that Mr. Hage understands what is needed and it is unlikely that we will see change orders. He said that the committee recommends that the Hage Electric proposal be accepted – it falls well within the allotted amount for our budget and the amount being provided by the State.

Chair Runyon asked for confirmation that we use approximately 250-300 amps in the Courthouse. Mr. Davis confirmed saying that it is a reduction from previous usage. That drop in usage occurred when the jail was moved from the Courthouse. He added that he is making plans to convert lighting from fluorescent to LED which will further reduce power usage. He stated that even if the jail area of the Courthouse comes back into use, the heating and cooling needs will be moderate.

Mr. Lease said that when he first looked at the job, he looked at the benefits for Gorge Electric. He stated that he is not here to represent them but rather to represent the industry. He observed that all that Mr. Davis said has merit but some of it is not correct. He commented that he has spoken to Northern Wasco County Public Utility Director Paul Titus who agrees with him. He explained that the code requirements are not just related to the electrical code; there are a number of agencies that will be involved. He went on to outline some of the technical aspects of the system. He said that they should have done an infrared study and advised that the County could have their old bucket refurbished if replacements cannot be found. He said that he does not think the County can avoid having two fuel sources.

Mr. Lease went on to say that he thinks what the County is doing is admirable but needs to use a different classification for their system when creating specifications for the project; the calculation is crucial. There needs to be a determination of how long the equipment is going to be used.

Mr. Davis said that Mr. Lease has communicated with him and explained most of

what he has talked about today. He said that he does not think that some of the other facilities are significant to use; what we are is all we are going to be. He stated that he cannot speak to the technical issues that Mr. Lease has outlined as he does not have the qualifications to get into that level of detail. He asked if the Board would like to have the proposal reviewed by an engineer.

Chair Runyon replied that he has confidence in the research that Mr. Davis has done and in the expertise of the contractor as well as the oversight that will be provided by inspectors.

**{{{Chair Runyon moved to approve the Wasco County Contract for the Purchase of Services with Hage Electric for the Courthouse Switch Gear and Generator Project. Commissioner Kramer seconded the motion.**

DISCUSSION

Commissioner Kramer asked Mr. Davis if he had talked with Mr. Titus. Mr. Davis replied that he had spoken to him several times. He added that everything will have to go through Building Codes and that process will highlight issues that need to be addressed. Chair Runyon pointed out that Mr. Stone will also be involved at some level.

**The motion passed unanimously.}}**

Chair Runyon thanked Mr. Davis for his work and Mr. Lease for his comments.

Mr. Davis announced that we have a request in to use the courtroom on the third floor to make a movie here. He reported that he has been working with County Counsel for an agreement document. He said it may or may not get worked out in time for filming which is scheduled to take place on April 16<sup>th</sup>. He said that he has included Circuit Court in the discussion as it will impact them most.

Mr. Davis said that typically counties do not try to make money from these arrangements as it is good publicity and it is good for the local economy; we will, however, recover any costs we incur to accommodate the filming - they will be required to have insurance and be responsible for any damages. He said that he

would like to work with Mr. Stone to usher this project through.

Mr. Stone said that the impact will really be on Circuit Court more than the County.

Chair Runyon stated that he has no issues as long as they meet safety requirements and other conditions set by the County. He said it is appropriate for the Administrative Officer to provide oversight rather than the Board.

Chair Runyon adjourned the meeting at 11:13 a.m.

### Summary of Actions

#### Motions Passed

- To approve Order 16-031 surplussing Unit 03-01-2003 Dodge Durango, Unit 07-02-2007 Dodge Durango, Unit 11-04-2011 Ford Expedition, Unit 12-03-2012 Ford Expedition and Unit 13-03-2013 Ford Expedition.
- To approve Order 16-033 appointing Dean McAllister to the Wasco County Economic Development Commissioner.
- To approve the AOC dues as presented.
- To approve Order 16-025 appointing Chris Schanno to Position 7 on the Wasco County Planning Commission.
- To approve Order 16-026 appointing Lynne Erickson as Alternate #1 on the Wasco County Planning Commission.
- To approve Order 16-026 appointing Aimee Bell as Alternate #2 on the Wasco County Planning Commission.
- To approve Order 16-032 accepting the vacation of the interior lot lines between the subdivision lots of 59, 60, 46 and 47 of the Fruitland Park Addition subdivision and adopting findings of fact contained in LLV in conjunction with PLASAR-15-09-0015.
- To approve Order 16-028 vacating an Un-Named Road, Block 1 in the Town of Boyd, located in Township 1 South, Range 14 East, Section 17.
- To accept the Deed of Dedication from Young Life as presented.
- To approve Order 16-029 directing the Public Works Director to prepare a report on the proposed vacation of a portion of Muddy Road located in the NE ¼ of section 31 and Government Lot 2 of Section 32, Township 8 South, Range 19 East, Willamette Meridian, Wasco



**County, Oregon.**

- **To approve Order 16-030 to surplus two 1959 dump Pup trailers – VIN numbers 261 and 262, a 1965 Freuhauf oil trailer – VIN number OMJ424902, a 1985 Peerless Pug Mill – VIN number 18441, and a 1976 Blaw Knox Paver – VIN number 70699-025.**
- **To approve the Sex Offender Treatment Consulting Services Contract between Innovative Counseling Enterprises and Wasco County for the performance of sex offender treatment programming for the Community Corrections Department of Wasco County.**
- **To approve the Wasco County Contract for the Purchase of Services with Hage Electric for the Courthouse Switch Gear and Generator Project.**

**Consensus**

- **To provide a letter of support for the Technical Assistance Grant application.**

WASCO COUNTY BOARD  
OF COMMISSIONERS

---

Rod Runyon, Commission Chair

---

Scott Hege, County Commissioner

---

Steve Kramer, County Commissioner

**Agenda Item**  
**Library Service District Meeting**

- [On-Line Library Service District Packet](#)

**Agenda Item**  
**CAFFA Grant Application**

- [County Assessment Function Funding Assistance](#)  
[Annual Grant Application – Wasco County](#)

**Form 1**  
**Grant Application Staffing**  
**2016-2017**

<b>Wasco County</b>	<b>Approved FTE Current Year ( 2015-2016 )</b>	<b>Budgeted FTE Coming Year ( 2016-2017 )</b>	<b>Change (Column 2 less Column 1)</b>
<b>A. Assessment Administration</b>			
Assessor, Deputy, etc.	0.89	0.74	-0.15
Assmt. Support Staff, Deed Clerks, & Data Entry Staff	2.48	2.40	-0.08
Total Assessment Administration	3.37	3.14	-0.23
<b>B. Valuation–Appraisal Staff</b>			
Chief Appraisers/Appraiser Supervisor	0.70	0.72	0.02
Lead Appraisers	0.00	0.00	0.00
Residential Appraisers	2.80	1.81	-0.99
Commercial/Industrial Appraisers	0.57	0.08	-0.49
Farm/Forest/Rural Appraisers	0.86	0.86	0.00
Manufactured Structure/Floating Structure Appraisers	0.17	0.17	0.00
Personal Property Appraisers	0.00	0.00	0.00
Personal Property Clerks	0.28	0.25	-0.03
Sales Data Analyst	0.12	0.13	0.01
Data Gatherers & Appraisal Techs	0.49	1.84	1.35
Total Valuation–Appraisal Staff	5.99	5.86	-0.13
<b>C. Clerk/BOPTA Staff</b>	0.21	0.08	-0.13
<b>D. Tax Collection &amp; Distribution Administration</b>			
Administration, Deputy, etc.	0.29	0.26	-0.03
Support & Collection Staff	1.43	1.34	-0.09
Tax Distribution	0.61	0.61	0.00
Foreclosure & Garnishment	0.09	0.08	-0.01
Total Tax Collection & Distribution Staff	2.42	2.29	-0.13
<b>E. Cartography &amp; GIS Administration</b>			
Cartographic/GIS Supervisor	0.30	0.30	0.00
Lead Cartographer	0.00	0.00	0.00
Cartographers	0.00	0.00	0.00
GIS Specialist	0.23	0.20	-0.03
Total Cartographic & GIS Staff	0.53	0.50	-0.03
<b>F. A&amp;T Data Processing Staff</b>	0.47	0.47	0.00
<b>G. Total A&amp;T Staffing (the sum of A–F above)</b>	12.99	12.34 ✓	-0.65

**Form 2**  
**Explanation of Staffing Issues**  
**2016-2017**

**Wasco County**

In this section, explain any difference between approved staffing for the current year and staffing for the budgeted year. Explain why any funded positions were unfilled for the current year. Use this form to describe the intended use of nonpermanent workers (temporary help, project temporaries, and contractors) by A&T function, along with their cost. Note any special or unique aspects regarding who accomplishes the work and how they accomplish it related to Forms 4, 5, and 6. For example, if you use staff to perform personal property functions, other than reported on Form 1, Section B, note that here and include the FTE. ... Show Less

We have made progress on our recovery and transition from the loss of the previous assessor. One full time permanent appraiser and the data entry position have been fully staffed during the 2015-16 FY. The second full time temporary appraiser position has been filled as a consulting role due to the expertise required with conversion work. The Chief Appraiser continues to tackle an expanded scope of work and redistributing some of the work load. There was little time left to perform the needed commercial training and work. The commercial needs were addressed on an as need basis during the 2015-16 FY.

The more than 5,000 property records needing entry into the new system have been entered. Work has yet to be done with "pulling" them into the new system for calculation, but the accomplishment of entry is movement toward all of the information being transitioned into the new system. There is work to be completed with set up and costing of some of the items in these property records yet. We will continue to focus on completing this and transitioning these accounts to calculate in the new system for the upcoming tax roll.

Next we will begin review of value areas that are in the greatest need of attention and evaluate what projects can be accomplished during continued clean up and conversion work. Training on set up and reappraisal will assist with "clean up" of value areas and methods of calculation in the new system.

Commercial account duties will be shared again this year and dealt with on an as need basis. Our priority will remain on the conversion work first, clean up of issues experienced with conversion, then evaluating the neighborhoods needing the most attention for review. This may lead to beginning reappraisal work on a small scale for the January 1, 2017 assessment date. Much will depend on the success of calculation of new data in the new ProVal, valuation system.

Training will continue for new staff and duties will continue to be shifted and shared to be as efficient as possible. Ten full time permanent staff and the extension of two full time temporary staff are requested again this budget cycle. This will allow us to stay focused on converting information and clean up of converted data as well as additional training and increasing our staffs proficiency.

### Form 3 General Comments 2016-2017

#### Wasco County

Use this form to describe any issue in your budget that needs further clarification. Examples would be significant changes on Form 7, purchase of a new data processing system, salary increases, new car purchases, personal services costs for mapping, etc. You may also use this form to document any miscellaneous comments. ... [Show More](#)

Certification of the tax roll a third time in the new valuation software was successful. Staff worked through the new process with more confidence than the prior year, acquiring more knowledge and training. The extension of the interim director and continued assistance from the valuation software were invaluable to this success.

Progress has been made on converting data from the old valuation software into the new valuation software, ProVal. Finding qualified staff for this transitional time proves to be challenging. Wasco County is not alone in finding qualified appraisal staff, the other 35 counties across the state are being challenged as well. As a result, one of the appraisal positions that is project based to assist with conversion was moved to a contract position due to the lack of expertise in employable staff. This work should begin just prior to the end of this 2015-16 FY.

Commercial appraisal assistance is a wide spread challenge with no good solution in sight. Many of the smaller counties operate with little to no expertise in this area. We were unable to allocate time for additional training or work on our commercial properties in 2015-16 as hoped. They will be approached on an as need basis for the coming 2016-17 year again.

The new Ascend tax software continues to perform well with staffs increased confidence yearly. Our newest Tax Clerk is quickly coming up to speed and was a valuable asset during the busy 2015-16 tax season. We added Lockbox Payment Processing for the November 2015 collection.

It had not been an anticipated addition, but was unanimously embraced by our governing body to implement. Our efficiency for payment posting, data entry input, customer service and depositing of funds was at an all time high. We currently continue to process the second and third trimester payments in-house due to a lower volume that is manageable.

Reorganization of our office was planned for the 2015-16 year as a result of growth and staff changes. Our department had been combined with the Tax Collection Department years ago, adding additional staff. More recently staff has been added to assist with conversion and an additional full time appraiser has been added to the permanent staff level. The reorganization plan transitioned into an office move. The County Clerks office located just across the hall with 650 square feet more than our current office and 9 less employees at the time offered to exchange office spaces. The switch was made in January 2016. The benefits are numerous from how our department functions to better serving the public.

Another change coming our way is a product of the Ascend tax software, Ascend Web. It is currently being tested in Oregon and may be ready for release in the next few months. If testing is successful in Oregon, we would plan to implement this product in Wasco County sometime in the 2016-17 year. This would allow access to tax records on the web and change the way our citizens access tax data information.

Our priority remains to work our way through full conversion to the new assessment and tax software. Completion of data conversion will allow us to begin work on providing data to our citizens in new and more efficient ways.



**Form 4**  
**Valuation—Appraisal Resources**  
**2016-2017**

**Wasco County**

Activities	Number of Accounts by Activity		Number of FTE by Activity	
	Actual ( 2015-2016 )	Estimated ( 2016-2017 )	Actual ( 2015-2016 )	Estimated ( 2016-2017 )
<b>1. Real Property Exceptions, Special Assessments, and Exemptions</b>				
New Construction	1,585	1,666	1.92	1.95
Zone Changes	2	1	0.00	0.01
Subdivisions, Segregations, Consolidations	108	80	0.02	0.02
Omitted Properties	3	5	0.25	0.18
Special Assessment Qualification and Disqualification	6	10	0.51	0.36
Exemptions	12	20	0.26	0.17
Subtotal	1,716	1,782	2.96	2.69
<b>2. Appeals and Assessor Review</b>				
Assessor Review and Stipulations	29	35	0.06	0.02
BOPTA	20	22	0.15	0.13
Department of Revenue	2	1	0.00	0.01
Magistrate Division—Tax Court	0	2	0.02	0.03
Regular Division—Tax Court	0	0	0.00	0.00
Subtotal	51	60	0.23	0.19
<b>3. Real Property Valuation</b>				
Physical Reappraisal	0	0	0.00	0.00
Recalculation only—no appraisal review	0	5,200	0.00	1.47
Subtotal	0	5,200	0.00	1.47
<b>4. Business Personal Property (returns mailed)</b>	1,750	850	0.28	0.25
<b>5. Ratio</b>			0.15	0.16
<b>6. Continuing Education</b>			0.26	0.18
<b>7. Other Valuation—Appraisal Activity</b>			1.75	0.92
<b>8. Total Valuation—Appraisal Staff (FTE)</b>			5.63	5.86

**Form 5**  
**Tax Collection/Distribution**  
**Work Activity**  
**2016-2017**

Number of Accounts  
by Activity

**Wasco County**

	Actual ( 2015-2016 )	Estimated ( 2016-2017 )
<b>1. Number of accounts requiring roll corrections</b>		
Business Personal Property	5	8
Personal Property Manufactured Structures	0	1
Real Property	54	60
<b>2. Number of accounts requiring a refund</b>		
Business Personal Property	1	5
Personal Property Manufactured Structures	5	5
Real Property	72	75
<b>3. Number of delinquent tax notices sent</b>		
Business Personal Property	63	75
Personal Property Manufactured Structures	426	450
Real Property	3,349	3,000
<b>4. Number of foreclosure accounts processed</b>		
Real Property only	120	150
<b>5. Number of accounts issued redemption notices</b>		
Real Property only	37	30
<b>6. Number of warrants</b>	95	125
<b>7. Number of garnishments</b>	0	5
<b>8. Number of seizures</b>	0	0
<b>9. Number of bankruptcies</b>	56	65
<b>10. Number of accounts with an address change processed</b>	745	780
<b>11. How many second trimester statements do you mail?</b>	2,835	
<b>12. How many third trimester statements do you mail?</b>	2,489	
<b>13. Does the county contract for lock box service?</b>	Yes	
<b>14. Does the county use in-house remittance processing?</b>	Yes	
<b>15. Is the tax collector combined with another county function?</b>	Yes	

If tax collector is combined with another county function, please describe that function.

The Assessor also acts as the Tax Collector.

**Form 6**  
**Assessment and Administrative**  
**Support and Cartography**  
**Work Activity**  
**2016-2017**

**Wasco County**

**Assessment and Administrative Support**  
**Work Activity**

	<b>Numbers by Activity</b>	
	<b>Actual ( 2015-2016 )</b>	<b>Estimated ( 2016-2017 )</b>
<b>1. Number of Deeds Worked</b>	<u>2,200</u>	<u>1,450</u>

**Cartography Work Activity**

	<b>Numbers by Activity</b>	
	<b>Actual ( 2015-2016 )</b>	<b>Estimated ( 2016-2017 )</b>
<b>1. Number of new tax lots</b>	<u>71</u>	<u>50</u>
<b>2. Number of lot line adjustments</b>	<u>7</u>	<u>10</u>
<b>3. Number of consolidations</b>	<u>10</u>	<u>7</u>
<b>4. Number of new maps</b>	<u>30</u>	<u>50</u>
<b>5. Number of tax code boundary changes</b>	<u>3</u>	<u>5</u>

**Form 7**  
**Summary of Expenses**  
**2016-2017**

**Wasco County**

	<b>A.</b>	<b>B.</b>	<b>C.</b>	<b>D.</b>	<b>E.</b>	<b>F.</b>	<b>TOTALS</b>
<b>Current operating expenses</b>	Assessment Administration	Valuation	BOPTA	Tax Collection & Distribution	Cartography*	A&T Data Processing	
1. Personal Services	\$242,981	\$369,061	\$13,684	\$155,906	\$43,701	\$85,359	\$910,692
2. Materials & Services	\$7,857	\$10,870	\$150	\$34,898	\$14,000	\$185,872	\$253,647
3. Transportation	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$4,000
4. Total Current Operating Expenses (Total Direct Expenses)	\$252,838	\$381,931	\$13,834	\$190,804	\$57,701	\$271,231	\$1,168,339

\* Include ORMAP-approved grant funding

**Indirect Expenses**

5. Total Direct Expenses (line 4)							\$1,168,339
6. If you use the 5 percent method to calculate your indirect expenses, enter .05 in this box.							0.05
Total Indirect Expenses (line 5 × line 6).							\$58,417
6A. If you use a percent amount approved by a federal granting agency to calculate your indirect expenses, enter that percentage in this box							0.00000
Total Indirect Expenses (line 6A × the direct expense amount for the category/categories that your certificate allows)							\$0
7. Total Indirect Expenses							\$58,417

<b>Capital Outlay</b>	Assessment Administration	Valuation	BOPTA	Tax Collection & Distribution	Cartography*	A&T Data Processing	Total Capital Outlay Without Regard to Limitation
8. Enter the actual capital outlay without regard to limitation.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9. Total direct and indirect expenses (line 4 + line 7)							\$1,226,756
10. Direct and indirect expenses × 0.06							\$73,605
11. The greater of line 10 or \$50,000							\$73,605
12. Capital outlay (the lesser of line 8 or line 11)							\$0
13. Total expenditures for CAFFA consideration (line 4 + line 7 + line 12)							\$1,226,756

**Form 8**  
**Grant Application Resolution**  
**2016-2017**

Wasco County is applying to the Department of Revenue in order to participate in the Assessment and Taxation grant.

This state grant provides funding for counties to help them come into compliance or remain in compliance with ORS 308.232, 308.234, Chapters 309, 310, 311, 312, and other laws requiring equity and uniformity in the system of property taxation.

Wasco County has undertaken a self-assessment of its compliance with the laws and rules that govern the Oregon property tax system. County is generally in compliance with ORS 308.232, 308.234, Chapters 309, 310, 311, 312, and other laws requiring equity and uniformity in the system of property taxation.

Wasco County agrees to appropriate the budgeted dollars based on 100 percent of the expenditures certified in the grant application in the amount of \$1,226,756.00, the total expenditure amount for consideration in the grant. If 100 percent is not appropriated, no grant shall be made to the county for the quarter in which the county is out of compliance.

County designates:

Jill Amery

Name

(541) 506-2512

Telephone

jilla@co.wasco.or.us

E-mail Address

as the county contact person for this grant application.

**County Approval**

By selecting the "I Accept" checkbox, you are signing this Resolution electronically and certifying the Resolution has been approved by the county board. You agree your electronic signature is the legal equivalent of your manual signature.

☐ I Accept

Signature (Chair/Judge or Appointee)

Chairperson of Governing Body

Title

Date

## Form 9 Racial and Ethnic Impact Statement

**This form is used for informational purposes only and must be included with the grant application  
2016-2017**

### Wasco County

Chapter 600 of the 2013 Oregon Laws require applicants to include with each grant application a racial and ethnic impact statement. The statement provides information as to the disproportionate or unique impact the proposed policies or programs may have on minority persons<sup>1</sup> in the State of Oregon if the grant is awarded to a corporation or other legal entity other than natural persons.

1. ☐ The proposed grant project policies or programs could have a disproportionate or unique positive impact on the following minority persons:

Indicate all that apply:

- ☐ Women
- ☐ Persons with Disabilities
- ☐ African-Americans
- ☐ Hispanics
- ☐ Asians or Pacific Islanders
- ☐ American Indians
- ☐ Alaskan Natives

2. ☐ The proposed grant project policies or programs could have a disproportionate or unique negative impact on the following minority persons:

Indicate all that apply:

- ☐ Women
- ☐ Persons with Disabilities
- ☐ African-Americans
- ☐ Hispanics
- ☐ Asians or Pacific Islanders
- ☐ American Indians
- ☐ Alaskan Natives

3. ☒ The proposed grant project policies or programs will have no disproportionate or unique impact on minority persons.

If you checked numbers 1 or 2 above, on a separate sheet of paper, provide the rationale for the existence of policies or programs having a disproportionate or unique impact on minority persons in this state. Further provide evidence of consultation with representative(s) of the affected minority persons.

☒ I HEREBY CERTIFY on this 13<sup>th</sup> day of April, 2016, the information contained on this form and any attachment is complete and accurate to the best of my knowledge.

Jill Amery

<sup>1</sup> "Minority persons" are defined in SB 463 (2013 Regular Session) as women, persons with disabilities (as defined in ORS 174.107), African-Americans, Hispanics, Asians or Pacific Islanders, American Indians and Alaskan Natives.



# Department of Assessment & Taxation 2016-17

**Assessor/Tax Collector**  
**Jill Amery**

**Darlene Lufkin**  
**Chief Appraiser**

Melanie Brown  
Property Appraiser II

Brandon Jones  
Property Appraiser II

Shannon Brackenbury  
Property Appraiser I

Property Appraiser 1  
Temp/Conversion Project

Data Entry-Temp Conversion Project  
TBD

Linda Perkins  
Tax Collector Deputy

Janet Sasser  
Office Specialist I  
Tax Clerk

**Marci Beebe**  
**Office Manager II**

Sue Awmiller,  
Office Specialist II  
Personal Property / Farm Use

Jason Wallace  
Office Specialist II  
Deed Clerk

**FTE = 12**

**Agenda Item**  
**Mid-Columbia Housing Authority Update**

- [MCHA Presentation](#)

## Columbia Gorge Housing Authority

- During 2002 The City of Goldendale, Klickitat County and Skamania County passed ordinances to organize a Regional Housing Authority.
- Through a consortia agreement (2008) CGHA has designated MCHA as lead agency in administering programs.
- CGHA is governed by our five commissioners appointed by the respective governing bodies of Skamania Klickitat County and City of Goldendale.



## Columbia Cascade Housing

- Formed in 1991, CCHC is a 501(c)3 organized under Federal and State law to serve low and moderate income people's needs for housing and community development
- CCHC is governed by our 5 member board.



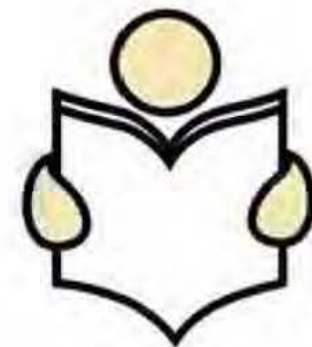
## COLUMBIA HOUSING AUTHORITY

- During 2002 the Counties of Hood River, Wasco and Sherman formed housing authorities and MCHA was in turn created as the Regional Housing authority.
- MCHA is governed by our nine commissioners appointed by the respective governing bodies of Hood River, Sherman and Wasco Counties.

**Promoting adequate, affordable housing,  
economic opportunity and a suitable living  
environment free from discrimination for lower  
income households**



# Value



- **Healthy habits take root more easily in stable, affordable homes**
- **Children in stable homes learn and achieve more in school**
- **Home recharges us for the work or school day ahead**
- **When we take pride in our Home we can take pride in our community making it a safer place to live**
- **Affordable homes allow people to spend more and support the economy**





# Business

- Rental assistance programs that pay a portion of the monthly rent for privately owned units.
- Asset Building and Resident Services
- Development, Asset Management and Property Management
- Homeownership Resources



# Housing Choice Voucher - Section 8

In our region the Housing Choice Voucher Program makes \$298,000 in payments each month to private landlords on behalf of 735 households



# ***Family Self Sufficiency Graduates***



Working with families to increase earned income and reduce dependency on welfare assistance and rental subsidies.





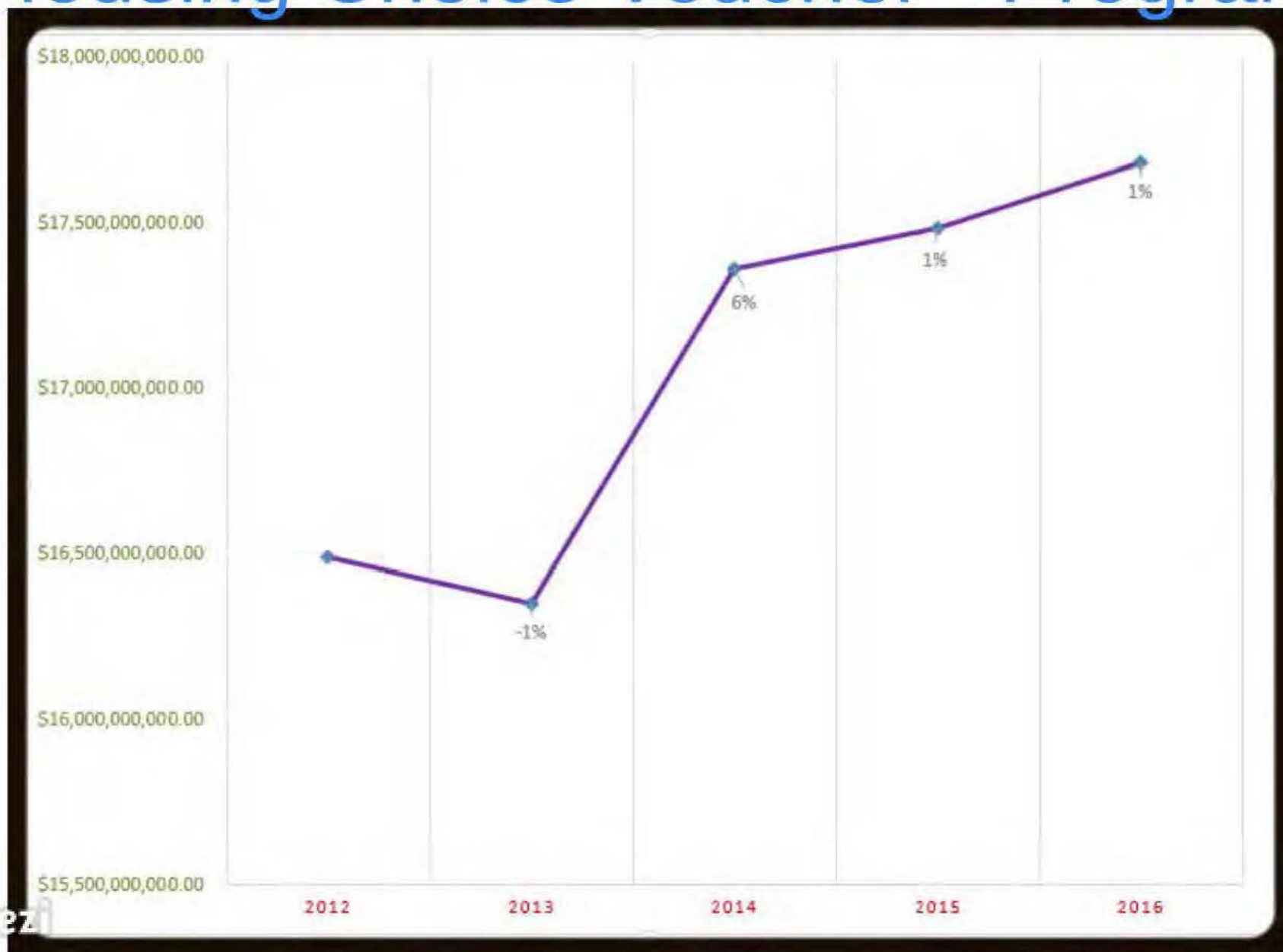
- **Helped 28 families remain in their home and avoid foreclosure**
- **Invested \$1mm in minor home repairs through regional minor home repair program**



365 apartment homes within our portfolio

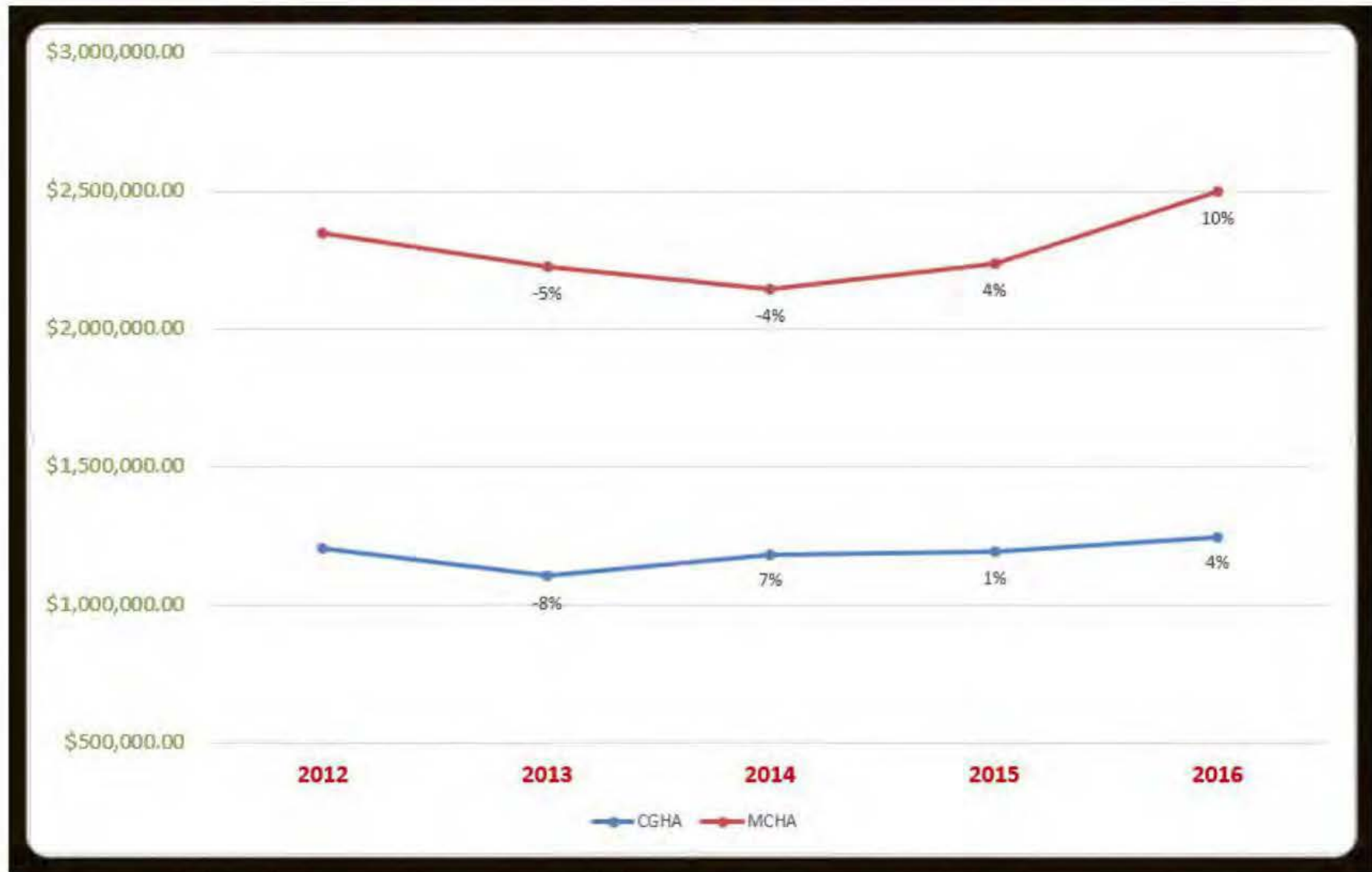


# Federal Appropriations Housing Choice Voucher - Program

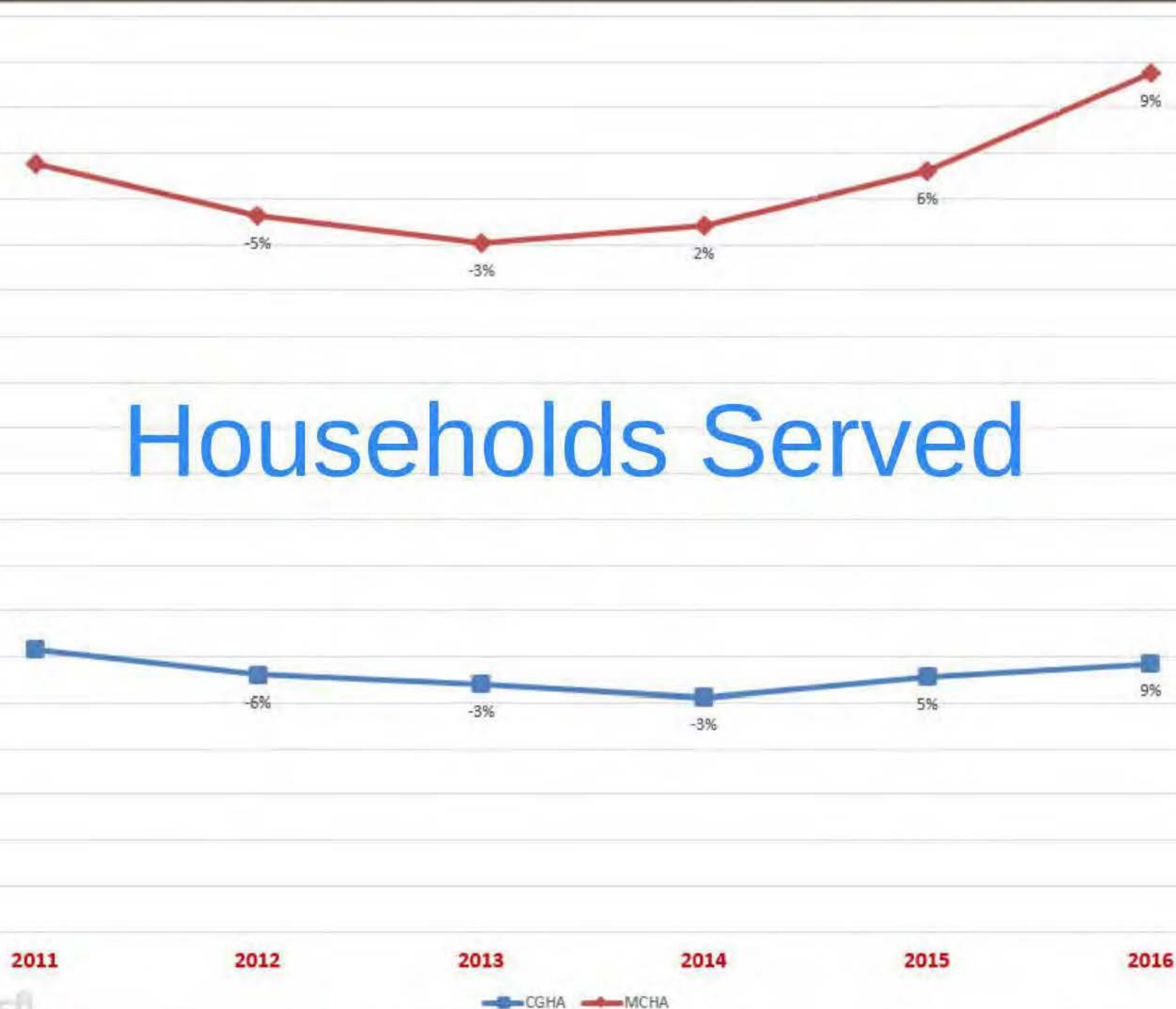




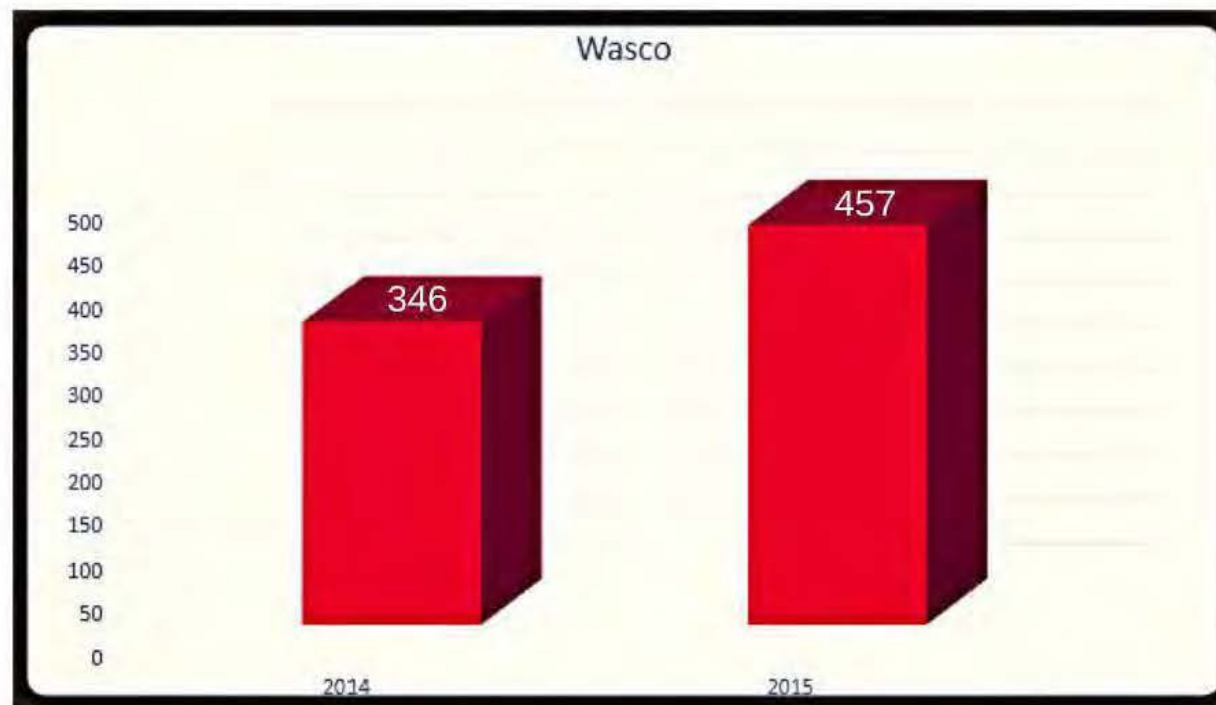
# Housing Choice Voucher Program



# Households Served



# Housing Choice Voucher Program Participants in Wasco County





# Our Current Waiting List:

*As of 3/16/2016*

## Oregon:

- Sherman County 6
- Wasco County 361
- Hood River County 126

## Washington:

- Klickitat County 120
- Skamania County 68



Joel Madsen, Executive Director  
joelm@columbiacascadehousingcorp.org  
(541) 296-5462 Ext 16

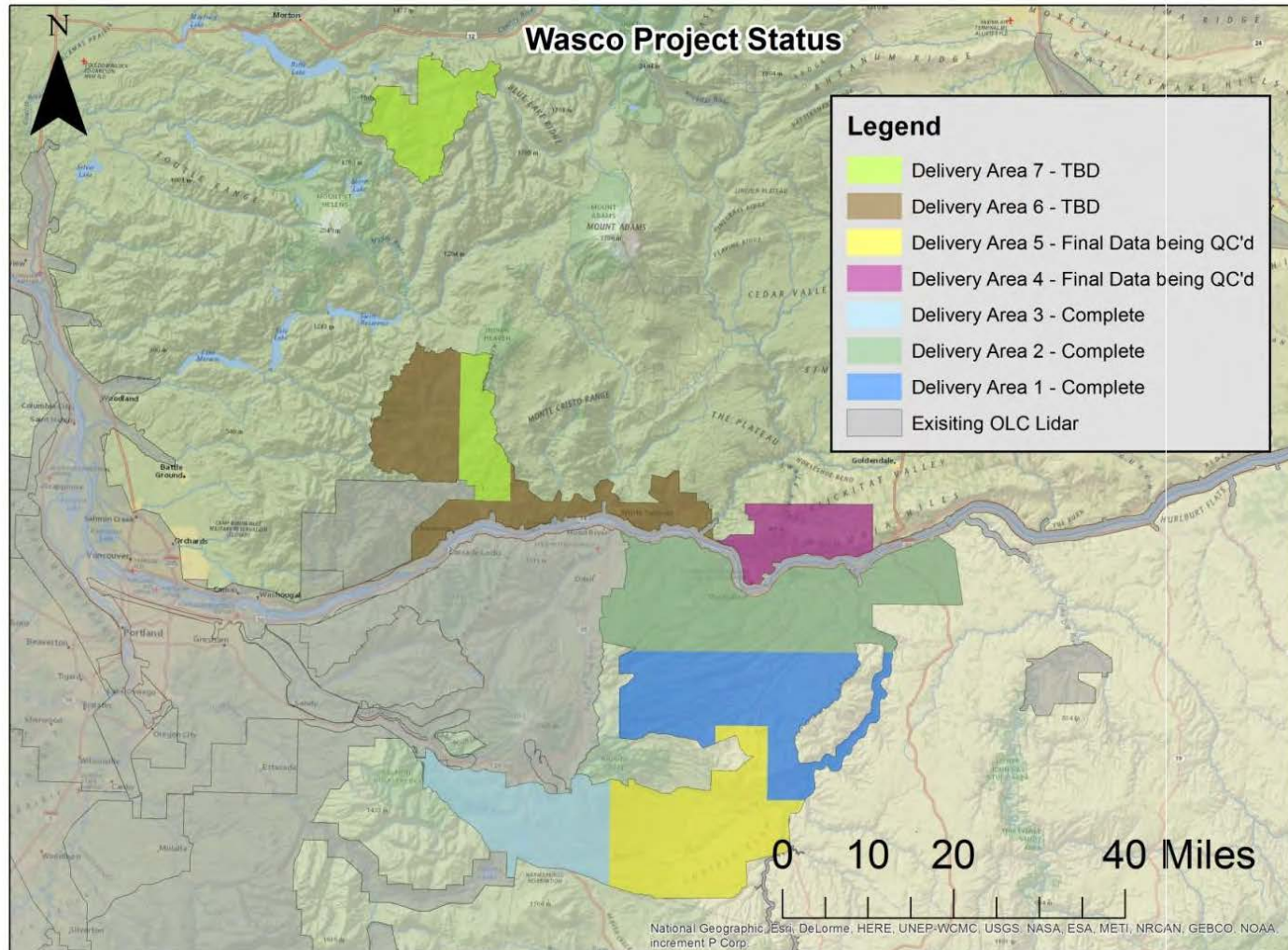
**Agenda Item**  
**LIDAR Demonstration**

- [Presentation](#)

# Lidar Overview

- Wasco County and consortium partners (including Federal (NRCS, USGS, National Scenic Area), State (DOGAMI), and local (Soil and Water Conservation District) agencies)
- Data to be publicly available at a website hosted by DOGAMI (<http://www.oregongeology.org/sub/lidardataviewer/index.htm>)
- First delivery received February 2015. Final delivery received February 2016
- Approximately 5 TB of data

# Wasco County Lidar Coverage





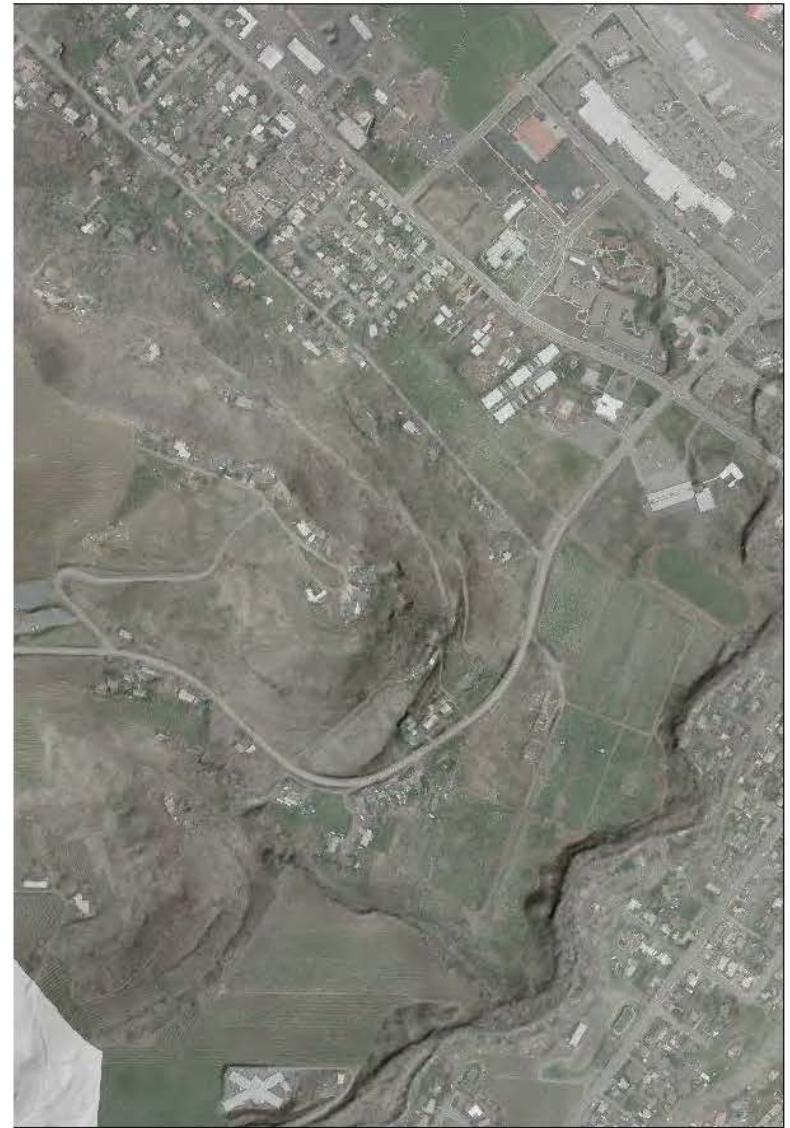
# Hermits Way



Date: 4/13/2016



0 400 800  
Feet



4/13/2016



0 400 800  
Feet





# Munson Rock Pit



Date: 4/13/2016



0 430 860  
Feet



Date: 4/13/2016

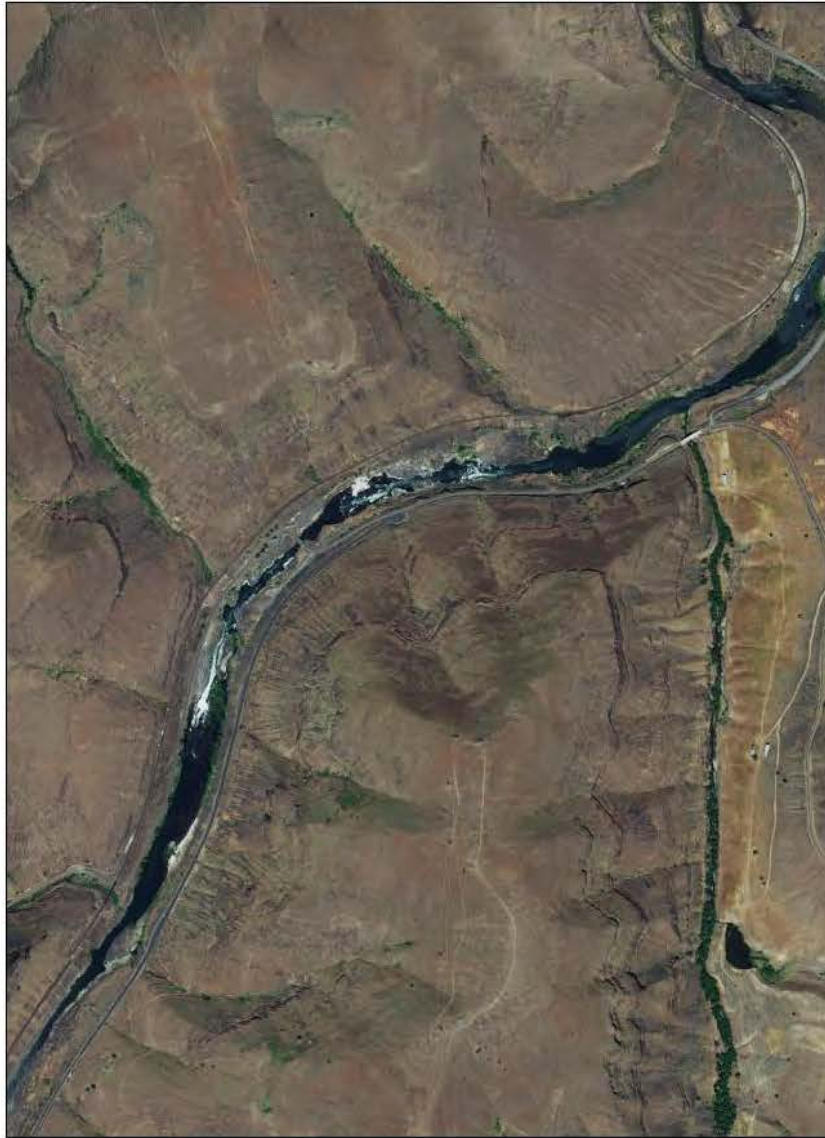


0 430 860  
Feet





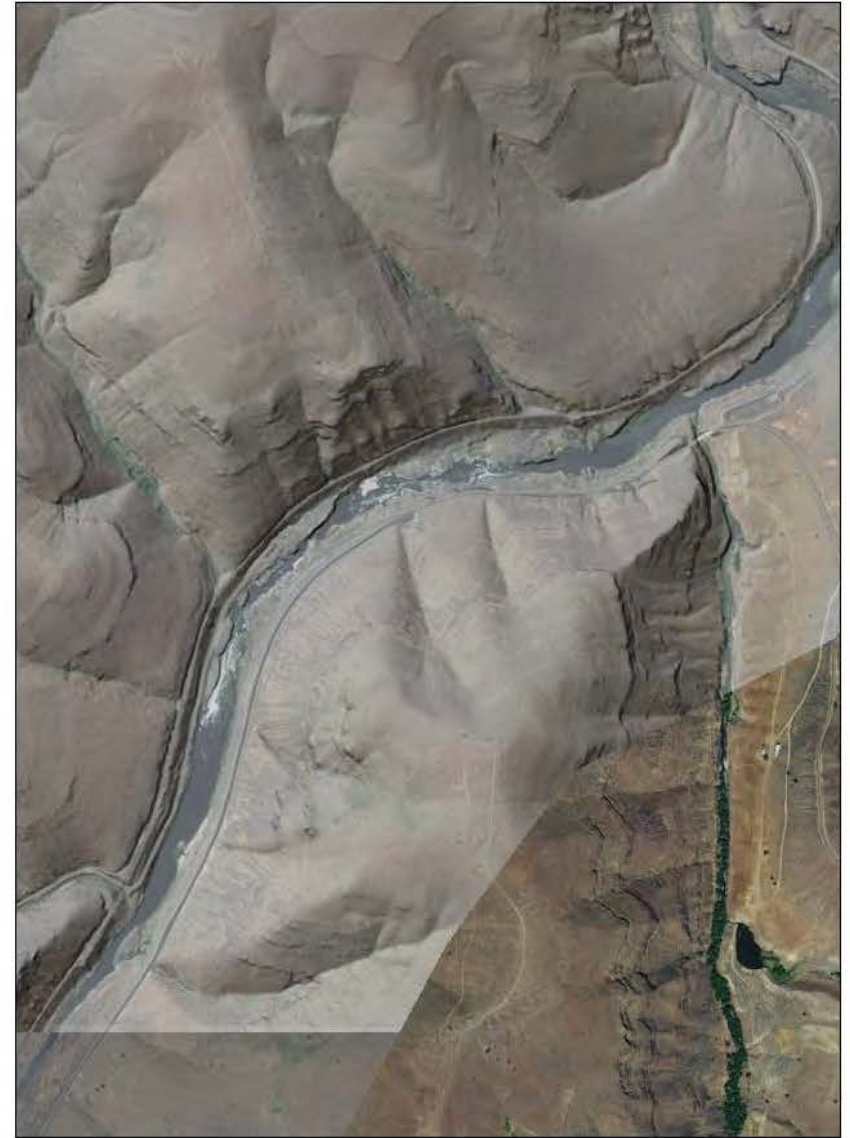
# Shearers Bridge



Date: 4/13/2016



0 650 1,300  
Feet



Date: 4/13/2016

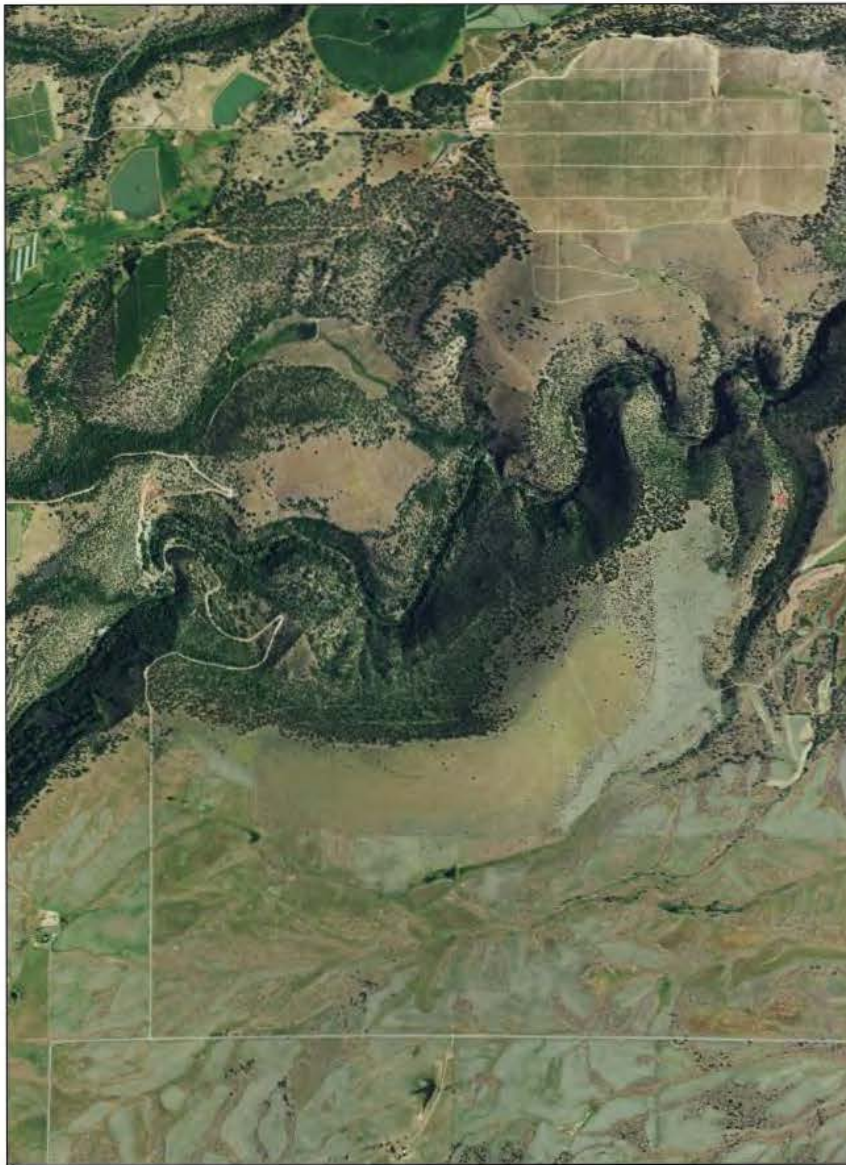


0 650 1,300  
Feet





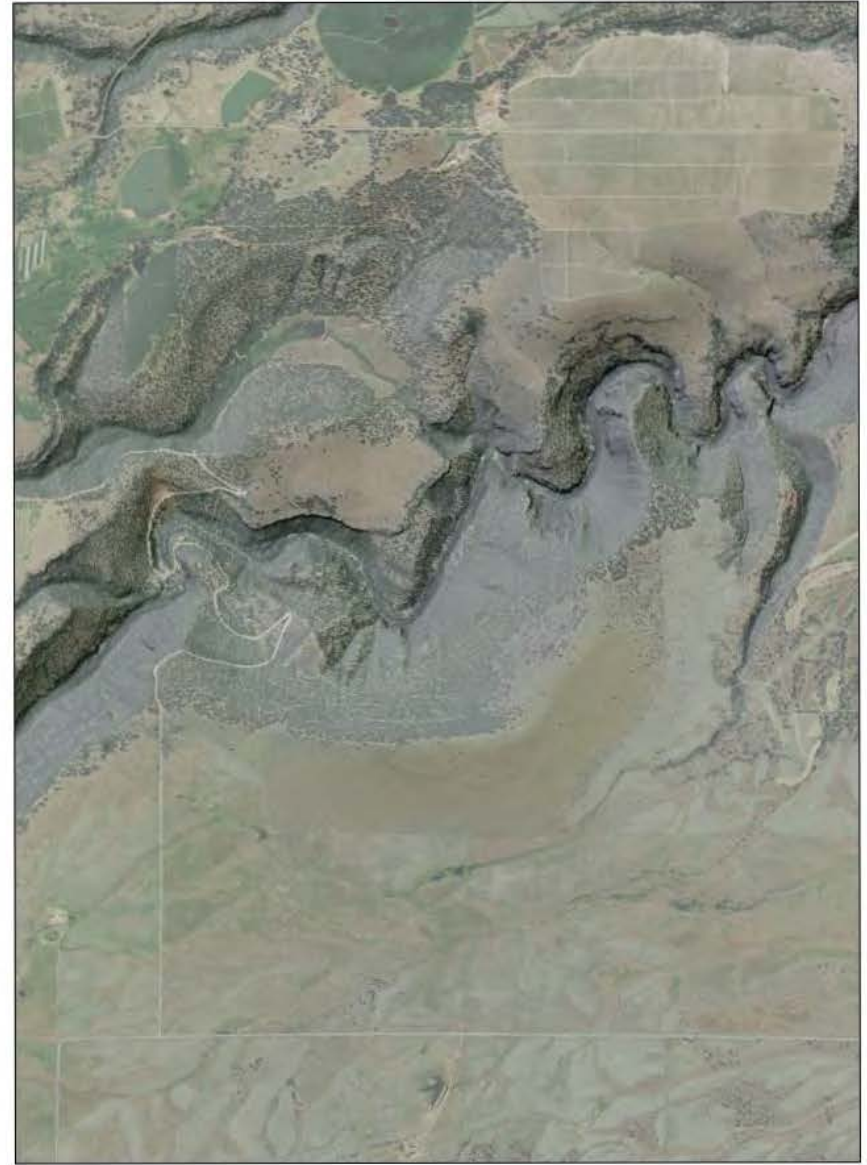
# White River Crossing



Date: 4/13/2016



0 1,000 2,000  
Feet



Date: 4/13/2016

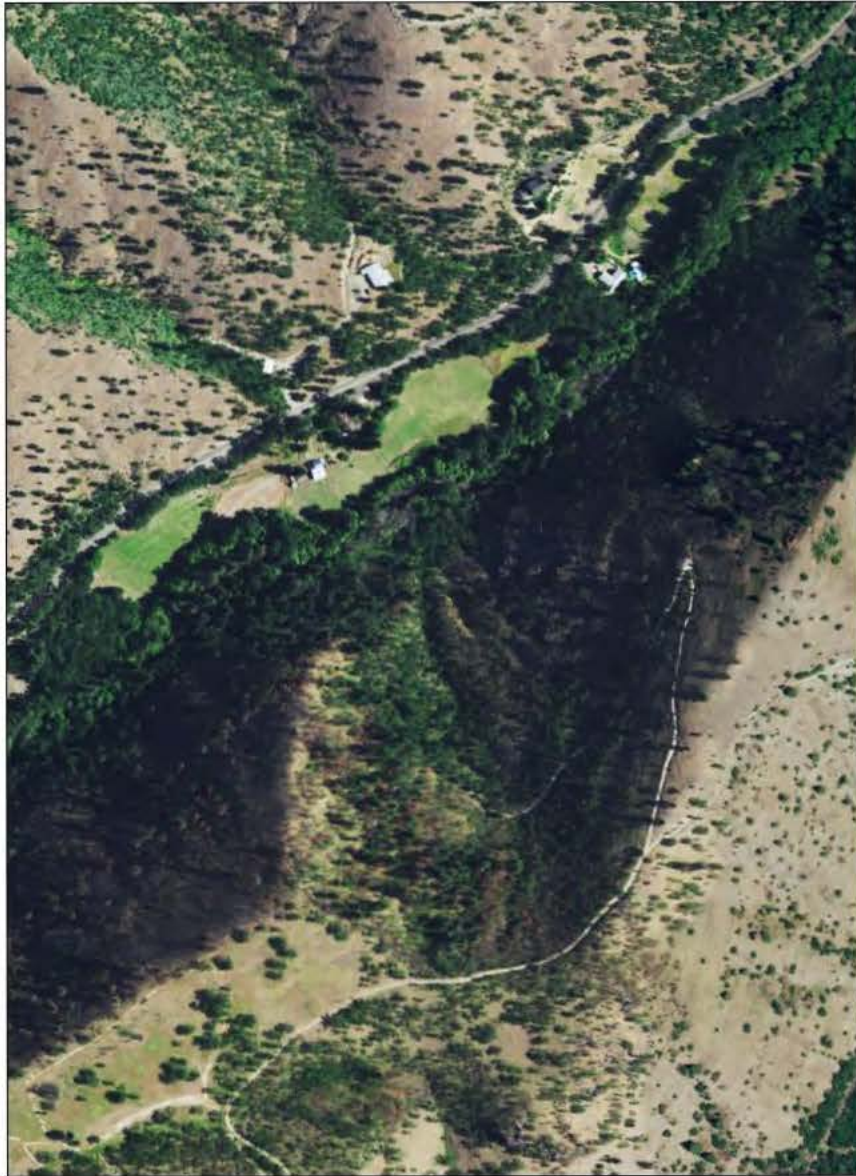


0 1,000 2,000  
Feet





# Suicide Grade



Date: 4/13/2016



0 250 500  
Feet



Date: 4/13/2016



0 250 500  
Feet

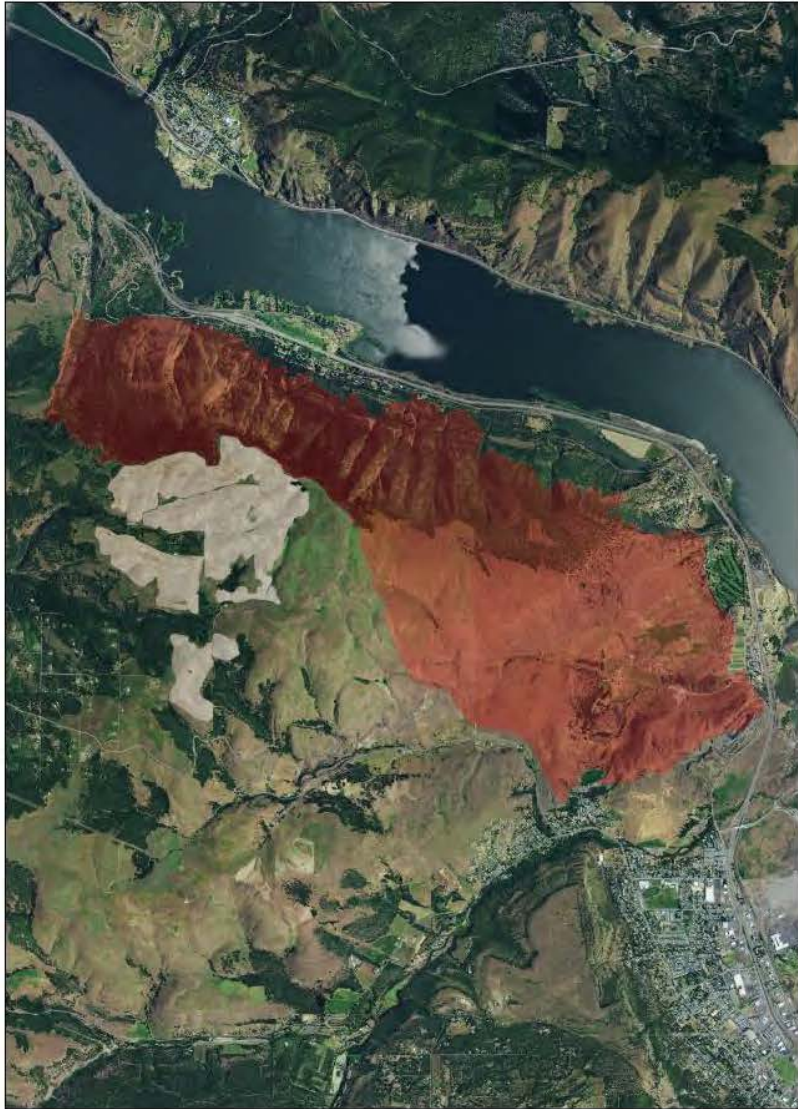




# Rowena Fire - August 2014

Final perimeter of Rowena fire  
overlaid on aerial imagery

Final perimeter with Lidar data  
added



Date: 4/13/2016



0 2,500 5,000  
Feet



Date: 4/13/2016



0 2,500 5,000  
Feet





Date: 4/13/2016

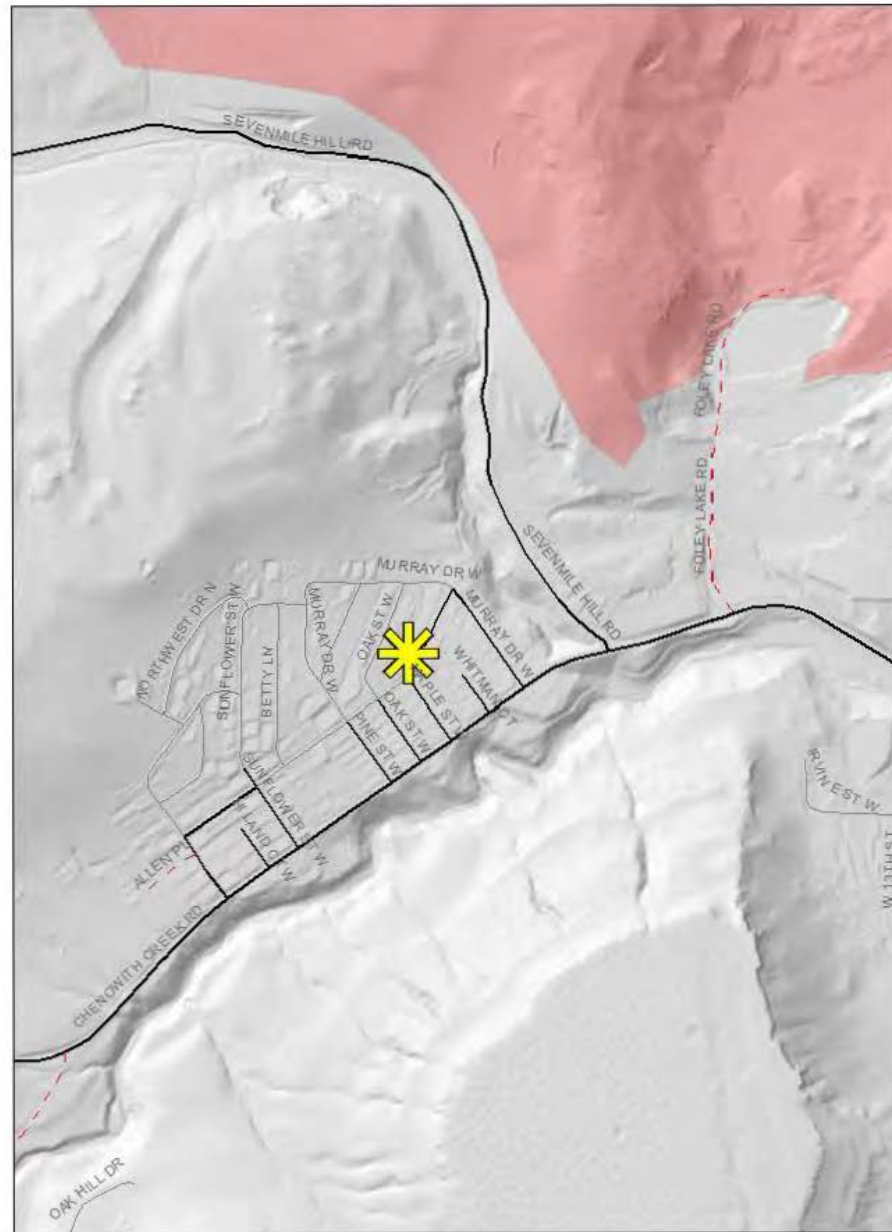


0 2,500 5,000  
Feet





# A More Interesting View



Date: 4/15/2016

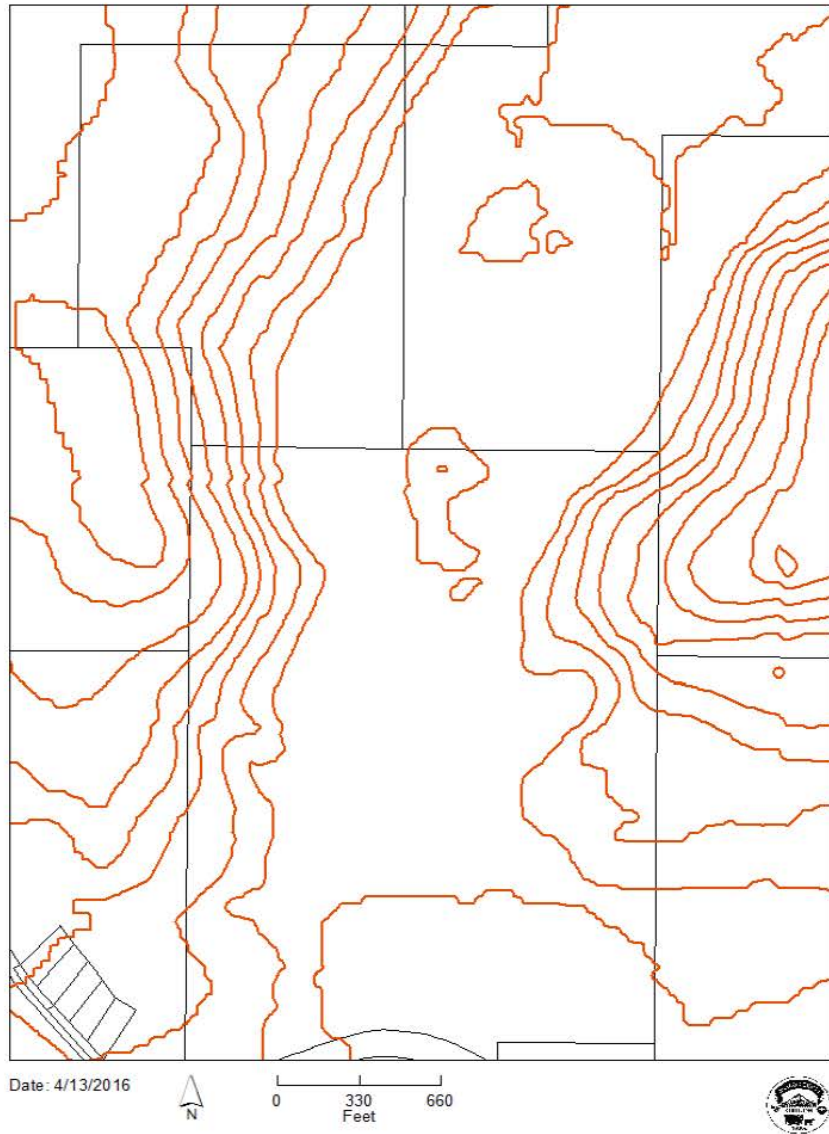


0 530 1,060  
Feet

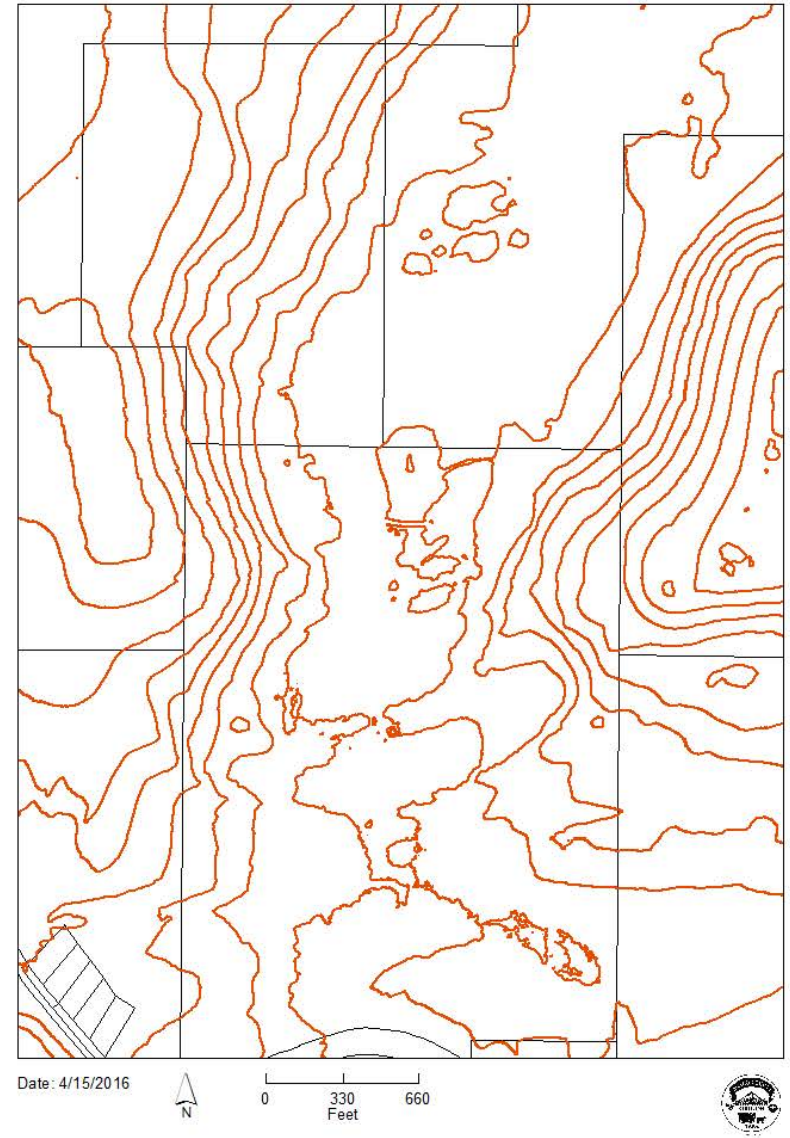


# Just above Foley Lakes

**40' contours from USGS**



**Lidar generated contours**

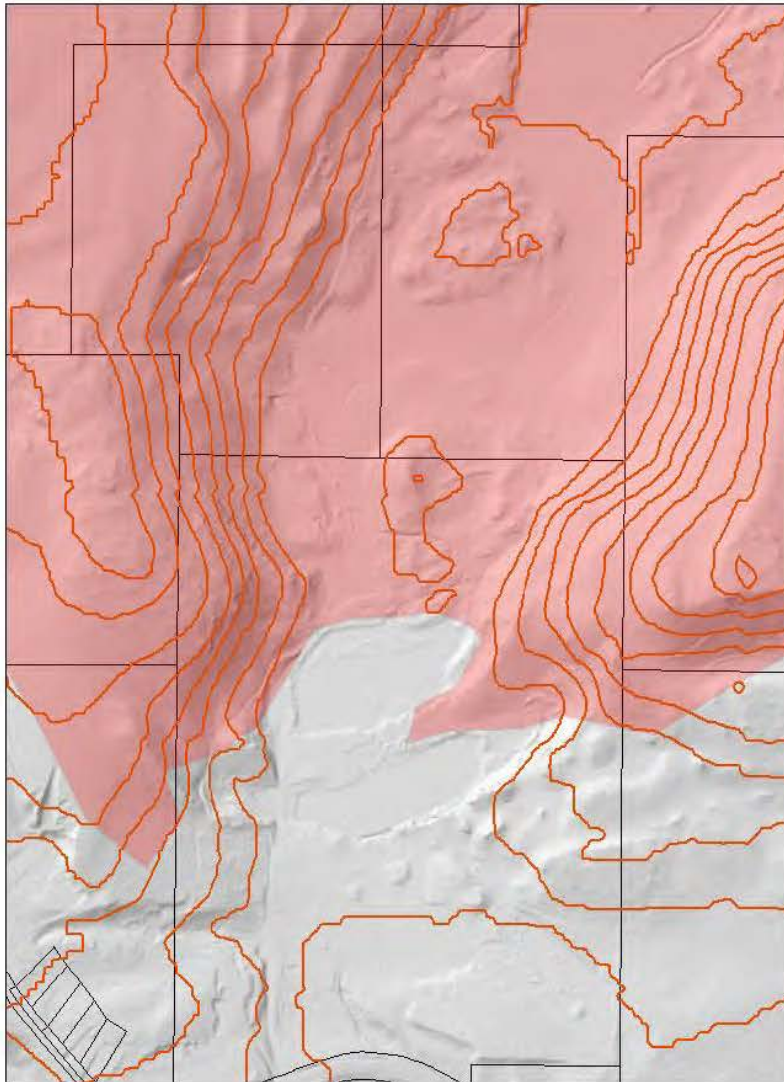




# Fire Perimeter with Lidar

**USGS contours**

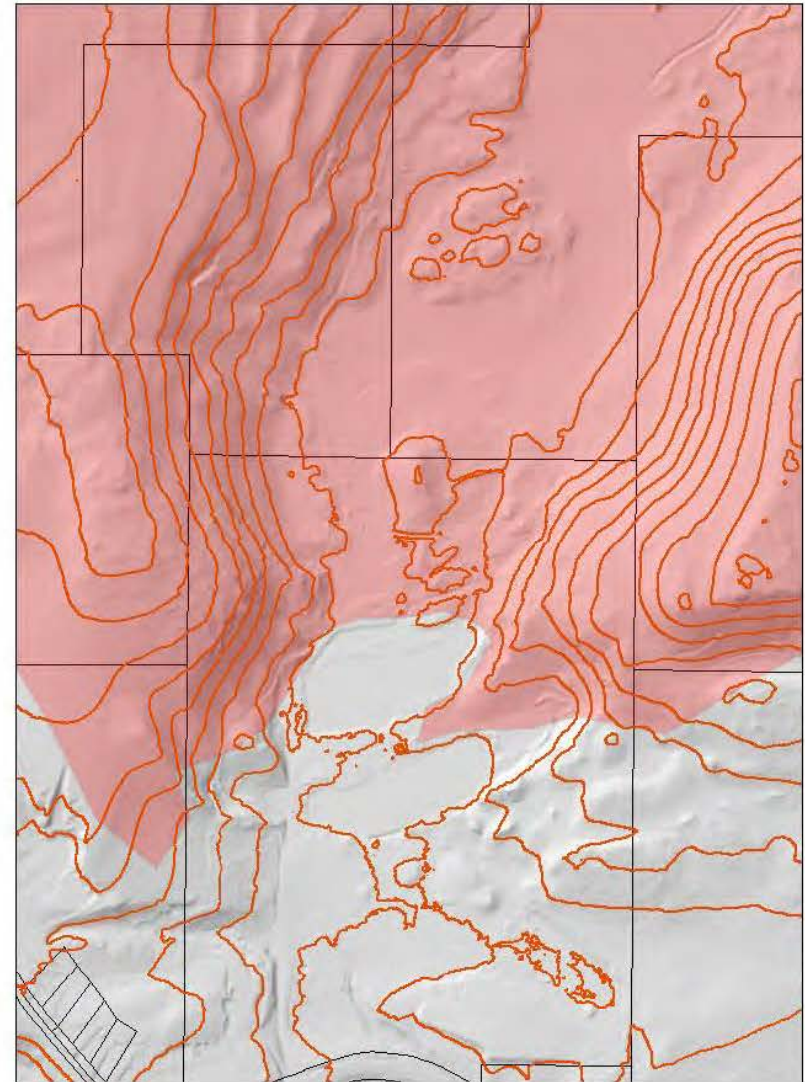
**Lidar generated contours**



Date: 4/15/2016



0 330 660  
Feet



Date: 4/15/2016



0 330 660  
Feet



# Surveyor - Steele Road Realignment

Old contours and imagery

Lidar added



Date: 4/13/2016



0 140 280  
Feet



Date: 4/13/2016



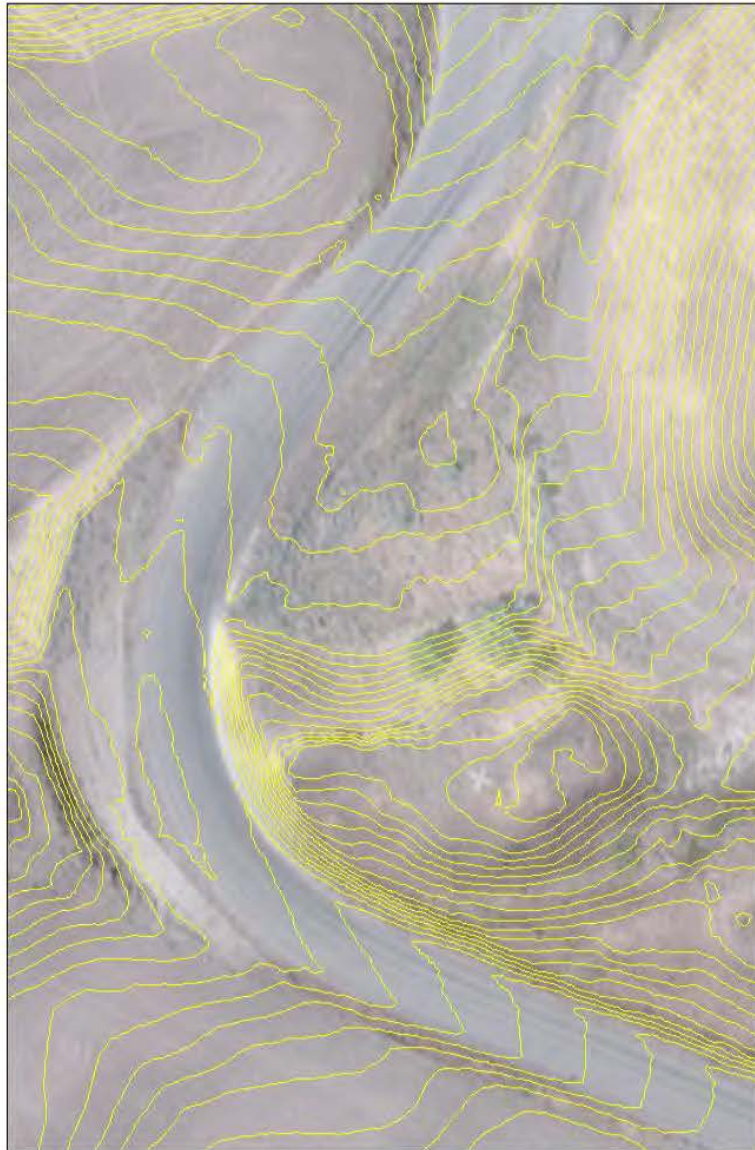
0 110 220  
Feet





# Steele Road Realignment

Lidar generated contours



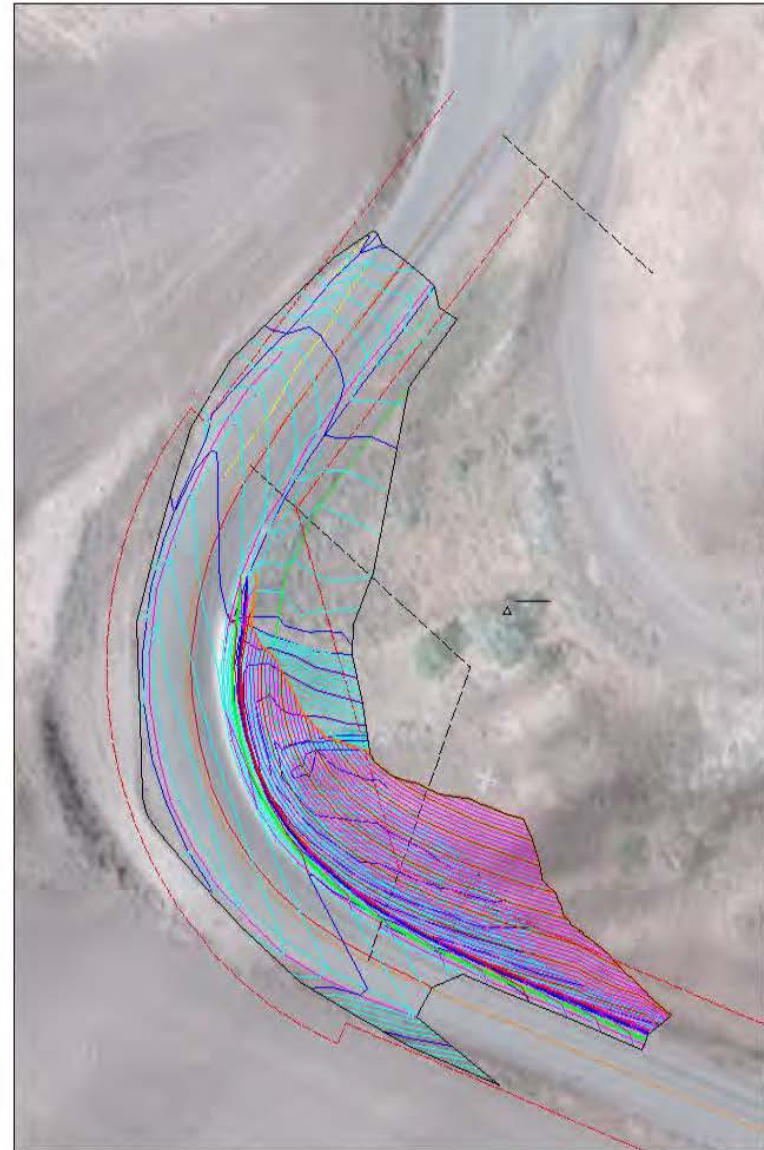
Date: 4/15/2016



0 30 60  
Feet



Final CAD drawing



Date: 4/13/2016



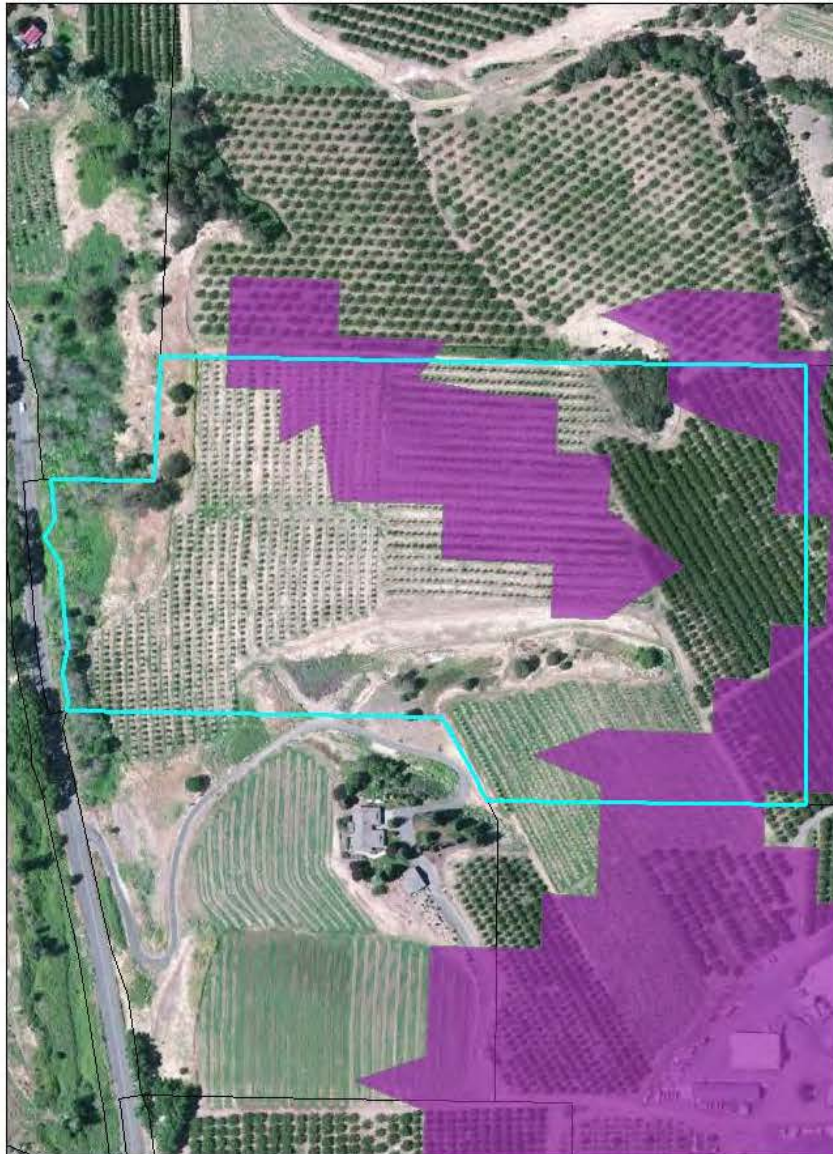
0 30 60  
Feet





# Planning Department

Imagery



Date: 4/13/2016



0 150 300  
Feet



With Lidar



Date: 4/13/2016



0 110 220  
Feet



# National Scenic Area

Lidar Only

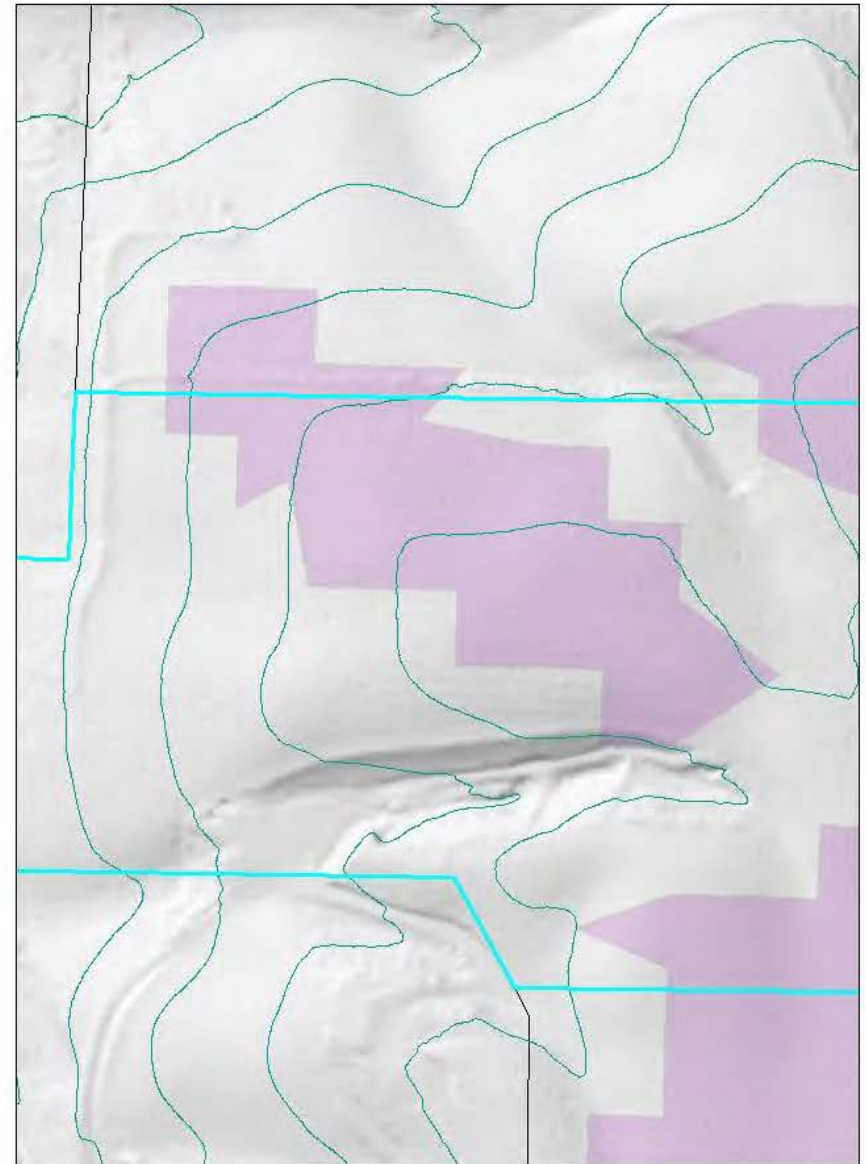
With contours



Date: 4/13/2016



0 110 220  
Feet



Date: 4/15/2016



0 110 220  
Feet



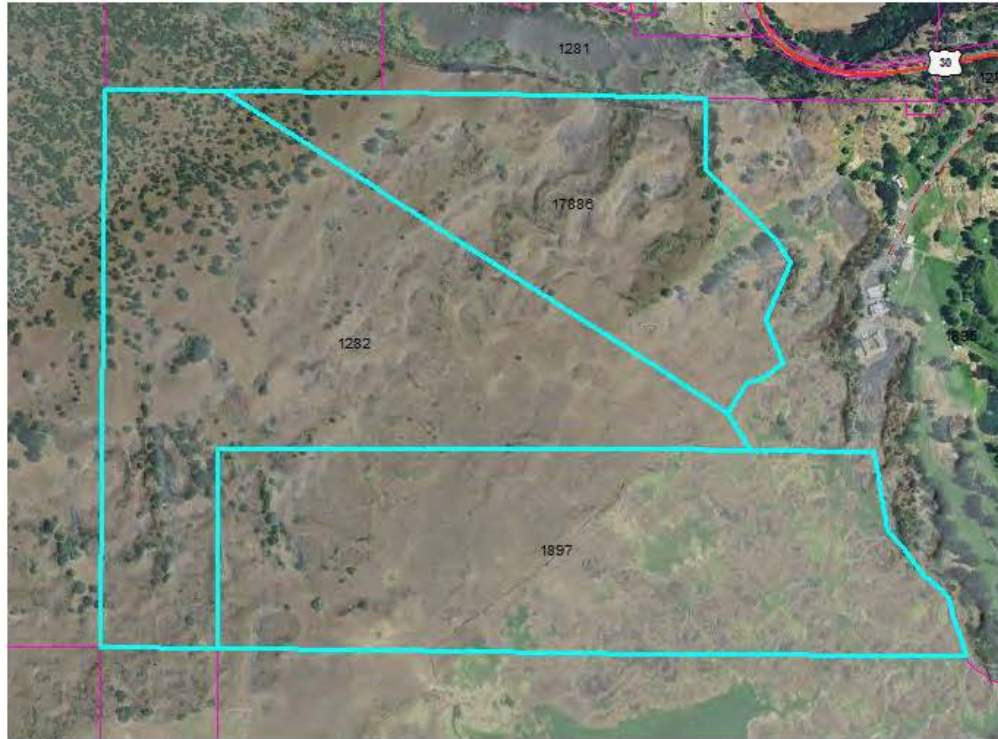


# Assessor Department Property Segregation and Value



# Property Segregation and Value

**Imagery with Lidar**



**Lidar only**





# Floodplain Determination



Date: 4/15/2016



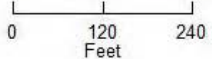
0 120 240  
Feet







Date: 4/15/2016



# Floodplain Determination

Lidar added

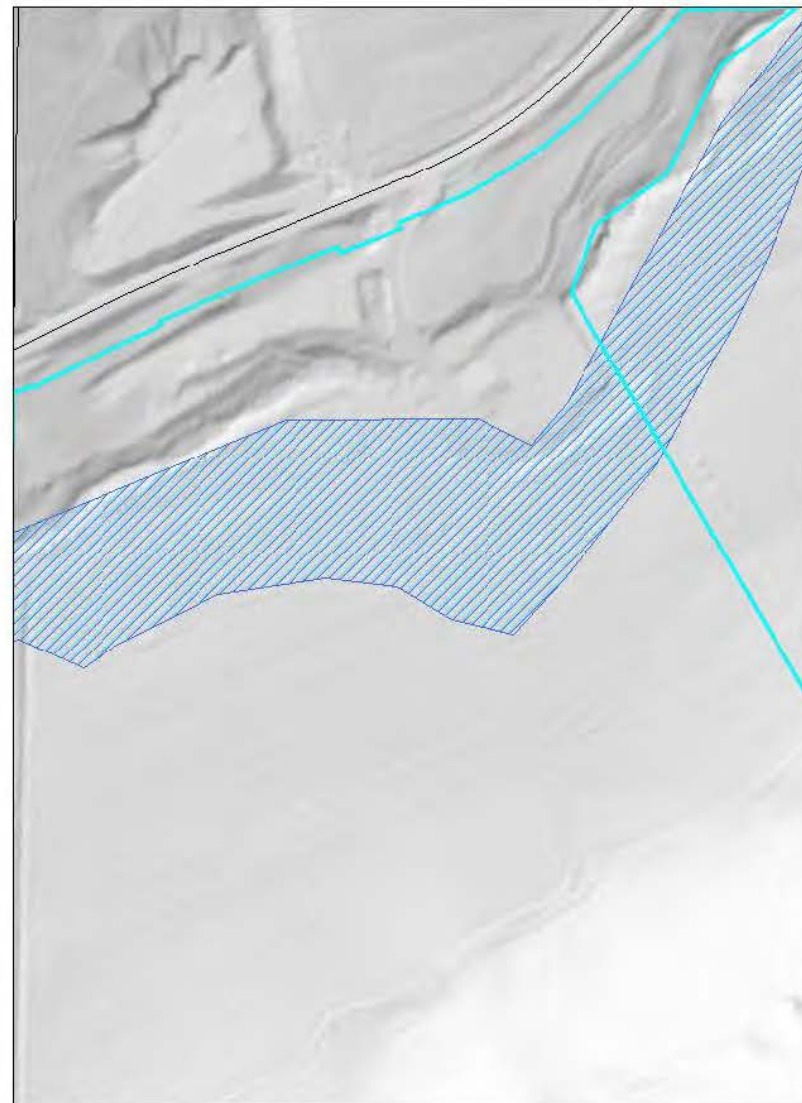
Lidar only



Date: 4/15/2016



0 120 240  
Feet



Date: 4/15/2016



0 120 240  
Feet



# Small Enterprise License Agreement

# Additional Software

- 3-D analyst
- Spatial Analyst \*
- Geostatistical Analyst
- Publisher \*
- Network Analyst
- Schematics
- Workflow Manager
- Data Reviewer
- And some for our web machine as well



Thank You!

**Agenda Item**  
**Fee Waiver Request**

- [Request Application](#)
- [Staff Report](#)



Wasco County Planning Department  
"Service, Sustainability & Solutions"  
2705 East Second St. • The Dalles, OR 97058  
(541) 506-2560 • [wcplanning@co.wasco.or.us](mailto:wcplanning@co.wasco.or.us)  
[www.co.wasco.or.us/planning](http://www.co.wasco.or.us/planning)

## REQUEST FOR FEE WAIVER

Date Received: 4-11-2016 Staff Initials: DB

### CONTACT INFORMATION

Name: John R. McElhannon

Mailing Address: [REDACTED]

City/State/Zip: [REDACTED]

Phone: [REDACTED] Alt. Phone: [REDACTED]

Email: [REDACTED]

### DETAILED REQUEST FOR FEE WAIVER

Anyone may request a waiver of Planning Department application or appeal fees. Waivers must be approved by the Planning Director or Wasco County Board of Commissioners prior to submittal of an application or appeal. An application or appeal cannot be accepted unless a waiver has been granted or fees have been paid.

Explain why you require a fee waiver (i.e., a specific financial or medical hardship) and attach supporting documentation:

see other side 4513E.O. 3100 Acct. 12914

### PLANNING DEPARTMENT USE ONLY

#### ONLY PLANNING AND PENALTY FEES CAN BE WAIVED

APPLICATION TYPE	PLANNING FEE	PENALTY FEE	OTHER FEE	TOTAL FEE
<u>CONDITIONAL USE PERMIT</u>	<u>1524.00</u>	<u>-0-</u>	<u>76.00</u>	<u>\$1600.00</u>

Notes: \_\_\_\_\_

Fees Verified by Planner: Dawn Baird Date: 4-11-2016

### BOC USE ONLY

TOTAL FEES WAIVED: \_\_\_\_\_

TOTAL FEES NOT WAIVED: \_\_\_\_\_

Wasco County Planning Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Wasco County Commissioner Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(If Planning Director decision is appealed)

I am applying for a conditional use permit which would allow Discover Courage to have a Federal Firearms License on the property. Discover Courage is a non profit entity whose all-volunteer members help active service Special Forces personnel. I respectfully request that the Board grant a fee waiver which would help Discover Courage more effectively raise funds and provide service to American Special Forces Personnel while bringing their business to Wasco County. Thank you.

THE SITE WILL BE USED TO ASSEMBLE FIREARMS (RIFLES)  
(SHOP) FOR FUTURE AUCTION SALES .



INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:

DEC 19 2013

DISCOVER COURAGE  
C/O WAY YIN  
ONE COLUMBUS CTR STE 300  
VIRGINIA BEACH, VA 23462

Employer Identification Number:

46-1829800

DLN:

17053078354043

Contact Person:

MRS. KREBS

ID# 31072

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Public Charity Status:

170(b)(1)(A)(vi)

Form 990 Required:

Yes

Effective Date of Exemption:

January 11, 2013

Contribution Deductibility:

Yes

Addendum Applies:

No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947

DISCOVER COURAGE

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kevin Connolly". The signature is fluid and cursive, with a long horizontal stroke at the end.

Director, Exempt Organizations

Enclosure: Publication 4221-PC

You are here: [Home](#) › About Discover Courage

# About Discover Courage



Founded by a 26 year SEAL veteran and retired SEAL Team Command Master Chief, Discover Courage (DC) is a non-profit 501(c)(3) charitable organization that provides services tailored to the particular needs of Interagency and National Missions Force (IA/NMF) community members to foster personal growth, health and welfare, promote leadership, stress recalibration, facilitate reintegration, and to optimize professional and personal success.

DC understands that service in the close-knit IA/NMF community is larger than any individual. However, those outside of the community do not often understand the burden of confidentiality associated with service. A life characterized by unrelenting responsibility, patriotic commitment, constant training, frequent and prolonged deployments, inimical operational environments, and the nature of IA/NMF work may result in unique personal and professional challenges.

DC provides unique outdoor-focused programs for IA/NMF members to productively apply their hard-earned professional skills to new challenges designed to yield lifelong rewards, personal growth, and foster leadership development.

Parlaying the special skills of IA/NMF members – especially constant vigilance, situational awareness, patience, focus, detail orientation, physical training, routines, improvisation, and trust in team – into non-lethal, yet challenging outdoor pursuits characterizes the cornerstone of Discover Courage programs.

Discover Courage's Board of Directors, Board of Advisors, and Executives serve voluntarily and without compensation. Over 90% of every donated dollar directly supports our programs for IA/NMF members.



## MORE INFORMATION

[Mission and Vision](#)

[Board of Advisors](#)

[Board of Directors](#)

[Programs](#)

[Facts and Questions](#)

[News & Events](#)

[Donate](#)

[Sponsors](#)

[Contact Us](#)

## CONTACT US

You are here: [Home](#) › [Programs](#)

## Programs

Discover Courage programs involve week-long, detailed, professionally directed, interactive on-site "focus-oriented" outdoor activities to foster leadership development, personal growth, stress recalibration, and facilitate reintegration.

### *"Confidential life, confidential environment"*

DC's programs were designed by career IA/NMF veterans, a physician, and outdoor professionals. DC understands that all members in the IA/NMF community are highly skilled, with particular value placed on self-confidence, patience, and problem solving skills. Accordingly, all aspects of DC's programs capitalize on a multifaceted approach to build knowledge, skills and familiarity with available resources with scalable moderate physical demand, into a framework of a rewarding, professionally supported program.

Discover Courage's flagship programs involve intensive, week-long, remote "off the grid" fly-fishing expeditions. These programs include immersive and intensive instruction on fly-tying, fly-casting, wading skills, "reading water", entomology, fishing knots, how to hook and fight fish, understanding trout and steelhead behavior, and white-water drift boat and river safety. All expenses for program participants are covered by Discover Courage. A minimum staff to participant ratio of 2:3 is maintained. DC programs are designed as intensive learning and personal growth experiences for Special Operations members in the company of peers and professional outdoor instructors and staff.

### Eligibility:

Participation is through invitation only. Referrals for participation are made through existing command structures within the IA/NMF community, and through prior participants, and our Board of Advisors.



You are here: [Home](#) › [Programs](#) › Facts and Questions

## Facts and Questions

Discover Courage is a §501(c)(3) non-profit charitable service organization that provides leadership development and personal growth programs for Special Operations Interagency/National Missions Force (IA/NMF) members, past and present. Additional information on our Programs may be found [here](#).

**How does Discover Courage and its programs differ from existing non-profit organizations?**

- Our programs are tailored to meet the needs of the IA/NMF community, *including active duty members*.
- Our Executive Officers, Board of Directors, and Board of Advisors of Discover Courage proudly serve as volunteers, without compensation.
- Our programs are open to all service branches contributing to the IA/NMF.
- Our programs complement – but do not duplicate – existing non-profit organizations that provide support services to veterans and family members of our military.
- Our services include intensive, multi-dimensional, extremely organized and professionally staffed outdoor programs with moderate physical demand.
- We provide continued specialized services and resources for our participants following the completion of individual program weeks.

**Do Discover Courage programs support family members?**

We do not provide support services for family members of our participants or for non-IA/NMF members, past or present. However, we can facilitate referrals to other non-profit organizations that provide these services.

### Do you publish a list of program events?

Respecting the confidentiality of our participants is critical to Discover Courage's mission. Accordingly, *we do not publicize our participant program events*. We acknowledge our donor support in a more limited and focused manner than most other non-profit organizations.

### Does Discover Courage accept donations or other support?

Discover Courage gratefully accepts donations from corporations as well as individuals. Please contact us for more information or [click here](#) to visit our Donate page.

### Is Discover Courage an IRS Registered Tax-Exempt Charitable Organization?

Discover Courage is a §501(c)(3) tax-exempt charitable service organization with a tax ID of 46-1829800. Discover Courage may be found on the IRS Exempt Organizations lookup [here](#). Charitable contributions and gifts to Discover Courage are tax-deductible to the extent permitted by law. Discover Courage's exemption determination letter can be viewed [here](#).

Click [here](#) to download a copy of Discover Courage's most recent IRS Form 990.



## MORE INFORMATION

[Mission and Vision](#)

[Board of Advisors](#)



## Wasco County Planning Department

*"Service, Sustainability & Solutions"*

2705 East Second St. • The Dalles, OR 97058  
(541) 506-2560 • [wcplanning@co.wasco.or.us](mailto:wcplanning@co.wasco.or.us)  
[www.co.wasco.or.us/planning](http://www.co.wasco.or.us/planning)

April 13, 2016

TO: Board of County Commissioners

FROM: Dustin Nilsen, Senior Planner

SUBJECT: Request for Waiver of Fee for a Conditional Use Permit Application – John McElheran

**REQUEST:** John McElheran submitted a Request for a Waiver of Fee on April 11, 2016, for a Conditional Use Permit application for a Major Home Occupation. The fee for this application is \$1,600. The Planning Department portion of the fee is \$1,524 used to offset the cost of staff time, mailing notices, and general administrative expenditures associated with the process. The Clerk receives \$76 for recording the final Notice of Decision.

**BACKGROUND:** The application request by Mr. McElheran will be for a Conditional Use Permit to allow Discover Courage (DC), a non-profit §501(c)(3) charitable organization, to have a home based occupation and Federal Firearms License on the property.

According to Discover Courage's website, the organization provides *"services tailored to the particular needs of Interagency and National Missions Force (IA/NMF) community members to foster personal growth, health and welfare, promote leadership, stress recalibration, facilitate reintegration, and to optimize professional and personal success."* The website further states that *"...those outside of the [IA/NMF] community do not understand the burden of confidentiality associated with service. A life characterized by unrelenting responsibility, patriotic commitment, constant training, frequent and prolonged deployments, inimical operational environments, and [that] the nature of IA/NMF work may result in unique personal and professional challenges."*

According to John R. McElheran (e-mail dated April 5, 2016), one of the main activities that Discover Courage uses for raising funds is the auctioning of high end rifles. The Directors and most volunteers are very highly skilled, highly trained professionals with regards to firearms. Industry sponsors support Discover Courage by selling products to them at deep discounts or at cost. High end rifles are bought from Kimber at cost, tactical scopes and rings from Leupold, muzzle breaks, slings, etc., and then assembled, fine-tuned and tested by our skilled volunteers and then sold at special auctions. All the money from these auctions goes to support the programs detailed on the website.

The Board of Commissions adopted the Planning Commission's fee schedule on September 24, 2014. The fee schedule lists a variety of agencies that are granted ministerial fee waivers, such as Soil & Water Conservation District, cities with Wasco, Habitat for Humanity, etc., but does not allow for waivers of Type II land use applications and requires individual requests to meet federal poverty guidelines.

**SUMMARY:** Staff does not have the authority to grant fee waivers outside of those approved by County Commissioner Order #14-002. This request, application, and summary memo have been submitted to the Board of Commissioners for their consideration.

**Agenda Item**  
**Wasco County Strategic Plan**

- [Wasco County Strategic Plan 2016](#)
- [Culture Guide](#)
- [Plan Presentation](#)

# WASCO COUNTY STRATEGIC PLAN



2016

## Pioneering pathways to prosperity

The Wasco County Strategic Plan provides a blueprint for how County Government will serve our citizens, working as a unified county service provider.



## Executive Summary

The County administration and senior management team spent three focused days in late January at an off-site location working on leadership development and strategic initiatives to move towards a prosperous Wasco County. It was an opportunity for the team to gain a deeper understanding of how the various departments can better support each other to serve the citizens, and to prioritize key focus areas of importance to the county.

The effort supports a staff-wide initiative to develop ongoing strategic planning actions around a standardized methodology that is implemented in every department and supported by all staff members. These ongoing actions will provide unified alignment of all efforts, energize momentum and give staff a greater opportunity for input and involvement.

The key results of the off-site and dedicated efforts by the management team were:

- Develop a draft of a new and inspiring vision and mission for the county that builds on the amazing 150-year legacy of the County while honoring the need for growth and prosperity.
- Identify the core values of county government that will guide everyday efforts for how services are provided as a government agency.
- Acknowledge the efforts of administration and management that are contributing to the design of a robust culture for county government, built on providing exceptional service and operations from a place of 100% love.
- Identify the key pathways that will be critical to implement in the next few years to build a prosperous county and a process for ongoing embedded practices into each and every department in county government.
- Create a roll-out plan for capturing all of the learning from the session that develops a detailed step-by-step process for implementing the new processes into each area of county government.
- Build a Wasco County team with renewed energy, excitement and focused alignment about what's possible for serving Wasco County in the years to come.

The investment is anticipated to result in tangible benefits for Wasco County, including increased collaboration and integration of services, increase efficiency in delivery of services, greater transparency and communication, and a re-energized culture that retains and attracts the best and brightest employees to serve our citizens.

While the efforts of the administration and managers were evident in the challenging discussions which led to more clarity and aligned focus, it was acknowledged that there is much work to be done to inform and engage staff, and develop ongoing processes for daily learning and implementation. This is work that everyone on the management team is committed to and can result in a higher performing organization where everyone loves their work and contributes to serving the citizens of the county in the years to come.

## SECTION I: SETTING THE STAGE TO GO FROM GOOD TO GREAT

### Re-envisioning County Government

In recent years, Wasco County has been a government agency where each office operated as a “silo” – standing separate and apart from each other rather than working as an integrated service provider. One of the most exciting opportunities seen by the management team is our chance to become an integrated organization, working together in a way that re-energizes how government can serve the people!

*Imagine a re-envisioned Wasco County Government. What is possible for our County and the people we serve, working as a unified county service provider?*

- Efficiency
- One county – not divided
- Trust
- Fun
- Collaboration
- Transparent
- Leaders
- Accountable
- Being Heard/Understood
- Innovative

### Creating a Climate Where Truth is Heard

The Wasco County management team will promote safety in communication – to create understanding and trust among the team that ideas/discussions will be done without censure or repercussions. This allows for open and honest feedback.

Our team will use four simple practices to create “a climate where truth is heard.” They include:

1. **Lead with questions, not answers.** This approach centers on asking questions instead of giving answers. It means asking why until something is fully understood. “It means having the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that will lead to the best possible insights”.
2. **Engage in dialogue and debate, not coercion.** This is a process of intense dialogue and debate. This is not about having a predetermined decision and allowing people to say their piece, and then moving forward with the decision. It is a search for the best answer.
3. **Conduct autopsies, without blame.** This is a process of having good debate without blame for bad decisions or mistakes. It forces the group to understand what went wrong and learn from the mistake so that it does not happen again.
4. **Build “red flag” mechanisms.** This process is about raising the red flag when the information is “information that cannot be ignored”. It is a real-time mechanism to stop the process, discussion, or program and focus it into a discussion about information that cannot be ignored.

Our team created a “Safety Net” – a set of guidelines each person agrees to follow so they have the room to speak freely, ensure candor, inspire heated and productive dialog, make good decisions and – at the end of the discussion – stand behind the decision as if it was your own.

*What do we personally need to respectfully say whatever needs to be said for the success of the team? How can we incorporate the four practices above into how our team communicates and interacts?*

- Provide an honest, safe environment for strategic dialogue with no repercussions and no political pressure being applied. All ideas and suggestions are held harmless.
- In the interest of all, a physical gesture indicating a desire to speak should be the norm.
- Some “herding” by the facilitator to seek any additions (that may have been “overridden”) as a conversation begins to shift directions (evolve) and leave some things behind. i.e. “As we roll forward in the process are there any other comments that relate to this part of the discussion?” Something that will allow good freedom without stalling.
- No inferences of personal attack
- A Switzerland (neutral) environment where issues can be raised/discussed without taking things personally or personal agendas getting in the way of exploring other possibilities. (ie. “what happens in Vegas stays in Vegas” attitude.)
- An environment that is free from judgment based on past experiences or prejudices
- We are all working toward a common goal, which requires that we act as a team. This means, we cheer each other in times of success but unconditionally support each other during times of challenge. This also means appreciating that we are all diverse and very different, which means we will disagree, which is also valuable, and make us a stronger ‘whole’.
- Confidence that we are all looking for the best solution even if it is different from what we each started out thinking.
- An opportunity to speak without interruption.
- A better understanding of the history of what’s happened in order to feel comfortable speaking about what should happen.
- A better understanding of what our existing tools are before asking for new ones.
- To support the group decision, it needs to be clear, thoughtful, and well articulated.
- To support the group decision, it needs to be inclusive of the long-term vision and not just address the immediate needs/short-term concerns.
- Careful listening without interruption, even if it means limiting time to speak

*What “red flag” mechanism will we use to be able to bring the train (discussion, process,) to a full and complete stop and gain everyone’s attention to problem-solve the issue without blame?*

Our team will incorporate a “red flag” discussion into the senior management meeting agenda. Items brought up during this part of the meeting will be given everyone’s full attention and will be discussed as long as needed to either resolve the issue or set up next steps. For red flags that are more intense or serious in nature, a separate meeting will be set up altogether.

## Seeing the World - Perceptions, Beliefs and Assumptions

### It's All Invented

As we process information we naturally form a perspective that is already played out in our minds. Being aware that we automatically frame a story and narrative – and that what we may have framed is only accurate in our minds eye – we can begin to become aware of other possibilities.

Our team will use the two questions below to look critically at situations and determine whether our perceptions are blocking/limiting progress, and how we might find other ways to move forward.

*What assumptions am I making that gives me what I see?  
What might I now invent that would give me other choices?*

### External Stereotypes –

Before we can re-envision how we serve the citizens of Wasco County, we need to understand what stereotypes we're working under that limit our possibilities. The management team answered the questions below during our planning session.

*What does our team believe the stereotypes are (good or bad) that citizens have about Wasco County as a service provider?*

- Lots of \$\$\$, why don't we fix stuff
- No is our preferred answer/bare minimum, don't want to help
- Government can't manage \$\$ and are wasteful because we've never had to run a business
- County employees work less than private sector
- County is not user-friendly
- County has lots of in-fighting
- County is a barrier rather than helpful
- Lazy and incompetent
- Small truths get blown into a big lie (this happens with citizens)

*What is the impact on our team of working under those stereotypes?*

- Before we can tell a story, we have to have all of the pieces ironed out/in alignment
- Need to be aware of perceptions – tell the why, educate
- Hurtful to the core which saps energy and desire to do more
- Hard to step back from it personally
- Fight, flight or freeze reaction (defensive, ignore or do nothing)
- Need to ignore the voices who say we're "F" students

*What one stereotype would we like to change about Wasco County in the next year?*

The management team would like to shift the external perception from where it is today to “The county is here to fairly serve the citizens with honest presentation.”

**Internal Stereotypes –**

*What does our team believe the internal stereotypes are (good or bad) that employees have about Wasco County as an organization?*

- Don't trust administration
- Management doesn't care – family feeling is gone
- Badly paid employees
- Silos – courthouse vs. other departments
- Long-time employees aren't valued
- If I make a mistake, I'll get punished, end up in the paper or get sued
- Harbor feelings about past negative experiences

*What is the impact on County culture of working under those stereotypes?*

- Notion of persecutor and victim
- Very little cohesion – fractured
- Hard to get buy-in to make change
- Communication is even more critical
- Feeling that the “bank” is empty (loss of the love, loss of trust)
- Need for personal touches to refill the bank
- Need for one voice, one message

*What internal stereotype would we like to change and move toward in the next year?*

Culture shift to 100% LOVE – Management values all employees which includes actions in addition to words; employee contributions make all the difference in the county; honest presentation; “It's not just about the money” and appreciation beyond the money is shown.

The 100% Love Culture Guide outlines our cultural goals in more detail.



## SECTION II: “BEGIN WITH THE END IN MIND” – CREATING THE VISION

### Who are the citizens we serve, and what is our “superpower” in serving them?

The citizens we serve in Wasco County are unique individuals, with unique situations that bring them to our agency for assistance. To fulfill our vision of “pioneering pathways to prosperity,” we need a better understanding of whom we’re helping. These are the Citizen Profiles we asked each team to create before the strategic planning session with the management team.

From a county-wide perspective in reviewing these profiles, we found some underlying themes about what they need:

#### Citizen Needs

- To be heard/listened to without judgment
- Respect
- Explanation/understanding of the “why”
- Time/personal face time
- Follow through
- A problem solved
- Appreciation of their personal circumstance
- Guide
- Empathy shown
- An action/result
- Consistency of service

*For people who are used to being fiercely independent, having to “need” something from the County makes them vulnerable.*

Part of the Citizen Profile asked each team to identify how we were the “hero” in serving them – or perhaps the villain in cases where citizens weren’t happy.

#### What are our “superpowers” in serving citizens?

- Collectively solve the problem
- Listened and heard them
- Take the high road (don’t take it personally)
- Go the extra step
- Stay positive
- Truth and honesty... trust
- Respectful
- Energy and excitement about what we can do for citizens
- Understanding their situation
- Open doors, helping navigate the system

- Educating
- Live in possibility and be creative
- Taking time
- Caring ... live by the golden rule
- Accountability – for ourselves and citizens
- Serve them using their first language
- Keeping things light

## “Giving an A”

The concept behind “Giving an A” is to envision a successful future, and then actively describe what actions we took to achieve that future. By describing where we want to go, we can spend our time in achieving it.

The management team spent a great deal of time discussing what a healthy Wasco County (the geographic county) looks like, which leads directly into HOW we would serve citizens to achieve that vision.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Room to <b>wander</b> and explore, mentally and physically</li> <li>• Rural town diversity</li> <li>• Creativity and innovation associated with our <b>pioneer spirit</b></li> <li>• <b>Resiliency</b></li> <li>• Family wage jobs</li> <li>• <b>Recreation</b></li> <li>• Bicycling</li> <li>• Quality schools</li> <li>• Huge reduction in drug abuse</li> <li>• Balance</li> <li>• Healthy</li> <li>• <b>Diversity</b></li> <li>• Unity</li> <li>• Cottage industries connected to transportation corridors</li> <li>• Capitalize on transportation infrastructure</li> <li>• <b>Connection</b> between older and younger generations – wisdom of elders and the energy of youth. Bridge the gap.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Safe</b></li> <li>• <b>Sense of community</b> (volunteers)</li> <li>• All age ranges throughout the county and in towns</li> <li>• <b>Collaboration</b> with The Dalles and other organizations</li> <li>• Improved infrastructure</li> <li>• Potential for <b>prosperity</b></li> <li>• Thriving farms and healthy natural <b>resources</b></li> <li>• Strong outdoor sportsman activities</li> <li>• <b>Citizen involvement</b></li> <li>• Celebrating the richness of the past</li> <li>• Small business strength</li> <li>• Embracing grass roots</li> <li>• Enriched arts</li> <li>• County properties in production</li> <li>• Engaged workforce</li> <li>• Tolerant population</li> <li>• Workforce housing</li> <li>• Celebrate and invest in youth</li> </ul> |
|--|--|

*Bold indicates key themes*

Our group then discussed what our senior management team would look like a year from now if we gave ourselves an “A.” What achievements were accomplished? What “superpowers” do we use to serve the citizens of Wasco County? What does a truly great management team look like, which feeds into the vision of “Pioneering pathways to prosperity”?

- Love meeting and working together “Friends”
- Communicate effectively – both the positive and the negative. Communication before action.
- Safety net – safe with each other = TRUST
- Believe and live what we’re saying. Walk the talk, genuine.
- Supportive
- Sense of humor with each other, especially in times of stress
- Educated and informed, competent
- Support each other’s success
- Be the premier County management team in the State of Oregon
- Make time for each other
- We know the businesses
- We are comfortable in our own skin with what we’ve launched – unapologetic
- We have the tools to address the questions
- Honesty, truth is heard
- Asking “why”
- Group learning “exercise” each year
- We are the conduit, leading from the “middle”
- We manage the work

## SECTION III: DEVELOP A CLEAR STRATEGY

What are the key pathways and directional statements that guide the County towards achieving our vision?

### Strengths, Weaknesses, Opportunities, Threats and Trends

Reflecting on the current County government, our management team identified the Strengths, Weaknesses, Opportunities, Threats and Trends we will be facing moving forward, ranking the top ones in each category.

#### Strengths

See bullets listed in the previous “Superpowers” section

#### Weaknesses: What we do not do well

- *Organizationally*: Beginning to communicate better but it could still improve; struggle to make long term plans; prioritize but it usually involves “least damaging” choices. Don’t have any clear emergency plans (continuity of operations, full evacuation plans, safety plan/committee) etc. These all take more FTE than we already have. Like everything else... it all needs more money.
- *Efficient “top-down” communication*: Trust still appears to be an issue in certain pockets, which can thwart communication and hinder perceptions.
- *Time Management*: Too many projects at the same time for too few people. It sets people up for frustration and a sense of failure when they cannot give enough time to do the project well and disappoints the public when projects stall for long periods.
- *Lack of understanding and coordination* between departments
  - Would benefit from clarification of roles, responsibilities and expectations for each department/organization.
- *Public perception still needs work* – more outreach and relationship building
- *Concern about financial stability* and sustainability of current levels.

#### Opportunities: External to the organization that we can capitalize on

- Development of the 10th street property
- New funding sources – ORMAP and E-911 grants and any and all other grant and additional funding sources
- Desire to make the community a better place
- Ability to attract companies and residents looking for a more community-oriented way of life

#### Threats:

- No living wage employer in town (that doesn’t get its income from this community). The community will not recover/thrive without this and will not see our own stability

- No extension of SRS payments and a decline in Federal forest payments
- Natural disasters (drought, fire, flood, seismic, etc.)
- Generational poverty

### **Trends: Aspects of the county that are developing or changing**

- Infrastructure demands (e.g. bridges aging and needing replacement)
- Economic development needs and recovery plans
- Changing work forces, there are many new employees and transitioning employees
- The desire for more transparency of County data and making it more accessible to the public

## **Vision, Mission and Core Values**

What is unique about Wasco County – its history, its citizens, and what they need – that feeds our vision of service? The management team spent a significant amount of time discussing these topics to create the overall County Vision and Mission Statements, plus Core Values.

### **VISION STATEMENT:**

#### ***Pioneering pathways to prosperity***

*Pioneering:* the definition means to invent new things, go into unexplored territory, or act as pioneer. Wasco County (as a government agency serving the citizens), will look to find innovative ways to open doors and create opportunities for Wasco County (the geographic area and its citizens) to prosper while at the same time ensuring that we don't forget our past.

*Pathways:* We are a County of pathways, from the past to the present. We have a constant tie to our past, and we live with a constant tension between preservation and progress. Embodied in our story are the pathways of the Oregon Trail, the rivers, railroads and Interstate. These pathways not only serve as avenues to market, recreation, and agriculture, they are the intangible pathways that allow us to move forward toward an opportunity. Pathways are also the key to a successful future. Finding the right path — both internally and externally, tangible and intangible — for Wasco County is at the core of achieving our Vision.

*Prosperity:* This means that our county prospers from our past and into our future. It is a vision of our county that balances where we came from and where we are going. It ensures that we are prosperous while we move forward, and at the same time does not discount where we have come from. Travelers on the Oregon Trail headed West in search of prosperity for their families, we follow a similar trail in search of prosperity for Wasco County (both the entity and the geographic area).

Together these three words embody what Wasco County envisions to be: a County that looks for new ways to open opportunities for ourselves, our citizens and creates landscapes in which we will prosper, all while balancing the tension between preservation and progress.



## MISSION STATEMENT:

***Partner with our citizens to proactively meet their needs and create opportunities.***

County government is usually the first agency citizens turn to when they need help doing something they can't do themselves. Our mission statement reflects that we will work with citizens, in an active versus reactive way, to create opportunities that "pioneer pathways to prosperity."

## CORE VALUES:

- ✓ **Embody the 100% Love culture**
  - Equity and fairness in all things
  - Keep an open mind and be open to change
  - Kindness and compassion for people who live in our community
  - Love what you do and have fun doing it
  - Build a strong team
  - Excellence in service
- ✓ **Relationships are primary**
  - Relationships come first, whether individuals or organizations
  - Be a good neighbor
  - Use honest and active communication
  - Say what you mean, with 100% Love
- ✓ **Do the right thing, even when no one is watching**
  - Provide open access and transparency
  - Accountable for actions and decisions
  - Be impeccable stewards of our resources
  - Strive to be the best performing rural county government

## Actions and outcomes for the County "Pathways" at the 30,000 foot level

Within the overall framework of our Vision, Mission and Core Values, the management team identified seven "external" pathways that are critical to moving towards achieving the vision of a prosperous Wasco County. The Key Organizational Actions and Intended Outcomes listed below have been identified as the top priorities for our strategic plan in the next year. They incorporate actions to address the Top 3 issues we team identified above from each of the SWOTT categories.

### Pathway 1: TECHNOLOGY

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

**Directional Statements:**

- The county will work on implementing the use of technology to provide integrated services.
- Through technology, make Wasco County government more transparent.
- Initiate ways of using technology to allow the public to better communicate with the County.
- Promote the services available through Wasco County.

**Key Organizational Actions and Intended Outcomes**

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
Have public records associated with a specific piece of property available through the County GIS map	Web map	Connect existing systems to web map	3 year	2, 4, 7
Website redesign and enhanced information available	Current site	Updated content, enhanced information	1 year	2, 4

**Pathway 2: CUSTOMER SERVICE**

*Strategy Statement:* Guide customers with exceptional service to meet their needs or create opportunities.

**Directional Statements:**

- Actively seek feedback on needs and issues and take appropriate action. Go beyond expectations whenever possible.
- Work on innovative ways to enhance the customer experience with the County.
- Work with partners when we cannot do it ourselves.
- Be responsive, respectful and timely in meeting our customers' needs.

**Key Organizational Actions and Intended Outcomes**

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
Citizen Services Portal	Email, phone, website	Online/mobile request system available	3-5 years	1, 4, 6
Roll out of the County Strategic Plan and 100% Love Culture	None	Initial plans provided and discussed with government and community partners, volunteers	1 year	1, 4, 7

### Pathway 3: INFRASTRUCTURE & RESOURCES (Equipment, Facilities, Roads, Lands)

**Strategy Statement:** Strive to improve our infrastructure through preventative and remedial maintenance and capital improvements.

#### Directional Statements:

- Categorize and maintain an inventory and plan of replacement for all assets.
- Work to develop alternate or innovative methods of maintenance that result in extended life, and work efficiency.
- Regularly invest in capital projects that enhance Wasco County.
- Leverage existing dollars through grants or other funded programs.
- Build capital reserve fund(s) to address long-term needs.

#### Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
<b>Mid-Columbia Center for Living Building</b> <i>(not a County building but have to oversee the project)</i>	Nothing	20,000 sq ft building	2 years	NA
<b>Armory/10<sup>th</sup> Street Development</b>	Anticipated possession	Highest and best use	1-5 years	5, 6
<b>County-Owned Lands</b>	Policy and 153 properties	Highest and best use, plus sales	1-5 years	All
<b>Capital Improvement Plan</b>	None	County-wide plan	1-2 years	All
<b>Comprehensive Land Use Plan</b>	1983 Plan	Updated plan that addresses current and future need	3-5 years	All
<b>Remapping County for ORMAP</b>	0% Compliance	100% Compliance	5 years	1, 2, 4

### Pathway 4: COMMUNICATION

**Strategy Statement:** Actively communicate to promote the vision, mission and values of Wasco County.

#### Directional Statements:

- Communication with the public in a manner that informs and provides transparency
- 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.

## Wasco County Strategic Plan

- Use our technology to engage citizens in dialog to become an active participant in County Government.
- Communicate the right information to the right people at the right time.

### Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
County rebranding	Independent (siloed) branding	Unified branding and message	1 year	All
Public Outreach Plan	None	Plan that identifies public outreach opportunities for the County	1 year	1, 2, 7

## Pathway 5: FINANCIAL HEALTH

*Strategy Statement:* Work to achieve financial sustainability through both innovative and responsible efforts to manage the resources that are available.

### Directional Statements:

- Budgeting will be done with a realistic approach to assigning resources.
- Identify funding streams that will help supplement traditional revenue.
- Evaluate and prioritize programs through cost benefit analysis.
- Regular fiscal monitoring and reporting for all departments.
- Develop long term budget strategies.
- Ensure safeguards are established to provide financial health.

### Key Organizational Actions and Intended Outcomes<sup>†</sup>

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
Financial Plan				
Yearly Budget Plan				
Grant Policy				

<sup>†</sup>These goals will be added when a Finance Director has been hired.

## Pathway 6: SAFETY

*Strategy Statement:* Maintain and promote the safety and well-being of citizens and employees.

### Directional Statements:

- Provide safety for the public through service delivery, policy, and practices.
- Promote and encourage safety through prevention and education.

### Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
<b>County Safety Committee</b>	Independent safety committees	Unified committee and program	1-2 year	2, 3, 4, 7

### Pathway 7: ORGANIZATIONAL DEVELOPMENT

*Strategy Statement:* Develop a framework that invests in our employees to achieve both organizational improvements and stability.

#### Directional Statements:

- Develop and implement initiatives that model the desired beliefs, attitudes and values of the organization
- Invest in training to expand the existing skill base and develop the next generation of leaders
- Review and revise County policies and procedures to have a consistent framework that is up-to-date and available to use in an efficient manner
- Create an environment where active participation is encouraged at all levels and employees can engage in the success of the County

### Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
<b>Updated County Policies</b>	List of existing	Framework for all County Policies	1 year	All
<b>Roll out of the County Strategic Plan and 100% Love Culture</b>	None	Initial plans provided and discussed with government and community partners, volunteers	1 year	1, 4, 7
<b>Training (CIS Self-directed)</b>	Inactive	Consistent and active participation	6 months	All
<b>HR Plan</b>	TBD	Assessment		All
<b>Shared Service Opportunity Evaluation</b>	None	Assessment	Ongoing	All

Projects that have no immediate home: Q-Life. Most likely would be under Shared Services.





# 100% Love:

## Building the culture of Wasco County to re-energize how we serve our citizens and each other

---

In January of 2016, most of the senior management team spent three intense days at Washington Family Ranch for a strategic leadership session. The purpose of the planning session was:

*To create the time and space for county leaders and managers to re-envision how county government can serve the citizens of Wasco County. The Wasco County team is poised to work together in ways that were previously not possible, giving us the opportunity to truly rethink our vision, policies and practices in serving the broad spectrum of people who live here, and in the process reshape how they view Wasco County Government.*

The retreat had three key intentions: *Create a Compelling Vision*, *Develop a Clear Strategy*, and the most important in terms of culture, *Commit to Thrive*.

***Commit to Thrive*** - *Recognize that each person on the county team has unique skills to contribute to the success of our efforts. Create excitement for stepping fully into our roles and responsibilities, and build a culture where employees, vendors and constituents become partners in building a prosperous Wasco County.*

After much debate, discussion, questions, arguments, agreements, laughter, tears and yes – even hugs, the team came to consensus on the culture we'd like to consciously build at Wasco County. Many of our departments have already been doing pieces of the culture outlined on the following pages. This document is an acknowledgement of the positive efforts already happening, as well as a challenge to build culture mindfully. One that we believe will retain and attract the best and brightest talent from the county and beyond, energized by what's possible in serving the citizens today; a culture that will leave the legacy of a prosperous Wasco County tomorrow. What makes this discussion special is that this culture was born out of the ashes of controversy and disagreement.

## What's the story behind 100% Love?

Following a particularly negative interaction with another entity on a project, the County Clerk and the County Administrator were reviewing the meeting and how difficult it had been. For the Clerk it was the first project where it became apparent that some citizens don't like county government, no matter how we try to help. The Administrator jokingly said, "Welcome to county government. 50% of the people love you, and 50% of the people love to hate you." To which the Clerk replied "Yes, but that's still 100% LOVE!" Then the Executive Assistant to the Commissioners chimed in and said, "Truthfully, it's more like 20% love us, 20% love to hate us, and 60% are indifferent."

The 100% Love statement really began to grow and take shape over the next couple of weeks. It started out as a tongue-in-cheek remark, but upon further reflection it began to emerge as a concept with much deeper meaning. It grew into a way of thinking about all aspects of what we do. The questions started to be asked: what could 100% Love mean to me as an individual and as a team/department? What could it mean as a County, and to our citizens? This concept began to resonate with some of the management staff as we began to talk about it and look for examples of 100% Love. What came out of this thinking was a critical question: could the concept of 100% Love be the guide for how we serve ourselves and our citizens, recognizing that the goal is to move some of the people who "love to hate us" into the "indifferent" category, and move some of the "indifferent" citizens into "love to love us" category? And more importantly, use the 100% Love concept as our guiding principle for serving people, regardless of whether they love us or hate us?

The 100% Love concept immediately started showing up in actions in the courthouse. The Assessors office created the Christmas door decoration for the Administrative team, who were too swamped to decorate their own door (despite it being a favorite activity). The Clerk's office and Assessor's office traded spaces in the courthouse so that the 14-person Assessor's team could have more room. This effort involved multiple people – Facilities, IT, help from youth offenders doing community service, the Commissioners and other managers. It is amazing how often the 100% Love concept shows up when you look for it. In essence, the concept started to get legs and show up in all aspects of the work environment and our actions. From that point on an emerging culture began to show itself and has since permeated our organization. It is reflected in our actions, our approach to doing business and to our overall being. It is this culture, based on the 100% Love concept that is most important to the organization. This culture, should you choose to participate in it, is a guiding principle for everything at Wasco County. Through everyone's commitment, dedication, and unwavering focus we can create the momentum that will carry the County forward.

## What does 100% Love look like?

### As an individual

100% Love at the individual level defines our actions. It asks us to provide that extra effort to make sure those who we are dealing with walk away from the interaction feeling a little bit better or a bit more satisfied with the service they received. It means taking the extra step you wouldn't normally do to ensure a positive reaction. It is in alignment with our value of doing the right thing even when nobody is watching. We recognize the efforts of our co-workers and we tell their stories. We identify and share examples of 100% Love, and we tell the Story.

### As a team

100% Love means making sure that our teammates are successful. When they are struggling or overloaded we pitch in to help. When they don't understand, we are there to explain. If we are to be successful as an organization and as a team, then we must support each team's success through our own actions. We hire the right people, with the right traits and the right attitude to fit into this culture. We teach our culture as part of the welcoming/onboarding process when they start. We identify, share and celebrate examples. And we continue to tell the Story.

### As an organization

100% Love as an organization ensures that we support the success of every other department. If someone is shorthanded we make time to help out. We work to cross-train through participation in cross-functional teams. We work to ensure the success of organizational initiatives, we celebrate our successes and we unflinchingly examine our failures. We seek out partnerships in the community and we promote the County (both entity and geographic area) whenever possible. We identify and share examples of 100% Love and we tell the Story.

### 100% Love: The Big Picture

The County values all employees, employees value each other, and we all serve citizens to the best of our abilities whether our actions are fully appreciated or not.

- Actions in addition to words
- Recognize that employee contributions *make all the difference* in the County
- Honest presentation of information
- An attitude of "It's not just about the money"
- Show appreciation of staff and respect for citizens

***Building this culture is a journey. It takes time, perseverance and practice!***

### What are the characteristics of a 100% Love culture?

- Healthy
- Open
- Progressive vision – far thinking and ready to dream big
- Value diverse opinions
- Tremendous strengths
- Special
- Empowering
- Great team – best ever
- Open to risk
- Shared values
- Everyone has a voice and is respected
- Always growing – open to new ideas
- Excited – element of magic
- Enjoy and have fun
- Have each others backs

What additional characteristics do you believe our culture should embrace? This will be an ongoing conversation in our organization as we move forward on this journey.

### How do we build a culture based on 100% Love?

Building a culture requires a commitment from each person, each team, and the County as a whole to embody the values discussed in this document. It means bringing the words on paper to life in a visible and tangible way.

### Healing the trauma of the past

For the past six years, Wasco County has been through a fair share of trauma, including budget cuts, salary compensation changes, layoffs and litigation. Before we can move forward with a culture of 100% Love, there is some healing that needs to take place. And, even when the healing has happened, there will always be situations when “the love fails,” and a tool will be needed for all of us to work out our differences and seek reconciliation through mutual forgiveness.

When trauma happens, the typical responses – whether as an individual or an organization – are “fight, flight or freeze.” When this occurs, it keeps individuals or organizations from making decisions that allow them to move forward – it keeps them in an emotional state versus a cognitive state.

Part of moving out of the emotional state is to recognize where you are on the “Trauma Triangle” – a scenario where people have take on one of three roles that they might be unaware they have even adopted (the following descriptions/sections are from “Transcending The Victim-Rescuer-Persecutor Triangle,” *originally published in The Holman House Healing Centre Journal & a Greek Magazine*, © 1995-2009 Michael Bradford).



1. **The Victim** - Victims honestly believe they have no power and that nothing positive will ever happen for them. Their focus is on the past and negativity. They spend endless hours talking about their problems, their bad luck and how they have been hurt. They are depressed and wallow in self-pity. Their suffering is their identity. Things are never right and there is never enough. They feel helpless, hopeless, reacting rather than responding in a healthy way to the world. They always need something more before they are willing to take responsibility for their life, to take any action, to change or to heal - more love, more attention, more time or more information. They tend to be confused, living in constant fear of making a mistake or looking foolish. They always have an excuse for inaction. Apathy, depression and anger are typical symptoms. Even when something good starts to happen, they will tell you "I know it won't last" and, as they predicted, it soon ends in failure. After spending time with a victim you feel worn out, depleted and depressed from their negativity. You may feel as if your energy has been drained from you. Regardless of how much time, information, energy or support you provide Victims with, they seldom change. It is important to remember that people only change when they are ready to take full responsibility for all of their thoughts, words, actions and creations - till then, there is little positive momentum!
2. **The Rescuer** - Rescuers believe they have all the answers and know the right solutions for others. Although their own lives are often in shambles, they spend hours, days, weeks or even years attempting to change, control and to get love from others. Rescuers frequently wear a false cloak of power and superiority, always appearing to be confident and in control. Rescuers love to take care of and direct the lives of other people. Through controlling and changing others, Rescuers attempt to gain a sense of identity as well as to gain love, attention and respect. They pretend to know more than other people and frequently have an answer for everything, even though they have little, if any, actual knowledge or experience regarding the subject. A Rescuer, on the surface, looks like the "good guy/woman" and is often depicted in movies as the "hero" wearing a white hat and riding a white horse. Rescuers are personified and glorified as saviors or white knights saving others from distress and evil. Without someone, something or a cause to Rescue, these people are lost and jobless! They don't realize they need to rescue themselves!
3. **The Persecutor** - Persecutors blame others for their upsets. Here both Victims and Rescuers, become Persecutors, venting their frustration, anger and resentment at others, blaming others for their negative feelings. Rather than taking personal responsibility and walking away from the person who they accuse of irritating them, they stay locked into the destructive patterns, antagonizing and attacking the "source of their frustration." The Victim is angry with the Rescuer, claiming they push too hard, demand too much, bring up pain, pressure them to change, etc." The Rescuer is angry with the



Victim for not appreciating, not understanding or not changing fast enough, making comments such as "if only you had taken my advice, if only you would listen, change and do what I say ... etc." Persecutors punish others through destructive actions such as dominating, controlling, nagging, belittling, shaming, blaming and humiliating. A Persecutor needs to disengage, to focus on taking care of themselves and getting their own life in order!

**Getting Off The Triangle** - The first step is to ask, "What is my motivation for acting the way I do? Am I consciously acting out of choice and giving freely, or are my actions designed to change, control or get love from others? Do I give and do things freely, with love, or do I have expectations? The minute we expect things in return from people, we are being dysfunctional.

The key to getting off the triangle is to change from external referencing (the unhealthy and dangerous pattern of looking outside of ourselves for answers, solutions, love, our identity and happiness) and to start internal referencing. To accomplish this a person must stop looking outside and be willing to become still, quiet their mind and to go deep inside to get in touch with their authentic self, to receive their answers and solutions. Healthy relationships include honor, respect, sharing and communicating. To accomplish this a person must be willing to energetically stay present, to tell the truth as best they can, to be independent, and to take absolute and total responsibility for every aspect of their life, including their time, happiness and success.

-----

The management team recognizes that for people to "tell the truth as best they can," they need to feel safe. If that "safety net" does not yet exist for you to feel comfortable talking about the trauma you have experienced, it is our hope that you can one day have a conversation with your supervisor that includes these two questions:

*What happened? Who do you need to have understand what happened?*

As a team, one way to build a safe environment is to hold a "Community Meeting" at the start of each meeting. Each person goes around the room and answers these three questions:

*How are you feeling? What's your goal for this meeting? Who in this room can you ask for help?*

You might not need to start off each meeting with this approach, but if you notice that things are going "sideways" or getting off track due to an individual's non-verbal language, this is a good tool to take a step back and see how everyone is doing.

In specific instances where a trauma has occurred between two people, there are tools available to help with conflict resolution. Talk with your manager or a member of the management team to help you with these situations.

### **Actions that build culture**

- Transparent and open with each other
- Create rituals and symbols – for instance, making the heart symbol with your hands, wearing the 100% Love button, and coming up with new ways to symbolize 100% Love
- Celebrate and acknowledge each other and our successes
- Find one way every day to say “thank you”
- Develop and create a “tool box” for creating success
- Use personal reminders for self and department
- Be intentional
- Fair and honest communication, respectful and loving
- Have events and activities i.e. door decorating, bigger and broader than day to day

### **Living Out Core Values of Wasco County**

An organization’s culture is only as strong as the people who bring it to life. Having the right people, who believe in and live out the core values of the organization, is the first and most critical step.

#### **✓ Embody the 100% Love culture**

- Equity and fairness in all things
- Keep an open mind and be open to change
- Kindness and compassion for people who live in our community
- Love what you do and have fun doing it
- Build a strong team
- Excellence in service

#### **✓ Relationships are primary**

- Relationships come first, whether individuals or organizations
- Be a good neighbor
- Use honest and active communication
- Say what you mean, with 100% Love

#### **✓ Do the right thing, even when no one is watching**

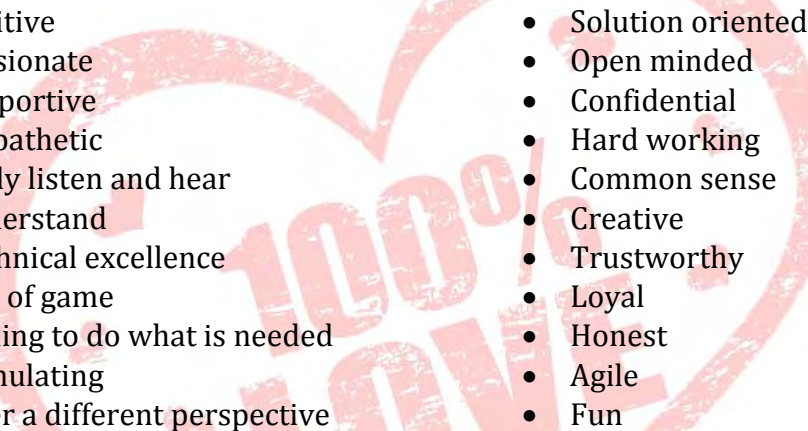
- Provide open access and transparency
- Accountable for actions and decisions
- Be impeccable stewards of our resources
- Strive to be the best performing rural county government

## Have the “right people on the bus”

In Jim Collins’ book, *Good to Great*, he states:

*“The executives who ignited the transformations from good to great did not first figure out where to drive the bus and then get people to take it there. No they **first** got the right people on the bus (and the wrong people off the bus) and **then** figured out where to drive it. They said, in essence, “Look, I don’t really know where we should take this bus. But I know this much: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we’ll figure out how to take it someplace great.”*

The County will look to employ and retain people who want to “be on the bus.” In the hiring process and during reviews, we’ll discuss the qualities of someone we believe will embody our 100% Love culture:

- 
- Positive
  - Passionate
  - Supportive
  - Empathetic
  - Truly listen and hear
  - Understand
  - Technical excellence
  - Top of game
  - Willing to do what is needed
  - Stimulating
  - Offer a different perspective
  - Solution oriented
  - Open minded
  - Confidential
  - Hard working
  - Common sense
  - Creative
  - Trustworthy
  - Loyal
  - Honest
  - Agile
  - Fun

With all people we employ, we will “open the door” to the new culture and support them to walk through it. This means making an investment to support employees through additional tools/skills, coaching, accountability, honest and kind communication, performance reviews, follow through, and building trust. For employees who decide our culture is not “the right bus” for them, we will help them transition to another organization that is a better fit for them.

## Have the “right people in the right seats”

A second key step of building culture is to make sure people are in the right seats on the bus – that they are a good fit with what is required and can excel at their job. It’s expected that our management team will:

- Know how many seats we have
- Know what the roles and responsibilities are for each seat (the function)
- Know what is required for performance
- Determine if each person in a particular role:
  - Understands their role
  - Wants to be in that role

- Has the capacity to fulfill the role
- Is willing to be accountable for the role

## How do we live out 100% Love on a daily basis?

As we integrate culture throughout the organization, here are just a few of the ideas management came up with:

- Include employees in cross discipline teams
- Host brown bag lunches where teams can learn about each other's duties and meet the people you work with
- Storytelling
- Share and engage, inquire and include
- Have staff tell the 100% Love story
- Create an onboarding/new employee introduction process, that could include ideas like a "buddy system" or "big brother/big sister" approach
- Heal differences with those who feel left out/left behind
- Build significant events and or opportunities that reinforce our culture
- Walk the walk, as we talk the talk

### TEAM ACTIVITY

As a group, have a discussion about what our current culture is, and what contributes to that culture. Write it down. *(Please collect responses for further discussion).*

What needs to happen within your department in order for your team to be able to embrace and move toward this new culture? *(Please collect responses for further discussion).*

Solicit ideas from your department about how Wasco County should go about building this new culture. *(Please collect responses for further discussion).*



## Appendix A: Culture-building Tools and Activities

The following activities and tools have been compiled to assist with building the 100% Love culture. If you or your team has activities and tools to include, please email your suggestions to the County Clerk ([lisag@co.wasco.or.us](mailto:lisag@co.wasco.or.us)).

### Tools for dealing with trauma

#### Talking through incidents between employees:

If an incident has happened between employees that is causing tension or conflict, have the employees use these questions to assist talking through it (can be direct, or mediated through a neutral party):

*What happened? Who do you need to have understand what happened?*

#### Community Meeting Tool

As a team, one way to build a safe environment is to hold a “Community Meeting” at the start of each meeting. Each person goes around the room and answers these three questions:

*How are you feeling? What’s your goal for this meeting? Who in this room can you ask for help?*

You might not need to start off each meeting with this approach, but if you notice that things are going “sideways” or getting off track due to an individual’s non-verbal language, this is a good tool to take a step back and see how everyone is doing.

### Tools for acknowledging 100% Love actions

#### “Wow, I Noticed...” Notepads

The Administrative office has printed up sticky pads that state “Wow! I noticed...” at the top. When you see someone doing an action that shows 100% Love, write it down on the sticky, sign your name to it, and give it to that co-worker to hold onto.

The County will eventually have a community board where these sticky notes can be posted for wider recognition.

#### Story To Tell

When an event/action gets noticed, send the story to the County Clerk so it can be added to this document (and eventually used in communications, like the web site).



### Team Activity Ideas

- Have a leg-wrestling fundraiser
- Have a fun contest wearing the sumo wrestler suits
- Do more cross-team coffee get-togethers
- Host a “speed dating” session where employees spend 5 minutes learning about the person across the table and then move on to the next employee
- Do a county-wide team event like Hood to Coast or a 5k
- Create a Wasco County 100% Love Cookbook as a fundraiser
- Have a department “After Hours/Happy Hour” event where one team is the host and other employees can come by to meet them and learn about what they do



## Appendix B: 100% Love Stories

Here are stories that illustrate how 100% Love shows up in our culture. If you have a story to share, email it to the County Clerk ([lisag@co.wasco.or.us](mailto:lisag@co.wasco.or.us)).

### The Original 100% Love Story

Following a particularly negative interaction with another entity on a project, the County Clerk and the County Administrator were reviewing the meeting and how difficult it had been. For the Clerk it was the first project where it became apparent that some citizens don't like county government, no matter how we try to help. The Administrator jokingly said, "Welcome to county government. 50% of the people love you, and 50% of the people love to hate you." To which the Clerk replied "Yes, but that's still 100% LOVE!" Then the Executive Assistant to the Commissioners chimed in and said, "Truthfully, it's more like 20% love us, 20% love to hate us, and 60% are indifferent."

The 100% Love statement really began to grow and take shape over the next couple of weeks. It started out as a tongue-in-cheek remark, but upon further reflection it began to emerge as a concept with much deeper meaning. It grew into a way of thinking about all aspects of what we do. The questions started to be asked: what could 100% Love mean to me as an individual and as a team/department? What could it mean as a County, and to our citizens? This concept began to resonate with some of the management staff as we began to talk about it and look for examples of 100% Love. What came out of this thinking was a critical question: could the concept of 100% Love be the guide for how we serve ourselves and our citizens, recognizing that the goal is to move some of the people who "love to hate us" into the "indifferent" category, and move some of the "indifferent" citizens into "love to love us" category? And more importantly, use the 100% Love concept as our guiding principle for serving people, regardless of whether they love us or hate us?

### The Christmas Door

During Christmas of 2015, the Administrative team was too swamped to decorate their own door (despite it being a favorite activity). When the Assessor's office heard that they weren't going to be able to decorate, they created a design and decorated the door like a giant penguin. The Administrative team was able to enjoy the love throughout the holiday season due to the thoughtfulness of the Assessor's team!

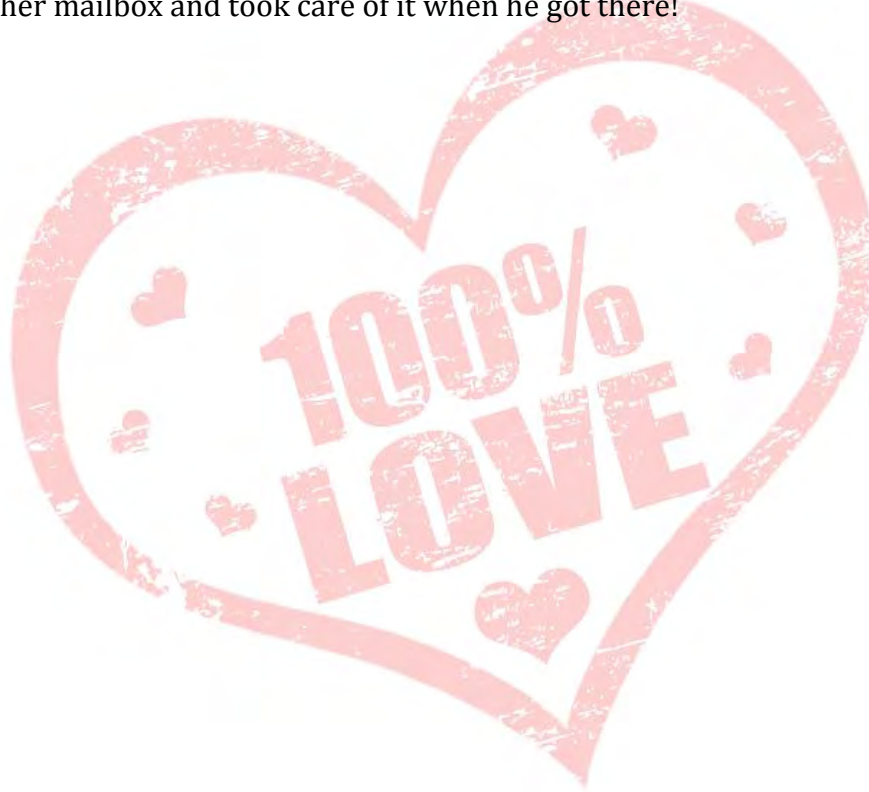
### Trading Spaces

In January of 2016, the Clerk's office and Assessor's office traded spaces in the courthouse so that the 14-person Assessor's team could have more room. This effort involved multiple people – Facilities, IT, help from youth offenders doing community service, the Commissioners and other managers. Spaces were painted, furniture was moved – an entire crew worked over the weekend to get the offices

moved and set up again on Monday so citizens could be served. On Monday morning, a “key exchange” ceremony was held to recognize the efforts of all involved and acknowledge the willingness of employees to embrace change.

### **The Deputy and the Mailbox**

A deputy from the Sheriff’s office was called out to a citizen’s house where the woman’s mailbox had been destroyed. The woman was quite distraught – her husband had died one month prior and she was experiencing emotional trauma. After calling in the right resources to help the woman, the deputy decided the next day to go check on her and see how she was doing. On his way out to visit, he stopped by the hardware store and bought supplies (with his own money) to replace her mailbox and took care of it when he got there!



# Wasco County Strategic Plan



*Pioneering pathways to prosperity*

# Summary



The Wasco County Strategic Plan provides a blueprint for how County Government will serve our citizens, working as a unified county service provider.



# Key results

- Developed a new and inspiring vision and mission
- Identified the core values that will guide everyday efforts
- Created the framework for a robust culture built on providing exceptional service
- Identified the key pathways to build a prosperous county
- Created a roll-out plan and detailed step-by-step process for implementing the new processes
- **Build a Wasco County team with renewed energy, excitement and focused alignment about what's possible for serving Wasco County in the years to come.**



# Section 1

Setting the stage to go from  
good to great

# Re-envisioning County Government

*Imagine a re-envisioned Wasco County Government.  
What is possible for our County and the people we serve,  
working as a unified county service provider?*

- ❑ Efficiency
- ❑ One county – not divided
- ❑ Trust
- ❑ Fun
- ❑ Collaboration
- ❑ Transparent
- ❑ Leaders
- ❑ Accountable
- ❑ Being Heard/Understood
- ❑ Innovative

# Perceptions, beliefs and assumptions

*A shoe factory sends two marketing scouts to a region of Africa to study the prospects for expanding business. One sends back a telegram saying,*

SITUATION HOPELESS STOP NO ONE WEARS SHOES

*The other writes back triumphantly,*

GLORIOUS BUSINESS OPPORTUNITY STOP  
THEY HAVE NO SHOES

# External stereotypes

*What does our team believe the stereotypes are (good or bad) that citizens have about Wasco County as a service provider?*

- ❑ Lots of \$\$\$, why don't we fix stuff
- ❑ No is our preferred answer/bare minimum, don't want to help
- ❑ Government can't manage \$\$ and are wasteful because we've never had to run a business
- ❑ County employees work less than private sector
- ❑ County is not user-friendly
- ❑ County has lots of in-fighting
- ❑ County is a barrier rather than helpful
- ❑ Lazy and incompetent
- ❑ Small truths get blown into a big lie (this happens with citizens)



# External stereotypes



*What one stereotype would we like to change about Wasco County Government in the next year?*

Shift the external perception from where it is today to  
**The county is here to fairly serve the citizens with honest presentation.**

# Internal stereotypes

*What does our team believe the internal stereotypes are (good or bad) that employees have about Wasco County as an organization?*

- ❑ Family feeling is gone
- ❑ Badly paid employees
- ❑ Silos – courthouse vs. other departments
- ❑ Long-time employees aren't valued
- ❑ If I make a mistake, I'll get punished, end up in the paper or get sued
- ❑ Harbor feelings about past negative experiences

# Internal stereotypes

*What internal stereotype would we like to change and move toward in the next year?*

## **Culture shift to 100% LOVE –**

Management values all employees which includes actions in addition to words; employee contributions make all the difference in the county; honest presentation; “It’s not just about the money” and appreciation beyond the money is shown.

*The 100% Love Culture Guide outlines our cultural goals in more detail*

# 100% Love Culture Guide



## 100% Love:

Building the culture of Wasco County to re-energize how we serve our citizens and each other

In January of 2016, most of the senior management team spent three intense days at Washington Family Ranch for a strategic leadership session. The purpose of the planning session was:

*To create the time and space for county leaders and managers to re-envision how county government can serve the citizens of Wasco County. The Wasco County team is poised to work together in ways that were previously not possible, giving us the opportunity to truly rethink our vision, policies and practices in serving the broad spectrum of people who live here, and in the process reshape how they view Wasco County Government.*

The retreat had three key intentions: *Create a Compelling Vision, Develop a Clear Strategy, and the most important in terms of culture, Commit to Thrive.*

*Commit to Thrive - Recognize that each person on the county team has unique skills to contribute to the success of our efforts. Create excitement for stepping fully into our roles and responsibilities, and build a culture where employees, vendors and constituents become partners in building a prosperous Wasco County.*

After much debate, discussion, questions, arguments, agreements, laughter, tears and yes – even hugs, the team came to consensus on the culture we'd like to consciously build at Wasco County. Many of our departments have already been doing pieces of the culture outlined on the following pages. This document is an acknowledgement of the positive efforts already happening, as well as a challenge to build culture mindfully. One that we believe will retain and attract the best and brightest talent from the county and beyond, energized by what's possible in serving the citizens today; a culture that will leave the legacy of a prosperous Wasco County tomorrow. What makes this discussion special is that this culture was born out of the ashes of controversy and disagreement.

REVISION DATE 3.29.2016

1

## 100% Love: The Big Picture

The County values all employees, employees value each other, and we all serve citizens to the best of our abilities whether our actions are fully appreciated or not.

- ❑ Actions in addition to words
- ❑ Recognize that employee contributions *make all the difference* in the County
- ❑ Honest presentation of information
- ❑ An attitude of “It’s not just about the money”
- ❑ Show appreciation of staff and respect for citizens

***Building this culture is a journey. It takes time, perseverance and practice!***

# 100% Love Culture Guide

## As an individual

- We provide the extra effort to make sure people walk away from the interaction feeling a little bit better or a bit more satisfied with the service they received. We take the extra step to ensure a positive reaction.

## As a team

- We make sure our teammates are successful. Pitch in to help when struggling or overwhelmed, explain when they don't understand. Hire the right people, with the right traits and right attitude to fit into the culture.

## As an organization

- We support the success of every other department. We make time to help out. We work to cross-train and have cross-functional teams. We seek out partnerships in the community.



## Section 2

“Begin with the end in mind” —  
Creating the vision

# “Giving an A”

## What does a healthy Wasco County look like?

- Room to wander and explore, mentally and physically
- Creativity and innovation associated with our pioneer spirit
- Resiliency
- Family wage jobs
- Recreation
- Diversity
- Safe
- Connection between older and younger generations – wisdom of elders and the energy of youth
- Sense of community (volunteers)
- Collaboration with The Dalles and other organizations
- Potential for prosperity
- Thriving farms and healthy natural resources
- Citizen involvement

# “Giving an A”

## What does a healthy Wasco County team look like?

- Love meeting and working together “Friends”
- Communicate effectively. Communication before action.
- Safe with each other = TRUST
- Believe and live what we’re saying. Walk the talk, genuine.
- Supportive
- Sense of humor with each other, especially in times of stress
- Educated and informed, competent
- Support each other’s success
- Be the premier County management team in the State of Oregon
- Make time for each other
- We know the businesses
- We are comfortable in our own skin with what we’ve launched – unapologetic
- We have the tools to address the questions
- Honesty, truth is heard
- Asking “why”
- Group learning “exercise” each year
- We are the conduit, leading from the “middle”
- We manage the work



# Section 3

Develop a clear strategy

# SWOTT



Identified key strengths, weaknesses, opportunities, threats and trends

*“Energy and excitement about what we can do for citizens”*

*“Public perception still needs work”*

*“New funding sources through grants, etc.”*

*“No living wage employer in town that doesn’t get its income from this community”*

*“Infrastructure demands are increasing due to aging”*



# Vision, mission, core values



**What is unique about Wasco County – its history, its citizens, and what they need – that feeds our vision of service?**

# Vision statement



## *Pioneering pathways to prosperity*

*Pioneering:* To invent new things, go into unexplored territory. We will look to find innovative ways to open doors and create opportunities for Wasco County to prosper.

*Pathways:* We are a County of pathways, from past to present. These pathways not only serve as avenues to market, recreation, and agriculture, they are the intangible pathways that allow us to move forward toward an opportunity. We will help citizens find the right path.

*Prosperity:* Travelers on the Oregon Trail headed West in search of prosperity for their families, we follow a similar trail in search of prosperity for Wasco County. We balance where we came from with where we are going.

# Mission statement



***Partner with our citizens to proactively meet their needs and create opportunities.***

We will work with citizens, in an active versus reactive way, to create opportunities that “pioneer pathways to prosperity.”

# Core Values

## **Embody the 100% Love culture**

- Equity and fairness in all things
- Keep an open mind and be open to change
- Kindness and compassion for people who live in our community
- Love what you do and have fun doing it
- Build a strong team
- Excellence in service

## **Relationships are primary**

- Relationships come first, whether individuals or organizations
- Be a good neighbor
- Use honest and active communication
- Say what you mean, with 100% Love

## **Do the right thing, even when no one is watching**

- Provide open access and transparency
- Accountable for actions and decisions
- Be impeccable stewards of our resources
- Strive to be the best performing rural county government

# Pathways: actions and outcomes

---

- ❑ Technology
- ❑ Customer Service
- ❑ Infrastructure and Resources
- ❑ Communication
- ❑ Financial Health
- ❑ Safety
- ❑ Organizational Development



# Pathway example: Technology

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

## Directional Statements:

- The county will work on implementing the use of technology to provide integrated services.
- Through technology, make Wasco County government more transparent.
- Initiate ways of using technology to allow the public to better communicate with the County.
- Promote the services available through Wasco County.

## Key Organizational Actions and Intended Outcomes

Action	Baseline	Intended Outcome	Target for Completion	Related Pathways
Have public records associated with a specific piece of property available through the County GIS map	Web map	Connect existing systems to web map	3 year	2, 4, 7
Website redesign and enhanced information available	Current site	Updated content, enhanced information	1 year	2, 4



Questions?