

**Board of Commissioners**

Office: (541) 766-6800

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4500 SW Research Way

Corvallis, OR 97333

co.benton.or.us

AGENDA**BENTON COUNTY BOARD OF COMMISSIONERS MEETING****Goal-Setting Work Session****Monday, November 13, 2023 9:00 AM**

How to Participate in the Board of Commissioners Meeting		
In-Person	Video	Phone Audio
Kalapuya Building	Click for Zoom link	Dial: +1 253 215 8782
4500 SW Research Way	Zoom Meeting ID: 925 5397 8493	
Corvallis, OR	Zoom Passcode: 770968	

1. Opening

- 1.1 Call to Order
- 1.2 Introductions
- 1.3 Announcements

2. Review and Approve Agenda**3. Discussion Topics**

- 3.1 45 minutes – Justice System Improvement Program (JSIP) Community Forum Debrief – *Brenda Downum, Rachel McEneny; Board of Commissioners; Rick Crager, Financial Services*
- 3.2 10 minutes – Website Update – *Adam Loerts, John Larsen, Ryan Kidder; Information Technology*
- 3.3 20 minutes – Approve/Discuss Final Adoption of HOPE Bylaws – *April Holland, Rebecca Taylor; Health Services*
- 3.4 25 minutes – Report on 2040 Department Goals for FY 2021-2023 – *Sean McGuire, Sustainability Coordinator*

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. The Board is not required to provide advance notice of an executive session. However, every effort will be made to give notice of an executive session. If an executive session is the only item on the agenda for the Board meeting, notice shall be given as for all public meetings (ORS 192.640(2)) and the notice shall state the specific reason for the executive session as required by ORS 192.660.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the Board of Commissioners Office, (541) 766-6800.

4. Other

ORS 192.640(1)" . . . notice shall include a list of the principal subjects anticipated to be considered at the meeting, but this requirement shall not limit the ability of a governing body to consider additional subjects."

5. Executive Session

ORS 192.660[2][e] – Negotiations for Property Transactions

The Board of Commissioners may call an executive session when necessary pursuant to ORS 192.660. When the executive session is part of a regular, special, or emergency meeting, and the need for the executive session is known in advance, the Board need not provide advance notice, but will strive to do so. If the need is not known in advance, the Board shall announce when it goes into and when it comes out of executive session. If an executive session only will be held, notice shall be given as for all public meetings (ORS 192.640 (2)). The proper cite under ORS 192.660 shall always be given.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the Board of Commissioners office 541-766-6800.

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 11/13/23

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Board of Commissioners

Contact Name * Rick Crager

Phone Extension * 6246

Meeting Attendee Name * Rachel Mceneny, Brenda Downum and Rick Crager

Agenda Item Details

Item Title * Justice System Improvement Program Community Forum Debriefs

Item Involves * Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 45 minutes

Board/Committee Involvement * Yes
 No

Selected Volunteers for Community Forums

**Name of
Board/Committee**

Advertisement*

Yes

No

Issues and Fiscal Impact

Item Issues and Description

**Identified Salient
Issues ***

Under the direction of the Board of Commissioners, staff was tasked with conducting a study aimed at gathering qualitative insights about Benton County voters' attitudes, beliefs, and perceptions related to Measure 2-140.

To accomplish this work, the County entered into a contract with Downum Consulting to gather information through two qualitative methods:

- An accessible online survey tool was provided to Benton County residents to share their opinions on a set of questions related to measure 2-140.
- Focus groups and one-on-one interviews were conducted. Sessions were facilitated in a collaborative and respectful environment, where a diverse group of individuals would feel comfortable expressing their opinions in a discussion about measure 2-140.

This project is an important first step of a longer process following the outcome of the vote on measure 2-140. While this analysis is not intended to draw conclusions about what should be on a ballot in the future, it is essential to help Benton County leaders understand voter concerns before proceeding with future planning for new facilities.

The full report is provided as an attachment, but a summary of key findings are as follows:

1. A new jail is needed: Many responses included statements indicating an understanding of the need for a new jail. However, the high cost, increased facility size, and associated operational costs concern voters. Addressing the concerns about law enforcement as experienced by non-white community members and sharing the data about who is incarcerated in Benton County is also important to voters.
2. Show the cost/benefit analysis: Clarity of the problem, solution, and how it will be financially achieved was a theme throughout the analysis. Comments showed that the lack of detailed costs and benefits hindered support of measure 2-140. "It's a math problem; you need to show your work." For survey respondents who voted no, 75.5% indicated the cost to taxpayers was a concern, and 63.9% said a lack of details about the cost was a concern.
3. Benton County residents want to be informed and involved: Participants appreciated the opportunity to be heard in the post-election process, with several "thank you for doing this" comments at the end of the meetings and comments in the survey. Focus group participants were keenly interested in seeing the final analysis of this work and knowing their input would be thoughtfully considered by Benton County Commissioners.
4. The site decision was a factor for some, but not for the same reasons: Eminent domain and "using the land you already own" were crucial issues. Some people objected to acquiring the land without voter approval and before the outcome of the bond measure was known. Downtown vitality is important to many residents of Corvallis.
5. The bond measure was too complex and kept changing: Comments indicate the process that led to the determination of the bond package lacked transparency and confused voters. The case was not made for the problem to be solved, how it would be fixed, or the total cost burden for the county—and county taxpayers. Some felt it was intentionally complex and confusing, while some believed there was a lack of solid planning and managerial competency.
6. The case for the new facilities was not made to voters: Information about the bond measure and the "why" was not compelling to voters. It was perceived that county leaders decided they (and consultants) knew what was best, and the community's voice and values were not part of the decision-making process. Focus group and survey participants disagreed with the idea that a lack of voter understanding of the measure was the reason it did not pass.
7. Communications were ineffective and/or misleading: Government-speak, the perceived added "carrot" of homelessness and mental health facilities, and lack of clear details caused many to wonder if they could trust the information provided by the county. Focus groups noted declining local news coverage and the influence of unmoderated social media comments and voiced a concern that the public is not sure where to find accurate and useful information anymore.
8. Property taxes continue to add up: Several participants acknowledged the need for taxes for the public good but were concerned that property taxes in Benton County are becoming unaffordable. While there were some "stop raising my taxes" comments, a prevailing theme was a request for the county to demonstrate an awareness that increased property taxes are a burden for many in the community and that any future request for bond funding should be as cost-effective and pragmatic as possible.

Fiscal Impact*

- Yes
- No

2040 Thriving Communities Initiative

Mandated Service?* Yes No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

- Core Values*** Select all that apply.
- Vibrant, Livable Communities
 - Supportive People Resources
 - High Quality Environment and Access
 - Diverse Economy that Fits
 - Community Resilience
 - Equity for Everyone
 - Health in All Actions
 - N/A

Explain Core Values Selections* An improved justice system promotes all the core values of Benton County.

- Focus Areas and Vision*** Select all that apply.
- Community Safety
 - Emergency Preparedness
 - Outdoor Recreation
 - Prosperous Economy
 - Environment and Natural Resources
 - Mobility and Transportation
 - Housing and Growth
 - Arts, Entertainment, Culture, and History
 - Food and Agriculture
 - Lifelong Learning and Education
 - N/A

Explain Focus Areas and Vision Selection* The finding of this report will enable County Leadership to better focus its future efforts on communicating and addressing the critical need for an improved justice system which will both efficiently and effectively provide public safety services to the community.

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations * Staff recommend the Board of Commissioners acknowledge the receipt of this report and determine how it will utilize what was heard to make improvement on future efforts to improve the county's justice system.

Meeting Motions * I move to ...
acknowledge and accept the report as presented.

Staff Recommendation

Staff recommend the Board of Commissioners acknowledge the receipt of this report and determine how it will utilize what was heard to make improvement on future efforts to improve the county's justice system.

Meeting Motion

I move to acknowledge and accept the report as presented.

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Comments (optional)

Final Report will be provided by November 8th after Board of Commissioners, Sherriff, and District Attorney have reviewed and provided any additional questions or comments.

If you have any questions, please call ext.6800

Department Approver

RACHEL MCENENY

1.

Department Approval

Comments

Signature

Rachel L McEneny

2.

Counsel Approval

Comments

Signature

Vance H. Cheney

3.

County Administrator Approval

Comments

Signature

Rachel L McEneny

4.

BOC Final Approval

Comments

Signature

Amarda Makepeace



Beyond Measure 2-140 Voter Sentiment Analysis

 **DOWNUM** CONSULTING
Strategic Communications

Benton County Board of Commissioners
Goal Setting Work Session
November 13, 2023

Purpose & Objectives

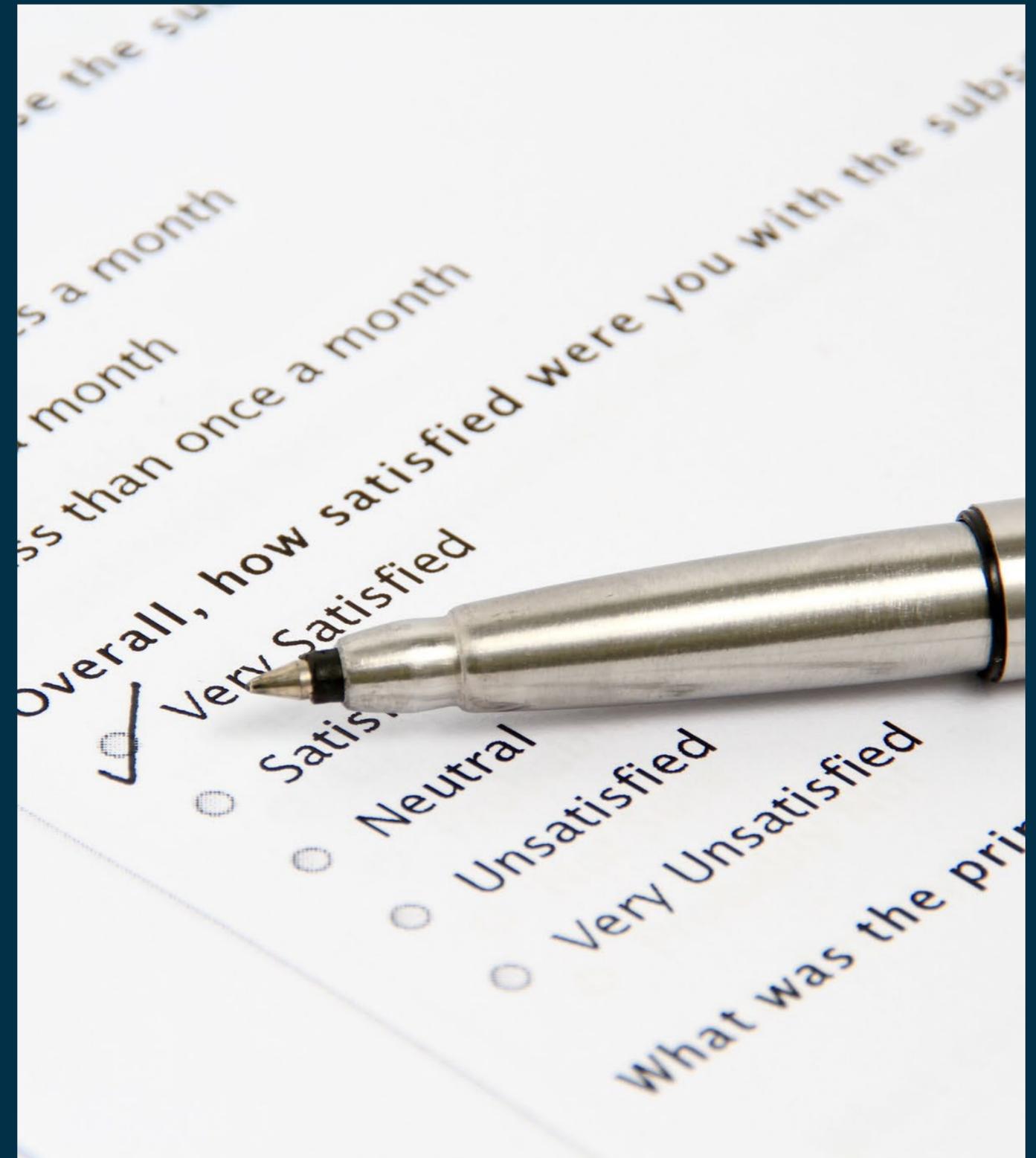
To gather qualitative insights about Benton County voters' attitudes, beliefs, and perceptions related to Measure 2-140.

Information for this study was gathered through an accessible online survey and through seven focus groups and four one-on-one interviews.



Data analysis and interpretation

- The analysis followed a hybrid coding method, including using the participants' own words and a single word representing a general idea.
- The data provides sentiments that are repeated in both the open -ended responses of the survey and in focus group and interview discussions.
- The study offers insights into sentiments of the participants but is not representative of the entire population of Benton County voters.



Emerging Themes

Bond Measure Planning Process

- Confusing, Disingenuous, Misleading
- Election Process
- Eminent Domain
- Housing, Homelessness, Mental Health, & Social Services
- Leadership Roles & Messaging
- Perception of Needs vs. Priorities
- Previous Bond Measure
- Trust, Transparency, and Inclusion

Bond Measure Package

- Bond Communications
- Bond Complexity
- Competency
- Consultants
- Total Costs: Facility Construction and Taxes
- Total Costs: Operations & Services
- Site: Location



Focus Groups

34 individuals participated in a Focus Group or one-on-one interview.

The questions followed the same script and included an icebreaker question about the meaning of "government", followed by questions about the process leading to measure 2-140 and the facilities included in the measure.

Participants were predominantly residents of Corvallis and rural Corvallis with representation from North Albany and Philomath.



Survey

The community survey consisted of 11 multiple choice questions and 1 open-ended question.

The questions asked about the respondent's vote on measure 2-140, what informed their decision, and how they felt about the information provided about the measure and concerns about the measure.

The respondents consisted of 479 registered Benton County voters. While responses largely represent the perspective of Corvallis residents, the views of those living in Alsea, City of Adair Village, Blodgett, Monroe, Philomath, North Albany, and unincorporated, rural households are also included in this study.

Key Findings Discussion

Strengthening the public's trust involves demonstrated responsiveness, reliability, openness, and integrity. Effective communications and public engagement efforts are the foundation of this work.

- Participants in the survey and focus groups used words such as “misleading,” “deceptive,” and “disingenuous” when responding to questions about measure 2-140.
- Nearly 40% of all survey respondents indicated they were not satisfied with the information provided by Benton County about measure 2-140. Of those voting no, 56% “strongly or somewhat strongly disagreed” that credible and trustworthy sources of information supported the measure.
- Nearly 77% of all survey respondents indicated “cost to taxpayers” as a concern or unanswered question about measure 2-140. Many voiced concerns about the continued growth of government expenditures without explanation or transparency about the cost/benefit to taxpayers.

Key Findings Discussion

Ideas to build on

- Many respondents indicated an understanding of the need for a new jail.
- This group of voters want to be genuinely involved and want to see their input incorporated.
- Local media and community partners play an important role in listening authentically to community concerns and sharing information with the general public.
- Evaluate and show data for decision-making and for increased transparency and trust.
- Demonstrate and share efficient and effective progress on county initiatives and investments.
- Continue to articulate the community safety problems caused by the current jail and provide a focused and pragmatic proposal for a solution.



Internal Factors

Garnering support from voters will require

- Unified support of leadership and staff
- A simple, consistent, and accurate message
- Organizational management plan with clear roles, responsibilities, and decision-making authority
- Experience in successful bond programs either with internal staffing or qualified contracted staff
- Willingness to be flexible on the scope and timing of the project depending on community feedback and external factors

External Factors

In addition to internal factors, the following external factors are also required

- Meaningful public participation through all phases of planning
- Support from other partners and agencies
- Favorable economic conditions and optimism
- Positive public opinion about government
- Favorable initial community polling



Questions/Discussion

Benton County, Oregon

Bond Measure 2-140 Voter Sentiment Analysis



Downum Consulting
2110 NW Hayes Avenue
Corvallis, OR 97330

October 31, 2023

Benton County Board of Commissioners
4500 SW Research Way
Corvallis, OR 97333

RE: Bond Measure 2-140 Voter Sentiment Analysis

Dear Commissioners,

Thank you for the opportunity to provide communication services related to the county's Justice System Improvement Program following the defeat of Measure 2-140. This report summarizes my activities and analysis of focus group and survey responses that took place from August through September 2023.

With my 30+ years of living and working in Benton County, it was gratifying to spend time with this diverse mix of individuals. They offered thoughtful comments and were respectful of divergent views and beliefs expressed by others. Participants valued the opportunity for their voices to be heard. While some were skeptical of the county's motivations for the focus groups, the majority were grateful to be asked to share their views.

It is my hope that you will thoroughly read the report and find it to be an illuminating view into voter sentiments about the bond measure.

Sincerely,

A handwritten signature in blue ink that reads "Brenda Downum".

Brenda Downum
Downum Consulting



Bond Measure 2-140 Voter Sentiment Analysis

Purpose and Objectives

This study aims to gather qualitative insights about Benton County voters' attitudes, beliefs, and perceptions related to Measure 2-140.

Information for this study was gathered through two qualitative methods:

- An accessible online survey tool was provided to Benton County residents to share their opinions on a set of questions related to measure 2-140.
- Focus groups and one-on-one interviews were conducted. Sessions were facilitated in a collaborative and respectful environment, where a diverse group of individuals would feel comfortable expressing their opinions in a discussion about measure 2-140.

This project is an important first step of a longer process following the outcome of the vote on measure 2-140. While this analysis is not intended to draw conclusions about what should be on a ballot in the future, it is essential to help Benton County leaders understand voter concerns before proceeding with future planning for new facilities.

Background

The need to construct a new Benton County jail has been put before voters four times. Benton County put bond measures for a new jail on ballots in 2000, 2001, and 2015. In 2023, the bond measure included a new jail and additional public safety and social services facilities.

- The more recent November 2015 bond measure proposed to issue up to \$25 million of bonds “to build and equip a new correctional facility and work release facility that would expand capacity and increase staff safety.” The explanatory statement for that measure can be found on [page 4 of the 2015 Voters Pamphlet](#). That effort resulted in 52.5% no votes and 47.5% yes votes.
- Following the 2015 outcome, the Board of Commissioners requested a comprehensive study of the justice system to create a justice system master plan that would be a data-based, best-practice vision to share with the community. The study was completed and presented to the public in 2019. The study identified the need for enhanced justice system programs as well as county facility needs, including a new jail, courthouse, Sheriff's office, District Attorney's office, emergency operations center, and crisis resource center.

- Several external factors, while out of the county’s control, were in the background as bond planning took place in 2022. These factors resulted in decreased confidence in government institutions for many. The COVID-19 shutdown and pandemic began in March 2020. The May 2020 murder of George Floyd started conversations and confrontations globally and locally about racial justice and the need for systemic change in law enforcement. In addition, the pandemic's economic impacts have had ripple effects on all parts of the economy. Households, especially those with low, middle, and fixed incomes, felt the results at the grocery store and at the gas pump. Concerns about inflation or recession loomed in the minds of many. In the city of Corvallis, city service fees increased by nearly \$20 per month in 2022. The typical resident's monthly service fee rose to approximately \$125 per month. This was in addition to the 509J bond approved by voters in 2018, at a cost of ~\$100/month for a median tax-assessed property.
- Measure 2-140 was placed on the May 16, 2023, ballot and proposed issuing \$110 million of “bonds for community safety, mental health, and homelessness services facilities improvements.” The explanatory statement can be found on [page 18 of the 2023 Voters Pamphlet](#). The outcome was 56.8% no votes and 43.2% yes votes.

Emerging Themes from Data Analysis

The table below shows the categories that emerged in the analysis of focus group and survey participant comments. The data analysis methodology is described on page 29 of this report.

Comments about the Bond Measure Planning Process
Confusing, Disingenuous, Misleading
Election Process
Eminent Domain
Housing, Homelessness, Mental Health, & Social Services
Leadership Roles & Messaging (<i>intent pre-determined</i>)
Perception of Needs vs. Priorities
Previous Bond Measures
Trust, Transparency, and Inclusion (<i>opportunity for genuine input, sense of inclusion, representation</i>)
Comments about the Bond Measure Package
Bond Communications
Bond Complexity (<i>what is included & what is not</i>)
Competency (<i>inefficient</i>)
Consultants
Total Costs: Facility Size & Taxes
Total Costs: Operations & Services
Site: Location

Executive Summary

The theme of trust emerged from comments in the both the online survey and the focus groups. While several external forces likely contributed to these sentiments, Benton County leaders must focus their near-term efforts on rebuilding trust with voters. While trust in local government is greater than in state or federal government, it has declined slightly since 2019,¹ and the results of this study indicate the need to prioritize public participation, transparency, and effective communications.

The reality of trust is the perception of community members; it is a combination of having a sense that the government is acting in the community's best interest and that it has the ability and competence to carry out the work. Participants in the survey and focus groups frequently used words such as “misleading,” “deceptive,” “disingenuous,” and “dishonest.” They questioned county leaders' ability and experience to implement effective and efficient plans.

Survey respondent – rural Benton County

At best, Benton County voters were skeptical that the measure 2-140 plan was built within a culture of competence and strategic focus. It looked like a “mish-mash of ideas” that did not have enough explanation of how taxpayer dollars would be used effectively. For some, the ballot measure seemed intentionally misleading.

“The county has not proved that they can and will use funds in the way directed to better our current situation... need some concrete info on... this money will go here and this much will go here etc., with a timeline that will actually be followed.”

Nearly 40% of all survey respondents indicated they were not satisfied with the information provided by Benton County about measure 2-140, with nearly the same number indicating the measure was not supported by credible and trustworthy sources of information. Of those voting no, 56% “strongly or somewhat strongly disagreed” that the measure was supported by credible and trustworthy sources of information. An analysis of focus group discussion comments revealed a similar sentiment.

Key Findings

While there are some positive learnings from this effort, most findings highlight the need for the county to provide opportunities for genuine community participation as well as a high level of transparency about the planning and decision-making process.

- 1. A new jail is needed:** Many responses included statements indicating an understanding of the need for a new jail. However, the high cost, increased facility size, and associated operational costs concern voters. Addressing the concerns about law enforcement as experienced by non-white community members and sharing the data about who is incarcerated in Benton County is also important to voters.

¹ PEW Research Center, “American’s Views of Government: Decades of distrust, enduring support for its role”. Original publication June 6, 2022. <https://www.pewresearch.org/politics/2022/06/06/levels-of-government-federal-state-local/> (accessed October 4, 2023).

2. **Show the cost/benefit analysis:** Clarity of the problem, solution, and how it will be financially achieved was a theme throughout the analysis. Comments showed that the lack of detailed costs and benefits hindered support of measure 2-140. “It’s a math problem; you need to show your work.” For survey respondents who voted no, 75.5% indicated the cost to taxpayers was a concern, and 63.9% said a lack of details about the cost was a concern.
3. **Benton County residents want to be informed and involved:** Participants appreciated the opportunity to be heard in the post-election process, with several “thank you for doing this” comments at the end of the meetings and comments in the survey. Focus group participants were keenly interested in seeing the final analysis of this work and knowing their input would be thoughtfully considered by Benton County Commissioners.
4. **The site decision was a factor for some, but not for the same reasons:** Eminent domain and “using the land you already own” were crucial issues. Some people objected to acquiring the land without voter approval and before the outcome of the bond measure was known. Downtown vitality is important to many residents of Corvallis.
5. **The bond measure was too complex and kept changing:** Comments indicate the process that led to the determination of the bond package lacked transparency and confused voters. The case was not made for the problem to be solved, how it would be fixed, or the total cost burden for the county—and county taxpayers. Some felt it was intentionally complex and confusing, while some believed there was a lack of solid planning and managerial competency.
6. **The case for the new facilities was not made to voters:** Information about the bond measure and the “why” was not compelling to voters. It was perceived that county leaders decided they (and consultants) knew what was best, and the community’s voice and values were not part of the decision-making process. Focus group and survey participants disagreed with the idea that a lack of voter understanding of the measure was the reason it did not pass.
7. **Communications were ineffective and/or misleading:** Government-speak, the perceived added “carrot” of homelessness and mental health facilities, and lack of clear details caused many to wonder if they could trust the information provided by the county. Focus groups noted declining local news coverage and the influence of unmoderated social media comments and voiced a concern that the public is not sure where to find accurate and useful information anymore.
8. **Property taxes continue to add up:** Several participants acknowledged the need for taxes for the public good but were concerned that property taxes in Benton County are becoming unaffordable. While there were some “stop raising my taxes” comments, a prevailing theme was a request for the county to demonstrate an awareness that increased property taxes are a burden for many in the community and that any future request for bond funding should be as cost-effective and pragmatic as possible.

Focus Groups & Interviews Results

Design and Methodology

Forty-four individuals were identified and sent an email inviting their participation. These efforts aimed to hear from people with diverse demographics and perspectives but did not randomly recruit a statistically representative sample due to time and resource limitations. Those invited to participate in focus groups included individuals who were previously engaged, vocal, or critical of the county's justice system planning efforts. In addition, in coordination with City of Corvallis Councilors Tracy Yee and Paul Shaffer, focus groups comprising residents of Corvallis Wards 7 and 8 were also formed.

The Focus Groups were facilitated by Brenda Downum from Downum Consulting. Attendee names are not part of this report, and names were not assigned to comments in the notes. Demographics were requested but not assigned to comments.

For the focus groups, the facilitator utilized a discussion guide that served as the roadmap for the discussions and allowed flexibility to explore topics that arose. Notetaking was completed by four different recorders who served as an essential and unbiased part of the team.

- Meeting notes included the original question, follow-up questions, and individual responses to the questions. Notes included participant's actual words but did not attribute responses to individuals.
- At the conclusion of each discussion topic, the key themes of the discussion were discussed and highlighted on a whiteboard or easel paper for all participants to see to ensure note-taking accurately reflected the discussion.

Four one-on-one interviews were conducted with individuals who could not participate in a focus group but wished to share their perspectives. One-on-one interviews followed the focus group discussion guide, and the interviewer, Brenda Downum, compiled notes.

Focus Group and Interview Responses and Analysis

Focus group discussions and interviews began with an overview of the focus group format, a review of what was included in measure 2-140, and an opportunity to ask questions. The first question invited participants to share their first names and how long they had resided in Benton County. Participant responses ranged from 2 to 80 years in the county. Analysis of the remaining questions and subsequent follow-up discussion are provided in the following pages.²

² All Focus Group meeting notes are included in the Appendix of this report.

Q2. What comes to mind when you hear the word government?

This question was intended to gauge baseline thoughts about county government. Responses included bureaucracy, services, safety, leadership, and trust concepts.

- There was a clear distinction between federal, state, and local government. “People who are local have a much more vested interest in the community and decisions that affect it.” However, there is concern about the county government being out of touch. “As our community gets a larger population base, we don’t seem to be having as much direct effect on the commissioners; there’s more layers between them and the public.”
- Services, safety, and representation were some of the top themes in this discussion. “Someone who’s complaining has a pain point. Whatever the root causes, there should be outreach to mitigate that. I just don’t see that breadth of acknowledgment. The county deals with a lot of diverse things; whether it’s the fault of staff or the Board of Commissioners, they get into tunnel vision.”
- Communications and transparency have declined, and people are not sure where to go for information. “I also think that since local newspapers are withering away, our area has very sparse local news. The effect of that has been that county and city do not listen to people the way they have in the past.”

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

There was a wide range of responses ranging from knowing nothing about the process, being an engaged participant in the process, and wondering if input was sought from the general population or if the county simply came to the public for show-and-tell evenings.

Probing questions included “**How did you hear about the process?**” and “**What would you have liked to have been done differently?**”

- Issues of trust dominated responses, including comments about the site selection and eminent domain, lack of clarity and transparency about the cost and benefits, and the “misleading” way mental health and homelessness were added to the bond measure.
- “I was totally convinced we needed a new jail; I just didn’t agree with the package they came up with. It was not cheap, and there wasn’t going to be a cap to the value of my house going up, and the additional taxes would keep going up.”
- The use of consultants was mentioned by many as a costly endeavor that influenced the process more than listening to what the community would support. “The county went big on analyzing, bringing some huge urban thing to a rural place and asking “how to do this” and looking purely at data, out of touch with what is actually here.”

Q4. Thinking about the elements of the bond, what are your thoughts about the measure?

A prevailing sentiment was that the ballot measure title was misleading, and the explanation in the voter's pamphlet did not answer the questions about total costs and how taxpayer dollars would be spent.

- “For me, what was disingenuous, the messaging was around ‘Here’s this bill that’s around homelessness, etc.,’ but you’re not really even talking about it. Even the name of the bond bothered me.”
- Most groups had at least one person in favor of a new county jail but at a lower cost. “We need a Toyota, not a Mercedes.”
- The lack of transparent information about the operational costs of the proposed facilities was a concern for many, and the funding priorities were out of step with community values. “This was the wrong way to provide a solution for the problem that we really see. The new Crisis Center downtown will have five beds versus 120 beds for the new jail. We need to put priority on treatment. There has to be a strong diversion program. Sometimes, a person needs to be incarcerated, I recognize the need. When they get out and they can’t get help, it’s a cycle that can’t be broken.”

Q5. “Of all the things we have discussed, what is the most important to you?”

The cost, complexity, county leadership, and communications about the bond measure were of greatest concern. Participants would like to see a scaled-down, easily understood bond measure that clearly demonstrates the need and the cost/benefit. “It was bothering me that I could not support it. Scale down a future bond; if we need it, we'll support it.”

- “Nobody understood what they were voting for. There were a lot of words, but no bullet points as to why this was a good idea. There was just too much. The messaging felt to me like someone who talks a lot and uses a lot of words, but you can’t find the conclusion or the point of it.”
- “The commissioners need to rebuild our trust. There’s no leadership as a group. There’s a little too much fear going on. They just need to move forward.”
- I’m glad you guys are doing this (focus groups); I hope they take it seriously because they really blew it. It’s the worst example of advocacy that I’ve seen in years. It was just horrible. If I had to rate it, I’d give it a 2.

Q6. Is there anything we didn't discuss related to the bond measure that you'd like to make sure we include?

Most participants were satisfied with the discussion and had no additional comments, but some thoughtful final words were shared.

- “We need to get to the root, and as we get to the root, we have things we have to do right now.”
- “Don’t be disappointed by the strong feelings. Regardless of issues, focus on the majority. You need 50.1 %. This bond tried to please too many people.”
- “Make a case for how a new jail makes this a livable community.”
- “Did the county set up these focus groups to get this to pass next time or to really learn what people think?”
- “One party rule is difficult; it might be helpful to notch down the ideology.”
- “Show competence. Say honest things and do it.”

Focus Group and Interviews Demographics

Total Participants: 34

Age:

- 35-54: 12
- 55-74: 17
- 75+: 5

Gender:

- Male 21
- Female 12
- Did not answer 1

Race:

- White 26
- Multi racial 3
- Did not answer 5

Zip Code:

(representation included Corvallis, rural Corvallis, North Albany, and Philomath)

- 97330 25
- 97321 3
- 97370 1
- Did not answer 5

All 414 responses were analyzed from focus group notes. The following contains a sample of responses that have been sorted by data analysis categories listed on page 2 of this report.

Sample of Focus Group Comments about the Bond Measure Planning Process

Confusing, Disingenuous, Misleading

The addition of “other” facilities tainted the process and added confusion; the process got worse, facilities kept getting added on. Come back with something we can understand.
The measure felt like misdirection.
Bundling the items didn’t make sense; it felt icky. It was insulting. Coupled that with buying/taking the land ahead of the bond measure, it was out of touch with what was happening in the community.

Election Process

We should have different messaging for different jurisdictions based on demographics. Using an electoral lens for winning an election, policy analysis will help us achieve our objective.
I think it would have been to the county’s benefit to focus on one thing at a time; fewer moving parts make it harder to derail. Ask people one thing at a time, rather than so many asks going on at the same time.
Lots of messaging, but what was not included was the business case; the numbers explanation was missing.
My concern is the county trying to do this again with a different promotion package. I always go to the voter's pamphlet. Arguments against it were weak. I would organize a better “no” campaign.

Eminent Domain

Eminent domain seemed premature; passing it before the bond measure, it felt like an insult.
Site location and eminent domain: where did that money come from? How did they buy this plot to begin with?
Eminent domain is an issue. We gotta pay that guy for the land; it was a significant amount of money, I can’t remember, \$2m+? It should have a line of its own as part of the bond measure.

Housing, Homelessness, Mental Health, Social Services

I don’t think there was a process that involved the homeless services; they just added it in. There was no conference of providers to talk about how that’s perceived and what can we do to communicate it.
It seemed like window dressing. It was disingenuous to include social services at that dollar amount without process. Either solve the problem or don’t include it.
We have to show serious attempts at housing and supportive services instead of a jail that supports mental health.
The feedback I’ve heard is that the way the homelessness issue was polled was interpreted incorrectly. People are fed up with supporting homelessness. People are fatigued. The library is a warming shelter in the winter. By providing all of these services, we are not helping the problem we are enabling.

Leadership Roles & Messaging

Everything historically happens in little steps, but this felt like they were trying to overhaul the entire system. We need pieces and parts.
Jail is the #1 priority, yet the Kalapuya Building was purchased outright, the Sunset Building was purchased, the Courthouse/DA's office was purchased with county borrowing, and the rail alignment parcel adjacent to Hwy 99 was purchased.
There is no single source of information. We don't have centralized information where we can all process.

Perception of Needs vs. Priorities

I cannot believe the County paid that much money to not be clear as to the purpose of the money. I believe data from the original assessment wasn't listened to by consultants. Too much external guidance.
The county went big on analyzing, bringing some huge urban thing to a rural place and asking "how to do this" and looking purely at data, out of touch with what is actually here.
The community has been talking about housing; the county has taken it in a different direction.

Previous Bond Measures

Four failed measures erode trust in government. The government needs to be responsive to the community.
The school district was greedy, and the recent levy and bond sucked air out of the room; that made it much harder.
The last jail measure was for \$25 million, but now it's four times that.

Trust, Transparency, and Inclusion (opportunity for genuine input and representation)

The county's approach was, "If you don't agree with the plan, we'll have more meetings about what we're going to do instead of what people think we should do."
It was presented as "Here's what we're gonna do," but it didn't go beyond that. It was not the same level of a deep dive as happened with the school district bond planning. The houseless issue was tacked on: We're gonna do this; it's the only way the bond is going to pass. I really believe the polling was misinterpreted on that topic.
One thing that bothered me, "We just need to educate people more," that's a false understanding of what happened. Commissioners need to be educated.

Sample of Focus Group Comments about the Bond Measure Package

Bond Communications

The campaign was a total failure of advocacy; you have to give people a reason that really resonates with them. The people downtown were convinced, but the people out in Vineyard Mountain weren't.
The county needs to use realistic terms – call it what it is – a jail, a mental health center, etc.
There was no focus: what's the need, how are we going to address it, what's it going to cost?

Bond Complexity (what is included and what is not included)

Nobody understood what they were voting for. There were a lot of words, but no bullet points as to why this was a good idea. There was just too much. The messaging felt to me like someone who talks a lot and uses a lot of words, but you can't find the conclusion or the point of it.
There are a lot of chess pieces involved in this, and I don't think the whole board was laid out. That's a huge process for this community and the diversity of it. Some people are in favor of eminent domain of the farmland, and others say no way.
Omnibus, trying to put a lot of stuff on the same bill does need to be clearer where things are going, counterproductive to the county's interests in getting things going, and being clear about the extra costs.

Competency

The county needs to show that they're getting stuff done. Build trust by putting your actions where your words are before you ask for money; confidence-building – demonstrate efficiency, shrinking government, enforcing the law
I hate to be cynical about government, but I also have watched the county screw up so many times I don't know where to trust them, especially on facilities like the public works remodel. Then there's the Crisis Center near Van Buren; why is this so delayed? Why am I to trust that if we give you \$100 million, you'll get it done without a lot of cost overruns?
The county government has done a good job over the years as a whole. They've been far more effective than city government.

Consultants

I cannot believe the County paid that much money to not be clear as to the purpose of the money. I believe data from the original assessment wasn't listened to by consultants. Too much external guidance.
Many other consultants were brought in; what did that cost? Wasn't one of the consultants a for-profit prison company? Why don't we know? We should be able to know.
In the planning process, consultants that I was exposed to focused on world-class jail options, though less attractive options presented meant the county could go in this other direction, but seems like we were drawn into that upsell.

Total Costs: Facility Size & Taxes

<p>Taxpayers want effective and efficient use of tax dollars. Need to explain the tax burden and how dollars are spent.</p>
<p>For a lot of people, the reality of all of the bonds/levies is \$200 a month, and it's the difference between paying for their medication or their rent, etc.</p>
<p>There's doing it, and there's extravagance. Like a Mercedes versus a Toyota.</p>
<p>It was the size of the jail that turned my vote to no. If it were not a bigger jail, it would make sense. I don't want anyone to work or be in a non-safe facility. The County needs a better/safer jail, but 120 beds is too big.</p>
<p>With the jail- I don't doubt we need a new jail. BUT three times as large... There is a national trend: jails are not a solution. Where do people go when they are released from jail? It's not solving any of the problems. Mental health/substance abuse is the issue, and putting them in a new and improved jail does not help.</p>

Total Costs: Operations & Services

<p>Whole picture not just building a jail; how many more deputies to man the jail, how much will it really cost, out by HP, have to run back and forth, what's the whole operating cost? All of us are going to pay for it.</p>
<p>In order for me to vote for any bond, it has to be a really good reason because bonds expire, so how will you maintain it? In these, there were no maintenance costs. We need the people to do the work. There was no funding for any of that. We're going to need more money to operate, and there wasn't any on the ballot.</p>
<p>Understanding that the bond measure isn't in isolation. It's not just building the building; it's staffing it – a holistic perspective and articulating it during the process.</p>

Site: Location

<p>The county owns almost a whole block downtown, including the county law library, parole and probation, etc.</p>
<p>I really opposed that location because I didn't want all of that activity leaving downtown Corvallis. Taking all of that vitality and putting it out on the side of the road where they can't build infrastructure for the needs of those people.</p>
<p>Need to answer questions about the site. Did you examine: traffic impacts, carbon footprint, no bus service, flooding, when Hwy 34 is closed, more pressure on Hwy 20, jail would be at the main entrance to Corvallis?</p>
<p>I agree with the idea of co-location of courthouse, jail, and District Attorney's offices. The question is the site. Is the county stuck with that property? Another concern: so many people were upset with site selection, even with good project ideas; the initial concern about the site prevented people from voting for the bond. Others have said if it were simplified, they would look at it again. Unsure about how to get around the location.</p>

Online Survey Results

Design and Methodology

A 12-question survey was promoted and shared online from August 7 to September 18, 2023. The survey intended to gather sentiments from Benton County residents who voted in the May 16, 2023 election. Respondents who answered they “Did Not Vote” were not provided follow-up questions.

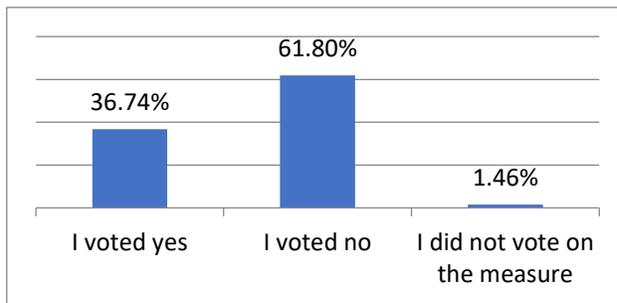
Survey Responses and Analysis

Q1. Did you vote in the May 16, 2023 Special Election?

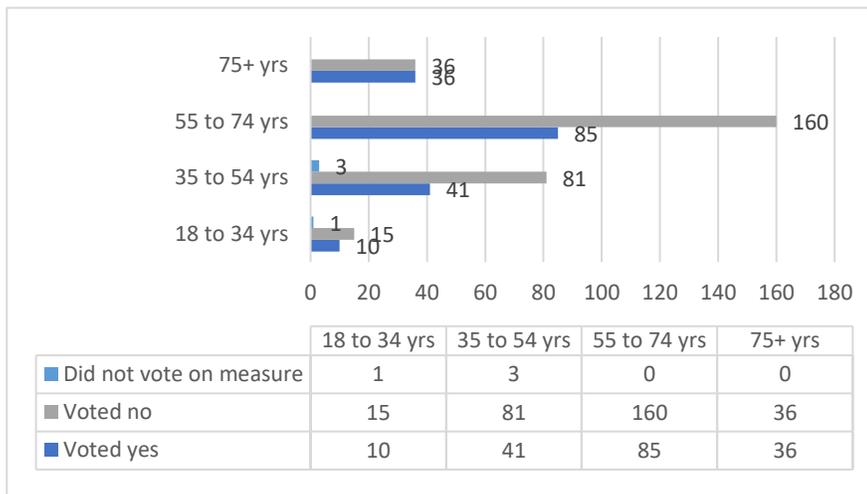
Total Participants	594
‘Did Not Vote’ responses	- 51
‘Did Vote’ responses, but did not complete survey	<u>- 64</u>
Total completed surveys (includes 7 people who voted but did not vote on the measure)	479

Q2. How did you vote on Measure 2-140?

This response indicates an over-representation of the actual vote outcome of 56.8% no votes on the ballot. Cross-tabulation graphs (crosstabs) are provided for some of the remaining survey questions to compare the responses of all survey respondents with other variables such as age group or yes/no vote.



Q2. Crosstab yes/no vote and age³



³ Demographic data incomplete for age-related crosstabs. Eleven respondents did not provide their age and were omitted from totals.

Q3. What informed your voting decision? (please check all that apply)

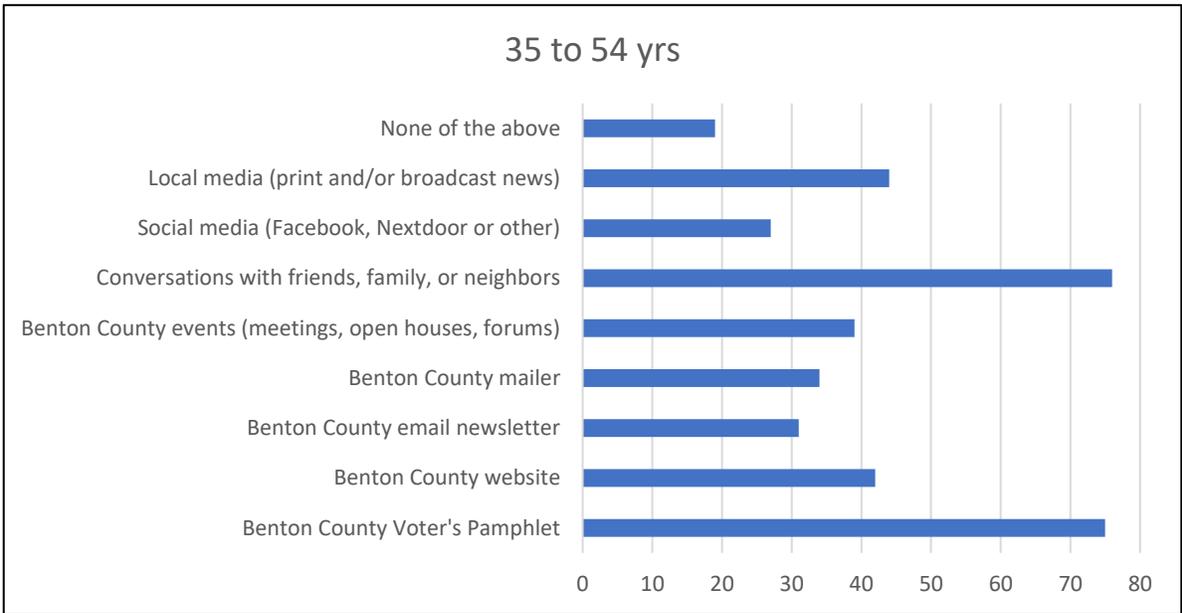
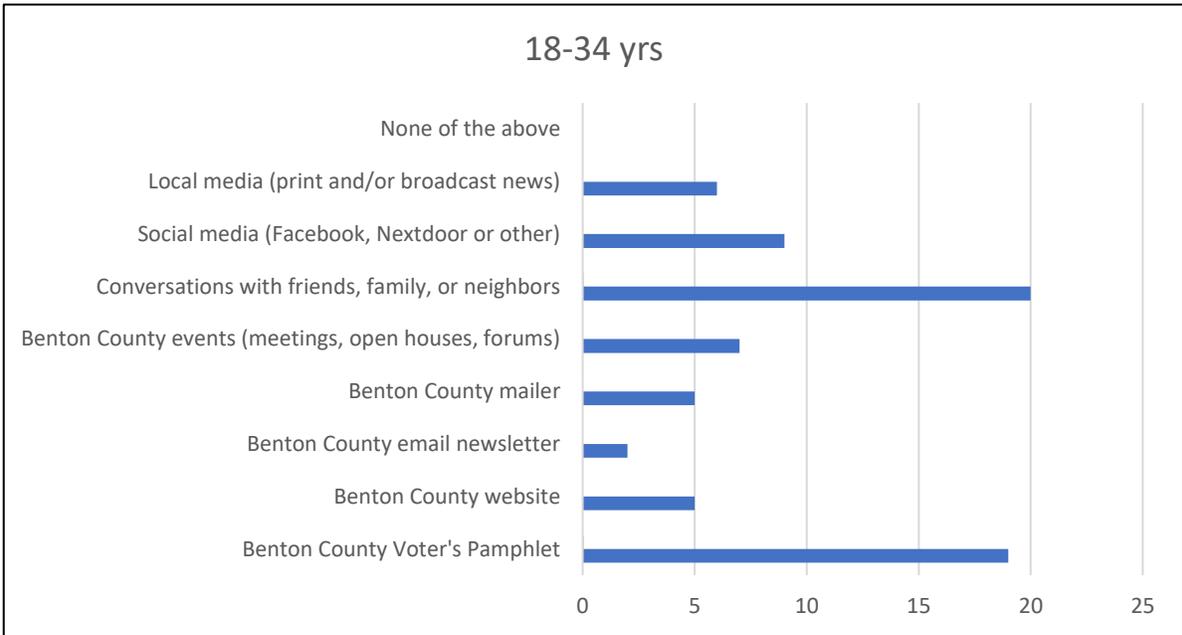
Answer Choices	All Responses	
Benton County Voter's Pamphlet	65.34%	313
Conversations with friends, family, or neighbors	62.00%	297
Local media (print and/or broadcast news)	38.20%	183
Benton County website	27.77%	133
Benton County events (meetings, open houses, forums)	26.72%	128
Benton County mailer	24.63%	118
Benton County email newsletter	24.22%	116
Other (open-ended)	n/a	113
Social media (Facebook, Nextdoor or other)	21.50%	103
None of the above	11.27%	54

A review of the crosstab by age group for question 3 (see tables on next two pages) shows slight differences between age groups in what informed their voting decision.

- Respondents in the 18 to 34 years category identified their top three sources as conversations with friends, family, or neighbors (77%), Benton County Voter's Pamphlet (73%), and social media (34.6%).
- Respondents in the 35-54 years category identified their top three sources as conversations with friends, family, or neighbors (60.8%), voter's pamphlet (60%), and print or broadcast media (35.2%).
- Respondents in the 55-74 years category identified their top three sources as the voter's pamphlet (68%), conversations with friends, family, or neighbors (63.9%), and print or broadcast media (42%).
- Respondents in the 74+ years group identified their top three sources as conversations with friends, family or neighbors (68%), voter's pamphlet (63.9%), and print or broadcast media (40.3%).

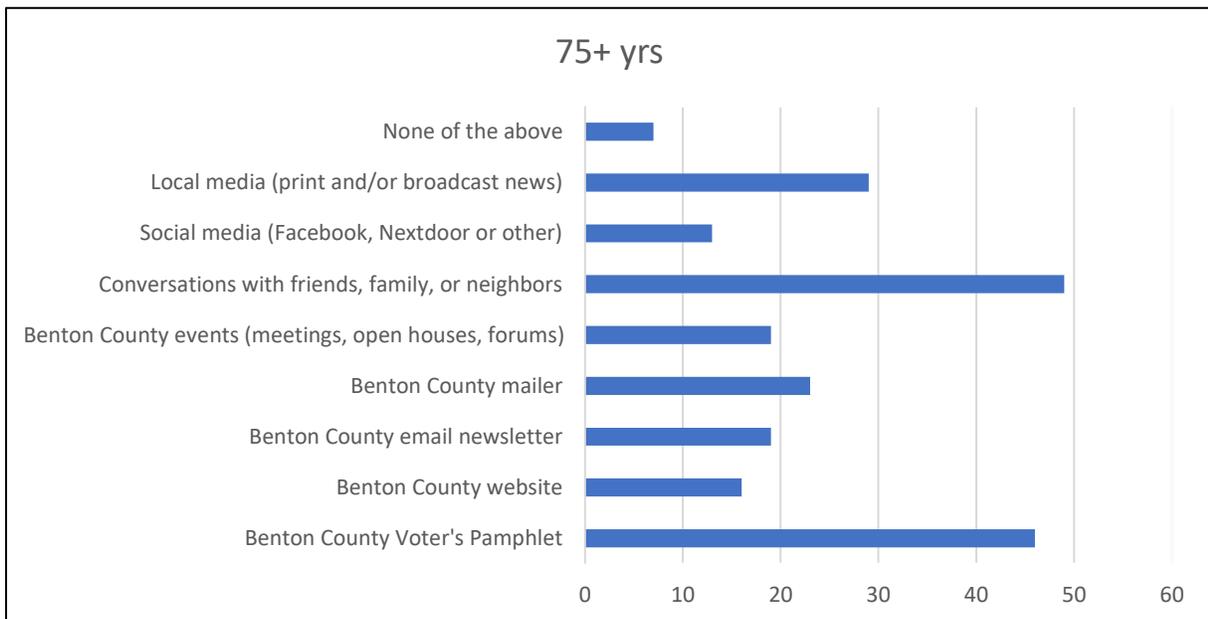
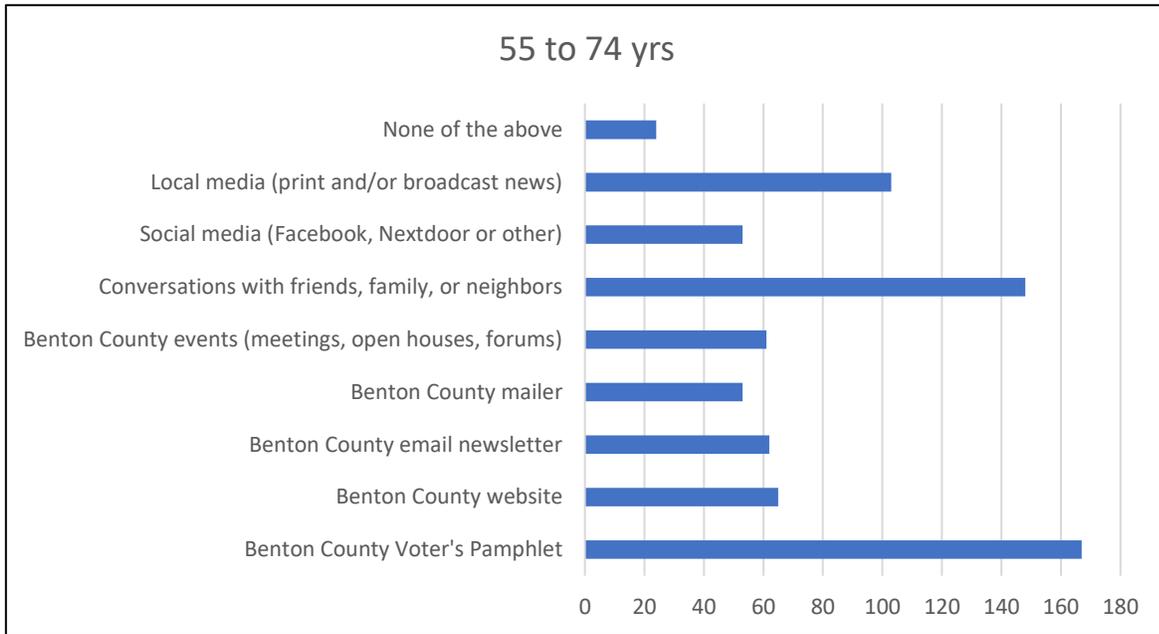
Q3. Crosstab by age groups

What informed your voting decision (check all that apply)



Q3. Crosstab by age groups

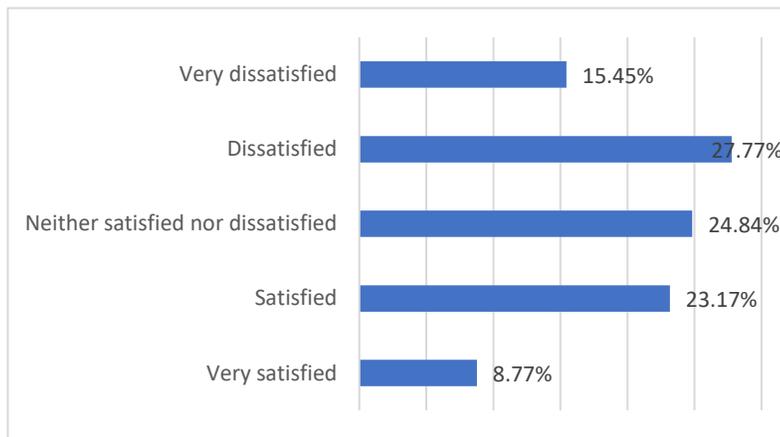
What informed your voting decision (check all that apply)



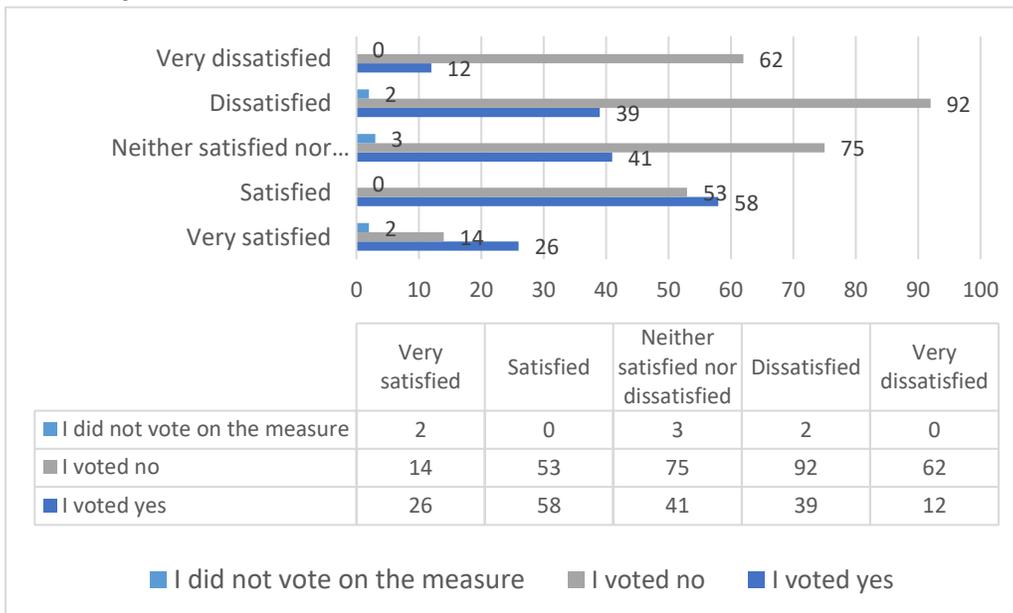
Q4. How satisfied or dissatisfied were you with the information provided by Benton County about measure 2-140?

This question indicates stronger negative sentiments from all respondents about information provided by the county. The crosstab shows that 47% of those voting yes were very satisfied or satisfied with the information provided, but 29% of those voting yes were dissatisfied or very dissatisfied. 52% of those voting no on measure 2-140 were dissatisfied or very dissatisfied with the information provided and a quarter of those voting no were neither satisfied nor dissatisfied.

Answer Choices	All Responses
Very satisfied	42
Satisfied	111
Neither satisfied nor dissatisfied	119
Dissatisfied	133
Very dissatisfied	74



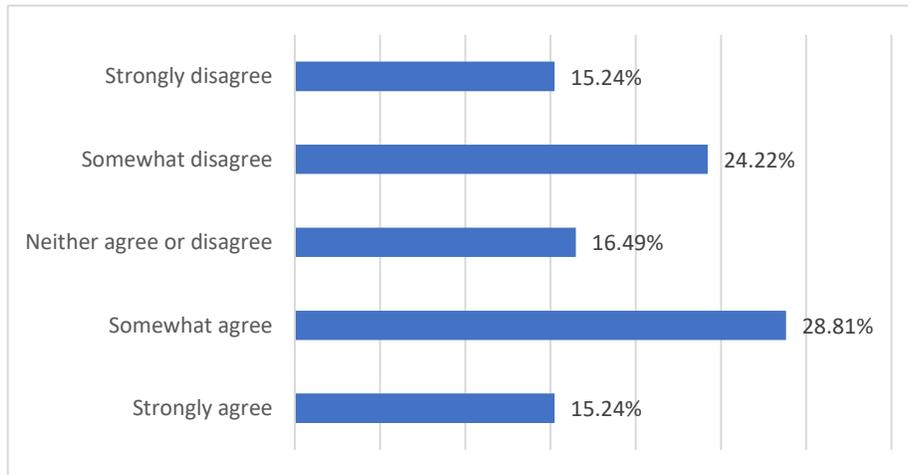
Q4. Crosstab yes/no vote



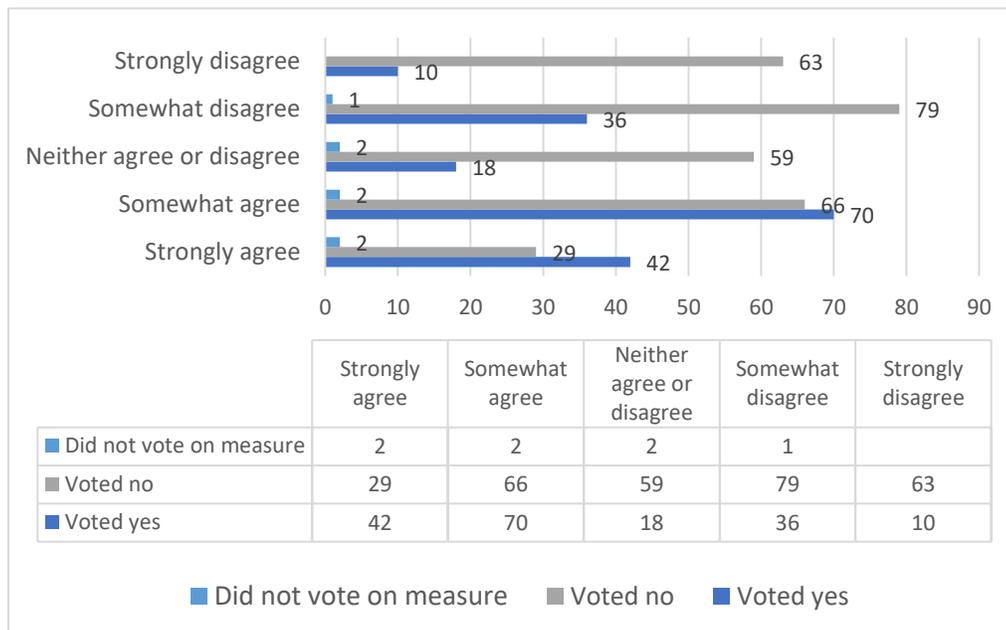
Q5. Information about measure 2-140 was helpful in explaining its purpose and benefits.

A slim majority of all respondents felt the information was helpful. The crosstab shows that 63% of those voting yes somewhat or strongly agreed, while 48% of those who voted no somewhat or strongly disagreed with the statement.

Answer Choices	All Responses
Strongly agree	73
Somewhat agree	138
Neither agree or disagree	79
Somewhat disagree	116
Strongly disagree	73



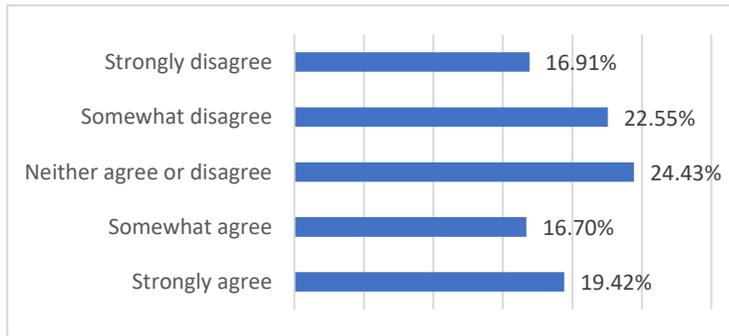
Q5. Crosstab yes/no vote



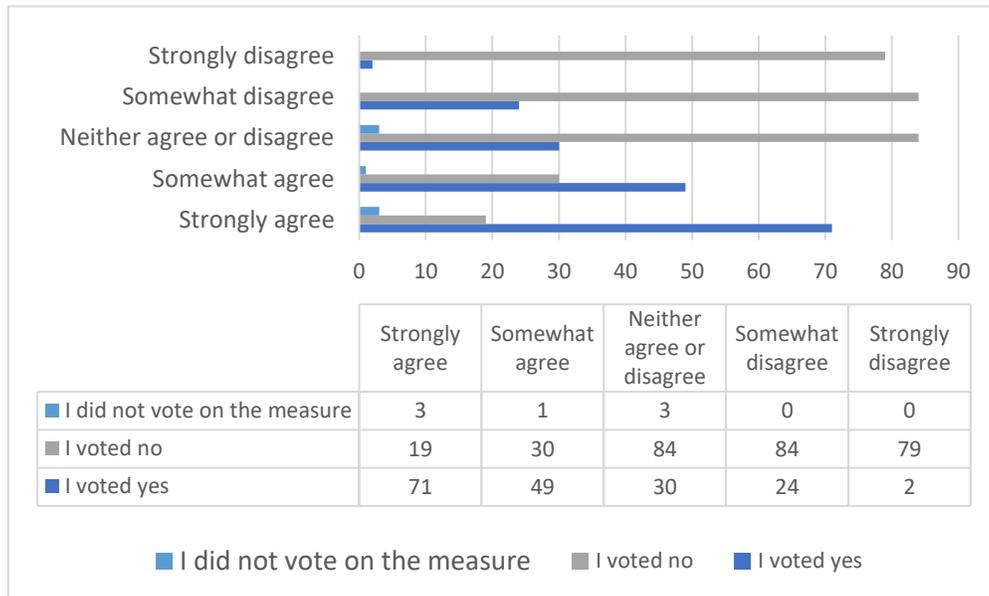
Q6. Measure 2-140 was supported by credible and trustworthy sources of information.

While 25% of all respondents were neutral on the question, 68% of those who voted yes “somewhat or strongly agreed” with the statement, and 55% of those who voted no “strongly or somewhat strongly disagreed” that the measure was supported by credible and trustworthy sources of information.

Answer Choices	All Responses
Strongly agree	93
Somewhat agree	80
Neither agree or disagree	117
Somewhat disagree	108
Strongly disagree	81



Q6. Crosstab yes/no vote

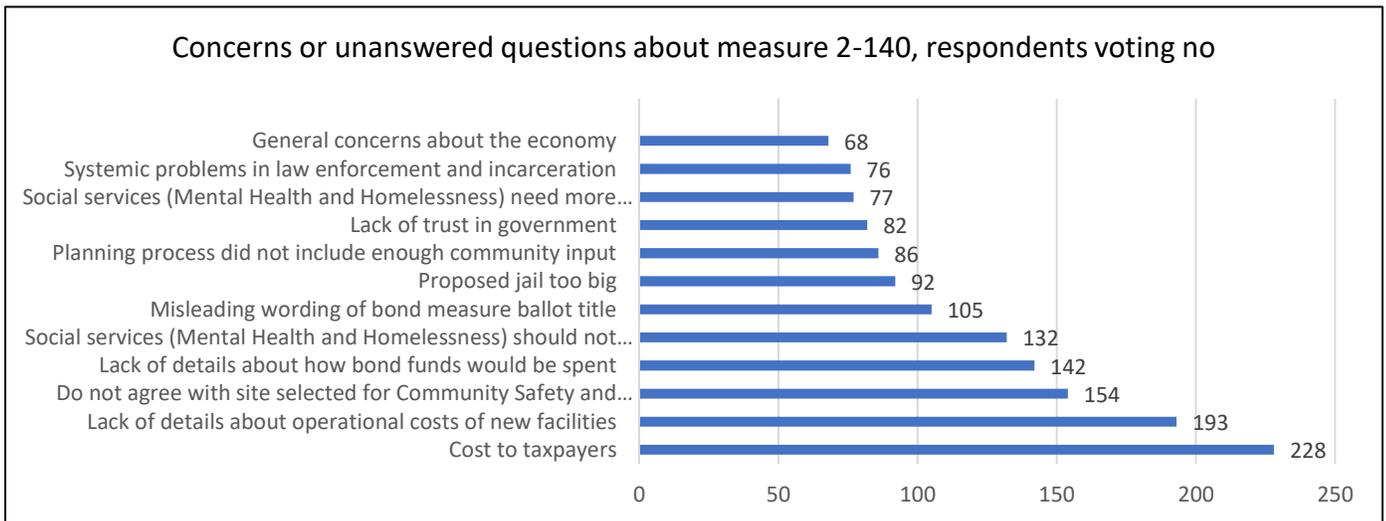


**Q7. What were your concerns or unanswered questions about measure 2-140?
(please check all that apply)**

This question indicates the importance to all respondents of showing details about the total costs of the bond measure, including how the county will operationalize new and larger facilities and how bond funds would be spent. The site selection was a concern for just over 51.3% of all respondents and 52% of respondents who voted no on the measure. The proposed size of the jail was “too big” for 30.5% of all respondents and 31% of respondents who voted no on the measure.

Answer Choices	All Responses	
Cost to taxpayers	76.82%	232
Lack of details about operational costs of new facilities	65.56%	198
Do not agree with site selected for Community Safety and Justice Campus	51.32%	155
Lack of details about how bond funds would be spent	48.01%	145
Social services (Mental Health and Homelessness) should not have been included in bond measure	44.70%	135
Misleading wording of bond measure ballot title	35.10%	106
Proposed jail too big	30.46%	92
Planning process did not include enough community input	28.81%	87
Lack of trust in government	27.48%	83
Social services (Mental Health and Homelessness) need more bond funds invested	25.83%	78
Systemic problems in law enforcement and incarceration	25.50%	77
General concerns about the economy	23.18%	70
None of the above	1.66%	5
Other (please list)	n/a	113
	Answered	302

Q7. Crosstab no votes



Question 7: open-ended response

There were 113 open-ended responses to this question, although many were non-specific about a concern or question. A sample of categorized responses is shown below. Survey responses echo many of the comments from focus group discussions.

Concerns or Unanswered Questions about the Bond Measure Planning Process

Confusing, Disingenuous, Misleading

It was a horrible plan that emphasized kids and hid the actual cost that was going to the jail, instead of that program.
Misleading information: "Avg impact on taxpayer", stats such as 'Average Home Value' when determining voter impact, and land taking when Benton Co reportedly owns substantial land and assets.

Eminent Domain

Blatant land grab, in poor location. A little bit presumptuous to take the land before you got the bond.
--

Housing, Homelessness, Mental Health, Social Services

Money spent on homeless services, and mental health do not seem strategic based on the fact that things just get worse not better. Homeless camps and freedom of unhoused addict to do whatever they want jeopardize communities safety, health and livability. You can't let people camp in parks which are not intended for that purpose, for example, and then think they are also usable by the public and ask for taxes to maintain a "park.", Too much crime and filth everywhere.
The fact that all of the money was put into building structures/services and not into prevention.
A changing environment and a growing awareness that judges, prosecutors and police officers are not the solvers of social problems. Upstream public health principles are called for and a focus on income inequality and poverty are needed more than ever.

Leadership Roles & Messaging

Actions by the County that reduce my trust in the County
I'm a psychiatrist, have worked in jails (CA and juv hall) and strongly believe in better conditions and services for incarcerated people and better conditions and pay for corrections officers. I believe if we (society) choose to lock people up we must take responsibility for that and not pretend it's okay.
The comments on Nextdoor were excellent. Many good points raised in multiple threads. My local County Commissioner did knock on my door and we discussed it for about a half hour. She is clearly well meaning, but locked into an insular view that saw no problem with spending big bucks (of taxpayer money) on consultants, no problem with the 'bait and switch' recommendation by the consultant, to 'fake out' taxpayers by making us think we were paying for something to fix the problem of homeless people camping in, taking over and harassing tax paying citizens in our public parks, i.e., no problem trying to make it 'seem' to taxpayers like this would help with the homeless problem, when almost all the funds were to build a jail.

I saw an online tour of current rundown jail space. I live here and see the obvious need for jail. Just moved here though from Seattle. Not afraid of change like longtime residents seem to be.

Perception of Needs vs. Priorities

I voted yes, as a county employee, but was really on the fence. There was not as much input solicited from employees at all levels in the beginning stages, which seemed to inhibit buy in. Some questions I feel were not completely answered, especially the tough ones when there were extra costs added to the measure that could have been cut out. The county could sell some of the unnecessary property and buildings they own to help subsidize the building of a new justice center. It is frustrating the roads and infrastructure is going downhill, and needs to be fixed, but the county spends money on political feel-good projects. Instead of buying hotels, or renting them out for citizens, buying/support health department complexes outside of Benton County, we should improve roads, fix our parks and natural resource areas, and make this a nice looking county again.

I know that the County needs the new Justice Center and even though it means an increase in my taxes, I heartily approve of the issue.

I voted yes, because I wanted to see a new jail, I wanted to vote no for all the unnecessary garbage that came with it.

Trust, Transparency, and Inclusion (opportunity for genuine input, representation)

Unwilling to incorporate CPD into the process. The county must be willing to include CPD & Corvallis leadership in the planning an implementation of any future public safety measures

Your information was seriously incomplete in discussions and the writing of the measure was noted with the word "...may..." in terms of expenditures. Specifically if you ever try to obtain a vote on this topic, do a 10-year (financial) plan and have it available for public review and don't lie to the voting population.

Concerns or Unanswered Questions about the Bond Measure Package

Bond Communications

I voted "yes" because Benton County is growing and I know we need to expand services. However, I was disappointed in the priorities the measure represented. I don't believe the measure failed due to marketing, I believe it failed because (1) there are some people who will always vote against increasing taxes and (2) most important the focus of the measure. TRUE safety is not just based on number of LEO and prison beds. Safety includes housing the homeless, treating those with mental illness and addictions, regular cleaning/repair crews to remove dangers. That doesn't mean sweeping camps and stealing property from the unhoused.

Bond Complexity (what is and is not included)

Dislike of "all under one roof" approach to problem-solving.

Absence of detail in information cited above about: sources of funding, detailed allocation of levy funds, contingencies in the event other funding (e.g., state funds) did not materialize, sources and needs for operating funds if/when new facilities were constructed. Presentation to Corvallis City Council was stunning in lack of detail and specifics. Last-minute of addition of homelessness funds seemed a move of desperation to try to appeal to voters.

Total Costs: Facility Size & Taxes

I am frustrated with the increasing property tax on my home each year. It increases at a rate that my paycheck does NOT.

My property assessment goes up three percent a year. In addition, the city council, the school board and county all increase their levies. And yet, everything about Corvallis seems to be getting worse. There is no maintenance only grand new plans that will quickly rot like our parks and roads. I see no reason to give more money to people who are incompetent.

Perhaps you've noticed (maybe not) that Benton County is in a lower economic strata during this inflationary phase. We voters have to tighten our belts and we would appreciate it if our County government would do likewise. We're trying to avoid being homeless.

Total Costs: Operations & Services

No information how the continued operation and increased staffing would be paid for.

Site: Location

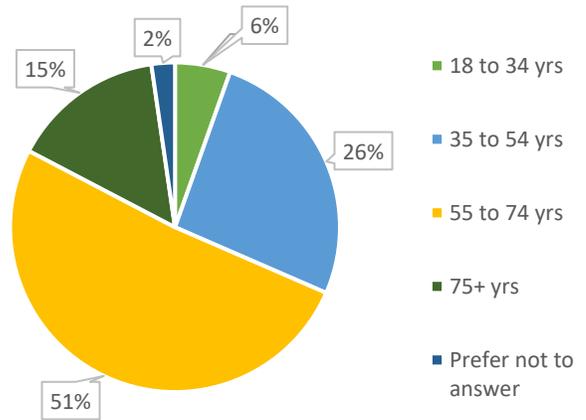
I think the property is too far from downtown for a new jail. Too much to vote on all in one bundle.

Jail/courthouse should be downtown, jail should be built before new courthouse

Q 8, 9, 10, 11. Demographic information

Age

18-34	26
35-54:	125
55-74:	245
75+:	72
Skipped	11



Gender

Female	252
Male	173
Non-binary	5
Prefer not to answer	49

Race

American Indian or Alaskan Native	4
Asian/Pacific Islander	13
Black or African American	5
Hispanic	13
White	384
Multiple ethnicity	49
Prefer not to answer	11

5-digit zip code

Albany	97321	28
Alsea	97324	3
Blodgett	97326	1
Corvallis	97330	229
Corvallis	97331	2
Corvallis	97333	114
P.O. Box	97339	4
Philomath	97370	57
Monroe	97456	7
Skipped		34

Q12. Please share any additional comments about measure 2-140 you would like to share that were not covered in the previous questions.

There were 257 responses to this open-ended question. A sample of categorized responses is shown below. Survey responses echo many of the comments from focus group discussions.

Sample of Survey Comments about the Bond Measure Process

Confusing, Disingenuous, Misleading

The main reason I voted No is the misleading assertion that the bond was about helping people who are homeless. That was a minor % of total amount.
The hype was about homeless persons and mental care which is not funds were going to be used. Very misleading and usual government misinformation. This only adds to lack of trust in government. Terrible precedent.
This measure was misleading, trying to get people to vote for mental health and homelessness even though funds were mostly for the jail.

Eminent Domain

Needed better explanation of eminent domain proceedings as that became a sticking point for many people ("stealing" land).
You put the cart before the horse. You pushed out a generational farmer and ultimately used eminent domain to acquire the property before the ballot measure was passed.
Taking the property by eminent domain did not sit well with me.

Housing, Homelessness, Mental Health, Social Services

Token mental health services thrown into the measure. Not good enough.
I will be a stronger advocate against a similar bond measure in the future if it does not address funding mental health care as a primary objective, as well as a significantly smaller jail than proposed in the May ballot. I do support a new, modern jail, but not of such increased capacity and such lack of support for mental health care, including after incarceration MH care.
So many of us voted "NO" because we hated feeling like we were being fooled into voting for what was primarily a major jail bond measure by the county saying this was also helping homeless and mental health programs. Those programs were a tiny (tacked on) portion of the bond measure only added to entice people to vote for the bond measure. Shame on the county for using that scam tactic! Put a smaller, lower cost, jail on a separate measure. Put homeless and mental health program on their own separate bond measures.

Leadership Roles & Messaging

I felt like the info given from the county was made to "sell" the project.
I think we need a new jail. The process seems closed and meant to manipulate rather than educate.
We DEFINITELY need a new jail and justice building. I primarily relied on my belief that the three commissioners were acting in the best interest of ALL county residents and made their decision after considering and balancing all the pros and cons.

Perception of Needs vs. Priorities

<p>The county needs to better justify why they need new facilities for buildings and services that are already in place and paid for.</p>
<p>As a supporter of the bond measure with a deeper understanding of the needs for the Justice system (based on my job and my spouse’s job), there seemed to be very little shared broadly with the community about why the need was so critically important.</p>
<p>I think we are all just at the end of our leash both locally and across the country. We are realizing how badly we need to alter the structures of our government and social systems— they need fundamental change. A shiny new jail is pointless in the face of what we are dealing with. If we can’t have proper services for mental health and universal health care, then we might as well hang onto our money and take care of the people in our lives we care about. Sounds bad, but I am so fed up with our inability to deal with homelessness with a shred of human decency. We are all fed up.</p>

Previous Bond Measures

<p>Too much money for the 4th time.</p>
<p>Multiple and repeated failures by County on a new jail make such projects more difficult to pass.</p>
<p>This is an ill conceived effort that simply doubles down on ideas Benton county has rejected over and over again while leaving prisoners to languish in our terrible current facility. We need to replace the temporary facility instead of using these peoples suffering and crime rate issues in the county as leverage. We also need to put serious thought into alternatives for hauling large numbers of people for what amounts to homelessness and drug addiction.</p>

Trust, Transparency, and Inclusion (opportunity for genuine input, representation)

<p>Homelessness is an extremely complex issue, one that defies single solutions. However, I feel the county used the issue as sort of a trojan horse to build a ridiculously large "justice center" (isn't that a freaking jail? How just is it to lock up someone who is mentally ill or who has nothing?). I was particularly dismayed when I learned that the much-touted homeless assistance was largely unfunded by the bond. Nope. Instead, I lost a bit more trust and respect in my government and in law enforcement.</p>
<p>The bond measure would have strengthened the infrastructure of the DA's Office, the police department, and the jail system. Very little on how the small amount of funds was going to address homelessness. I'd recommend that that you offer more transparency in the future. The voters aren't stupid.</p>
<p>I do appreciate the Board of Commissioners reaching out like this to try to figure out where they went wrong. I hope that, at this point, it’s painfully obvious to the Board. But now you’ve lost the trust of the voters so good luck getting that back.</p>

Sample of Survey Comments about the Bond Measure Package

Bond Communications

<p>It might have been helpful to emphasize the projected RESULTS of the justice system (fewer homeless, less crime committed by homeless people, etc.), then explain HOW the new justice system would accomplish that. I think we live in a time where "altruism is for suckers" and a lot of people will only support something if they see a direct benefit to them personally. So the (crass, oversimplified but to the point) headline is, "You don't like to feel unsafe because of people camping on the sidewalks? Help the judicial system clean it up by investing in the new judicial center. In the end, it'll also save tax dollars. Want more info on how that'll be accomplished, click here."</p>
<p>Needed a better cost breakdown (e.g. why does the project cost so much), didn't seem like there was much outreach leading up to election, felt like a bit of an arrogant attitude (well of course people will vote yes for this!), underestimated opposition and misinformation, underestimated the general apathy of people who don't pay attention to what's going on so forums from four years ago don't mean anything to them.</p>
<p>I also think the County could have done a better job addressing all the negative news about how the land for the jail site was obtained. I heard several people say they voted no for that reason alone.</p>

Bond Complexity (what is and is not included)

<p>Very confusing on how the money raised by measure 2-140 would be spent.</p>
<p>The messaging that was going out didn't include the doom and gloom of what happens if it goes down. For instance, the Navigation Center was added, but there was messaging coming out through social service agencies that the County was committed to the Nav Center whether or not the bond measure passed. That then took away any motivation for a voter on that issue to vote yes because they believed they were going to get what they wanted either way.</p>
<p>The PR campaign backfired. There was too much spinning of the measure as a health and safety measure when it really was mostly a jail/Justice center measure. It was confusing to many people as to what the measure was about. The costs involved also seemed high. I voted yes because voting no is just kicking the can down the road (again). But I still wasn't thrilled with the measure.</p>

Consultants

<p>Having some "expert" tell you to add homelessness to the measure as a carrot was ludicrous.</p>
<p>I was really bummed to learn my tax dollars were used to pay for a marketing firm that was hired to trick voters into voting for this measure.</p>
<p>Poor marketing strategy by consultant. Inaccurate description by County. Bond for mental health and homeless center would have passed if separate.</p>

Total Costs: Facility Construction, Taxes

<p>Bottom line: it was too much money for unexplained need. We need a jail. I get that. New court rooms, yes. The rest was a need or a nice to have.</p>
<p>Would have passed if separate. Cost too high all at once. Smaller project phased in and later expanded would be better tolerated.</p>
<p>Property owners are taxed to death in Benton. As a retiree and community member for 25 years, I will be forced to relocate if taxes continue to grow exponentially.</p>

The cost of the project and size of the facility were major factors for me.
Provide reasons for size of jail.
From what I saw on social media and in conversations with people, most folks in the community understand the need for and support a new jail facility but don't understand the need for the associated facilities.

Total Costs: Operations & Services

I can't afford it. I don't want to vote on multiple issues in one measure. Was this really to be operationally funded by increased use of the dump?
Building facilities without identifying acceptable sources to fund their ongoing operational costs is not acceptable to me.
Think you would have overwhelming support. But this project was poorly thought out, and did not even include funding for operation.

Site: Location

I support replacing the courthouse as the current one is unsafe. Also support a new jail. Do not support putting the site on farmland far from downtown.
Locating the facility along highway 20 makes sense to me.
In 2000, the County committed to maintain a strong presence downtown. They haven't, and this would continue that exodus to the suburbs.
Eminent Domain is unacceptable to many county residents period. The county has always added fluff to the jail levy for decades. There has been little willingness to change this idea. People are tired of paying for more services. If this is about a new jail then make it about a new jail. The extra add ons will continue to cause this project to fail. The amount of money wasted on studies and consultants is shameful at this point. The county loves to acquire real estate but fails to make use of it where it is most needed. People see this and become suspicious of what is really important to our officials.

Overview of Information Gathering and Analysis

A 12-question survey was developed to gather sentiments from Benton County residents who voted in the May 16, 2023 election. Questions were informed by themes gathered from social media comments and written comments sent to commissioners and county staff following the election. The survey was promoted and shared online from August 7 to September 20, 2023. Preliminary results of the online survey were used to develop questions for the focus groups.

Seven focus groups were conducted between August 21 and September 22, 2023, which included several discussion questions about the process leading up to the final bond measure and elements of the bond measure. The focus group discussions provided more depth, nuance, and variety than the survey.

In addition, four one-on-one interviews were conducted with individuals who were unable to participate in a focus group but wished to share their perspectives. Questions were the same as the focus group sessions.

Design and Methodology

A total of 479 surveys were completed. In some cases, online survey responses to the open-ended questions were more strongly or critically worded than comments that were part of the facilitated discussions and interviews. This is to be expected as the discussions allowed for follow-up questions and time for each person to share all their thoughts on a topic. Analysis of all comments aimed to understand the genuine concerns of the respondent and to capture the essence of their sentiments with the goal of identifying themes and creating a narrative summary.

The online survey results and review are supplemented and enhanced with insights from a non-representative sample of Benton County focus group participants. A total of 34 people participated in focus groups and one-on-one interviews.

This study did not attempt to recruit a statistically representative sample due to the project's time and resource limitations, but efforts were made to recruit a diverse mix of perspectives. While some Benton County staff perspectives are included in the results of this study, the number of participants was small, and this work is not intended to provide an internal review of the planning process.



Data Analysis and Management

The aim of this analysis is impartiality and transparency. As such, it is important to note that the author was involved in many aspects of the county's communications efforts leading up to the May 16, 2023 election and, throughout the study, was critically self-reflective in considering how bias might influence the study's conclusions. Thank you to Board of Commissioner's Office staff Sean McGuire for his additional contributions to the data analysis work. Sean was not involved with the bond measure project prior to the analysis. Thanks to Maura Kwiatkowski and Amanda Makepeace from the Board of Commissioner's Office and Julie Catala and Jennifer Schroeder, private contractors who served as note-takers and who were an essential and unbiased part of the team.

Limitations and Implications

This study includes a set of data that, while not generalizable or representative of the entire population of Benton County voters, provides a variety of sentiments that are repeated in both the open-ended responses of the online survey and in focus group and interview discussions.

- Nearly 62% of survey respondents answered they voted "no" on measure 2-140, an over-representation of the actual vote outcome. Demographic information is incomplete, as some chose not to disclose information.
- While some focus group participants disclosed how they voted, it was not required, and not all participants disclosed their vote.
- Nearly 73% of survey respondents and focus group participants identified Corvallis or rural Corvallis as their place of residence, an over-representation of Benton County voters.
- While responses largely represent the perspective of Corvallis residents, the views of those living in Alsea, City of Adair Village, Blodgett, Monroe, Philomath, North Albany, and unincorporated, rural households are also included in this study. In reviewing a cross-tabulation of survey responses, comparing areas of residence, categories of voter sentiments were similar across all communities.

Analysis and Categories

Two sets of data analyses were conducted once the focus group notes were finalized and the online survey was closed. Coding was completed manually through two iterations. Sean McGuire conducted a second set of data analysis to clarify and confirm the identification of categories.

Coding refers to identifying topics, issues, and keywords in the participant's comments. The analysis followed a hybrid coding method, including using participants' own words and a single word representing a general idea. Consideration was given to how comments could be grouped into broader categories to be synthesized and narrated in report form. Word frequency analysis was not used, but similar words or phrases were sorted into an initial set of nearly 30 codes. Further condensing would lose the directness of the public's input. The codes were then grouped into fifteen categories, shown on page 2 of this report. The categories capture almost all the responses and feedback from focus groups, interviews, and open-ended questions from the online survey.

APPENDIX



Post-election Staff Focus Group Discussion Notes

Focus group meeting date/time	Monday, August 21, 3 PM
Meeting location	Holmes & Shipley @ Kalapuya
Number of participants	4
Participant group demographics	<p>Age:</p> <ul style="list-style-type: none"> ● 2 - 35-54 ● 2 - 55-74 <p>Gender:</p> <ul style="list-style-type: none"> ● 4 males <p>Race:</p> <ul style="list-style-type: none"> ● 4 White
Moderator name	Brenda Downum
Notetaker name	Amanda Makepeace

Responses to questions

Q1. (Icebreaker) Let's get started. Can we go around the circle and share your first name and how long you've lived in Benton County?

NOTES	<p>(No names are entered here because participation is anonymous.)</p> <p>Duration of Benton County residency by participants:</p> <ul style="list-style-type: none"> ● 22 years ● 8 years ● 14.5 years ● 14 years <p>2 staff from BCSO 1 staff from BCHD 1 staff from Board of Commissioners office</p>
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Q2. What comes to mind when you hear the word “government?”

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES:	<p>Previous bonds dealt with supportive housing and social services. This bond was not seen as a serious effort.</p> <p>Counsel and institutional leadership were not communicative</p> <p>Younger generations’ priorities are housing and health.</p> <p>The community didn’t see it as serious. We don’t know what size jail we need if housing is not addressed.</p> <p>Engagement of larger community not happening, though big names are attached.</p> <p>We have to show serious attempts at housing and supportive services instead of jail that supports mental health.</p> <p>The newspaper seemed to have the most information; pamphlets and other county info were questionable.</p> <p>Inmates can’t access Medicaid if in jail; where is money for services? I’ve worked at the jail since before the first bond measure seemed more positive this time.</p> <p>Asking for more money this time, though many other services were offered in the package.</p> <p>Commissioners misread the tone of the public.</p> <p>I saw voter pamphlets and yard signs, many for and a few against. I’m hoping for a new jail before retirement.</p> <p>I’ve given up on seeing a new jail.</p> <p>I thought these numbers out – the county asks for bond money or matching state funds, but sometimes they can just buy things outright if they want to</p> <p>Mental health portion of the bond measure is a smaller portion than indicated. The physical jail absolutely needs to be replaced; constantly fixing plumbing and electrical issues is a waste of money.</p>
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	<p>We waste millions to drive up to The Dalles; labor + overtime. Multiple jail contracts with other counties; waste of money renting a fixed number of beds, though not all beds may be occupied. Only those who have been sentenced are transported to The Dalles.</p> <p>The courthouse was in bad shape 70 years ago.</p> <p>Arrested individuals who don't meet certain criteria are released. Accountability for crimes in Corvallis is low.</p> <p>Mental health treatment and MH treatment in jail are different. Ten years ago, criminality started to explode, probably directly related to drugs. Mental health sufferers end up in regular jail.</p> <p>A group home resident is in jail for assault, and it is not serving him correctly; the resident can't understand what he did.</p>
<p>Brief summary of key points</p> <p>Planning and Process</p> <ol style="list-style-type: none"> 1. There is a disconnect of understanding and information between internal (staff) and external (community) <ul style="list-style-type: none"> • hangover/memory of 2015 bond • land/site for new jail • Use of "outside consultant" 2. Gap in staff engagement <ul style="list-style-type: none"> • Purchased Kalapuya Building, why not save \$\$ for a jail? • Message was "this is what we're doing, staff not empowered in process" • "Here we go again" 3. Institutional level of support but not community-level <ul style="list-style-type: none"> • "It looked like all of those elected officials were out of touch with voters" 	<p>Memorable quotes</p> <p>"square peg, round hole"</p> <p>"Just get more consultants and keep trying."</p> <p>"Here we go again."</p>

Follow-up to Q3: Did you hear from other people about it?

NOTES	<p>Message over and over; party line; people didn't feel empowered.</p> <p>Officials out of touch with voters. There was a disconnect; it needed more explanation.</p> <p>The community has already said 'no'; do what voters want.</p> <p>Being 'in the room' (proximity to the board of commissioners) and seeing the final bond measure didn't sync; the land purchase via eminent domain didn't seem consistent with public conversations versus board of commissioners office conversations.</p> <p>I have a hangover from 2015. Whatever happened in 2015 will happen again.</p> <p>PIO was distracted.</p> <p>Four pages of local officials on the county's side did not help us. I ran numbers from the election, and that's not what happened.</p> <p>I first heard about the bond measure two years ago at division meetings, then heard nothing for a long time; the bond measure was filed, and then told that more information was forthcoming.</p> <p>It felt like elected people could give their opinions; but when the community and sheriff could speak about it, it was already past the planning process.</p> <p>I did not feel part of the process.</p>
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Follow-up to Q3: What would you have liked to have been done differently?

NOTES	<p>The community should and could have been better informed and there could have been more meetings.</p>
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Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

NOTES	<p>Confused – what's in, what's not in; no idea what was being funded and what was not despite working for the Board of Commissioners office.</p> <p>Inadequate physical environment. How large does the new jail need to be? How many beds? Holding cell – can't move people until sentenced.</p>
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	<p>120 is a lot of beds. Jail contract regulations changed, and transporting people to The Dalles makes no sense. A larger facility would cut down on transport costs.</p> <p>We pay for 20 beds but only 5 are housed. That's a waste of the cost of 15 beds; it has to do with the classification of adults in custody.</p> <p>We are already talking about building a new courthouse – would the costs change for that?</p> <p>The community wasn't clear on the land issue, eminent domain was not popular.</p> <p>Lots of messaging, but what was not included was the 'business case', the numbers explanation was missing.</p> <p>Human capital and recidivism have costs.</p> <p>Cost-benefit analysis: waste of money; no one will read the flyers that have so much info included yet don't make the business case.</p> <p>2015 = \$25m □ 2023 = \$64m. The increase is the cost of building materials, it will be a higher cost the longer projects are pushed out; size difference between buildings.</p> <p>Voters saw it as a manipulation trade-off: if we do this, you do that. The current levy for jail, current service levels, and university's service levels. \$64 million but not realizing that health services are being stressed to the max, cost savings down the road, looking at scope, are not completely about money. We added in extra things to get more people to buy in rather than working to convince the firm "no" votes.</p> <p>Where are the services for Mental Health?</p>
<p>Brief summary of key points</p> <ol style="list-style-type: none"> 1. Confusing <ul style="list-style-type: none"> ● Flyers had so much information ● Failure in messaging ● Confusion about land/site 2. How large does the jail really need to be? A larger facility would reduce other expenses <ul style="list-style-type: none"> ● Explain transport and staffing 3. The timing was bad <ul style="list-style-type: none"> ● Cost keeps escalating 	<p>Memorable quotes</p> <p>"We stole the land."</p> <p>"Lots of messaging, but what was not included was the 'business case', the numbers explanation was missing."</p>

<p>4. What wasn't included in messaging matters</p> <ul style="list-style-type: none"> ● Didn't make the case ● Didn't explain current service levels and the savings ● Didn't explain how this would improve recidivism <p>5. Homelessness Services/Mental Health Services</p> <ul style="list-style-type: none"> ● Felt manipulative to some 	
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Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>Process: Four failed measures erode trust in government. The government needs to be responsive to the community.</p> <p>The school bond measure came between 2015 and 2023, \$200 million, then the JSIP bond. It's easier to vote for the school bond.</p> <p>The community has been talking about housing, the county has taken it in a different direction.</p> <p>The county's 2040 Initiative mentions "affordable housing"; the community wants housing.</p> <p>Mental health is a big issue. It leads to crime, drugs are making mental issues worse. Long-term frequent flyers devolve over time if their health needs aren't taken care of.</p> <p>Some in jail are unhoused and addicted; only some are true criminals. Revolving door, lifetime prison cycle.</p> <p>With mental health sufferers, they might be jailed for a long time before sentencing; the ideal model would be arraignment and waiting for a court date.</p> <p>JSIP could have been good too much on justice and corrections and building a new systems approach, it left out too much of the services facilities programming staffing.</p>
<p>Brief summary of key points</p> <ol style="list-style-type: none"> 1. Process- mistrust in government 	<p>Memorable quotes</p> <p>"Easier to vote for the school bond."</p>

<ul style="list-style-type: none"> ● Need to address what people say is the highest priority- housing ● 2040 vision process- housing was number one ● Address mental health/addiction- which can lead to crime <p>2. School bond, voters are maxed out</p> <p>3. JSIP approach could have been good about building a systems approach, but it left out an important piece- concerns about housing.</p>	<p>“The county’s 2040 Initiative mentions “affordable housing”; the community wants housing.”</p>
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Q6. (closing) We have about 3 minutes. Is there anything that we didn’t discuss related to the bond that you’d like to make sure we include?

<p>NOTES</p>	<p>Focus groups are kumbaya. There were too many meetings.</p> <p>There were more registered voters but the county lost 139 yes votes between 2015 to 2023. Corvallis = yes; rural = no; pamphlets had the same info between urban and rural. Disparity between rural and urban. Do we need all of this? Focus groups don’t vote. Precincts 8 and 9 voted no but had more ‘yes’ votes in 2015. A General Election is more beneficial to results. Older voters are more conservative, often on fixed incomes, and the county is aging. November v. May elections: OSU students may not vote for local things, though they may be inclined to vote for mental health or homeless services. Government integrity is a responsibility to the community. We had high community engagement but why fewer positive votes? Letters to the editor didn’t help the outcome. Electoral lens – district data; Alesia v. South Town fiscal responsibility.</p> <p>It’s nice to see these things happening eventually. We should have different messaging for different jurisdictions based on demographics. Using an electoral lens for winning an election, policy analysis will help us achieve our objective. A focus group doesn’t mean they will go out to vote.</p> <p>Lane County focused on housing and their jail bond was passed.</p> <p>Most people go out to vote “against” an item than they vote “for” the item.</p> <p>The county is zero-for-four, doing the same thing four times but expecting a different outcome each time; dictionary definition of crazy.</p>
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	<p>Site placement issue – concerns about released inmates walking through yards in neighborhoods. It was a NIMBY issue.</p> <p>Let’s look at ZIP codes. Parse out where and how people voted.</p> <p>What will happen with the land that was purchased? The Kalapuya Building was purchased outright. The public sees the county can pay for things without a vote.</p> <p>The Courthouse is a dangerous place to work in an earthquake. The state is kicking in money. It would be better if the county was investing itself in these buildings. Look how the rail line alignment parallel to HW99 to Monroe passed.</p> <p>The jail is a political priority but not a fiscal priority. We should go for minimum jail and services. Jail tours change the perspective of the “no” opinions. Some voters don’t want to take chances. The decrepit plumbing is not fixable.</p> <p>To address livability, fiscally and politically, the county should be far more focused on which buildings and facilities need attention versus services. The removal of the DA’s office and courthouse from the JSIP package was not clear.</p> <p>The county needs to build a priority list and go from there; top 1 or 2 versus 3 or 4.</p> <p>The Sheriff and Xan came to BCSO before the ballot measure was filed. We were doing a lot of polling and double polling, which showed in favor, so how is it that polling says one thing and the outcome is so different? There was no organized opposition and still a poor outcome.</p> <p>People might be trying to avoid paying a higher tax bill.</p>
<p>Brief summary of key points</p> <p>Need to use a decision-making lens “to win” the election should be data-driven</p> <ul style="list-style-type: none"> ● Message differently to voting precincts ● Prioritize projects- jail is #1 priority and yet... <ul style="list-style-type: none"> ○ Kalapuya Building purchased outright ○ Sunset Building purchased ○ Courthouse/DA’s office purchased with County borrowing 	<p>Memorable quotes</p> <p>Focus groups don’t vote. The site helped sink the bond.</p> <p>Final comments</p> <p>Look for alternative funding Scale down a future bond Make a case for how a new jail makes this a livable community Fiscal stewardship- be more focused Staff heard “multiple polls showed strong support” personal conversations said otherwise</p>

<ul style="list-style-type: none">○ Rail alignment parcel adjacent to Hwy 99● General election- tap into a greater population (includes students)1. Community engagement is not necessary if you have a clear message2. Lane County focused on housing and they just passed a jail bond (<i>moderator note: following the meeting, I looked this up and Lane County renewed a levy funding staff for jail.</i>)	
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Focus group meeting date/time	August 24, 2023 – 1 PM
Meeting location	Kalapuya Building
Number of participants	3 + 2 ALS Interpreters
Participant group demographics	<u>Age:</u> <ul style="list-style-type: none"> • 3 - 60+ <u>Gender:</u> <ul style="list-style-type: none"> • 2 females • 1 male <u>Race/ethnicity</u> <ul style="list-style-type: none"> • White <u>Zip:</u> <ul style="list-style-type: none"> • 97330
Moderator name	Brenda Downum
Notetaker name	Maura Kwiatkowski

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	<p>Downum reviewed the purpose of the focus group and provided background.</p> <p>Question: Did the ballot mention youth mental health services? Downum: Yes.</p> <p>Concerned about services: no sidewalks; narrow roadways not safe for walking or biking. How will people access services?</p>
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Q1. (Icebreaker) Let’s get started. Can we go around the circle and share your first name and how long you’ve lived in Benton County?

NOTES	<ul style="list-style-type: none"> • 43 years; currently live within Corvallis city limits • 43 years; currently live within Corvallis city limits • 50 years; currently lives in unincorporated Benton County
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Q2. What comes to mind when you hear the word “government?”

<p>NOTES</p>	<p>Commissioners and buildings City Council Local government Be there to help people Pay for services; needs to be what we want Helping protect people; safety. Hands-on</p> <p>Follow-up: who do you trust to give you true information?</p> <p>Sara Gelser Blouin Senator Merkley Misses DeFazio Corvallis Mayor Charles Maughan Commissioner Pat Malone</p>
<p>Brief summary of key points</p> <p>“I think of the commons, we need the services and I’m willing to pay for them”</p>	<p>Memorable quotes</p>

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

<p>NOTES</p>	<p>There was a committee; I knew some who served and felt well informed.</p> <p>I am involved with the current Navigation Center; I vote for all bonds. I have been to the jail; it is substandard. The process was good, but I was frustrated by NIMBYs (not in my backyard) at City Council meetings.</p> <p>I used to be very active in community and business issues. This was my first time voting no on a bond measure; the nonstarter was the current site. The county already had the Fairgrounds property. They picked the most dangerous highway in Benton County. I talked to many people in the neighborhood; they were not supportive due to site selection. NIMBYs drove them crazy. The bond package got bigger and bigger but didn’t use property</p>
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	<p>already owned. I still get mad whenever I see the sign on the property. We definitely need a new jail, but everything got tacked on. Trying to make it sound better; the issue got clouded.</p> <p>Would it be possible to split it? Have the jail at 54th Street? Need not all be in only one place. It will be a beautiful area with the river and a 350 car park lot. It will destroy the soil and land with parking. Maybe if there were bus services and a traffic light. Highway 20 at the end of the workday has a huge vehicle backup. It is a dangerous area for people walking; you could be hit by a car.</p> <p>I think there was confusion about where the mental health facilities would have been located.</p> <p>Follow-up: Was that a tipping point for you?</p> <p>The tipping point was site selection. No neighborhoods would accept. It should have been done differently: location; use already owned county property at Reservoir Road.</p> <p>Smaller footprint. Bothered by riverfront property for jail. Smaller footprint with less traffic. Put some services at other locations in the county. Does not want Corvallis' monument to be a jail.</p> <p>It felt last minute. The voter pamphlet seemed like the homelessness issue was "dropped in." The implication was that it would be a magical fix. Adding so many things at the last minute, the price would be astronomical. \$64.3 million is so much money.</p>
<p>Brief summary of key points</p> <p>The addition of "other" facilities tainted the process and added confusion</p> <ul style="list-style-type: none"> ● The process got worse; facilities kept getting added on ● Come back with something we can understand <p>Site selection was a key step</p> <ul style="list-style-type: none"> ● Has always voted yes on bonds, but the site selection made the bond a non-starter ● Due to NIMBYs (frustrating), there was no other choice <p>Didn't like the open house- came to support the bond but it was noisy and hard to talk to people</p> <p>Why not build near the Kalapuya Building? Too many things in one place and outside of town.</p>	<p>Memorable quotes</p> <p>"Waiting for them to get it right."</p>

Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>I'm really sold by having the jail next to the county courthouse; it needs to be in close proximity. The old courthouse cannot be the county's courthouse. We must have a jail, courthouse, and place for lawyers to meet with clients. There is no current separation of victims and defendants. The system needs to work most efficiently for the people who need to work within the system. Something has to be done about the jail. Thinking more about services than structures. I knew where the crisis center would be built. Homeless and youth cannot go very far; they walk. Need to be in town; the bus system is less than ideal.</p> <p>Agrees with the idea of co-location of courthouse, jail, and District Attorney's offices. The question is the site. Is the county stuck with that property? Another concern: so many people were upset with site selection, even with good project ideas; the initial concern about the site prevented people from voting for the bond. Others have said if it were simplified, they would look at it again. Unsure about how to get around the location.</p> <p>The jail needs to be a bigger size; I'm concerned it will be too far away. It will be expensive to drive there. Too big when considering all the pieces. The same thing as the landfill, it just keeps getting bigger.</p> <p>What was included and how it was located was confusing.</p> <p>Disagreed with everything being lumped together; I thought it was all in the same place.</p> <p>Lost all of the Black people and probably Hispanics with the size of the jail. People of color feel threatened by that.</p>
<p>Brief summary of key points</p> <p>Adjacency of justice facilities makes sense Systems approach is good So many elements- it was confusing "Come back with something we can understand" Larger jail is concerning for our communities of color We understand there will be cost savings on transportation to The Dalles</p>	<p>Memorable quotes</p> <p>"Throwing things in at the last minute to make it sound better had a negative effect. Tainted the whole process." "Come back with something we can understand."</p>

Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>Traffic</p> <p>Site Selection: location first, eminent domain was a smaller component of site opposition.</p> <p>The site- what about lunch services? People would drive away from the site, and more cars on the highway. Infrastructure to support the people who work there. Too big for safe evacuation in an emergency.</p> <p>Did not like that it would be the main entrance into Corvallis. There are no other roads to get to anywhere else.</p> <p>Make it “more green;” address traffic issues, transportation services, and what happens if Highway 34 is closed and Highway 20 is the only way out?</p> <p>It would be nice for it to be less than \$64.3 million; I feel it is pretty expensive.</p> <p>Voter turnout seemed low; concerned people did not bother to vote.</p>
<p>Brief summary of key points</p> <ol style="list-style-type: none"> 1. Need to answer questions about the site. Did you examine: <ol style="list-style-type: none"> a. Traffic impacts b. Carbon footprint c. No bus service d. Flooding e. When Hwy 34 is closed, more pressure on Hwy 20 f. Jail would be at the main entrance to Corvallis 2. Added other elements to sweeten the pot. Curious about that. 3. Confusing where bond facilities would be located 	<p>Memorable quotes</p> <p>“Was bothering me that I could not support it.”</p> <p>Scale down a future bond If we need it, we’ll support it</p>

Q6. (closing) We have about 3 minutes. Is there anything that we didn’t discuss related to the bond that you’d like to make sure we include?

<p>NOTES</p>	<p>Lincoln County: when we send people there, do we pay? Do they send people here?</p> <p>Concerned about bringing people from other counties to our jail; rumors the county would do this to raise revenue. Don’t need to bring any more people here.</p>
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Post-election one on one interview Notes

Focus group meeting date/time	8/30/23
Meeting location	virtual
Number of participants	one on one interview
Participant demographics	<p><u>Age:</u></p> <ul style="list-style-type: none"> • 35-54 <p><u>Gender:</u></p> <ul style="list-style-type: none"> • females <p><u>Race/ethnicity:</u></p> <ul style="list-style-type: none"> • Black <p><u>Zip Code:</u></p> <ul style="list-style-type: none"> • 97330
Notetaker name	Brenda Downum

Responses to questions

Do you have any questions before we begin?

NOTES	has been involved from the beginning
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Q1. How long you've lived in Benton County?

NOTES	<p>I've talked to Xan. I haven't been shy about questions and my hesitancy. The more they talked, the more this didn't sound good.</p> <ul style="list-style-type: none"> • 28 years.
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Q2. What comes to mind when you hear the word "government?"

NOTES	<p>Legislation, laws, rules, change.</p> <p>Follow-up: who do you trust to give you true information?</p>
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	<p>I trust Commissioner Augerot and Senator Gelser Blouin, I'm learning to trust Rayfield. It helps to know them- see how they move and vote and show up in the community. Would love to get to know more people that way. Those people have influenced my idea of running for office. I trust Corvallis school board members and have had the opportunity to get to know them.</p> <p>Follow-up: Is there a difference in how you feel about the City, County, State or Federal government?</p> <p>No difference in my feelings about levels of government- all influence each other. What happens in Corvallis isn't separate- at the end of the day. Making a change in one can make a change in the other. There is no small change.</p>
<p>Brief summary of key points</p> <p>All levels of government influence each other. Making a change in one can make a change in the other.</p>	<p>Memorable quotes</p> <p>When I think of government, I think of legislation, laws, rules, and change.</p>

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

<p>NOTES</p>	<p>There was a lot of strategy and time and money and people. Lots of time was put into gathering information, meeting with different organizations, and countless presentations. criminal justice council meetings. How do we get this right this time? "Are you going to listen?"</p> <p>How do you know if leadership listened?</p> <p>It looks like leadership is already set on what they are gonna do. No matter what the vote is, they're going to do what they decided to do. Stop and evaluate what people want. You will break trust even more if you proceed with the plan. That's the definition of government- we (the public) have no say; your will is the way.</p> <p>If Ari was still here- it may have gone differently. She was good at calming fears.</p> <p>I was on the NAACP board in 2018, also the Willamette Criminal Justice Council, and joined the JSIP Community Advisory Committee. I had so many questions that never were answered. The timeline seemed so far away, and I still had a lot of questions after all this time.</p>
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	<p>Trying to stuff a square peg in a round hole. The county is wasting time, energy, and money by not listening. I understand the jail is not safe. We obviously don't agree what the solution looks like.</p> <p>What would you have liked to have been done differently? Take a fundamentally different approach. The county's approach was " If you don't agree with the plan, we'll have more meetings about what we're going to do instead of what people think we should do." Need to discuss what else this could look like. Give people options. There were no options.</p> <p>What was the tipping point for you? The tipping point was adding things to make it juicy-you put homelessness and mental health services in the same sentence as a larger correctional facility and sheriff's office. The majority of Benton County wants mental health and homelessness services. Apples and oranges, we like trauma-informed things, but mental health and jails are not trauma-informed.</p>
<p>Brief summary of key points</p> <p>It looks like leadership is already set on what they are gonna do.</p> <p>No matter what the vote is-, they're going to do what they decided to do. You will break trust even more if you proceed with the plan. That's the definition of government- we (the public) have no say; your will is the way.</p>	<p>Memorable quotes</p> <p>"Are you going to listen?" Trying to stuff a square peg in a round hole. The county is wasting time, energy, and money by not listening.</p> <p>The tipping point was adding things to make it juicy-you put homelessness and mental health services in the same sentence as a larger correctional facility and sheriff's office.</p>

Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>People have already voted no on the jail three times. We're gonna do it again and add other things.</p> <p>It might have had a chance as a jail bond with Ari- she was able to address concerns. She understood concerns, shared data on the demographics of those arrested, had an equity lens, and addressed concerns.</p>
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	<p>It didn't help to compare to Linn County's jail. Albany has a bigger jail, and that thing is full. If we build bigger, we have more space to put people in. When that fills up, then what? Look at the track record of incarceration.</p> <p>It was the size of the jail that turned my vote to no. If it were not a bigger jail, it would make sense. I don't want anyone to work or be in a non-safe facility. The County needs a better/safer jail, but 120 beds is too big.</p> <p>Instead of doing primary prevention, we continue to wait until a person escalates, and then they are incarcerated. I don't believe in helping people by locking them up.</p> <p>When the process started with Ari, it was not a set plan; it seemed like more of an exploration, and that was better.</p>
<p>Brief summary of key points</p> <p>It was the size of the jail that turned my vote to no. If it were not a bigger jail it would make sense.</p> <p>I don't want anyone to work or be in a non-safe facility. The County needs a better/safer jail, but 120 beds is too big.</p>	<p>Memorable quotes</p> <p>Instead of doing primary prevention, we continue to wait until a person escalates, and then they are incarcerated. I don't believe in helping people by locking them up.</p>

Q5. Of all the things we have discussed, what to you is the most important?

<p>NOTES</p>	<p>You still haven't addressed why people keep voting no.</p> <p>At the library presentation, I could agree with another speaker even though he was from a different demographic. It's a bigger issue to consider.</p> <p>We've already done this three times. What's the definition of insanity... You tried to make it sexier, but we're not that desperate.</p> <p>We need a deeper conversation. We don't ask why people are not supporting this.</p> <p>My fear is that you will compile information and say we did it and then stick with the same plan. I want to have the really important conversation. When are we going to address the root?</p> <p>This is a huge issue in our country. Why does someone feel more comfortable in jail than in the real world? Why do they have more freedom in a cell than</p>
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	<p>living in this world? You receive nursing care in prison but can't get it when you're out and working 2 jobs.</p> <p>Co-mingling all of this together is wrong. Law enforcement is about that, not mental health. How far are we going to go? Make jail a care facility??</p>
<p>Brief summary of key points</p> <p>We've already done this three times- what's the definition of insanity... You tried to make it sexier but we're not that desperate.</p> <p>Co-mingling all of this together is wrong - law enforcement is about that, not mental health. How far are we going to go? Make jail a care facility?</p>	<p>Memorable quotes</p> <p>My fear is that you will compile information and say we did it and then stick with the same plan. I want to have the really important conversation. When are we going to address the root?</p>

Q6. (closing) We have about 3 minutes, is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

<p>NOTES</p>	<p>We need to get to the root, and as we get to the root, we have things we have to do right now. In the meantime, we could be working on a solution that is not going to create problems. A bigger jail won't be big enough, and then what?</p> <p>There's no place for us to care for those with sick minds.</p> <p>It's not about how to get to yes. It's time to listen. It's about what will benefit this community.</p>
<p>Brief summary of key points</p> <p>We need to get to the root, and as we get to the root, we have things we have to do right now. In the meantime, we could be working on a solution that is not going to create problems.</p>	<p>Memorable quotes</p> <p>It's not about how to get to yes. It's time to listen.</p>



Post-election one on one interview Notes

Interview date	9/6/23
Meeting location	virtual
Number of participants	one on one interview
Participant group demographics	<p><u>Age:</u></p> <ul style="list-style-type: none"> • 55-74 <p><u>Gender:</u></p> <ul style="list-style-type: none"> • male <p><u>Race/ethnicity:</u></p> <ul style="list-style-type: none"> • White <p><u>Zip Code:</u></p> <ul style="list-style-type: none"> • 97330 <p>Downtown business rep</p>
Notetaker name	Brenda Downum

Responses to questions

Do you have any questions before we begin?

NOTES	<p>I'm curious about the polling consultant. I think they were a bad fit.</p> <p>There will always be the minority who don't like takings (eminent domain) Corvallis has a long history of not thinking the laws apply to us, LUBA is an example, we have to follow the law.</p> <p>The feedback I've heard is that the way the homelessness issue was polled was interpreted incorrectly. People are fed up with supporting homelessness. People are fatigued. The library is a warming shelter in the winter. By providing all of these services, we are not helping the problem we are enabling.</p> <p>There was too much in the bond and the majority of support is for the facility (jail); we need capacity.</p>
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Q1. How long you've lived in Benton County?

NOTES	8 ½ years
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Q2. What comes to mind when you hear the word "government?"

NOTES	<p>City, county, state, federal. It's our laws but also our services and leadership.</p> <p>Follow-up: Is there a difference in how you feel about the City, County, State or Federal government?</p> <p>I'm a rule follower. You have a choice- you can leave if you don't like it. You have options. There is a larger frustration with City Council vs. County/State/Federal. Lots of frustration with city services fees. Continued efforts to go above and beyond with homelessness issues. We are enabling vs. addressing the problem.</p> <p>Follow-up: Who do you trust to give you true information?</p> <p>I have the utmost respect for city management and staff; I'm personally concerned that folks will leave. County commissioners have expressed frustration with the city, I think the county has a better reputation in the business community.</p>
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Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES	<p>I was a big supporter. I've toured the jail, I come from a family who works in law enforcement. I trust that there are experts planning traffic flow, and, there are some things where we need experts.</p> <p>I served on the JSIP Advisory Committee, I was looking to add value to the financial conversation but there wasn't really an opportunity for that discussion.</p> <p>It was presented as "Here's what we're gonna do," but it didn't go beyond that.</p>
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	<p>It was not the same level of a deep dive as happened with the school district bond planning. The houseless issue was tacked on: We're gonna do this; it's the only way the bond is going to pass. I really believe the polling was misinterpreted on that topic.</p> <p>Follow-up: What would you have liked to have been done differently?</p> <p>Should have spent more time examining how that question was asked (houselessness)</p> <p>Follow-up: Did you hear from other people about it?</p> <p>I didn't hear much about the planning process, but I heard more about the polling. All of my contacts had the impression that the county misunderstood the response to the homelessness question.</p>
<p>Brief summary of key points</p>	<p>Memorable quotes</p> <p>"I didn't vote in favor because of the homelessness issue."</p>

Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>They did a nice job on the facilities- correctional facility and sheriff's office/EOC. The county outlined why it was necessary. There was good public discussion and good public information.</p> <p>I think the majority of people will support kids, local police, local fire, and teachers.</p> <p>The county did a nice job of talking about the size of the proposed jail. This made more sense than the last bond.</p> <p>Site selection by eminent domain is just how it goes. A portion of the population does not agree with it but that was not the biggest concern for me.</p>
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	<p>I didn't have questions about operationalizing the new facilities. I understand the need for a new facility and am aware of the dire conditions for people in the jail and for the people who have to work there.</p> <p>That to me, was why I overwhelmingly supported the facilities. It's past time to do something. It's horrific.</p>
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Q5. Of all the things we have discussed, what to you is the most important?

NOTES	<p>It was the homelessness addition. The mix of facilities in the bond. Keep it clean.</p> <p>I talked to a number of people, and as soon as that came out, I heard, "I'm done with this." from my contacts.</p> <p>I'm not concerned about the county moving out of downtown. I'm a downtown business person, and I know what the issues are. There isn't enough space. The city and county are growing, which is disappointing for people who don't like change. Downtown is out of space; I think the county is trying to efficiently build where there is space.</p>
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Q6. (closing) We have about 3 minutes, is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	<p>My frustration with government in general is at the city level- city council. Lack of understanding, listening to the 20% instead of listening to 80%.</p> <p>Going forward, keep it clean. Come forth with a simple bond measure. The county has my trust and my support.</p> <p>Don't be disappointed by the strong feelings. Regardless of issues- focus on the majority. You need 50.1 %. This bond tried to please too many people</p> <p>There is tax fatigue in Oregon... even when the City of Corvallis calls it a fee, it is a tax.</p>
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Post-election Focus Group Discussion Notes

Focus group meeting date/time	August 30, 2023 – 6:30 p.m.
Meeting location	Kalapuya Building
Number of participants	Six
Participant group demographics	<p><u>Age:</u></p> <ul style="list-style-type: none"> ● 3 – 35-54 ● 2 – 55-74 ● 1 – 75 or older <p><u>Gender:</u></p> <ul style="list-style-type: none"> ● 3 females ● 3 males <p><u>Race/ethnicity:</u></p> <ul style="list-style-type: none"> ● 1 Asian/Pacific Islander ● 4 White/Caucasian ● 1 Multiple (“unknown”) <p><u>Zip Code:</u></p> <ul style="list-style-type: none"> ● 6 – 97330
Moderator name	Brenda Downum
Notetaker name	Julie Catala

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	Brenda led introductions, and explained the purpose of the focus group as well as her role and the report she would be providing Benton County in late October. No participants had questions.
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Q1. (Icebreaker) Let’s get started. Can we go around the circle and share your first name and how long you’ve lived in Benton County?

NOTES	<p>(No names are entered here because participation is anonymous.)</p> <ul style="list-style-type: none"> ● 34 years ● 25 years ● 22 years (two participants) ● 8 years ● 3 years
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Q2. What comes to mind when you hear the word “government?”

<p>NOTES</p>	<p>Law and order</p> <p>Services provided</p> <p>Roads</p> <p>Bureaucracy – we’re getting some sidewalks in our neighborhood; for a neighborhood that’s been there for 20 years, they don’t have sidewalks, never been enforced. There are layers in the city.</p> <p>One thing in the commercial sector is if your customers aren’t satisfied, they’ll find someone else. Government gets paid no matter what and that’s a fatal flaw. This is the 4th time for this bond attempt and I would be looking for another career or client by now.</p> <p>Social safety net</p> <p>Budget</p> <p>Management</p> <p>Regulations</p>
<p>Brief summary of key points</p> <ul style="list-style-type: none"> ● Social safety ● Bureaucracy ● “This is what we need” is disconnected from public or what the public think is needed. 	<p>Memorable quotes</p> <p>“One thing in the commercial sector is if your customers aren’t satisfied, they’ll find someone else. Government gets paid no matter what and that’s a fatal flaw. This is the 4th time for this bond attempt and I would be looking for another career or client by now.”</p>

Follow-up to Q2: Who do you trust to give you true information?

<p>NOTES</p>	<p>I trust most folks in government; there are some dishonest.</p> <p>Dishonesty vs. competence. A lot of people are honest. It’s just another criterion.</p> <p>If there is someone I don’t feel is competent I don’t trust that I’ll get a satisfactory answer. I probably wouldn’t go to them for help because they’re incompetent, not that I don’t trust them. It’s a confidence thing.</p> <p>I thought it was quite obvious that the county had an agenda – all the land and the focus groups. Somewhere there’s a disconnect. When you have someone saying there’s something we really need but it goes down, it gets into our self-interest and</p>
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	<p>the constituents we hear because there's a disconnect. The proof is in the pudding; it's gone down four times. In marketing we'd say Houston we have a problem.</p> <p>I like the term disconnect.</p> <p>Difference between what the decision makers think is good for us and what the constituency feels is good for itself.</p> <p>Paul Shafer is trustworthy; I really like his reaching out. It takes a lot of work to be a city councilor and to know your constituents.</p> <p>Tracey Yee – she answers my emails really well.</p> <p>Katie Porter – former professor; she's always showing you the map. Very straightforward.</p> <p>Sara Gelser-Blouin.</p> <p>But in terms of statistics, you can make it say what you want. But it depends on how far you're removed from government; the only thing you can trust is that they'll do what's best for themselves.</p>
<p>Brief summary of key points</p> <ul style="list-style-type: none"> ● Dishonesty vs. competence. ● Outreach efforts and knowing constituency. ● Straightforward answers. 	<p>Memorable quotes</p> <p>“I thought it was quite obvious that the county had an agenda.”</p> <p>“When you have someone saying there's something we really need but it goes down, it gets into our self-interest and the constituents we hear because there's a disconnect.”</p> <p>“Difference between what the decision makers think is good for us and what the constituency feels is good for itself.”</p>

Follow-up to Q2: Is there a difference in how you feel about City, County, State, and Federal government?

<p>NOTES</p>	<p>County and city are mostly people who live locally and stay put. They are probably more intimately connected to the community rather than federal who have to travel more to visit constituents.</p> <p>I agree. People who are local have a much more vested interest in the community and the decisions that affect it.</p> <p>I see the difference between city/county and even statewide. Statewide is a little removed, and federal is too.</p> <p>Based on his sidewalk story, in our cul-de-sac there were people from the city that came in to redo a whole set of the sidewalk and I said <i>what about this other thing?</i> and the guy said <i>that's much worse but no one ever told me about it so I can't work on it.</i></p>
<p>Brief summary of key points</p>	<p>Memorable quotes</p> <p>“County and city are...more intimately connected to the community rather than federal who have to travel more to visit constituents.”</p> <p>“People who are local have a much more vested interest in the community and the decisions that affect it.”</p>

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

<p>NOTES</p>	<p>Nothing.</p> <p>Absolutely nothing.</p> <p>I know nothing – I wasn't tuned in.</p> <p>I don't know what the definition of “stakeholders” is.</p> <p>It was flawed.</p> <p>When you write a report and you think it's perfect but the client doesn't like it, it doesn't matter how high you jumped or how hard you worked.</p> <p>We need to know the specifics as to <i>why do we need it?</i> Why should we vote for this? Why should we spend the amount on a criminal justice facility; give us more details.</p> <p>Give us more bullets.</p> <p>Sugar coating what they really wanted.</p>
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	<p>Manipulative. The priorities don't match.</p> <p>Why did you decide these priorities?</p> <p>They were thinking they were using a cross section but it was just the experts on the receiving end of the money; where were the voters in the process?</p> <p>The people who testified have a vested interest and are very plugged in; most people don't have that amount of time. Not a representation of the population.</p> <p>I'm interested in the sample. This sample here is biased, frankly. This is the people you could come up with email addresses for, so it means they were more involved.</p> <p>When I looked at the breakdown, the first two bullets were the primary interests. And there was a polling that said <i>no, we're really interested in homeless services</i> and then the \$3 million shows up. It felt like <i>we're going to tack on the \$3 million for homelessness and the \$1.5 to add on to what currently exists</i>. It felt disingenuous to me - sugar coated. When the county gave it lip service and said the community wanted something done about homelessness, I believed it. It was supposed to be \$10 million from the legislature and \$3 million from bond. I read that if the bond didn't pass, they wouldn't pursue the \$3 million for the navigation center.</p> <p>Disingenuous is a perfect word.</p> <p>I had already made up my mind on this and I was reading through background information. One of the things that was reported at one of the meetings is that they were trying to position this bond to not end up on the same ballot as other governments. That felt to me that the people trying to get the money know there's a certain threshold, rather than saying <i>this is what we really need, and we need to make sacrifices</i>.</p> <p>People are doing some shady stuff here. The second year I lived here there was a bond that was going to expire in two years, and the way it was worded, it tacked on two more bonds.</p> <p>Everyone in Corvallis votes yes, but the county's bond has failed four times. I'm not against paying for bonds.</p>
<p>Brief summary of key points</p> <ul style="list-style-type: none"> ● Do we know what the impact will be? ● "Process was flawed." ● Need to have humility in the process. ● Not transparent 	<p>Memorable quotes</p> <p>"We need to know the specifics as to <i>why do we need it?</i> Why should we vote for this?"</p> <p>"They were thinking they were using a cross section but it was just the experts on the receiving end of the money; where were the voters in the process?"</p> <p>"The people who testified have a vested interest and are very plugged in; most people don't have that amount of time. Not a representation of the population."</p>

	<p>“When the county...said the community wanted something done about homelessness, I believed it. But I read that if the bond didn’t pass, they wouldn’t pursue the \$3 million for the navigation center.”</p> <p>“One of the things that was reported at one of the meetings is that they were trying to position this bond to not end up on the same ballot as other governments. That felt to me that the people trying to get the money know there’s a certain threshold, rather than saying <i>this is what we really need, and we need to make sacrifices.</i>”</p>
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Follow-up to Q3: What would you have liked to have been done differently?

<p>NOTES</p>	<p>Does anyone know anything about environmental impact statements? They have to meet with the public and come up with other options. It takes a lot of time to go through and there’s always an option to do nothing. The public reviews and provides input. In the case of the bond, I would’ve said <i>here’s a car and it costs this much and this is what it will do</i> and there’s another car and you say the same thing.</p> <p>There was a whole campus in Georgia that was \$60-70 million; Corvallis wanted \$100 million.</p> <p>What about a cafeteria plan?</p> <p>Put out separate bonds for sheriff’s office, homelessness, etc., so you can see which ones pass.</p> <p>It almost gets back to different levels of government. It’s almost like putting an omnibus package on the local level.</p> <p>It’s still unclear to me the idea of community stakeholders – was no input asked for from the general population until after everything was planned? They came to the public for show and tell evenings; what was the role of the public in this process?</p> <p>It was all framed within the subject of justice system; homelessness and mental health falls under social care. Jail was expanding incarceration and throwing money at incarceration. More successful would have been to poll how people feel about these issues and then form a plan.</p> <p>People here don’t seem very comfortable throwing money at incarceration. Let’s go to the general public and ask what issues they’re most supportive of and why. Could’ve been a Google doc.</p>
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	<p>Corvallis is 70% of the county and the tax base, so this was going to ride on Corvallis' vote and their tax dollars. I think Corvallis is a stakeholder of Benton County.</p> <p>When I was on jury duty, the person on trial was a homeless kid. One of the jurors worked in the system and he knew the kid would be stuck in the prison system and wouldn't have gotten the mental health services he deserved. If only I'd had that story firsthand, and heard it from the cop's perspective, and heard the mother, and heard the kid say <i>just shoot me, I want to die</i>.</p> <p>They did the polling and decided to add money for homeless and youth services, which was more like a marketing ploy.</p> <p>Change the percentage to make it seem like you're helping the community vs. the cops.</p> <p>We don't need more jails. We don't just lock them up. But if that's the only way we can get the help for homelessness and mental health, you vote yes.</p> <p>We can build these structures but we want to know if there will be a cost-benefit to society.</p> <p>The literature of other agencies has experienced, does anyone say <i>this is the research we've done and this is the best for us in this community</i>. These are edifices.</p> <p>The mental health center wasn't part of the bond; it's already getting built. Knowing that was already coming, I voted no on the bond. I was in favor of homeless support but knew the crisis center was getting built outside of the bond.</p> <p>The process wasn't transparent.</p> <p>You'd said three commissioners make the decisions but then you say they include staff. You're getting all this information. We all have to be careful. The three commissioners have to be really, really humble and say <i>we've got to get this right</i>. But they didn't; it's a dead horse.</p> <p>It wasn't a transparent process.</p> <p>I don't know how the word gets out about these community forums. We supposedly have a local newspaper.</p> <p>When I take all of the information in favor and against, I make a decision with it; but I didn't know there was a newsletter.</p> <p>But they had it all planned before they went out to the voters.</p> <p>The whole process of combining these things on one bond was part of the flawed process.</p>
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	<p>Memorable quotes</p> <p>“They came to the public for show and tell evenings; what was the role of the public in this process?”</p> <p>“The mental health center wasn’t part of the bond; it’s already getting built. Knowing that was already coming, I voted no on the bond.”</p> <p>“They did the polling and decided to add money for homeless and youth services, which was more like a marketing ploy.”</p> <p>“The whole process of combining these things on one bond was part of the flawed process.”</p>
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Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

NOTES	<p>Everyone on this list is supposed to be a statistical cross-section, which is supposed to be blind; but everyone on this is an expert.</p> <p>When you’re spending on large projects you need to have all sorts of people – experts, employees, etc.</p> <p>For the drop-in center, have a mental health professional.</p> <p>They don’t go out to the people who will be passing votes.</p> <p>It depends on how we’re looking at community stakeholders.</p> <p>In order for me to vote for any bond it has to be a really good reason because bonds expire, so how will you maintain it? In these there were no maintenance costs. We need the people to do the work. There was no funding for any of that. We’re going to need more money to operate and there wasn’t any on the ballot. Operational expense are not bonds, because you’re always coming back for more. If this is what we want, raise the base tax rate.</p> <p>My friend was angered because they put fire and police together to sell it. Those basic operational parts should be pulled from the budget and the bond put into discretionary.</p> <p>These dollar amounts are for the facility but they didn’t say how they’ll pay for the increased staff. Ongoing expenses. And upkeep of the building wasn’t included either.</p> <p>It’s like the sticker price of a car and the cost of gas for ownership.</p> <p>It was very unbalanced. Not well thought out. Nothing about why the percentages were what they were.</p>
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	<p>Disproportionate.</p> <p>I would rather see \$64 mil for tiny houses. I'm not in favor of incarceration.</p> <p>It was just the jail. If people are going to ask for this kind of money, it should be a little more about care. I don't find Corvallis or Benton County to be...I've not been to the jail. I just know that throwing money at incarceration isn't going to fix the problem. Corvallis is really expensive - we can't almost afford to live here anymore and we're professors. I'd happily pay \$130 a year if we help.</p> <p>My daughter lives in south Corvallis and she says a lot of people down here can't afford it. In Ward 8 we can afford it.</p> <p>Part of it is the cost/benefits. For the construction of the facility was to keep folks local rather than shipping them away from their families. Need a better explanation of these other things that are wrapped up into what's being put in there. It would make a difference if their families can visit them.</p> <p>Felony Flats in Salem are because families move there so they can see their families.</p> <p>[Brenda explained: If a person is sentenced for more than a year, they're shipped to Dallas that has treatment center and education, whereas Benton County doesn't have space for that.]</p> <p>They should have told us that!</p> <p>It goes back to environmental impact statement; it has to be a transparent package to the populous.</p>
	<p>Brief summary of key points</p> <ul style="list-style-type: none"> ● Mix of criminal justice and social services was wrong. ● Disingenuous - name of bond was B.S., % of bond dollars was B.S. ● Eminent domain lost a lot of people.

Follow-up to Q4: Did you feel the combination of mental health and jail was bad?

<p>NOTES</p>	<p>Yes. (Multiple people said that).</p> <p>The way the Corvallis city services - what goes on the levy and what goes on the public services bill. There's police and fire, and there's the aquatic center and library. One year there was something on the ballot about the library but they added don police and fire. It only passed barely. City services fee that goes onto your utility bill.</p> <p>For me what was disingenuous, the messaging was around <i>here's this bill that's around homelessness, etc.</i> but you're not really even talking about it. Even the name of the bond bothered me.</p>
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	<p>How about “incarceration”?</p> <p>And the money distribution was disingenuous.</p> <p>Nobody’s brought up that they eminent domain about the farmland. It made me furious. I remember working in Redmond, Washington, before Microsoft. Microsoft created an urban village and they needed to hire a lot of workers.</p> <p>When we say “family farm” it’s a little different than where HP is.</p> <p>It’s in the urban growth boundary.</p> <p>It wasn’t actively being farmed.</p> <p>But there was grass there.</p> <p>They lost some people because of how they got the land.</p>
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Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>I really struggled with this because of the timing. They say it’s not much money. But I did an analysis of my water bill and all of the things on it, as well as the increase in water costs. It’s about \$400/year more I’m paying the city for my water bill! And I also looked at my property tax bill, the percentages of property value last year that was paid last year, and then looked at this year not including the increased value of the house, and it too was almost \$400/year. And it was happening during increased inflation; to have this on top of all of that, a lot of people say <i>I can’t afford it.</i></p> <p>I live alone and I don’t use a lot of water but I’m being charged for the average of the neighborhood; I’m being charged for more water than I’m actually using. It makes me wonder how my government is being run.</p> <p>I almost voted yes because groups I trust supported the bond and I read the description and I look to see which people I trust who have knowledge in the area are in support of it. My husband and I were asking each other <i>why are these things all together?</i> I’m in support of the first two but not the last two. Ultimately, I voted no. I really like when I get a voter’s pamphlet; that’s not a common experience around the US.</p> <p>It really was the incarceration that caused me to vote no.</p> <p>Transparency and process. I’m a detail person.</p> <p>Total cost of ownership – how much this will cost me over the life of the bond. The only way I can afford to live in Corvallis is because I have a house in Salem that I rent out; it pays the mortgage.</p>
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	<p>It was the cost. Extremely high and not justified. I'll vote yes if it's a good use of the money and it supports society. And the numbers changed – kept going up. Then I was out. It was a moving target.</p> <p>It's about money.</p>
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Q6. (closing) We have about 3 minutes. Is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	<p>The 70/30 in terms of Corvallis is really important. For focus groups, we need to make sure they're 70/30.</p> <p>Did the county setup these focus groups to get this to pass next time or to really learn what people think?</p> <p>Thank you for doing this.</p> <p>I'm going to go to Facebook and tell other states that we have a voter's pamphlet so they can get their states to do it.</p>
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Post-election Focus Group Discussion Notes

Focus group meeting date/time	September 11, 2023 - 3:00 p.m.
Meeting location	Kalapuya Building
Number of participants	Four
Participant group demographics	<p><u>Age:</u></p> <ul style="list-style-type: none"> ● 1 - 35-54 ● 1 - 55-74 ● 2 - 75 or older <p><u>Gender:</u></p> <ul style="list-style-type: none"> ● 2 - females ● 2 - males <p><u>Race/ethnicity:</u></p> <ul style="list-style-type: none"> ● Asian/Pacific Islander ● 4 - White ● Multiple ("unknown") <p><u>Zip Code:</u></p> <ul style="list-style-type: none"> ● 1 - 97330 ● 2 - 97333 ● 1 - 97370
Moderator name	Brenda Downum
Notetaker name	Julie Catala

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	<p>Participant questions/comments:</p> <ul style="list-style-type: none"> ● What's the demographic you're hitting? ● How have the people heard about the focus groups? ● Was one of the survey questions <i>how did you find out about the survey?</i> ● I would like to talk about my views as well as those from about a dozen others with whom I've spoken.
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Q1. (Icebreaker) Let's get started. Can we go around the circle and share your first name and how long you've lived in Benton County?

NOTES	<ul style="list-style-type: none">• 10 years• 17 years• 48 years• 80 years
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Q2. What comes to mind when you hear the word "government?"

NOTES	<p>A feeling that government should be reflective of the people and provide reasonable services for residents, and do the best it can.</p> <p>Everyone involved in government should do the best they can to provide services to the community.</p> <p>Serving the community.</p> <p>I agree that it should be a reflection of the populous.</p> <p>Protect the community.</p> <p>Provide services to the community.</p> <p>On a national level, regulate the economy.</p> <p>I echo all of the above. But with that comes great community participation.</p>
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Follow-up to Q2: Is there a difference in how you feel about City, County, State, and Federal government?

NOTES	<p>The county government has done a good job over the years as a whole. They've been far more effective than city government. National is not functional.</p> <p>The closer you are to local government, the more effective a person can be. The further away you get, you'll have less of an impact.</p> <p>As our community gets a larger population base, we don't seem to be having as much direct effect on the commissioners; there's more layers between them and the public.</p> <p>I also think that since local newspapers are withering away, our area has very sparse local news. The effect of that has been that county and city do not listen to people the way they have in the past. The participation is far more difficult because there's a big cloud coming out of the county and the city; by the time it gets to us or we reflect back, it's so neutralized – the impact of anything you say is so neutralized.</p> <p>I agree. Twenty years ago, when the GT was in play, you'd get information about local trials; now there's virtually no information in the GT – they didn't even cover the OSU/UO football games. They are a dying program – will probably be gone in the next year.</p>
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	<p>I feel the city and county need to take more of a role to communicate with the community.</p> <p>There's no single source of information. We don't have centralized information where we can all process.</p> <p>I agree – and Facebook's feeds are based on what you've looked at. I see things like five days after. There's no consistent place to get information.</p> <p>I was at a dinner party and the people didn't even know the measure was on the ballot. They could tell you what was going on nationally level but they feel the GT is worthless so they stopped taking it a long time ago.</p>
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Follow-up to Q2: Who do you trust to give you true information?

NOTES	<p>We have to trust ourselves and read more, put ourselves in it and read it, and ask ourselves questions. There's no other way to get it.</p> <p>Looking at websites, but there's no one place.</p> <p>There's nobody locally that I can steer people to. It's not that I don't trust, I just don't know where to go.</p> <p>I trust my ward person – Jan Napack. She cannot provide all my information but I trust that she will do her best to find the information and make it clear what she thinks. She's not particularly a good communicator, she's just an honest person who tries to do the best she can.</p> <p>I have another friend in a community group in which Xan [Augerot] was at. When asked how she's putting out information about the bond, she said <i>not one specific place</i>; so, I invited her to come to talk with our community center, and suggested she talk with all community centers, because I trust her. Not many people came but I was able to get more information to help me make a decision.</p> <p>I invited Xan to speak to the Academy of Lifelong Learning (ALL); it was a worthwhile presentation but not very effective. It was a video meeting and there were 25 people on it. Then we had a Rotary meeting with 25 people there. I don't think it was a good way to reach people. Most of the people were patently unaware of these problems.</p> <p>I tried very hard to find information about the bond but not very successfully. There were some counties that were really excellent in providing information. Marion county is a good example – much more informative and an open book. It was about building projects in their town.</p> <p>There's a huge new jail that opened in Salem about six months ago; a combination of a jail and police station right in town. It's a county jail.</p> <p>Benton County was so much easier to work with than the city (in terms of helping clients); always been a positive situation. The city is so bureaucratic.</p>	
	Brief summary of key points (from initial question and follow-up questions)	Memorable quotes (from initial question and follow-up questions)

<p>Reflective of people it serves</p> <ul style="list-style-type: none"> Local government: more impact at individual level <p>Leadership must come from government</p> <ul style="list-style-type: none"> Need more information about what government is doing – transparency Example: Marion County (OR) <p>Demise of local news prevents us from knowing factual context to make informed decisions</p> <ul style="list-style-type: none"> News serves as a watchdog 	<p>“...government should be reflective of the people and provide reasonable services for residents, and do the best it can.”</p> <p>“As our community gets a larger population base, we don’t seem to be having as much direct effect on the commissioners; there’s more layers between them and the public.”</p> <p>“I feel the city and county need to take more of a role to communicate with the community.”</p> <p>“There’s no single source of information.”</p> <p>“There’s no consistent place to get information.”</p> <p>“There’s nobody locally that I can steer people to. It’s not that I don’t trust, I just don’t know where to go.”</p> <p>“I tried very hard to find information about the bond but not very successfully.”</p>
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Follow-up to Q2: Is it hard to separate city and county government because you live in Corvallis?

<p>NOTES</p>	<p>There has to be leadership coming from the government; in the case of the bond measure, I don’t think there’s been leadership.</p>
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Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

<p>NOTES</p>	<p>A great deal. The presentation that Xan gave was far too focused on the process and not the reason why we need to do these, and why we need to spend the money on them.</p> <p>I didn’t know anything about the process – wasn’t informed.</p> <p>I wasn’t either and that’s why I worked so hard to find information.</p> <p>I didn’t attend the presentations but I looked very hard at any that were available on line and they were the same over and over again. In those overheads there was a lot about how adults in custody get processed and the statistics but very little information about what these big numbers entail. I thought there was too much detailed information about why we needed a jail, and nothing about how and why they came to the solution they did.</p> <p>I started paying attention when eminent domain came up. I felt it was a desperate measure and I looked into the reasons for it. By the time I voted, I was certain as to why I voted against it.</p> <p>There were no discussions about factors that motivate people to vote, such as the crimes that are being committed. Biff gave information about people being arrested</p>
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and released, then arrested again, etc. I have a business that has been broken into, a house next store has been broken into, a woman I know has found needles outside her house, and someone was urinating in public. If you're looking at the things that are eating away at the quality of the downtown area, there's simply not enough space to house people who have done fourth-level crimes. That information never got out. I have six friends who are all very wealthy but only two of them voted in favor. The last jail measure was for \$25 million but now it's four times that.

The campaign was a total failure of advocacy; you have to give people a reason that really resonates with them. The people downtown were convinced but the people out in Vineyard Mountain weren't.

Another nitpicky point was about the difference between assessed value vs. real value. There should've been something simple and direct and not combined with all of the other things. It was a joke.

That house (that was used for the example in the flyer), when was that purchased? It wasn't a good reflection of the assessment.

We're not building many houses in Corvallis; most were pre-existing and are subject to Measure 5.

If they had just said *with the current real property value, this is how much it'll cost you* people would have voted in favor. It destroyed the validity of the argument.

I was totally convinced we needed a new jail; I just didn't agree with the package they came up with. It was not cheap and there wasn't going to be a cap to the value of my house going up, and the additional taxes would keep going up. If there was a limit, I would've liked it. But it felt too open-ended to me.

I didn't like the location.

I agree. A number of people felt unhappy about the taking of farmland. A number asked why they didn't just tear down the apartments across from the jail and make a high-rise jail.

I was hearing from the County that there would be lawsuits and there'd be pushback if it were to be south of Corvallis. They could've just used land they owned.

I really opposed that location because I didn't want all of that activity leaving downtown Corvallis. Taking all of that vitality and putting it out on the side of the road where they can't build infrastructure for the needs of those people.

Another thing that bothered me is that it was an expanse of concrete - no solar panels, no trees. It seemed so counter to our values in Corvallis.

I agree about it being downtown.

That site is in a flood plain; we could very well be flooded and there's no services in a flood plain. Since I've lived here, I've seen the water right on the banks of the river.

<p>Brief summary of key points</p>	<p>Memorable quotes</p> <p>“I was totally convinced we needed a new jail; I just didn’t agree with the package they came up with. It was not cheap and there wasn’t going to be a cap to the value of my house going up, and the additional taxes would keep going up.”</p> <p>“Another thing that bothered me is that it was an expanse of concrete – no solar panels, no trees. It seemed so counter to our values in Corvallis.”</p>
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Follow-up to Q3: What would you have liked to be done differently in the planning and process that would have led to a better measure that aligned with what the community wanted?

<p>NOTES</p>	<p>Better, clearer, and more direct messaging.</p> <p>I agree. I heard about it in stages.</p> <p>They spent \$50,000 for a comprehensive assessment from a company out of Eugene. Did we really need that?</p> <p>They should not have said that this would cure homelessness. That was the thing that made folks I talked to very angry and feel like they were being lied to. The majority of the words in the ballot title had to do with homelessness.</p> <p>I agree and heard several people called it a bait and switch.</p> <p>All three commissioners needed to get out and talk with the public – but only Xan did.</p> <p>For the presentation at the Rotary Club, the Sheriff was supposed to appear and talk but he didn’t show up.</p> <p>The public doesn’t care about lawyers having more space to talk with their clients; the commissioners didn’t talk about the low-level crimes going unpunished that were affecting the quality of life downtown.</p> <p>Don’t talk about <i>leveraging this benefit to that benefit</i> – who cares?</p> <p>There was a significant difference between the \$25 million and \$60 million bond measures; it doesn’t jive with construction costs.</p> <p>The bait and switch around the homeless was a biggie.</p> <p>I don’t think most people understand that the county has a process for buying land – there could be an ugly eminent domain or a not ugly one. There wasn’t a willing seller.</p> <p>The county owns almost a whole block downtown, including the county law library, parole and probation, etc.</p>
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Brief summary of key points (from initial question and follow-up question)	Memorable quotes (from initial question and follow-up question)
<p>Eminent domain – other locations were available to purchase or use</p> <ul style="list-style-type: none"> ● Stay downtown, support vitality ● Flood plain, climate change of farmland site <p>Talked about the process, not an explanation of the problem that would be fixed</p> <ul style="list-style-type: none"> ● Talked about problems people (voters) don't really care about ● Needed simpler messaging – not designed for the general public ● Significant \$ difference from the last bond 	<p>“They should not have said that this would cure homelessness. That was the thing that made folks I talked to very angry and feel like they were being lied to. The majority of the words in the ballot title had to do with homelessness.”</p> <p>“All three commissioners needed to get out and talk with the public – but only Xan did.”</p> <p>“The public doesn't care about lawyers having more space to talk with their clients; the commissioners didn't talk about the low-level crimes going unpunished that were affecting the quality of life downtown.”</p>

Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

NOTES	
	<p>Adding in the sheriff's office and emergency operations caused it to shoot up to \$100 million; the majority of people don't care about where the cops go to work. If they could have come up with another \$30 million problem, it might have worked.</p> <p>It seemed to keep growing in the way government does. A lot of people see government as inefficient and way too bloated.</p> <p>Everything historically happens in little steps but this felt like they were trying to overhaul the entire system. We need pieces and parts.</p> <p>When Xan talked with our community center, she made it clear that the bond project wouldn't work unless the other pieces (money) from the state and city were in place.</p> <p>Xan told us that the homeless issue was added because the company out of Eugene said it would be a good thing to add.</p> <p>In court, once the judge or the jury thinks you're lying to them, you've lost.</p> <p>The addition of homelessness made people angry; it spurred me on to greater zeal than perhaps any other part of that. I resented it. When I saw that pamphlet come out it was really hard for me to read it. Also, the presentations were all about homelessness – the way Xan answered questions in the public forums.</p> <p>I thought the homelessness was a bait and switch as soon as I saw it. And adding the sheriff's operations center out in the flood plain was not good. It should have been just the jail.</p>

	<p>The only reason the homelessness is in there is because someone told them it would sell this project; that was a lie. Things should be honestly presented.</p> <p>They all have something to do with each other and it's great to have all services working together but the messages were wrong and it was too many things at the same time.</p> <p>You've got to be honest and straightforward and say <i>this is the reason for this spot, this is the reason for that spot.</i></p> <p>Should just have been a jail bond.</p> <p>I have found it a rare occasion when a government outright lies about something but this was as close to it as I've seen in a long time.</p>
<p>Brief summary of key points</p> <p>Adding Sheriff's office/EOC doomed it</p> <p>Adding homelessness facility – lies</p> <ul style="list-style-type: none"> ● “Deceiving as hell.” ● “Made me angry.” ● “Bait & Switch.” ● “Misleading” <p>These are good projects, do it in steps.</p> <ul style="list-style-type: none"> ● What would be supported? “Just a jail.” \$30 million 	<p>Memorable quotes</p> <p>“Everything historically happens in little steps but this felt like they were trying to overhaul the entire system. We need pieces and parts.”</p> <p>“The addition of homelessness made people angry; it spurred me on to greater zeal than perhaps any other part....”</p> <p>“I thought the homelessness was a bait and switch as soon as I saw it. And adding the sheriff's operations center out in the flood plain was not good. It should have been just the jail.”</p> <p>“I have found it a rare occasion when a government outright lies about something but this was as close to it as I've seen in a long time.”</p>

Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>The lying spurred me on but I also felt it was much too much and very overpriced without drawing the line between what that higher cost was and how that would benefit our community.</p> <p>The overwhelming problem was the size of it; it looked like they were building the Taj Mahal.</p> <p>The commissioners need to rebuild our trust. There's no leadership as a group. There's a little too much fear going on. They just need to move forward.</p> <p>Nobody understood what they were voting for. There were a lot of words but no bullet points as to why this was a good idea. There was just too much. The messaging</p>
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	<p>felt to me like someone who talks a lot and uses a lot of words but you can't find the conclusion or the point of it.</p> <p>And that would require leadership to articulate it.</p> <p>I wish the commissioners had reached out to volunteers to provide insight. They would have been a lot better off talking to the members of the community – especially people who've lived here a long time. Have an advisory group and meet with them once or twice a month while this thing was going on.</p> <p>I think the pandemic had an effect.</p> <p>Having to pay a consulting firm to put out the message that we needed a new jail was not good; they should be putting out that message themselves.</p> <p>Just the disorganized way it was presented made it hard to trust them with \$200 million. It takes some skill to make a \$200 million project successful; they didn't have that skill.</p> <p>The courthouse is still going to be built on that land. They didn't have to go to the taxpayers for that. But you had to search through minutes of BOC meetings to find things out. They needed to issue statements when significant action was taken; but it didn't suit them to have people know about it.</p> <p>I had asked Xan what would happen with the eminent domain land if the bond didn't pass; she said <i>we'll find something to do with it</i>.</p> <p>I watched the BOC meeting when they discussed the options for the courthouse, and the cost to renovate it was astronomical. It didn't sound like they had a lot of good options without the bond measure passing. It was the lesser of two evils when it came to where to build the courthouse.</p> <p>The county is stuck with that piece of property now. If our next measure is \$50 million, it's not going to pass; we're going to be stuck with the old cop shop downtown and the old jail downtown.</p> <p>I'm glad you guys are doing this (focus groups); I hope they take it seriously because they really blew it. It's the worst example of advocacy that I've seen in years. It was just horrible. If I had to rate it, I'd give it a 2.</p> <p>There are fundamental problems with this whole concept; it's not just messaging, it's the costs of construction, and how they decided what to put into it.</p> <p>One of my concerns is that the staff never leave the office; a site visit is done via Google Earth. Somehow you need to get out into the public. This echoes that; the commissioners want to do their messaging right from the computer but they need to get out into the community.</p>
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Brief summary of key points	Memorable quotes
<p>Addition of a homelessness facility</p> <p>Messaging needs to get to the point</p> <p>Lack of leadership - need to rebuild trust</p> <ul style="list-style-type: none">• Too much \$\$• Felt disorganized <p>County needs to issue statements when significant action is taken</p>	<p>“Nobody understood what they were voting for. There were a lot of words but no bullet points as to why this was a good idea. There was just too much. The messaging felt to me like someone who talks a lot and uses a lot of words but you can’t find the conclusion or the point of it.”</p> <p>“I wish the commissioners had reached out to volunteers to provide insight. They would have been a lot better off talking to the members of the community – especially people who’ve lived here a long time. Have an advisory group and meet with them once or twice a month while this thing was going on.”</p> <p>“They needed to issue statements when significant action was taken; but it didn’t suit them to have people know about it.”</p> <p>“...the commissioners want to do their messaging right from the computer but they need to get out into the community.”</p> <p>“There are fundamental problems with this whole concept; it’s not just messaging, it’s the costs of construction, and how they decided what to put into it.”</p>

Q6. (closing) We have about 3 minutes, is there anything that we didn’t discuss related to the bond that you’d like to make sure we include?

No additional comments



Post-election Focus Group Discussion Notes

Focus group meeting date/time	Monday, September 11, 6 PM
Meeting location	Holmes & Shipley @ Kalapuya
Number of participants	4
Participant group demographics	F 35-54, W, 97321 F 35-54, W, 97330 M 35-54, W, 97321 M 55-74, W, 97321
Moderator name	Brenda Downum
Notetaker name	Amanda Makepeace

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	none
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Q1. (Icebreaker) Let's get started. Can we go around the circle and share your first name and how long you've lived in Benton County?

NOTES	<ul style="list-style-type: none"> • 2- 2 years living in North Albany, Benton County, confused about what we pay for versus what services can be used. • 34 years, moved to Corvallis in 1989, then to farm in the county in '95 • 27 years
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Q2. What comes to mind when you hear the word "government?"

NOTES	<p>So much news about the national government. My first thought is all the goings on in Washington and getting ready for election, local government with the county, and the services that the city provides.</p> <p>It should be one way, but it feels different. Taking care of things in our areas, helping us be for the people and not an entity amongst themselves doing things for themselves. The area they are locally governing, should be helping.</p> <p>It's an institution to believe in though not perfect.</p> <p>A group of us that we have asked to take care of some things in exchange for resources. They are for us, from us, a part of us.</p> <p>Local government feels like some input should be heard, as opposed to every four years at national level. Individual voice should be a lot louder here.</p> <p>Accessibility and impact on local government, more ability to interact and reach them to do things, try to make a change federal is harder than the local government level, they are part of your neighborhood.</p> <p>See what is happening when involved in the local community, what you do locally can also affect at a national level.</p> <p>More concrete local, nebulous national.</p> <p>Who do you trust for information?</p> <p>I rely on official information put out by local government, county sites, friends, and neighbors to help translate some of the government talk. I don't trust national government. No accountability, they say whatever they want. Here it comes from a release of information from the website or newsletter.</p> <p>I haven't been here long, want to make my voice heard; not all talk, no action. I trust a small group of friends more than what the government PR system puts out.</p> <p>I trust the county more than the City of Corvallis, who is also a player in this.</p> <p>Thinking about why that might be, I can see in everyday experience, how decisions affect other people. I have faith in Benton County more than Corvallis.</p> <p>I see city and Benton County separately. In some ways the city is out there more, the county is more under the radar, not as loud, not as outspoken, where the city is more in your face. More fight seems to happen at granular level at city. Benton County doesn't seem as confrontational as the city.</p>
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Brief summary of key points

“They are us, we are them.” Should be a reflection of us.

Local-provides services for the people not an entity unto itself. Rep the whole group.

Should be able to have an impact on the whole.

Voices heard.

We can do something about bureaucracy.

I understand government-speak to a certain point, but there’s a lot of PR, placate people, say the right things, cheer on mentality, if they’re going to put out something they should be held accountable to it. Refer back to the info they provided.

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES:

I paid attention, but it felt bigger than we are, a bigger process, the people who were brought in weren’t looking out for our best interests. After reading the measure itself, it was so blatantly obvious who doesn’t have our best interests.

The words “CAN pay” lost my interest as a person who works in fundraising. I don’t know what came out of the assessment, if the community says it can pay for things, don’t make it pay for things.

I cannot believe the County paid that much money to not be clear as to the purpose of the money. I believe data from the original assessment wasn’t listened to by consultants. Too much external guidance.

After reading the Bond Measure, it comes across as dishonest. With local government, you expect them to be more honest and didn’t feel that way. During the planning process, I attended meetings down by the river, and had an idea of what was coming. The Sheriff stated another jail is needed; fine. But this was much more than a jail process. Common knowledge is jail needs replaced, this is not news, I don’t remember the name of the consultant, and don’t know how much money was spent on this, but it should be common knowledge.

The county went big on analyzing, bringing some huge urban thing to a rural place and asking “how to do this” and looking purely at data, out of touch with what is actually here. Why wasn’t there a re-evaluation after COVID? It affected the world, or was the county just following the plan blindly? They should have come back to the table with changes.

Many other consultants were brought in; what did that cost? Wasn't one of the consultants a for-profit prison company? Why don't we know? We should be able to know.

Somewhere in the planning process, there was a for-profit jail presentation or provider intent on making money.

Follow-up: What would you have liked to have been done differently?

We need a better understanding of what is needed to come up with a package.

In the planning process, consultants that I was exposed to, focused on world-class jail options, though less attractive options presented meant the county could go in this other direction, but seems like we were drawn into that upsell.

Similar size, what does it look like in that other community? Do it well rather than just because it has to be done. What would it look like there?

There's doing it, and there's extravagance. Mercedes versus Toyota

As much interaction with the people you're dealing with as much as possible, there are going to be limits.

The county should have created a situation where it was almost impossible for the regular Joe not to know what was going on. It should be everywhere, community involvement, and knowledge out there, don't have to dig through filing cabinets.

Corvallis did a survey of non-profits, do it in other languages, use the non-profits, who have no idea that this is going on, involve them and other groups as partners, pay those people to do the work, because it's WORK, use the trust they have as leverage with rest of community.

Fund that outreach, the community groups who run things, need to get people on board.

Newspaper used to be in the area - newsletters, emails, walking around downtown, seeing flyers, checking websites, can be difficult to get the information that's needed quickly, so I give up. NextDoor, other social forums, Facebook, etc. North Albany is an active group and information sharing going on.

Consultants focused on the best of the best to the detriment of other options.

I don't spend time on social media.

	<p>My neighborhood has an active listserv and meets 1x a year. Corvallis has a group with the same people making the same noise, it gets old after a while.</p> <p>I'm concerned about the cost of jail, it's five times as expensive as the national average.</p>
<p>Brief summary of key points</p> <p>I paid attention: "It felt bigger than we are"</p> <p>Consultants focused on best of best, county drawn into that.</p> <p>Out of touch with our needs in local community</p>	<p>Memorable quotes</p> <p>Comparable communities</p> <p>As much interaction as possible with the public before deciding.</p> <p>"We need a Toyota, not a Mercedes"</p>

Q3. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>We need to shortlist a lot of things that should be on the list that aren't. Taking that guy's farm, how much did that cost, was it justified?</p> <p>Eminent domain is an issue. We gotta pay that guy for the land, it was a significant amount of money, I can't remember, \$2m+? It should have a line of its own as part of the bond measure.</p> <p>I didn't understand why this had to be done, there were other options, community folks in certain neighborhoods didn't want a jail near them, and got it moved.</p> <p>One person can upend if they object, the process stops or gets undone, and interest groups can have a huge effect; city and county are both guilty.</p> <p>Money talks, groups, or individuals with money get heard.</p> <p>Does all of that fall into the process, how are we paying for it, and getting it? Which people, which process landed on that piece of property?</p> <p>Consultants had a part, different groups in the community, people who live in SouthTown, and people who love or are passionate about downtown; it catches people's attention when a building is underutilized and/or empty.</p> <p>It's more than we need, we need to use what we already have.</p>
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Eminent domain seemed premature, passing it before the bond measure, it felt like an insult.

Taking food-producing land, and removing it is an insult. No one explained why the other sites weren't picked.

Choosing that space was a different outcome than expected and impacted neighborhoods and poor folks differently.

Feels like one can't win in this city.

There are always two sides, shouldn't we have had a better understanding of this process? Be more transparent and open instead of just listening to the rest of the wards.

SouthTown is a poorer place, put it in SouthTown. They can't bear that one more thing.

How do newcomers understand the lay of the land, who to believe, and where to get information?

If you want to be honest with people, communicate what the whole cost is, a lot of money is generalized over the four topics.

How did they come up with this process? When I reached out with a question, no one answered or the response is generic PR.

I did some research on jail costs, I wasn't getting info from the ballot, and couldn't find online local specifics, so I went online to figure out costs, why is our proposed jail so much more expensive? \$64m for the construction of the facility? Why? It launched me into understanding where the money is going.

The county provided generalizations and lump sums for facilities, and this center, and that center. It was five times the national average for one fourth of the space.

I support everything on the list. It felt like homeless navigation and mental health were added so that people would vote for them, if you put any one thing on by itself, I would vote. I did vote for the navigation center. I voted for the bond but held my nose.

It's a lot of building with not a lot of idea of how it is going to run. Jackson County has a library that had to close after being built.

Navigation Center and Mental Health center got the short end of the stick. The first thing that should go out is the Emergency Operations Center.

I voted against the bond. These things should be separate. the county used mental health as a pretty little dress to get more votes and I don't think that was right.

I feel it's an honesty thing. The bond measure threw in other things and the jail is lost, how big the courthouse is going to be, more DAs, \$110m, going to borrow \$55m, everything is going to be borrowed, the number seems hidden. It tastes like dishonesty.

The citizens of the county will be on the hook for the whole thing, why not be open about it?

I think it would have been to the county's benefit to focus on one thing at a time, fewer moving parts makes it harder to derail. Ask people one thing at a time, rather than so many asks going on at the same time.

I had questions and doubts about what the bond measure actually had in it, which elements or buildings.

I think confusion can be intentional by outside actors or could be an unfortunate side effect of too many things going on at one time.

Look at what Albany did. The local volunteer force doesn't have a firetruck, so they contract with Albany for protection. Albany built a new firehouse, and a new police station slid along with it; this feels like the same thing.

There's no way to say "We only want x part, not the whole thing."

The county was not served well by whoever did this consulting.

It felt sneaky like they tried to pull the wool over our eyes. Voters are not stupid, we are not fools.

I focused on one thing. Let voters focus on jails, so much is already available, and other resources are available for homeless and houseless services, what happens? It depends on the social service and the needs of users.

Wildfires, navigation, and youth mental health services needed these things personally but not at this scale. Do something in the fall and the spring to gauge voter interest.

Didn't like how it was all bundled together into one big dollar item. Feelings both for those who voted for and against.

Too high-level and too general to be understandable, not enough meat.

	<p>“Help all these groups” but didn’t feel like that was the sole purpose. Property taxes, eminent domain, lack of transparency, cost/ prices, parts that were understandable were too fluffy, budgeting discussions, has the county saved anything towards the cost?</p> <p>Different ways to wrap a package, and present it in most attractive way possible, but can lose a lot during the process.</p>
<p>Brief summary of key points</p>	<p>Can’t ignore cost of land</p> <p>Be more transparent</p> <p>Eminent domain process</p> <p>represent cost of land in bond measure</p> <p>more transparency about process</p> <p>seemed premature? Eminent domain pre-bond</p> <p>consultants (process) special interest?</p> <p>Didn’t like the bundle</p> <p>\$ needs to be broken down</p> <p>Pretty little dress on it to get votes</p> <p>Dishonest</p>

Q4. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>Higher taxes. Prices, asking for transparency about costs, why does it cost so much?</p> <p>Lack of transparency, feeling like trying to get something past us dishonestly, if the land was in the bond measure or not doesn’t matter; the total cost of the campus including the land should be part of the TOTAL cost that the citizens are going to bear, should be transparent and communicated to the people.</p> <p>Bundling the items didn’t make sense, felt icky, it was insulting, coupled that with buying/taking the land ahead of the bond measure, it was out of touch with what was happening in the community.</p>
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	<p>Omnibus trying to put a lot of stuff on the same bill, does need to be clearer where things are going, counterproductive to the county's interests in getting things done, and being clear about the extra costs.</p> <p>The running of these facilities- it is shooting yourself in the foot to state "It will cost x amount" but you still need to pay to run the facilities. "Less is more."</p>
	<p>Brief summary of key points</p> <p>Whole picture not just building a jail, how many more deputies to man the jail, how much will it really cost, out by HP, have to run back and forth, what's the whole operating cost? All of us are going to pay for it.</p> <p>It's telling us a story about the vision, this is how these things being asked for fit in there, it's hard to tell those stories with too many plotlines going on in the narrative.</p> <p>This is the impact to have in your community, there's too much, and things keep going up, and with each operational cost, approach voters and ask for more. Constant cost increases – not to include. It's beyond building the building, what else is going on? Is it part of the process? Estimated costs, what happens with all these extras?</p> <p>Can't tell a story about all of these parts. All we're getting is pieces of a story, not a whole vision. Forgot to listen to the community who is really invested in its own development.</p>

Q5. (closing) We have about 3 minutes, is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

<p>NOTES</p>	<p>Third or fourth attempt at this issue; 4th, how much was in the previous bonds? Extrapolate it out. Buildings, services, cost. That's part of the best of the best – do we need that? We should get what we need, not what they want for us to need.</p> <p>Assumed consultants were presenting correct information based on size – but costs were too much.</p> <p>No connection to put the disparate parts together.</p>
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Post-election Focus Group Discussion Notes

Focus group meeting date/time	9-12-2023
Meeting location	Corvallis Community Center
Number of participants	6
Participant group demographics	<p>Age 55-74 - 4 75+ - 2</p> <p>Gender Female - 1 Male - 4 Prefer not to answer - 1 (BLANK)</p> <p>Race/Ethnicity White - 5 BLANK - 1</p> <p>Zip 97330 - 6</p>
Moderator name	Brenda Downum
Notetaker name	Jen Schroeder

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	<p>Questions regarding the demographics of other groups (gender, age)</p> <p>Question regarding funding of site on HWY 20 (Held for later)</p> <p>Is the intent of tonight to gather intel to better market a future “sell”?</p> <p>A: Brenda shared her hope that the commissioners will listen</p> <p>What is a “communication person”??</p>
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Q1. (Icebreaker) Let’s get started. Can we go around the circle and share your first name and how long you’ve lived in Benton County?

NOTES	<ul style="list-style-type: none"> ● 45 years ● 65 years ● 33 years ● 20 years ● 58 years ● 39 years
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Q2. What comes to mind when you hear the word “government?”

NOTES	<p>I was in government - government is US; government is sitting right here</p> <p>I was a government employee at the federal level.</p> <p>A lot of folks try to do good but everyone has a different idea of what good is; everyone is trying to do the best they can, but everyone has different ideas.</p> <p>I’ve had lots of involvement in government at all levels; the government tries to address problems and provide services to the public</p> <p>I think years ago local government was “closer” and more open.</p> <p>I feel shut down on an ideological level – conservatives have no say.</p> <p>I am deeply distrustful because of ideological levels of the “party” system pushing down;</p> <p>Complex</p> <p>I think politics is the entertainment branch of industry</p> <p>We don’t get lied to, but we speak different languages. Those who operate our bureaucracy are enforcing rules made at the federal level so government is co-opted.</p> <p>The government’s primary job is government and the primary stakeholder is itself.</p> <p>We don’t have enough meaningful discourse between sides.</p> <p>Follow-up: who do you trust to give you true information?</p> <p>Tiny sliver, it’s based on the individual person; otherwise, facts are skewed.</p> <p>I don’t trust anybody. Don’t trust and verify.</p> <p>I trust my peers; folks one point above, one point below; otherwise, it’s like playing the telephone game.</p>
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	<p>We want simple answers; people, as a general rule, don't understand the complexity of situations.</p> <p>I trust individuals versus institutions.</p> <p>What Benton County does and what Benton County says are two different things.</p> <p>The least trustworthy is the media.</p> <p>I have to do a lot of work to vet my sources and build my own network of trusted information that I'm still skeptical</p> <p>Government is wasteful.</p>
<p>Brief summary of key points</p> <p>Skeptical of government, solutions should be pragmatic</p> <p>Government is us</p> <p>Industry writes the rules for government Government's job is government</p> <p>Complexity</p>	<p>Memorable quotes</p> <p>What Benton County does and what Benton County says are two different things.</p> <p>I trust individuals more than institutions.</p>

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

<p>NOTES</p>	<p>I followed it from the day it started, followed in the paper and talked to friends in positions to know.</p> <p>If you like making sausage, you like the development of this bond measure.</p> <p>They had a plan four years ago; then it fell apart, helter-skelter.</p> <p>We better add homelessness, as that's got sex appeal now</p> <p>When you asked questions, you didn't get answers.</p> <p>It was like the county threw stuff at a wall to see what sticks.</p> <p>Not very darn much.</p>
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	<p>The county left out helping voters understand how the current jail is inadequate.</p> <p>I want to know what was the least cost solution.</p> <p>Follow-up: Did you hear from other people about it?</p> <p>Through media and county website. Finding the source and the action usually meant meeting minutes. It wasn't easy to follow the process</p> <p>Media is non-existent – can't find information</p> <p>Communication breakdown – it was not well presented. The current jail is awful</p> <p>There was no thought about taxpayer</p> <p>Follow-up: What would you have liked to have been done differently?</p> <p>The county is not learning about what has happened before.</p> <p>Make an argument to the “overtaxed” as to the most economical solution; what's actually driving problems that are driving situations; why are we responsible for the mess you made?</p> <p>The county never made the case for the need for the new jail and why it had to be that big.</p> <p>The county never explained how they were going to pay for staffing.</p> <p>Was this going to be a profit center? (Group answered no)</p> <p>I don't think the thought process was that sophisticated</p> <p>I think it was a terrible process.</p> <p>The county made the same mistakes over and over again;</p> <p>There was no leadership on the project</p> <p>It seemed fluid; like topic du jour</p> <p>It was a sleight of hand regarding funding and costs</p> <p>There was no focus: what's the need, how are we going to address it, what's it going to cost?</p> <p>Commissioners have no managerial skills</p> <p>Lack of competence</p>
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	What is the inventory of county land, and what are they using it for?
<p>Brief summary of key points</p> <p>Leadership needs to start with a basic plan</p> <p>Leadership was not competent, the county never made a case for the bond measure.</p> <p>Elements of the bond measure were fluid.</p> <p>Operations were not explained.</p>	<p>Memorable quotes</p> <p>Leadership made the same and even more mistakes than the last bond measure.</p>

Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>Site location – eminent domain; where did that money come from? How did they buy this plot to begin with?</p> <p>Mix and match of all of these elements</p> <p>Priorities</p> <p>I’m confused about what’s being built on 4th and VanBuren.</p> <p>I’m confused about the role of City versus County. They all tax the same and it feels like they’re competing with each other</p> <p>I’m a former commissioner. When I was there, we didn’t have this kind of money.</p> <p>It’s so obvious that they threw the last few down to get a few more votes – it was so transparent it was embarrassing; to me, they were lying; a regular person would not spend the amount of time that it would take to find out.</p> <p>The county needs to use realistic terms – call it what it is – a jail, a mental health center, etc.</p> <p>There was no real substance.</p> <p>There is too much self-congratulatory back-patting. It seems like fluff (newsletter, general communication regarding the jail)</p> <p>I don’t remember even seeing the Sheriff’s Office and the EOC on the ballot. What about the existing facility – will it close or be sold?</p> <p>To “sell” the bond – what are you going to give up? The City doesn’t want the Law Enforcement Center building.</p>
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	<p>People want a downtown location. What about transportation to the new site?</p> <p>For me, the tax burden wasn't an issue; it's a lot of money</p> <p>I have a lack of faith in the county to deliver what they promise; they show no fiscal discipline whatsoever; they'll piss it away</p> <p>For me, the tax burden is an issue.</p> <p>I think this was more of a vote of no confidence in the Board of Commissioners.</p> <p>The measure felt like misdirection.</p> <p>There is a difference between assessed value and market value; people don't know about how the property tax system works, and people have lives to live.</p>
<p>Brief summary of key points</p> <p>Eminent domain was a factor. Downtown is important.</p> <p>Taxpayers want effective and efficient use of tax dollars. Need to explain the tax burden and how dollars are spent.</p> <p>The voter's pamphlet was deceptive.</p>	

Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>Jail would be easy to sell if they could articulate the need and the least amount</p> <p>Why can't we continue transporting to other counties? It's not about purchasing the location; it's a math problem. A math problem where they should be showing their work.</p> <p>The county needs to show that they're getting stuff done. Build trust by putting your actions where your words are before you ask for money; confidence-building – demonstrate efficiency, shrinking government, enforcing the law</p> <p>Facilities need to be downtown, do it in digestible chunks; follow a multi-year plan; provide "housing for the cost-burdened"</p> <p>Courthouse is unsafe but you also can't tear it down</p> <p>Moving it out of downtown was a stressor and almost a dealbreaker</p>
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	<p>There wasn't a clear plan, it was a mishmash of ideas. I don't have faith that this government will do anything efficiently or competently.</p> <p>I think the jail is deplorable; I feel guilty that people are there.</p>
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Q6. (closing) We have about 3 minutes, is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	<p>Show competence; say honest things do it</p> <p>One-party rule is difficult – it might be helpful to notch down ideology</p> <p>Until they own it, what kind of confidence can we have?</p> <p>Better planning</p> <p>The present jail is wrong, but why does it have to cost this much?</p> <p>Throwing a big package in front of voters doesn't work</p> <p>School district was greedy and the recent levy and bond sucked air out of the room; that made it much harder.</p> <p>Fish rots from the head.</p>
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Post-election Focus Group Discussion Notes

Focus group meeting date/time	September 14, 2023 – 6:00 p.m.
Meeting location	Kalapuya Building
Number of participants	3
Participant group demographics	<p><u>Age:</u></p> <ul style="list-style-type: none"> • 3 – 55-74 <p><u>Gender:</u></p> <ul style="list-style-type: none"> • 1 female • 2 males <p><u>Race/ethnicity:</u></p> <ul style="list-style-type: none"> • 3 – White <p><u>Zip Code:</u></p> <ul style="list-style-type: none"> • 3 – 97330
Moderator name	Brenda Downum
Notetaker name	Julie Catala

Responses to questions

(Intro.) Do you have any questions before we begin?

NOTES	No participants had questions.
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Q1. (Icebreaker) Let’s get started. Can we go around the circle and share your first name and how long you’ve lived in Benton County?

NOTES	<p>Duration of Benton County residency by participants:</p> <ul style="list-style-type: none"> • 27 years • 27 years • 20 years
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Q2. What comes to mind when you hear the word “government?”

NOTES	<p>Services</p> <p>Dysfunction</p> <p>Source of help and a source of pain – partly from the dysfunction.</p> <p>My experience is that during covid I had a lot of help from the government but since then I’ve seen a de-evolution of transparency.</p> <p>A lot behind closed doors.</p> <p>No efforts to get public input.</p> <p>Difficult to understand city and county directions.</p> <p>I’ve been told by staff <i>we don’t want to confuse the council with too many facts.</i></p>
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Follow-up to Q2: Is there a difference in how you feel about City, County, State, and Federal government?

NOTES	<p>Differentiating between city and county – amorphous government blob.</p> <p>I don’t distinguish between law enforcement – city, county, etc. I don’t care which one it is as long as they help me. I’m certain that if you go by a city or a county officer going 80 mph on 9th Street, either agency will pull you over.</p> <p>The city has a relatively un-diverse population; the county is far more diverse in terms of demographics, jobs, etc.</p> <p>The city is more progressive. Commissioners need to take that into consideration for their decisions: it’s not just Corvallis.</p> <p>Federal is dysfunctional. I have fear about what’s going on. State is dysfunctional as well on many different levels, including funding priorities. It’s not balanced. It’s out of whack.</p> <p>I appreciate the county’s attempt to balance the different constituent groups – but at the state level it’s all over the place. At the local level, there could be better collaboration between agencies.</p> <p>The county is very aspirational – very much a Christmas tree.</p> <p>Transparency.</p> <p>Public outreach.</p> <p>Someone who’s complaining has a pain point. Whatever the root cause, there should be outreach to mitigate that. I just don’t see that breadth of acknowledgment. The county deals with a lot of diverse things; whether it’s the fault of staff or the BOC, they get into tunnel vision.</p> <p>Some of it’s the lack of clarity around priorities, the disconnect with priorities, and the problems facing us today. I was in a meeting with the county today, and they were talking about how to allocate \$7 million, and they talked about allocating it to the public safety building. But the law enforcement representative said <i>we can’t have it be a multipurpose building.</i> But we need an emergency cooling and warming center</p>
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	<p>and they've allocated a couple of hundred thousand dollars over the next couple of years.</p> <p>The county has a health department and fairgrounds, but I've heard crickets about that. They have lots of land.</p> <p>It seems like the city and the county are focusing on big infrastructure projects such as the renovation of fire stations, the courthouse, and other city buildings. But is that the highest need in the county right now? Does it improve the function of government to build a "city hall-mahal"?</p> <p>You can talk about the need to make it better for employees, but the government doesn't exist for employees.</p> <p>The county's motto is "At your service every day." How is that serving the population?</p> <p>I agree that the county has to think of a better catchphrase than "at your service."</p> <p>I voted in favor of this because of the jail and law enforcement, and I'm passionate about homelessness, but they've allocated a bunch of money to the youth center.</p> <p>Linn County's on top of things; if something happens, they're on it. They're doing a homeless camp, but they have more land; why doesn't Benton County step up?</p> <p>For the bond, it wasn't clear how the puzzle pieces fit together. When it came out in the paper that there was a squabble over the Law Enforcement Center an enormous red flag popped up that they're not collaborating, Then you're pulling out Benton County Sheriff's Office and moving it; why aren't they collaborating?</p> <p>Part of the dysfunction is that a three-person BOC is too small. We still operate like we're a rural county. Commissioners can't talk to each other or they become a quorum.</p>
<p>Brief summary of key points (from initial question and follow-up question)</p> <p>Services</p> <p>"At your service" motto is not fulfilled</p> <p>Dysfunctional at the local level</p> <ul style="list-style-type: none"> ● Lack of clarity/priorities ● Lack of transparency, decisions made behind closed doors ● Funding decisions don't make sense with regard to strategy <p>3-person board of commissioners is too small</p>	<p>Memorable quotes (from initial question and follow-up question)</p> <p>"City is more progressive. Commissioners need to take that into consideration for their decisions: it's not just Corvallis."</p> <p>"Someone who's complaining has a pain point. Whatever the root cause, there should be outreach to mitigate that. I just don't see that breadth of acknowledgment....they get into tunnel vision."</p> <p>"Some of it's the lack of clarity around priorities and the disconnect with priorities and the problems facing us today."</p> <p>"Part of the dysfunction is that a three-person BOC is too small. We still operate like we're a rural county. Commissioners can't talk to each other or they become a quorum."</p>

Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES	<p>I went to a couple of show-and-tell sessions during the planning process – it was during COVID. I was struck that they were telling us what it’s going to be like vs. asking for input. Decisions were already made; that made me ask <i>why am I here?</i></p> <p>My understanding is that there was a committee of people from different areas that was running pretty well, but then it changed and turned into what it is under Nick Kurth, and the whole feel changed to <i>this is what we’re going to do</i> and no public input. They were gauging whether it would pass rather than for feedback. And the polling seemed like they were trying to please everyone.</p> <p>I felt the forums were more informational. There was a presentation about how it would look.</p> <p>I went to some early stuff before COVID; as soon as COVID hit, I watched from afar and read the paper. I didn’t go to any sessions after COVID.</p> <p>Regarding the polling and how things changed, what struck a lot of experts in the homeless service community was that it’s like they found the feel-good thing and wrapped the jail within it. If the rest of these pieces would reduce jail time and increase services, then lay that out. They should have said how a bigger jail actually helps homeless services. A lot of people going through the jail system need mental health services. But all of the connections were not explored.</p> <p>Re: Christmas tree comment, some of the constituents want homeless people out. But \$4.5 million? That’s nothing.</p> <p>My first thought was of the infrastructure but then how do you pay staffing costs? They should have left it 60/40.</p> <p>Youth mental health services was \$1.5 million – even at ten times that, you’ll have a small number of beds.</p> <p>They’re expanding the jail but they haven’t talked about the needed increase in staffing and the increase in the size of the BCSO.</p>
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Follow-up to Q3: Did you hear from other people about it?

NOTES	<p>The process was confusing and not transparent.</p> <p>It’s hard to reach the people; they don’t care until they get impacted.</p> <p>Covid impacted all of that.</p> <p>A lot has changed, including the public’s image of policing and the justice system.</p> <p>I had a conversation with someone at the city, and if they’d talked in 2018 about opening a homeless shelter, people would have been up in arms, but now I don’t think they would be.</p>
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	Faith in all government has changed in the last five years. The level of suspicion and concern that the entities have different interests than your own is really high. It's compounded by the lowest education level on civics that we've ever had.
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Follow-up to Q3: What would you have liked to have been done differently?

NOTES	<p>The first step is to develop a 5-10-year strategic vision and work on that rather than being a weather vane.</p> <p>I know they worked hard to educate a lot of people on what they were doing, but I don't know if they went to the farmers market, senior center, churches, etc.</p> <p>That's where having five commissioners would have been helpful.</p> <p>What about using the government comment corner? Having more direct access to town halls, etc.</p> <p>They didn't bring the naysayers in. They didn't go out to the people who don't want it and find out why -- do the dirty work.</p> <p>They need an understanding of the population.</p> <p>Understanding that the bond measure isn't in isolation. It's not just building the building; it's staffing it – a holistic perspective and articulating it during the process.</p> <p>There is pernicious poverty in the county. In Corvallis, we have the 509J bond for the next 20 years; it's tough when you see most of your money going to the district. 55 cents might not mean much to some people, but it could be the difference between keeping your house or not.</p> <p>There are a lot of chess pieces involved in this, and I don't think the whole board was laid out. That's a huge process for this community and the diversity of it. Some people are in favor of eminent domain of the farmland and others say no way.</p> <p>In marketing, we talk about the total product. That was never laid out, and that's a big miss.</p> <p>People can see holes and will hold their nose and not vote in favor.</p> <p>A lot of people in Corvallis voted no because the whole product wasn't there; why should we pay for it?</p> <p>Regarding eminent domain, it felt to me like a deep misread of the room. A lot of farmers. We have a liberal community in Corvallis surrounded by a large conservative community in the county and they said no way. As soon as that happened, it was like that's not going to play.</p> <p>A lot of people wanted it downtown. Some people feel the county abdicated downtown. It's more expensive and harder to build downtown. There are people who don't believe in eminent domain.</p> <p>I agree about eminent domain not playing well usually, but in this case, I think it was acceptable because the land owner kept raising the price. I thought it was a great place for the jail; in a sense, the county's hand was forced by the landowner.</p>
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	<p>People didn't want the jail by Grand Oaks; it was a good compromise, but eminent domain fell flat.</p> <p>I don't think there was a process that involved the homeless services; they just added it in. There was no conference of providers to talk about how that's perceived and what can we do to communicate it. I got a last-minute ask to endorse it in the voters' pamphlet, but there wasn't anything leading up to it.</p> <p>They didn't know what they were selling; they hit areas where they're uncomfortable by not having thought things through.</p> <p>Not being able to articulate the whole package, even to the level of <i>here's what we pay to house our prisoners, here's how we're going to house them; here's the money we'll recoup.</i></p> <p>I think that if you have more services, you'd have less jailing.</p> <p>No, because you don't have additional mental health services. Samaritan has money to build an addiction service. The county cannot do all the mental health care and addiction services.</p> <p>They could have gone to Samaritan and said <i>you're part of the solution.</i></p> <p>There's no human services agency in the county; there's no one to deal with people released from incarceration or sex offenders, etc. There are services that should be provided by a CNA, but they're provided by employees who make \$15.75/hour.</p> <p>The bigger purpose of the jail was to get people connected with services so they don't have to catch and release. There was information put out about the number of homeless people who roll through the jail. If you start to address some of the other issues, some of the crimes of opportunity and necessity for people living on the street don't have to happen.</p> <p>Societally, we're facing a tsunami of historical perspective.</p> <p>You try to explain a solution simply, which ends up in no solution. You have bond issues around jails and other things, but jails are easy to sell.</p> <p>The current jail is inhumane.</p>
<p>Brief summary of key points (from initial question and follow-up questions)</p> <p>Lack of strategic vision</p> <ul style="list-style-type: none"> • Followed the weather vane/latest polls • Folks in homelessness services community felt there was no process to include homelessness facility in bond <p>"They didn't know what they were doing."</p> <ul style="list-style-type: none"> • Operational expenses not explained 	<p>Memorable quotes (from initial question and follow-up questions)</p> <p>"I went to a couple of show and tell sessions...they were telling us what it's going to be like vs. asking for input."</p> <p>"...they found the feel-good thing and wrapped the jail within it....They should have said how a bigger jail actually helps homeless services."</p> <p>"Regarding eminent domain, it felt to me like a deep misread of the room."</p> <p>"Not being able to articulate the whole package...."</p>

<ul style="list-style-type: none"> • Process was confusing and not transparent • Didn't articulate the total package <p>Costs to transport to NORCOR not explained</p>	<p>"There's no human services agency in the county...no one to deal with people released from incarceration..."</p> <p>"The bigger purpose of the jail was to get people connected with services...some of the crimes of opportunity and necessity for people living on the street don't have to happen."</p>
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Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

<p>NOTES</p>	<p>The jail video did a disservice to the county because it made it look a whole lot better. It's hard on the video to show how bad it is because we're getting numb from seeing the floods in Libya and the forest fires.</p> <p>People don't understand what happens to you when you go to jail; you lose all of your food stamps, social security, OHP, Medicaid, etc., and there's no resource navigator at the exit who helps reconnect them with the services they need (prescriptions, etc.) – to get them back onto OHP for example.</p> <p>I completely agree with that, but on the reverse side, 10% of the people are doing 80% of the preying on the homeless; they just want them in jail.</p> <p>I felt there should be a new jail. Sure, I understand the sheriff's office and EOC.</p> <p>They have the elements they need, but the pricing is unrealistic. They talked about youth mental health services, but it should be all mental health services.</p> <p>It should have been a separate bond. People are very concerned about staying in their homes; I don't know if people will be comfortable doing anything. I'm concerned that the levy won't pass; if it doesn't, the bond won't go through.</p> <p>For a lot of people, the reality of all of the bonds/levies is \$200 a month and it's the difference between paying for their medication or their rent, etc.</p> <p>I'm a proponent of schools, which are very easy to explain, but the other issues are very difficult to explain. When you start talking about complex issues and interactions, etc., people's eyes glaze over.</p> <p>There are some people who feel we don't need jails at all. I believe we need jails but in a perfect world, people who need mental health or other services would get them;</p>
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	<p>those who are incarcerated, once they get out, they need an anchor – family, friends, etc.</p> <p>You need a balance of services. They need to ask for more money and have a holistic vision of how that money will be spent.</p> <p>It might have helped to separate out the social service piece. I don't have a particular argument against these elements but the social services piece is wildly underfunded.</p> <p>The county found a way to expand mental health services but they didn't want to spend the money on it; however, a couple of weeks ago they voted to spend the money.</p> <p>This is not a super wealthy model county in a lot of ways. If you were to pitch the need for a new jail to me, I would want to know <i>Have we tried law enforcement active diversion? Have we tried to bump up the services that Benton County health can offer? We have staffing and structures to make those things happen; I would much rather vote for a levy to make that functional and then take a look at the jail.</i></p> <p>Lincoln County has more mental health care than Corvallis does. It's a function that our local health department doesn't have enough staffing for mental health and addiction services. If you have really good insurance, you can get mental health services.</p> <p>Medications make a huge difference, but some people need reminders to take their meds.</p> <p>I don't perceive that with the types of drugs on the market, it's hard to get out of rock bottom.</p>
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Follow-up to Q4: Do you have strong feelings about the way this was packaged into the bond?

<p>NOTES</p>	<p>Window dressing.</p> <p>Christmas tree.</p> <p>Disingenuous.</p> <p>Not enough money to do anything.</p> <p>We need a new jail.</p> <p>I hate to be cynical about government, but I also have watched the county screw up so many times I don't know where to trust them, especially on facilities like the public works remodel. If you drive by the building, you'll see there's an overhang that was supposed to be for picnic tables for staff but the code doesn't allow it because it</p>
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	<p>wasn't built properly. Public works should have an understanding of building codes. Then there's the Crisis Center near Van Buren; why is this so delayed? Why am I to trust that if we give you \$100 million, you'll get it done without a lot of cost overruns?</p> <p>It's part of the human condition: <i>we'll get the walls up, but then we don't have enough money for the roof.</i></p> <p>Disingenuity comes in when you look at the size of the problem and the amount of money – re: social services.</p> <p>Regarding the Sheriff's office and EOC, there should have been better collaboration with the city. They should have sat down and discussed needs and the buildings they own and talked about the best solution for everyone's needs. Ask what they can repurpose. But the county didn't do that – they just wanted to build a big building.</p> <p>If you're going to talk about homeless and mental health services, talk about the whole problem.</p>
<p>Brief summary of key points (from initial question and follow-up question)</p> <p>Social services needed more \$</p> <ul style="list-style-type: none"> • Need to make smart, informed expenditures that leverage partnerships <p>It seemed like window dressing. It was disingenuous to include social services at that dollar amount without process. Either solve the problem or don't include it.</p> <p>Are diversion programs/services in place?</p> <ul style="list-style-type: none"> • If so, then consider a new jail • Need to have a better facility solution in collaboration with the City of Corvallis 	<p>Memorable quotes (from initial question and follow-up questions)</p> <p><i>"...Have we tried law enforcement active diversion? Have we tried to bump up the services that Benton County health can offer? We have staffing and structures to make those things happen; I would much rather vote for a levy to make that functional and then take a look at the jail."</i></p> <p><i>"...our local health department doesn't have enough staffing for mental health and addiction services."</i></p> <p><i>"People don't understand what happens to you when you go to jail; you lose all of your food stamps, social security, OHP, Medicaid, etc. and there's no resource navigator at the exit who helps reconnect them with the services they need."</i></p>

Q5. Of all the things we have discussed today, what to you is the most important?

<p>NOTES</p>	<p>Process and package are most important to me.</p> <p>Know what they were selling. Jail is pretty easy: that needs to be replaced but that message was diffused by the Christmas tree thing. Needs to be more on-message.</p> <p>They should put out easy-to-explain messages that speak at the lowest common denominator.</p>
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	<p>They need an elevator pitch.</p> <p>The biggest thing was not being able to see the whole package and be told how that would help. We didn't hear about the squabble about the LEC until it broke in the paper; what we were really getting was a new sheriff's office and EOC but it wouldn't help the city.</p> <p>You didn't see how the biggest funded pieces would address the highest priorities of the community – social services. If they actually thought through about how they were going to pay for staffing, they should have laid that out as <i>Here's all the things that are going to come out of this and here's how much it's going to cost.</i></p> <p>Use the paper to get out the message.</p> <p>It was a disservice to do so much polling before; they kept running this way and then that way. It was window dressing. Just do the bond for what you need, and if you need two bonds, do that.</p> <p>They should have used local news stations -- <i>can you help us cover this?</i></p> <p>I think government is about services, but their motto hasn't been fulfilled.</p> <p>Talk to the people who voted no.</p> <p>I don't think government should shrink and go away but they're not talking about things in the right way.</p>
<p>Brief summary of key points</p>	<p>Memorable quotes</p> <p>"They should put out easy-to-explain messages, speak at the lowest common denominator."</p> <p>"...not being able to see the whole package and be told how that would help."</p> <p>"...didn't' see how the biggest funded pieces would address the highest priorities of the community – social services."</p> <p>"If they actually thought through about how they were going to pay for staffing, they should have laid that out..."</p> <p>"It was a disservice to do so much polling before; they kept running this way and then that way. It was window dressing. Just do the bond for what you need and if you need two bonds, do that."</p> <p>"They should have used local news stations -- <i>can you help us cover this?</i>"</p>

Q6. (closing) We have about 3 minutes. Is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	No participants had comments.
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Post-election one on one interview Notes

Focus group meeting date/time	9/18/23
Meeting location	virtual
Number of participants	one on one interview
Participant group demographics	<u>Age:</u> <ul style="list-style-type: none"> • 35-54 <u>Gender:</u> <ul style="list-style-type: none"> • male <u>Race/ethnicity:</u> <ul style="list-style-type: none"> • White <u>Zip code:</u> <ul style="list-style-type: none"> • 97330
Notetaker name	Brenda Downum

Responses to questions

Do you have any questions before we begin?

NOTES	no q's
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Q1. How long you've lived in Benton County?

NOTES	35 years
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Q2. What comes to mind when you hear the word “government?”

NOTES	<p>I'm pro-government. Government works for the public- we often don't feel that way.</p> <p>Follow-up: Is there a difference in how you feel about the City, County, State or Federal government?</p> <p>I expect with local government- I have better access</p> <p>Follow-up: Who do you trust to give you true information?</p> <p>It's not so much about truth; it's a difference in philosophy and perspectives.</p> <p>One thing that bothered me, "We just need to educate people more," that's a false understanding of what happened. Commissioners need to be educated.</p> <p>I wish I could have gotten involved earlier". Giving me more information isn't going to help.</p>
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Q3. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES	<p>I followed and knew there were a lot of stakeholders involved. I wish I had gotten involved earlier.</p> <p>There were many ways to get involved. I became involved at a public library meeting - the measure was already filed, and the county was trying to sell it.</p> <p>Follow-up: Did you hear from other people about it?</p> <p>I was not aware through my friends. I get the county e-news.</p>
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Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

NOTES	<p>I voted no, along with many friends. I didn't look into the details of the Sheriff's office or EOC, so I don't have much to say about that.</p> <p>With the jail- I don't doubt we need a new jail. BUT three times as large... There is a national trend: jails are not a solution. I'm a volunteer for CASA, I see kids who go there; there is a wait of 6-12 months for mental health care. That person will probably end up in the new jail.</p> <p>Where do people go when they are released from jail? It's not solving any of the problems. Mental health/substance abuse is the issue, and putting them in a new and improved jail does not help. There's not a limit.</p> <ul style="list-style-type: none">● Putting most of the funds into jail● Funds for treatment were marginal.● Partial funding for homelessness- the state didn't fund it. <p>Why wasn't the jail being partially funded instead- let's let non-profits raise money for a new jail.</p> <p>In my opinion, it was a misleading campaign. You lost my trust.</p> <p>My answer would not have changed - the answer is not a larger jail. I want to see substance abuse and mental health treatment and jail is no place for that.</p> <p>It wasn't the taxpayer cost. Another \$100 a year isn't going to hurt me. I would double that if it's a solution we really need.</p> <p>This was the wrong way to provide a solution for the problem that we really see. I have not been to the jail. It's clear from other people, the facility needs to be changed for a more humane approach.</p>
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	<p>The new Crisis Center downtown- has five beds versus 120 beds for the new jail. Someone I know working in homelessness services tells me the beds are already full before the facility is built. We need to put priority on treatment. I want law enforcement to struggle to find a place to put people, not hey we have it, let's fill it.</p> <p>There has to be a strong diversion program. Sometimes, a person needs to be incarcerated- I recognize the need. When they get out and they can't get help- it's a cycle that can't be broken. It's a national trend.</p>
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Q5. Of all the things we have discussed, what to you is the most important?

NOTES	<p>The jail population- some of the letters in the GT, people were thinking behavioral health parts were separate from the jail.</p> <p>We need more facts about the population of folks who are incarcerated. This is a cohesive approach but the priorities are in the wrong place.</p> <p>I do trust Xan. When somebody is released from jail, and there isn't help for them, we shouldn't be incarcerating more people if we are getting the same outcome.</p> <p>All of the people (parents) I see... are there due to behavioral health issues. I've seen some people getting treatment. It's amazing what can happen- the turnaround. Are they getting the best care in jail? That's not where you want to put somebody for help.</p>
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Q6. (closing) We have about 3 minutes, is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	<p>My concern is the county trying to do this again with a different promotion package. I always go to the voter's pamphlet. Arguments against it were weak. I would organize a better "no" campaign.</p> <p>Some people work at Old Mill- they were really upset. Voices that we need to hear from were silenced.</p> <p>Rethink the priorities. It was a small investment and incomplete.</p>
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	<p>I'm not naive to the difficulties of doing the mental health piece in a larger jail.</p> <p>As much as possible, use existing infrastructure. I'd be much more impressed if there were an in-town way to do this. The scale of the project made it impossible. Eminent domain is not a big issue for me.</p>
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Post-election Staff Interview Notes

Focus group meeting date/time	Friday, September 22, 2023
Meeting location	virtual
Number of participants	1
Participant group demographics	Age: <ul style="list-style-type: none"> • 35-54 Gender: <ul style="list-style-type: none"> • male Race: <ul style="list-style-type: none"> • White
Interview name	Brenda Downum

Responses to questions

Q1. (Icebreaker) How long you worked in Benton County?

NOTES	(No names are entered here because participation is anonymous.) Less than 2 years
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Q2. How much do you know about the planning and decision-making process leading to the final bond measure package?

NOTES:	I knew a lot about it. I was made aware of it since I worked for the County. I came in after it had started.
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	<p>Follow-up: Did you hear from other people about it?</p> <p>I heard a variety of opinions. My take is that the collaboration needed to be a bit more efficient. We needed more compromise to get folks on the same page and to come up with a clearer or more simplified plan that was easier to communicate. The sentiment was similar to what we heard from the community. I heard from people on our staff- one of the reasons why folks on staff weren't in favor- they didn't understand what the bond measure was and thought it was too expensive.</p> <p>Follow-up: What would you have liked to have been done differently?</p> <p>From an operational standpoint, I wish we would have got our leadership and subject matter experts to compromise better to come up with a clear plan. I don't like that we had to pivot from the initial plan. I wish we would have stuck with the original plan. We're going to get negative feedback no matter what. You can't just pivot. Stick to the initial plan and messaging, and be redundant with that. It's never going to be easy. There needs to be better compromise, simplify the plan, and be willing to take action to back the plan up.</p> <p>Communications have to be able to get messaging in place and keep it simple and clear. We need to be redundant. We need to do that sooner. I don't think it was clear enough- more a result of the operational coordination.</p>
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Q4. Thinking about the elements of the bond (referring to the half sheet), what are your thoughts about the measure?

NOTES	<p>It was too expensive. My sense is there is variance in the community about these things. A lot of folks want that homeless resource and mental health component. My sense it needs to be more focused on correctional facilities and be less expensive.</p>
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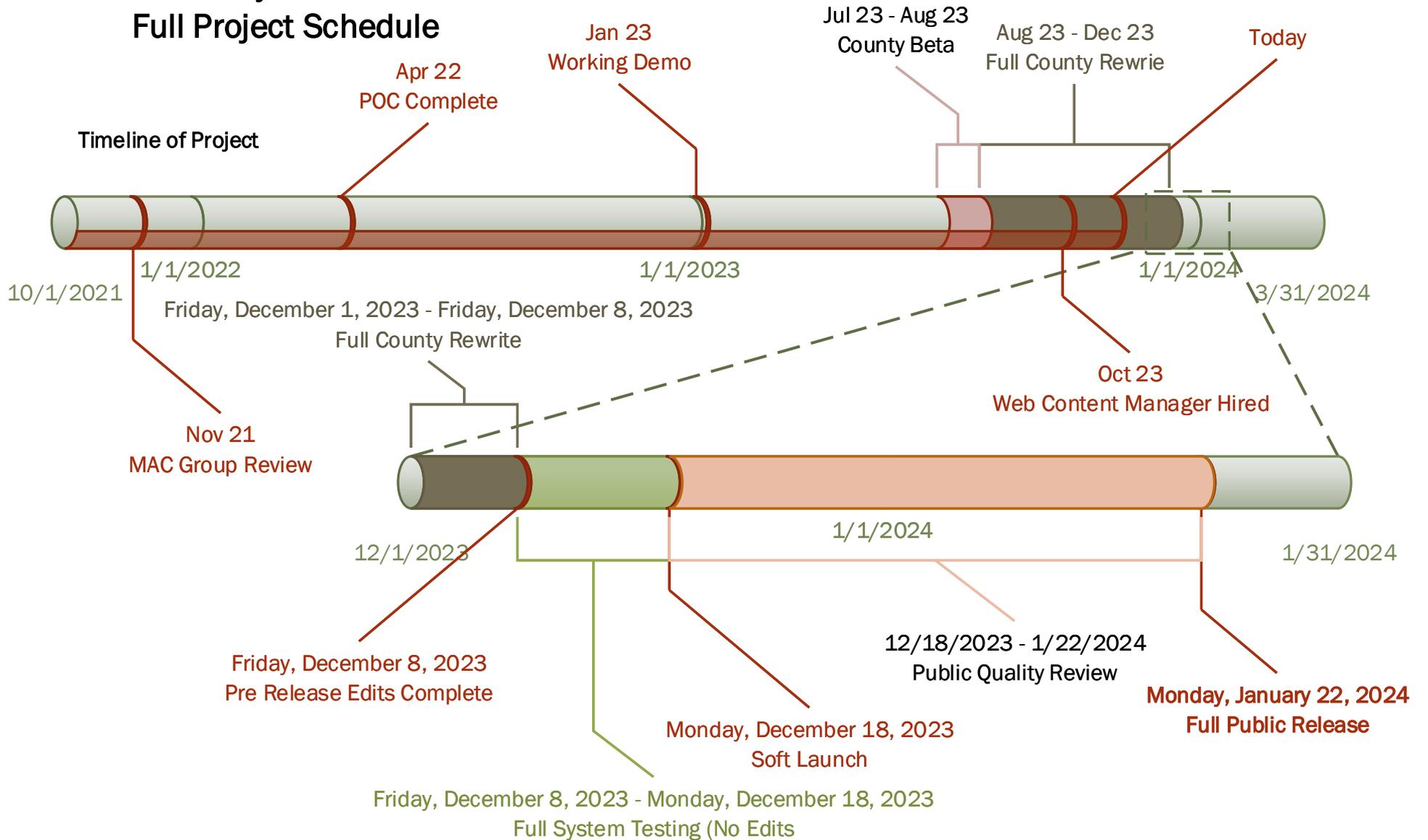
Q5. Of all the things we have discussed today, what to you is the most important?

NOTES	I really feel you need to spend less time on the plan and simplify the plan. The focus should be on the execution of the plan.
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Q6. (closing) We have about 3 minutes. Is there anything that we didn't discuss related to the bond that you'd like to make sure we include?

NOTES	<p>The county can't come up with a communications plan when we don't have the messaging solid. When things are wishy-washy, you are set up for failure in your communications efforts.</p> <p>Having a consultant on board was the right thing to do. The county is underresourced in communications, especially considering our community.</p>
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Benton County Website Rewrite Full Project Schedule



Major Accomplishments:

- Full System Rewrite & Code Clean-up
- Released on Wordpress format
- In-House Control of Tech and Content
- Clean up of 1000+ Dead links
- Trained over 50 County Employees
- Provided over 20 hours of Training
- Provided over 50 hours of drop in support
- Provided Branding Refresh and Update
- Hired New County Content Specialist
- Guided Departments through "Plain Language"
- Guided Departments through EDI
- Positioned for New Tech and Features!

BOC Agenda Checklist Master

Agenda Placement and Contacts

Suggested Agenda Date 11/13/23

View [Agenda Tracker](#)

Suggested Placement * BOC Tuesday Meeting

Department * Health Services

Contact Name * Rebecca Taylor

Phone Extension * 6787

Meeting Attendee Name * Rebecca Taylor, April Holland

Agenda Item Details

Item Title * Approval of Amended HOPE Advisory Board Bylaws, Coordinated Homeless Response System MOU, and Coordinated Homeless Response Office Funding IGA

Item Involves * Check all that apply

- Appointments
- Budget
- Contract/Agreement
- Discussion and Action
- Discussion Only
- Document Recording
- Employment
- Notice of Intent
- Order/Resolution
- Ordinance/Public Hearing 1st Reading
- Ordinance/Public Hearing 2nd Reading
- Proclamation
- Project/Committee Update
- Public Comment
- Special Report
- Other

Estimated Time * 30

Board/Committee Involvement * Yes
 No

Advertisement*

Yes

No

Item Issues and Description

Identified Salient Issues *

The purpose of this discussion is to gain BOC approval on proposed changes to the Home, Opportunity, Planning and Equity (HOPE) Advisory Board Bylaws (Bylaws) and the Intergovernmental Agreement (IGA) with the City of Corvallis for Benton County Coordinated Homeless Response Office (Coordinated Office). These changes serve to align the Bylaws and pertinent MOU' and IGA's with the legislative requirements of House Bill 4123.

On October 10, 2023, the BOC directed staff to prepare changes to the Bylaws and the IGA to acknowledge the development of organizational components required by House Bill 4123 for formation of a Coordinated Homeless Response System. Specifically, these changes will:

- Create clear distinction between the operational and policy functions within the System.
- Formalize the formation of the Advisory Board as specifically required by HB 4123.
- Define the role of the HOPE Board within the System.
- Increase transparency of the System for improved community engagement.

On October 24, 2023, staff presented draft changes to the HOPE Advisory Board Bylaws to the BOC for initial feedback. On October 25, 2023, Coordinated Office provided an update to the HOPE Advisory Board regarding the purpose of the amendments to the HOPE Advisory Board and received support for the proposed changes. City of Corvallis staff are preparing an update to provide their City Council on November 6, 2023.

Options *

Approve the changes to the HOPE Advisory Board Bylaws and Coordinated Homeless Response System IGA and MOU.

OR

Reject and/or provide additional changes to the HOPE Advisory Board Bylaws and Coordinated Homeless Response System IGA and MOU.

Fiscal Impact *

- Yes
- No

2040 Thriving Communities Initiative

Mandated Service?* Yes No

2040 Thriving Communities Initiative

Describe how this agenda checklist advances the core values or focus areas of 2040, or supports a strategy of a departmental goal.

To review the initiative, visit the website [HERE](#).

Values and Focus Areas

Check boxes that reflect each applicable value or focus area and explain how they will be advanced.

- Core Values*** Select all that apply.
- Vibrant, Livable Communities
 - Supportive People Resources
 - High Quality Environment and Access
 - Diverse Economy that Fits
 - Community Resilience
 - Equity for Everyone
 - Health in All Actions
 - N/A

Explain Core Values Selections* Having high quality documentation of the processes and guidelines that help us navigate the Coordinated Homeless Response is crucial to responsible governance. Capturing this information accurately supports our ongoing efforts to avoid silos and allows new community partners to engage with us effectively, building resilience. And the transparency built into these ongoing conversations increases engagement and builds a platform for equity work going forward.

- Focus Areas and Vision*** Select all that apply.
- Community Safety
 - Emergency Preparedness
 - Outdoor Recreation
 - Prosperous Economy
 - Environment and Natural Resources
 - Mobility and Transportation
 - Housing and Growth
 - Arts, Entertainment, Culture, and History
 - Food and Agriculture
 - Lifelong Learning and Education
 - N/A

Explain Focus Areas and Vision Selection* Aside from the obvious ways our Coordinated Housing Response impact Housing and Growth, outlining detailed and meaningful documentation about our roles and responsibilities allows us to be more responsive to safety concerns and potential emergencies that may arise in our community, especially as they relate to homelessness.

Recommendations and Motions

Item Recommendations and Motions

Staff Recommendations * Benton County Health Department recommends approving the proposed changes to the HOPE Advisory Board Bylaws and Coordinated Homeless Response System IGA and MOU.

Meeting Motions * I move to ...
...approve the proposed changes to the HOPE Advisory Board Bylaws, Coordinated Homeless Response System MOU, and the Coordinated Homeless Response Office Funding IGA.

Recommendations and Motions

Staff Recommendation

Benton County Health Department recommends approving the proposed changes to the HOPE Advisory Board Bylaws and Coordinated Homeless Response System IGA and MOU.

Meeting Motion

I move to approve the proposed changes to the HOPE Advisory Board Bylaws, Coordinated Homeless Response System MOU, and the Coordinated Homeless Response Office Funding IGA.

Attachments, Comments, and Submission

Item Comments and Attachments

Attachments

Upload any attachments to be included in the agenda, preferably as PDF files. If more than one attachment / exhibit, please indicate "1", "2", "3" or "A", "B", "C" on the documents.

Comments (optional) Final redlined versions of the three documents will be submitted in advance of the final packet publication.

If you have any questions, please call ext.6800

**Department
Approver**

APRIL HOLLAND

1.

Department Approval

Comments

Signature

April Holland

2.

Counsel Approval

Comments

Signature

Vance H. Cheney

3.

County Administrator Approval

Comments

Signature

Rachel L McEneny

4.

BOC Final Approval

Comments

Signature

Amarda Makepeace

BYLAWS FOR HOME, OPPORTUNITY, PLANNING AND EQUITY (HOPE) EXECUTIVE COMMITTEE AND ADVISORY BOARD

The purpose of these Bylaws ("Bylaws") is to:

- confirm the vision and principles that will guide Benton County and the Cities of Benton County ("the Parties") towards ending homelessness;
- establish the membership and responsibilities of the Home, Opportunity, Planning and Equity Advisory Board ("HOPE");
- establish the HOPE Executive Committee; and
- establish the overall scope of responsibilities of the Advisory Board and the Executive Committee within Benton County's Coordinated Homeless Response System, including the general limitations of their policy-making authority.

These Bylaws will be incorporated into the City of Corvallis/Benton County Coordinated Homeless Response Office Funding Intergovernmental Agreement ("Coordinated Office IGA") and the Coordinated Homeless Response System Memorandum of Understanding ("HB 4123") between Benton County, the cities of Corvallis and Philomath, and Community Services Consortium, as current Parties of the HB 4123 MOU. Other jurisdictions may join in the future through membership to the HB 4123 MOU. These Bylaws will be reviewed by the Executive Committee on a "As Needed Basis". Any material proposed changes must be authorized by the Parties by amendments to the Coordinated Office IGA and the HB 4123 MOU.

I. VISION

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners, leaders, and persons experiencing homelessness.

Our vision:

Everyone in Benton County should have the opportunity to live in decent, safe, and affordable housing.

Our values are to:

- **Use data to drive assessments, prioritization and accountability.** In order to best use scarce resources, we must understand the scope of the problem, evaluate the outcomes of our investments, evaluate progress and demonstrate accountability.

- **Take a comprehensive systems and multi-sector approach.** Strengthen system capacity and increase leveraging opportunities across systems of care, such as domestic violence, physical, mental, and behavioral health, criminal justice, and housing providers. To provide a home for everyone, we must increase coordination and collaboration of service providers and strengthen efficiencies in our current system and better align our resources.
- **Engage and involve the community, not just direct service providers.** Policy makers and community stakeholders must understand the magnitude of the challenge in achieving the vision, the costs of not achieving the vision, and the strategies necessary to get there. HOPE will strive to ensure that the specific concerns and interests of local and county-wide stakeholders are heard and considered.
- **Prioritize vulnerable populations.** While homelessness can be traumatic for anyone, there are those whose health and safety is at greater risk without a safe and stable home. For example, women fleeing domestic violence, children, and people with disabilities, etc.
- **Promote community safety for all.** This work is intended to be generally inclusive of all housing and services for people experiencing homelessness or at risk of becoming homeless in Benton County while acknowledging the limitations of funding and considering the impact on safety and livability. Hereinafter, this service scope will be referred to as Homelessness and Supportive Services System, or “System”.
- **Promote racial and ethnic justice.** In order to ensure that our programs do not unintentionally favor one population over another population we will strive to provide culturally specific services and use a racial equity lens across all program recommendations.

II. STRUCTURE AND GENERAL REPRESENTATION

The HOPE Advisory Board and Executive Committee together form collaborative local advisory bodies that are solely advisory bodies to the Benton County Commissioners and will provide policy recommendations to the Parties. The HOPE Advisory Board and Executive Committee support the Benton County Coordinated Homeless Response System within the following structure:

- **Chartering Jurisdictions** – Benton County and Parties to the HB 4123 MOU are Chartering Jurisdictions. The Chartering Jurisdictions establish the bylaws, establish governance structure, have direct policy and funding authority, define scope of the Advisory Board and Executive Committee, provide staff support to the advisory board, and establish lead agency roles.
- **Advisory Board** – The Advisory Board provides a wide array of community expertise and representation of groups working on homelessness, housing, and social determinants of health. The Advisory Board serves as a liaison between the

community and the Executive Committee and the Coordinated Homeless Response Office.

- **Executive Committee** – The Executive Committee provides representation from all Parties of the MOU and oversees the Advisory Board. The Executive Committee serves as a liaison between the Advisory Board and the Chartering Jurisdictions.
- **Coordinated Homeless Response Office** – The Coordinated Homeless Response Office (CHRO) provides staff liaison support to the Advisory Board and Executive Committee.

III. MEMBERSHIP OF THE EXECUTIVE COMMITTEE

A. Composition

The Advisory Board shall be overseen by an Executive Committee whose membership shall consist of:

- One (1) representative from the Benton County Commissioners.
- The County Administrator or their designee.
- One (1) representative from the city council of each member city to the HB 4123 MOU.
- The City Manager or their designee from each member city to the HB 4123 MOU.
- The Executive Director of Community Services Consortium or their designee.

B. Meetings

Executive Committee meetings will be conducted in accordance with Oregon's Public Meetings Law. Regular meetings will be held approximately once per quarter. Additional meetings, as needed, may be called by a majority of the Executive Committee and/or the CHRO.

C. Quorum

At a duly called meeting of the Executive Committee, a majority of the appointed Executive Committee will constitute a quorum. The quorum is defined by the number of voting members. All business of the Executive Committee will be transacted at a duly called meeting of the Executive Committee.

D. Notice

Except for emergency or special meetings, meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

E. Voting

The Executive Committee will strive to make decisions through modified consensus.

When consensus is not possible, decisions shall be made by a vote of the majority of Executive Committee members present. When an Executive Committee member is not able to attend a duly called meeting, they may, with prior notice to the Executive Committee, designate a proxy. Designations of proxies to conduct Executive Committee business should be rare.

F. Responsibilities and Authority

Beyond the broader scope of duties of the Advisory Board, the Executive Committee will additionally:

- Appoint members to the Advisory Board and provide direction for the Advisory Board, including working with the Advisory Board Co-chairs to establish Advisory Board meeting agendas.
- As directed by the Parties, form any associated committees or ad hoc work groups, define their membership, and provide direction regarding their work.

IV. MEMBERSHIP OF THE ADVISORY BOARD

A. Composition

The Advisory Board consist of no more than sixteen (16) members and no less than 11 members and will include an elected official appointed by the governing body of each member government to the HB 4123 MOU (this elected official can but is not required to be the same elected official appointed to the Executive Committee). The Executive Committee shall appoint Advisory Board members by selecting from those who apply to be members of the Board.

The Executive Committee will ensure that members of the Advisory Board are representative of the community and includes multiple service delivery systems, areas of expertise within the community, and homeless peers or formerly homeless individuals. Representation of the Advisory Board shall be drawn from all sectors across Benton County including but not limited to:

- Nonprofit homeless assistance providers
- Domestic violence victim service providers
- Culturally specific service providers
- Faith-based organizations
- Governments

- Businesses (small businesses, large businesses, locally owned, etc.)
- Business associations
- Workforce development organizations
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Behavioral Health providers
- Hospitals and primary health care providers
- Coordinated Care Organizations
- Universities
- Affordable housing developers
- Law enforcement and criminal justice
- Organizations that serve veterans
- Homeless or formerly homeless individuals
- Oregon Department of Human Services self-sufficiency and foster care programs
- Residents of color
- Residents with disabilities
- Residents facing a housing cost burden.
- Neighborhood associations
- Philanthropic organizations
- Other relevant organizations and/or community stakeholders as determined by the Executive Committee

The Executive Committee will act in good faith in efforts to identify and address membership gaps in essential sectors, from key providers or other vital stakeholders.

B. Officers

The members of the Advisory Board shall elect two co-chairs. The Advisory Board co-chairs will direct Advisory Board meetings and may designate other Advisory Board members to direct Advisory Board meetings if required due to Advisory Board co-chairs' absence.

C. Meetings

Advisory Board meetings will be conducted in accordance with Oregon's Public Meetings Law. Regular meetings will be held at least once per quarter. Additional meetings may be called by a majority of the Executive Committee and/or the CHRO.

D. Quorum

At a duly called meeting of the Advisory Board, a majority of the appointed Advisory Board's voting members shall constitute a quorum. All business of the Advisory Board will be transacted at a duly called meeting of the Advisory Board.

E. Notice

Except for special or emergency meetings, meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of approval of the meeting minutes.

F. Voting

The Advisory Board will make decisions by a vote of the majority of Advisory Board members present. A Role Member may delegate their participation in the Advisory Board to a regular designee. When a Role Member is not able to attend a duly called meeting, they may, with prior notice to the Advisory Board co-chairs, be represented by their regular designee or by an alternate proxy. Other Advisory Board members may not designate proxies.

G. Subcommittees and Network Groups

On behalf of the Parties and under direction of the Advisory Board and its Executive Committee, the responsibilities of the Advisory Board may be completed by the membership at large, or through delegation to various subcommittees and/or ad hoc workgroups.

H. Terms of Service

Members of the Advisory Board shall serve three-year terms. An individual may not be elected or appointed to serve more than three (3) consecutive terms. Advisory Board members appointed by the Executive Committee may have their appointments revoked at any time and at the sole discretion of the Executive Committee.

D. Attendance Policy

All Advisory Board members must be able to attend meetings regularly. If circumstances require that an Advisory Board member must be absent from a meeting, they will notice as soon as possible to CHRO staff liaison. An Advisory Board member will no longer be able to serve on the Advisory Board if the member has three consecutive un-notified absences.

E. Advisory Board Responsibilities and Authority

The Advisory Board, with oversight by the Executive Committee, will be responsible for providing input and recommendations to the Executive Committee regarding the following:

- Coordination and establishment of community partnerships to provide an integrated approach to service delivery for people experiencing homelessness.
- Research, education and coordination, and capacity building of community partners and the homeless response system in relation to best practices performance metrics, and state/federal funding opportunities.

Unless otherwise designated by the Executive Committee or these Bylaws, all recommendations made by the Advisory Board must be forwarded to the Executive Committee for review. The Executive Committee, at its sole discretion, may either ratify the recommendation of the Advisory Board (in which case the recommendation stands) or reject the recommendation (in which case the recommendation is returned to the Advisory Board for further discussion and review). The Executive Committee shall forward its recommendations to the Chartering Jurisdictions.

V. CONFLICT OF INTEREST

No member of the Advisory Board or Executive Committee shall participate in or influence discussions or resulting decisions concerning the award of a grant that financially benefits the member or the organization that the member represents. Advisory Board and Executive Committee members shall report such conflicts of interest to the Executive Committee and the Advisory Board and recuse themselves from discussions or resulting decisions on issues where a conflict of interest exists.

Memorandum of Understanding

Coordinated Homeless Response System

This Memorandum of Understanding (MOU) is entered into by The CITY OF CORVALLIS, a municipal corporation of the State of Oregon, hereinafter referred to as City, and BENTON COUNTY, a political subdivision of the State of Oregon, hereinafter referred to as County, and Community Services Consortium, an intergovernmental entity, serving Linn, Benton, Lincoln counties and hereinafter referred to as CSC, jointly referred to as “Parties” or individually referred to as a “Party”.

I. Introduction

Like communities throughout Oregon and the United States, homelessness in Benton County has escalated in recent years and demands a comprehensive, coordinated response from the county, cities, and diverse community partners, leaders, and persons experiencing homelessness. BENTON COUNTY and the CITY OF CORVALLIS demonstrate a clear vision to coordinate their efforts on homelessness by bringing together existing providers, other partners, and community members to elevate and strengthen existing work through the establishment of a Coordinated Homeless Response System.

The County has signed a grant (“Grant”) agreement with the State of Oregon awarding the County one-time funding to establish a coordinated homeless response system to operationalize and strengthen the communities’ homeless response efforts. The Grant agreement is entered pursuant to the terms of HB 4123.

II. Purpose

The purpose of this MOU is to establish an effective framework for collaboration among the Parties for the development of Benton County’s Coordinated Homeless Response System (“System”), pursuant to Oregon House Bill 4123 (2022).

III. Definitions

- i. **Coordinated Homeless Response Office (“Coordinated Office”)**: Coordinated homeless response office with a centralized point of contact as required by HB 4123 Section 1. (1)(a) & (e).
- ii. **HOPE Executive Committee**: Executive Committee with representation from the governing body of each Party, for the purposes of providing general guidance to the Coordinated Office and serve as a liaison to the Parties pursuant to HB 4123 Section 1. (1)(b), requiring an advisory board.
- iii. **HOPE Advisory Board**: Advisory Board responsible for stakeholder coordination and partnership development and serve as liaison between the community and the Executive Committee and the Coordinated Office, pursuant to HB 4123 Section 1. (5) (a-o), requiring local and regional System coordination and partnership development.
- iv. **Strategic Plan**: 5-year strategic plan that will identify and set goals for addressing:
 - a. Funding to support the ongoing operations of the coordinated homeless response system.
 - b. Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the Parties’ jurisdictions.

- c. Incorporating national best practices for ending homelessness.
- d. Eliminating racial disparities within homeless services within the service area.
- e. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

NOW, THEREFORE, the Parties, on the terms and conditions set forth herein, and consideration of which the existence and sufficiency is mutually acknowledged, agree to the following;

IV. Obligations of the parties

- i. The County will:
 - a. Serve as the fiscal agent responsible for administration and distribution of Grant funds in compliance with the Grant agreement.
 - b. Operate the Coordinated Office in cooperation with Parties.
 - c. Convene Parties and facilitate work for implementing HB 4123.
 - d. Provide staff liaison support to the HOPE Advisory Board and Executive Committee.
 - e. Select two individuals to serve as voting members on the HOPE Executive Committee. One member should be a Commissioner of the Board of Commissioners and one member should be the County Administrator or their designee. The County will solely determine how and when its members are selected and replaced over time.
- ii. The City will:
 - a. Assign City staff representatives to attend and participate in applicable HB 4123 implementation meetings.
 - b. City staff will provide updates to their respective elected bodies.
 - c. Select two individuals to serve as voting members on the HOPE Executive Committee. One member should be the Mayor, or a City Councilor and one member should be the City Manager or their designee. The City will solely determine how and when its members are selected and replaced over time.
- iii. The CSC will:
 - a. Assign agency staff to attend and participate in applicable HB 4123 implementation meetings.
 - b. Serve as liaison between Parties and the Continuum of Care.
 - c. Select one individual to serve as a voting member on the HOPE Executive Committee and Advisory Board. The member should be the Executive Director or their designee. CSC will solely determine how and when its members are selected and replaced over time.

V. Agreement

- i. This MOU shall become effective when signed by all Parties hereto and will continue until terminated by the parties.
- ii. The Parties agree to:
 - a. Operate under the general policy guidance of the City Manager(s), County Administrator, and their respective elected bodies.

- b. Cooperate in good faith to ensure that the requirements as specified in HB 4123 are met, at minimum to include,
 - i. Development of the Coordinated Office and ongoing participation in it.
 - ii. Participation in the HOPE Executive Committee pursuant to the HOPE Executive Committee and Advisory Board Bylaws.
 - iii. Development of a “Strategic Plan” that includes goals for addressing.
 - 1. Funding to support the ongoing operations of the Office.
 - 2. Leveraging resources and services to people at risk of or experiencing homelessness.
 - 3. Incorporating national best practices for ending homelessness.
 - 4. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.
 - iv. Development of Party obligations to support the HOPE Executive Committee, Advisory Board, and the Coordinated Office and ongoing support of those Party obligations.

VI. General Terms of MOU

- a. Non-Binding Agreement This document is not intended to create legal relations or to constitute a legally binding contractual agreement between or among the Parties. Nothing in this MOU is intended to impose any legal relationships, rights, duties, sanctions, or liability on any Party, or to be the subject of litigation.
- b. Governing Provisions The parties acknowledge that the undertakings of any Party, or designee, under this MOU will be subject to the laws, rules, and internal administrative and personnel policies governing the conduct of the party.
- c. Joint Undertakings The parties agree to undertake the activities and to fulfill the responsibilities as described in this MOU in good faith and in a professional manner, to the extent possible given prevailing operating environments. Performance under this MOU is subject to availability to the Parties of funds and human resources.

VII. Declaration

The Parties, by the signature below of their authorized representative, hereby acknowledge they have read this non-binding MOU, attest they understand it, and declare their intention to work collaboratively together to the best of their ability.

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same.

BENTON COUNTY

Nancy Wise, Chair

Date

Memorandum of Understanding

Coordinated Homeless Response System

This Memorandum of Understanding (MOU) is entered into by The CITY OF PHILOMATH, a municipal corporation of the State of Oregon, hereinafter referred to as City, and BENTON COUNTY, a political subdivision of the State of Oregon, hereinafter referred to as County, and Community Services Consortium, an intergovernmental entity, serving Linn, Benton, Lincoln counties and hereinafter referred to as CSC, jointly referred to as “Parties” or individually referred to as a “Party”.

I. Introduction

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The County has signed a grant (“Grant”) agreement with the State of Oregon awarding the County one-time funding to establish a coordinated homeless response system to operationalize and strengthen the communities’ homeless response efforts. The Grant agreement is entered pursuant to the terms of HB 4123.

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- iii. **HOPE Advisory Board**: Advisory Board responsible for stakeholder coordination and partnership development and serve as liaison between the community and the Executive Committee and the Coordinated Office, pursuant to HB 4123 Section 1. (5) (a-o), requiring local and regional System coordination and partnership development.
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 - a. Funding to support the ongoing operations of the coordinated homeless response system.
 - b. Increasing or streamlining resources and services to people at risk of or experiencing homelessness within the Parties’ jurisdictions.

- c. Incorporating national best practices for ending homelessness.
- d. Eliminating racial disparities within homeless services within the service area.
- e. Creating pathways to permanent and supportive housing that is affordable to local populations experiencing or at risk of homelessness.

NOW, THEREFORE, the Parties, on the terms and conditions set forth herein, and consideration of which the existence and sufficiency is mutually acknowledged, agree to the following;

IV. Obligations of the parties

- i. The County will:
 - a. Serve as the fiscal agent responsible for administration and distribution of Grant funds in compliance with the Grant agreement.
 - b. Operate the Coordinated Office in cooperation with Parties.
 - c. Convene Parties and facilitate work for implementing HB 4123.
 - d. Provide staff liaison support to the HOPE Advisory Board and Executive Committee.
 - e. Select two individuals to serve as voting members on the HOPE Executive Committee. One member should be a Commissioner of the Board of Commissioners and one member should be the County Administrator or their designee. The County will solely determine how and when its members are selected and replaced over time.
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- iii. The CSC will:
 - a. Assign agency staff to attend and participate in applicable HB 4123 implementation meetings.
 - b. Serve as liaison between Parties and the Continuum of Care.
 - c. Select one individual to serve as a voting member on the HOPE Executive Committee and Advisory Board. The member should be the Executive Director or their designee. CSC will solely determine how and when its members are selected and replaced over time.

V. Agreement

- i. This MOU shall become effective when signed by all Parties hereto and will continue until terminated by the parties.
- ii. The Parties agree to:
 - a. Operate under the general policy guidance of the City Manager(s), County Administrator, and their respective elected bodies.

- b. Cooperate in good faith to ensure that the requirements as specified in HB 4123 are met, at minimum to include,
 - i. Development of the Coordinated Office and ongoing participation in it.
 - ii. Participation in the HOPE Executive Committee pursuant to the HOPE Executive Committee and Advisory Board Bylaws.
 - iii. Development of a “Strategic Plan” that includes goals for addressing.
 - 1. Funding to support the ongoing operations of the Office.
 - 2. Leveraging resources and services to people at risk of or experiencing homelessness.
 - 3. Incorporating national best practices for ending homelessness.
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- b. Governing Provisions The parties acknowledge that the undertakings of any Party, or designee, under this MOU will be subject to the laws, rules, and internal administrative and personnel policies governing the conduct of the party.
- c. Joint Undertakings The parties agree to undertake the activities and to fulfill the responsibilities as described in this MOU in good faith and in a professional manner, to the extent possible given prevailing operating environments. Performance under this MOU is subject to availability to the Parties of funds and human resources.

VII. Declaration

The Parties, by the signature below of their authorized representative, hereby acknowledge they have read this non-binding MOU, attest they understand it, and declare their intention to work collaboratively together to the best of their ability.

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same.

BENTON COUNTY

Nancy Wise, Chair

Date

Pat Malone, Commissioner

Date

Xanthippe Augerot, Commissioner

Date

Reviewed as to Form

County Counsel

Date

CITY OF PHILOMATH

Chris Workman, City Manager

Date

Review to as to Form

City Attorney

Date

COMMUNITY SERVICES CONSORTIUM

Pegge McGuire, Executive Director

Date



2040 Department/Office Goals Final Status Report for FY2021-23 November 13, 2023

Purpose and Background

The following is the Final Status Report of Department/Office Goals that addressed the 2040 Initiative, Commissioners' Priorities, and County's Focus Areas for the FY2021-23 Budget. In Fall 2020, the County Administrator directed Department Directors and requested the Sheriff, District Attorney, and County Counsel to identify 3-5 Goals, and the Goals were finalized in early 2021. The Goals were then included in the FY2021-23 Budget document, and Goals were tracked during the biennium.

All Department/Office Goals – 51 Goals

- Percent of Goals 100% Completed: 59%
- Percent of Goals 50% - 99% Completed: 20%
- Percent of Goals 0% - 49% Completed: 21%

Comments/Analysis

- ↳ The main causes of Goals below 25% completion were capacity restraints (staff, time, and/or funding), a shift in long-term operations or planning, or Goals that were predicated upon State/federal policies that changed during the biennium.

Analysis of Commissioners' Priorities

Climate Crisis – 3 Goals:

- Percent of Goals 100% Completed: 67%
- Percent of Goals 50% - 99% Completed: 0%
- Percent of Goals 0% - 49% Completed: 33%

Comments/Analysis:

- ↳ The small number of Department Goals is greatly misleading. The County is implementing several projects to combat Climate Change that include installing solar panels, offsetting electricity usage, replacing resource inefficient fixtures, shifting to electric fleet, etc.
- ↳ The one Goal not at 100% was due to the Goal affixed to regional transportation plans and the County's Comprehensive Plan, which is just starting to be updated.

Emergency Resiliency – 18 Goals:

- Percent of Goals 100% Completed: 78%
- Percent of Goals 50% - 99% Completed: 11%
- Percent of Goals 0% - 49% Completed: 11%

Comments/Analysis:

- ↳ Emergency planning, response, and resiliency is a major responsibility and focus for Benton County Government, especially during and right after COVID.
- ↳ The only two Goals below 50% were due to reprogrammed funding and prescriptions availability for Health Clinics.

Criminal Justice – 9 Goals:

- Percent of Goals 100% Completed: 67%
- Percent of Goals 50% - 99% Completed: 11%
- Percent of Goals 0% - 49% Completed: 22%

Comments/Analysis:

- ↳ Goals by the District Attorney, Sheriff, and County Counsel were highly successful.
- ↳ The two Goals under 50% were due to staff and time capacity constraints.

Homelessness & Housing Insecurity – 6 Goals:

- Percent of Goals 100% Completed: 50%
- Percent of Goals 50% - 99% Completed: 33%
- Percent of Goals 0% - 49% Completed: 17%

Comments/Analysis:

- ↳ Similar to Climate Crisis, the County is implementing far more initiatives and activities than just six Department Goals, including Home, Opportunity, Planning, Equity (HOPE) activities and supporting local shelters.
- ↳ The one Goal below 50% was due to staffing constraints.

Responsible Governance – 9 Goals:

- Percent of Goals 100% Completed: 56%
- Percent of Goals 50% - 99% Completed: 11%
- Percent of Goals 0% - 49% Completed: 33%

Comments/Analysis:

- ↳ One of the Goals below 50% was due to staffing constraints, and the other two were pivots based on long-range strategic technological planning by IT & Finance.

Equity, Diversity, & Inclusion – 22 Goals*:

- Percent of Goals 100% Completed: 55%
- Percent of Goals 50% - 99% Completed: 27%
- Percent of Goals 0% - 49% Completed: 18%

Comments/Analysis:

- ↳ Note*: Goals were included in the EDI section that are also found in other Priorities. That is, a Goal addressed a Departmental need that also positively addressed EDI principles. This is the only Priority that includes Goals from other Priorities.

Next Steps & Lessons Learned

- Goals were submitted and approved for the FY2023-25 Budget and categorized in the updated Commissioners' Priorities.
- Staff worked with IT to develop an online portal for Leadership to update the status of their Goals. Leadership and staff will then be able to track the progress of all Goals at any time.
- A major lesson learned was to more closely align Goal development with the Budget process. BOC staff & Finance are working together to establish a more cohesive process for FY2025-27.

FY2021-23 Departmental Goals Status Final Report – All Goals
July 1, 2021 – June 30, 2023



Completion Status:	0-24%	25-49%	50-74%	75-99%	100%
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Department	Goals (51)	
Assessment	#1: Appraise 1,600 properties that have not been visited since 2001 and are missing improvement sketches by June 30, 2023.	100%
Assessment	#2: Community Education and Outreach: Participate in one educational forum in each of the following areas by June 30, 2023: Rental Property Management, Real Estate Training, Farm Bureau meeting and/or OSU Extensions small farmer group meeting, and Business Personal Property.	75%
Assessment	#3: Reduce commute miles driven by 40% from 2019 levels by May 2022 with continued telework policies and flexible work schedules.	100%
Board of Commissioners	#1: Develop strategic vision and process to advance equity, diversity and inclusion (EDI), and integrate EDI best practices throughout County departments by June 30, 2022.	75%
Board of Commissioners	#2: Support a balanced approach between rehabilitation and accountability to programs within the Justice System Improvement Program by capturing and including technical assistance from Communications; Equity, Diversity, and Inclusion; and, Sustainability aspects into the criminal justice system process by January 1, 2023.	100%
Board of Commissioners	#3: Implement a suite of data tracking measures to monitor County progress towards securing and advancing Community Core Values, Commissioner Priorities, and County Goals by January 1, 2022.	100%
Community Development	#1: Lead a cross-departmental and cross-agency project to update the Community Wildfire Protection Plan (CWPP), including public review and input, for adoption by the Board of Commissioners by June 1, 2022.	100%
Community Development	#2: Co-lead with Health Department the drafting and adoption of County Code establishing procedures and standards pursuant to House Bill 2916 to authorize establishment of transitional housing within urban growth boundaries, or alternative transitional housing strategy as directed by the Board of Commissioners by June 30, 2022.	100%
Community Development	#3: Collaborate with Public Works to update Comprehensive Plan policies and Development Code regulations to a) reflect the 2019 Transportation System Plan and b) implement measures designed to reduce single-occupancy vehicle miles traveled and greenhouse gas emissions. Conduct public engagement, hold public hearings and complete through adoption by the Board of Commissioners by June 30, 2022.	25%
Community Development	#4: Recruit and onboard a part-time Code Compliance Specialist by August 30, 2021, funding permitting. Implement improved tracking/reporting system and enter current cases by October 31, 2021. Adopt code provisions to enable voluntary compliance agreements by December 31, 2021. New code compliance specialist brings at least 12 cases into compliance by August 30, 2022.	25%
County Counsel	#1: Work with and support the legal needs of staff, Board of Commissioners members and committee members of the Justice System Improvement Program, with the goal of placing a bond measure on the ballot in the next biennium.	100%

County Counsel	#2: Provide training on procurement manual to departments in 2021-23 biennium.	100%
County Counsel	#3: Respond to Public Records Requests within 5 business days 95% of the time.	100%
District Attorney	#1: The District Attorney's office will have the capacity to provide 40,000 services to crime victims per year.	100%
District Attorney	#2: The District Attorney's office will stand ready to respond to 18,000 scheduled court appearances each year.	100%
District Attorney	#3: The District Attorney's office will review 2,700 cases and 6,500 charges referred by law enforcement.	100%
Finance	#1: Work with IT and HR to plan implementation of an electronic personnel file. Analyze the business needs of the Human Resources and Finance departments for an electronic personnel file of County employees. A solution will include combined information from HR and Finance systems. Complete analysis of needs, vet solutions, and develop plan for implementation by October 1, 2021.	20%
Finance	#2: Develop a comprehensive strategic plan with regards to capital needs of the County in future years, prior to the start of the 2023-25 budget development. The County does not have a comprehensive plan for capital investments or a plan for funding those investments. We will work with departments to determine future capital needs and develop a plan for funding those needs.	50%
Finance	#3: Work with Emergency Services to wrap up the financial reporting to FEMA and other agencies for the COVID-19 crisis. It is hoped that the COVID-19 emergency will come to an end prior to the end of the 2021-23 biennium.	100%
Health Centers	#1: Hire additional Pediatric Nurse Practitioner for the Lincoln School Based Health Center and build pediatric panel to 750 patients by June 30, 2023.	100%
Health Centers	#2: Implement a fiscally and operationally sustainable Traditional Health Worker and Clinical Navigation Training Hub to be used by service organizations in the Tri-County (Linn, Benton, and Lincoln) area by June 30, 2023.	100%
Health Centers	#3: Increase utilization of the CHC 340B Pharmacy by 10% by improving utilization at satellite clinics by June 30, 2023.	40%
Health Department	#1: Reduce percentage of home visits provided to 30% of births by December 31, 2022.	50%
Health Department	#2: Provide Child and Family Behavioral Health services to 1,000 children and families by December 31, 2022.	100%
Health Department	#3: Ensure culturally and linguistically responsive access to COVID-19 information, messaging content, testing and vaccines for underserved and vulnerable populations including people who do not speak English, immigrant and refugee communities, rural low-income communities, and people with disabilities and other special needs through the duration of the pandemic response.	100%
Health Department	#4: Initiate contact to investigate all cases and/or outbreaks of COVID-19 in compliance with CDC and OHA guidelines through the duration of the pandemic response.	100%
Health Department	#5: The Developmental Diversity program will support 100% of the participants in the program to maintain safe and secure housing.	100%
Human Resources	#1: Design, develop, and implement a comprehensive and culturally responsive employee onboarding program to help new hires acclimate to the County culture and work environment, engage them and earn their commitment to the County organization, and help them start producing and contributing to their department's mission, by September 1, 2022.	100%
Human Resources	#2: In partnership with the IT Department, develop and implement NeoGov Onboard module to provide systematic support and structure to the new employee onboarding program and replace paper transactions by July 1, 2022.	100%

Human Resources	#3: Design, develop, and begin phase-in implementation of a structured employee development program for job enrichment and to promote County career planning, by June 30, 2023.	0%
Human Resources	#4: Implement strategic outreach efforts to increase the Equal Employment Opportunity (EEO) diversity of our pools of qualified applicants by 5% by June 30 of each year of the 2021-23 biennium.	100%
Information Technology	#1: Configure synchronization between systems to better enable safety related technologies. The County phone system, directory information, mobile device management and ERP all house data about our facilities and employees that relate to needs of E911 and safety communications. Systems and processes will be designed to integrate these sources, to automate communication between them and make the information available to related technologies in the event of an emergency. Build two systems or processes designed to leverage data from these disparate systems by December 31, 2021.	100%
Information Technology	#2: Improve IT support for Emergency Operations. Create a plan to better manage technology for the County's Emergency Services and Emergency Operations Center (EOC) activities. Include procedures for keeping EOC equipment stored and in stand-by ready condition. Include documented capability of each County facility's ability to house and host EOC operations. Complete plan, documentation and share with Emergency Services by September 30, 2021.	100%
Information Technology	#3: Work with HR and Finance to plan implementation of an electronic personnel file. Analyze the business needs of the Human Resources and Finance departments for an electronic personnel file of County employees. A solution will include combined information from HR and Finance systems. Complete analysis of needs, vet solutions, and develop plan for implementation by October 1, 2021. {Goal identified as changed, but no alternative text provided.}	15%
Juvenile	#1: The Juvenile Department will reduce miles traveled by 2-5% during the 2021-23 biennium.	100%
Juvenile	#2: Establish and maintain behavioral health and skill building for youth and families that are at risk for referral to the Juvenile Department. This will be accomplished through partnership with both Strengthening Rural Families and Benton County Behavioral Health. Percentage of youth to be served will be determined during 2021-22, and built upon during 2022-23.	50%
Juvenile	#3: Collaborate with local partners and conduct 2-3 sessions that introduce disengaged youth to alternative forms of student and community involvement by June 30, 2022. Collaborate with local partners and conduct 3-4 sessions that introduce disengaged youth to alternative forms of student and community involvement by June 30, 2023.	50%
Natural Areas, Parks, & Events	#1: During the 2021-2023 biennium, the Natural Areas, Parks & Events (NAPE) department will add bilingual English/Spanish welcoming information to new and/or upgraded kiosk signage in Benton County Parks, Natural Areas, and Events Center. NAPE staff will work with the Equity, Diversity and Inclusion (EDI) Coordinator and Public Information Officer (PIO) to create culturally responsive public information. QRL codes will be used to access other language options online.	55%
Natural Areas, Parks, & Events	#2: Develop a culturally responsive restoration and interpretation plan for the historical resources managed by the Benton County Natural Areas, Parks and Events Department, including the 1857 Commander's House at Fort Hoskins Park and the 1883 Palestine Church in Adair Village. The final plans will be prepared in cooperation with the Equity, Diversity and Inclusion (EDI) Coordinator and partner organizations. To be completed during the 2021-23 biennium.	30%
Natural Areas, Parks, & Events	#3: In coordination with the Benton County's Emergency Manager and the County's Safety Coordinator, develop two emergency response plans for the department – one for the Benton County Fair & Rodeo, and one for general Natural Areas, Parks and Events operations. These plans include staff areas, rental facilities, RV parks, and visitor areas. Training of department staff will follow completion of the emergency response plan(s) during the 2021-2023 biennium.	100%

Natural Areas, Parks, & Events	#4: As outlined in the approved Facility Master Plan, convert the existing 33,000 sq ft indoor arena at the Benton County Event Center & Fairgrounds into a finished exhibit hall with concrete floor, HVAC system, and improved lighting/electrical systems designed to support large rental events and trade shows, as well as emergency response and evacuation center support. Design and permitting phase January through June 2022; proposed construction dates August 2022 through July 2023.	70%
Public Works	#1: Fund and complete rehabilitation of the MLK to Ponderosa multi-use path and the Midge Cramer multi-use path by October 31, 2022.	10%
Public Works	#2: Develop a strategic financial and capital improvement plan for each utility district. Cascade View and Hidden Valley completed by June 30, 2021. Alpine, Alesa, and South Third completed by June 30, 2022.	100%
Public Works	#3: Complete a seismic resiliency study, in conjunction with the Oregon Department of Transportation, on certain bridges, by December 31, 2021.	100%
Records & Elections	#1: Expand capacity to serve customers by cross-training staff between divisions. Engage staff in trainings to better serve marginalized/underrepresented communities with the services provided in this department by July 1, 2023.	50%
Records & Elections	#2: Develop and implement a bilingual English/Spanish public awareness and educational campaign for Ranked Choice Voting in Benton County prior to the 2022 General Election.	25%
Records & Elections	#3: Update and maintain election security plans by July 1, 2022, and evaluate and update department Continuity of Operations plan following the move to the 4500 SW Research Way by July 1, 2023.	90%
Sheriff	#1: The Sheriff's office will implement a Pre-Trial Program to reduce Failure to Appear (FTA) Rates by 30% in the first year of the biennium and 10% for each subsequent year.	100%
Sheriff	#2: The Sheriff's office will evaluate the Benton County Emergency Management response to the COVID-19 Pandemic. The COVID Response Evaluation Report (CRER) will be issued and circulated to all Emergency Operations Center (EOC) stakeholders and personnel changes and recommendations will be implemented by December, 2021.	100%
Sheriff	#3: Evaluate and analyze Commission on Accreditation for Law Enforcement Agencies (CALEA) versus Oregon Accreditation Alliance (OAA). This effort will be documented in an Accreditation Evaluation Report (AER) due in July 2022. After evaluation and fiscal impact discourse, the Sheriff's office will implement conclusions starting in July 2022.	0%
Sheriff	#4: Identify, select and train new Community Review Board Members by July 2022. Sheriff will conduct quarterly meetings with the Community Review Board to discuss and evaluate Benton County Sheriff's Office operations, community complaints and concerns.	10%
	Percent of Goals <u>100%</u> Completed:	59%
	Percent of Goals <u>50% - 99%</u> Completed:	20%
	Percent of Goals <u>0% - 49%</u> Completed:	21%



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FY2021-23 Departmental Goals Status Update – Commissioners’ Priorities
July 1, 2021 – June 30, 2023

Completion Status:	0-24%	25-49%	50-74%	75-99%	100%
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CLIMATE CRISIS

Department	Goals (3)	
Assessment	#3: Reduce commute miles driven by 40% from 2019 levels by May 2022 with continued telework policies and flexible work schedules.	100%
Community Development	#3: Collaborate with Public Works to update Comprehensive Plan policies and Development Code regulations to a) reflect the 2019 Transportation System Plan and b) implement measures designed to reduce single-occupancy vehicle miles traveled and greenhouse gas emissions. Conduct public engagement, hold public hearings and complete through adoption by the Board of Commissioners by June 30, 2022.	25%
Juvenile	#1: The Juvenile Department will reduce miles traveled by 2-5% during the 2021-23 biennium.	100%
	Percent of Goals <u>100%</u> Completed:	67%
	Percent of Goals <u>50% - 99%</u> Completed:	0%
	Percent of Goals <u>0% - 49%</u> Completed:	33%

EMERGENCY RESILIENCY

Department	Goals (18)	
Community Development	#1: Lead a cross-departmental and cross-agency project to update the Community Wildfire Protection Plan (CWPP), including public review and input, for adoption by the Board of Commissioners by June 1, 2022.	100%
County Counsel	#2: Provide training on procurement manual to departments in 2021-23 biennium.	100%
Finance	#3: Work with Emergency Services to wrap up the financial reporting to FEMA and other agencies for the COVID-19 crisis. It is hoped that the COVID-19 emergency will come to an end prior to the end of the 2021-23 biennium.	100%
Health Centers	#1: Hire additional Pediatric Nurse Practitioner for the Lincoln School Based Health Center and build pediatric panel to 750 patients by June 30, 2023.	100%
Health Centers	#2: Implement a fiscally and operationally sustainable Traditional Health Worker and Clinical Navigation Training Hub to be used by service organizations in the Tri-County (Linn, Benton, and Lincoln) area by June 30, 2023.	100%
Health Centers	#3: Increase utilization of the CHC 340B Pharmacy by 10% by improving utilization at satellite clinics by June 30, 2023.	40%
Health Department	#2: Provide Child and Family Behavioral Health services to 1,000 children and families by December 31, 2022.	100%
Health Department	#3: Ensure culturally and linguistically responsive access to COVID-19 information, messaging content, testing and vaccines for underserved and vulnerable populations including people who do not speak English, immigrant and refugee communities, rural low-income communities, and people with disabilities and other special needs through the duration of the pandemic response.	100%
Health Department	#4: Initiate contact to investigate all cases and/or outbreaks of COVID-19 in compliance with CDC and OHA guidelines through the duration of the pandemic response.	100%
Information Technology	#1: Configure synchronization between systems to better enable safety related technologies. The County phone system, directory information, mobile device management and ERP all house data about our facilities and employees that relate to needs of E911 and safety communications. Systems and processes will be designed to integrate these sources, to automate communication between them and make the information available to related technologies in the event of an emergency. Build two systems or processes designed to leverage data from these disparate systems by December 31, 2021.	100%
Information Technology	#2: Improve IT support for Emergency Operations. Create a plan to better manage technology for the County's Emergency Services and Emergency Operations Center (EOC) activities. Include procedures for keeping EOC equipment stored and in stand-by ready condition. Include documented capability of each County facility's ability to house and host EOC operations. Complete plan, documentation and share with Emergency Services by September 30, 2021.	100%
Natural Areas, Parks, & Events	#3: In coordination with the Benton County's Emergency Manager and the County's Safety Coordinator, develop two emergency response plans for the department – one for the Benton County Fair & Rodeo, and one for general Natural Areas, Parks and Events operations. These plans include staff areas, rental facilities, RV parks, and visitor areas. Training of department staff will follow completion of the emergency response plan(s) during the 2021-2023 biennium.	100%
Natural Areas, Parks, & Events	#4: As outlined in the approved Facility Master Plan, convert the existing 33,000 sq ft indoor arena at the Benton County Event Center & Fairgrounds into a finished exhibit hall with concrete floor, HVAC system, and improved lighting/electrical	70%

	systems designed to support large rental events and trade shows, as well as emergency response and evacuation center support. Design and permitting phase January through June 2022; proposed construction dates August 2022 through July 2023.	
Public Works	#1: Fund and complete rehabilitation of the MLK to Ponderosa multi-use path and the Midge Cramer multi-use path by October 31, 2022.	10%
Public Works	#2: Develop a strategic financial and capital improvement plan for each utility district. Cascade View and Hidden Valley completed by June 30, 2021. Alpine, Alsea, and South Third completed by June 30, 2022.	100%
Public Works	#3: Complete a seismic resiliency study, in conjunction with the Oregon Department of Transportation, on certain bridges, by December 31, 2021.	100%
Records & Elections	#3: Update and maintain election security plans by July 1, 2022, and evaluate and update department Continuity of Operations plan following the move to the 4500 SW Research Way by July 1, 2023.	90%
Sheriff	#2: The Sheriff's office will evaluate the Benton County Emergency Management response to the COVID-19 Pandemic. The COVID Response Evaluation Report (CRER) will be issued and circulated to all Emergency Operations Center (EOC) stakeholders and personnel changes and recommendations will be implemented by December, 2021.	100%
	Percent of Goals <u>100%</u> Completed:	78%
	Percent of Goals <u>50% - 99%</u> Completed:	11%
	Percent of Goals <u>0% - 49%</u> Completed:	11%

CRIMINAL JUSTICE

Department	Goals (9)	
Board of Commissioners	#2: Support a balanced approach between rehabilitation and accountability to programs within the Justice System Improvement Program by capturing and including technical assistance from Communications; Equity, Diversity, and Inclusion; and, Sustainability aspects into the criminal justice system process by January 1, 2023.	100%
County Counsel	#1: Work with and support the legal needs of staff, Board of Commissioners members and committee members of the Justice System Improvement Program, with the goal of placing a bond measure on the ballot in the next biennium.	100%
District Attorney	#1: The District Attorney's office will have the capacity to provide 40,000 services to crime victims per year.	100%
District Attorney	#2: The District Attorney's office will stand ready to respond to 18,000 scheduled court appearances each year.	100%
District Attorney	#3: The District Attorney's office will review 2,700 cases and 6,500 charges referred by law enforcement.	100%
Juvenile	#2: Establish and maintain behavioral health and skill building for youth and families that are at risk for referral to the Juvenile Department. This will be accomplished through partnership with both Strengthening Rural Families and Benton County Behavioral Health. Percentage of youth to be served will be determined during 2021-22, and built upon during 2022-23.	50%
Sheriff	#1: The Sheriff's office will implement a Pre-Trial Program to reduce Failure to Appear (FTA) Rates by 30% in the first year of the biennium and 10% for each subsequent year.	100%
Sheriff	#3: Evaluate and analyze Commission on Accreditation for Law Enforcement Agencies (CALEA) versus Oregon Accreditation Alliance (OAA). This effort will be documented in an Accreditation Evaluation Report (AER) due in July 2022. After evaluation and fiscal impact discourse, the Sheriff's office will implement conclusions starting in July 2022.	0%
Sheriff	#4: Identify, select and train new Community Review Board Members by July 2022. Sheriff will conduct quarterly meetings with the Community Review Board to discuss and evaluate Benton County Sheriff's Office operations, community complaints and concerns. {"Due to pandemic, goal is put on hold."}	10%
	Percent of Goals <u>100%</u> Completed:	67%
	Percent of Goals <u>50% - 99%</u> Completed:	11%
	Percent of Goals <u>0% - 49%</u> Completed:	22%

EQUITY, DIVERSITY, & INCLUSION

Department	Goals (22)	
Assessment*	#1: Appraise 1,600 properties that have not been visited since 2001 and are missing improvement sketches by June 30, 2023.	100%
Assessment	#2: Community Education and Outreach: Participate in one educational forum in each of the following areas by June 30, 2023: Rental Property Management, Real Estate Training, Farm Bureau meeting and/or OSU Extensions small farmer group meeting, and Business Personal Property.	75%
Board of Commissioners	#1: Develop strategic vision and process to advance equity, diversity and inclusion (EDI), and integrate EDI best practices throughout County departments by June 30, 2022.	75%
Board of Commissioners*	#2: Support a balanced approach between rehabilitation and accountability to programs within the Justice System Improvement Program by capturing and including technical assistance from Communications; Equity, Diversity, and Inclusion; and, Sustainability aspects into the criminal justice system process by January 1, 2023. (See JSIP)	100%
Community Development*	#2: Co-lead with Health Department the drafting and adoption of County Code establishing procedures and standards pursuant to House Bill 2916 to authorize establishment of transitional housing within urban growth boundaries, or alternative transitional housing strategy as directed by the Board of Commissioners by June 30, 2022.	100%
Health Centers*	#2: Implement a fiscally and operationally sustainable Traditional Health Worker and Clinical Navigation Training Hub to be used by service organizations in the Tri-County (Linn, Benton, and Lincoln) area by June 30, 2023.	100%
Health Centers*	#3: Increase utilization of the CHC 340B Pharmacy by 10% by improving utilization at satellite clinics by June 30, 2023.	40%
Health Department*	#1: Reduce percentage of home visits provided to 30% of births by December 31, 2022.	50%
Health Department*	#2: Provide Child and Family Behavioral Health services to 1,000 children and families by December 31, 2022.	100%
Health Department*	#3: Ensure culturally and linguistically responsive access to COVID-19 information, messaging content, testing and vaccines for underserved and vulnerable populations including people who do not speak English, immigrant and refugee communities, rural low-income communities, and people with disabilities and other special needs through the duration of the pandemic response.	100%
Health Department*	#4: Initiate contact to investigate all cases and/or outbreaks of COVID-19 in compliance with CDC and OHA guidelines through the duration of the pandemic response.	100%
Health Department*	#5: The Developmental Diversity program will support 100% of the participants in the program to maintain safe and secure housing.	100%
Human Resources*	#1: Design, develop, and implement a comprehensive and culturally responsive employee onboarding program to help new hires acclimate to the County culture and work environment, engage them and earn their commitment to the County organization, and help them start producing and contributing to their department's mission, by September 1, 2022.	100%
Human Resources*	#4: Implement strategic outreach efforts to increase the Equal Employment Opportunity (EEO) diversity of our pools of qualified applicants by 5% by June 30 of each year of the 2021-23 biennium.	100%

Juvenile	#3: Collaborate with local partners and conduct 2-3 sessions that introduce disengaged youth to alternative forms of student and community involvement by June 30, 2022. Collaborate with local partners and conduct 3-4 sessions that introduce disengaged youth to alternative forms of student and community involvement by June 30, 2023.	50%
Natural Areas, Parks, & Events	#1: During the 2021-2023 biennium, the Natural Areas, Parks & Events (NAPE) department will add bilingual English/Spanish welcoming information to new and/or upgraded kiosk signage in Benton County Parks, Natural Areas, and Events Center. NAPE staff will work with the Equity, Diversity and Inclusion (EDI) Coordinator and Public Information Officer (PIO) to create culturally responsive public information. QRL codes will be used to access other language options online.	55%
Natural Areas, Parks, & Events	#2: Develop a culturally responsive restoration and interpretation plan for the historical resources managed by the Benton County Natural Areas, Parks and Events Department, including the 1857 Commander's House at Fort Hoskins Park and the 1883 Palestine Church in Adair Village. The final plans will be prepared in cooperation with the Equity, Diversity and Inclusion (EDI) Coordinator and partner organizations. To be completed during the 2021-23 biennium.	30%
Public Works*	#2: Develop a strategic financial and capital improvement plan for each utility district. Cascade View and Hidden Valley completed by June 30, 2021. Alpine, Alsea, and South Third completed by June 30, 2022.	100%
Public Works*	#3: Complete a seismic resiliency study, in conjunction with the Oregon Department of Transportation, on certain bridges, by December 31, 2021.	100%
Records & Elections*	#1: Expand capacity to serve customers by cross-training staff between divisions. Engage staff in trainings to better serve marginalized/underrepresented communities with the services provided in this department by July 1, 2023.	50%
Records & Elections*	#2: Develop and implement a bilingual English/Spanish public awareness and educational campaign for Ranked Choice Voting in Benton County prior to the 2022 General Election.	25%
Sheriff*	#4: Identify, select and train new Community Review Board Members by July 2022. Sheriff will conduct quarterly meetings with the Community Review Board to discuss and evaluate Benton County Sheriff's Office operations, community complaints and concerns.	10%
	Percent of Goals <u>100%</u> Completed:	55%
	Percent of Goals <u>50% - 99%</u> Completed:	27%
	Percent of Goals <u>0% - 49%</u> Completed:	18%

* Goals that are embedded in other Priorities.

HOMELESSNESS & HOUSING INSECURITY

Department	Goals (6)	
Assessment	#1: Appraise 1,600 properties that have not been visited since 2001 and are missing improvement sketches by June 30, 2023.	100%
Community Development	#2: Co-lead with Health Department the drafting and adoption of County Code establishing procedures and standards pursuant to House Bill 2916 to authorize establishment of transitional housing within urban growth boundaries, or alternative transitional housing strategy as directed by the Board of Commissioners by June 30, 2022.	100%
Community Development	#4: Recruit and onboard a part-time Code Compliance Specialist by August 30, 2021, funding permitting. Implement improved tracking/reporting system and enter current cases by October 31, 2021. Adopt code provisions to enable voluntary compliance agreements by December 31, 2021. New code compliance specialist brings at least 12 cases into compliance by August 30, 2022.	25%
Health Department	#1: Reduce percentage of home visits provided to 30% of births by December 31, 2022.	50%
Health Department	#5: The Developmental Diversity program will support 100% of the participants in the program to maintain safe and secure housing.	100%
Records & Elections	#1: Expand capacity to serve customers by cross-training staff between divisions. Engage staff in trainings to better serve marginalized/underrepresented communities with the services provided in this department by July 1, 2023.	50%
	Percent of Goals <u>100%</u> Completed:	50%
	Percent of Goals <u>50% - 99%</u> Completed:	33%
	Percent of Goals <u>0% - 49%</u> Completed:	17%

RESPONSIBLE GOVERNANCE

Department	Goals (9)	
Board of Commissioners	#3: Implement a suite of data tracking measures to monitor County progress towards securing and advancing Community Core Values, Commissioner Priorities, and County Goals by January 1, 2022.	100%
County Counsel	#3: Respond to Public Records Requests within 5 business days 95% of the time.	100%
Finance	#1: Work with IT and HR to plan implementation of an electronic personnel file. Analyze the business needs of the Human Resources and Finance departments for an electronic personnel file of County employees. A solution will include combined information from HR and Finance systems. Complete analysis of needs, vet solutions, and develop plan for implementation by October 1, 2021.	20%
Finance	#2: Develop a comprehensive strategic plan with regards to capital needs of the County in future years, prior to the start of the 2023-25 budget development. The County does not have a comprehensive plan for capital investments or a plan for funding those investments. We will work with departments to determine future capital needs and develop a plan for funding those needs.	50%
Human Resources	#1: Design, develop, and implement a comprehensive and culturally responsive employee onboarding program to help new hires acclimate to the County culture and work environment, engage them and earn their commitment to the County organization, and help them start producing and contributing to their department's mission, by September 1, 2022.	100%
Human Resources	#2: In partnership with the IT Department, develop and implement NeoGov Onboard module to provide systematic support and structure to the new employee onboarding program and replace paper transactions by July 1, 2022.	100%
Human Resources	#3: Design, develop, and begin phase-in implementation of a structured employee development program for job enrichment and to promote County career planning, by June 30, 2023.	0%
Human Resources	#4: Implement strategic outreach efforts to increase the Equal Employment Opportunity (EEO) diversity of our pools of qualified applicants by 5% by June 30 of each year of the 2021-23 biennium.	100%
Information Technology	#3: Work with HR and Finance to plan implementation of an electronic personnel file. Analyze the business needs of the Human Resources and Finance departments for an electronic personnel file of County employees. A solution will include combined information from HR and Finance systems. Complete analysis of needs, vet solutions, and develop plan for implementation by October 1, 2021. {Goal identified as changed, but no alternative text provided.}	15%
	Percent of Goals <u>100%</u> Completed:	56%
	Percent of Goals <u>50% - 99%</u> Completed:	11%
	Percent of Goals <u>0% - 49%</u> Completed:	33%