

Multnomah County's
**Community Budget Advisory Committee
(CBAC)**

Policy Manual

[Last updated October 31, 2025]



Office of Community Involvement



I. Purpose and Scope

- A. Vision Statement: Community Budget Advisory Committees (CBACs) serve to add valuable insight and expertise and community voice to the development of the Multnomah County budget by generating feedback on aspects of departmental budgets as identified by the County.
- B. CBACs do:
 - a. Add insight and expertise to the development of the County budget.
 - b. Generate participant feedback on aspects of departmental budgets, which adds valuable perspectives on the needs and priorities of the community for budget development.
 - c. Encourage members to share what they learn about County budget issues, processes and proposals with others.
 - d. Deepen CBAC members' understanding of County departments, the relationship between those departments, the communities they serve, and the needs of the individuals who access services.
 - e. Share budget feedback in a letter to department directors.
 - f. Join departments at budget worksessions to present the CBAC letter of recommendations to the Board of County Commissioners.
 - g. Provide one of many avenues for community involvement in the budget process.
- C. CBACs do not:
 - a. Play a budget oversight role.
 - b. Play a program or departmental oversight role.
 - c. Make budget decisions.
 - d. Make program or departmental decisions.
 - e. Function as the sole source of community feedback on the County budget or departmental budgets.
 - f. Replace the expertise of hired County staff.

II. Community Budget Advisory Committees Roster

- A. Current established departmental committees:
 - a. Department of Community Services (DCS)
 - b. Department of Community Justice (DCJ)
 - c. Department of County Human Services (DCHS)
 - d. Non-Departmental Offices (Non-D)
 - e. Library
 - f. Health Department (HD)
 - g. Department of County Assets/Department of County Management (DCA/DCM)
 - h. District Attorney's Office (DA)
 - i. Sheriff's Office (MCSO)
 - j. Homeless Services Department (HSD)

III. Membership Expectations and Processes

A. Recruitment and Selection

- a. The Office of Community Involvement (OCI) conducts countywide recruitment for CBACs at three points throughout the year: summer, fall, and winter.
- b. Departments conduct outreach and recruitment for their respective CBACs and must use OCI's application, scoring rubrics, and all participant management systems. Departments can adapt the scoring rubric in consultation with OCI.
- c. Departments conduct interviews and select applicants for their respective CBACs.
- d. CBAC Coordinators are responsible for notifying OCI if membership is expected to fall below **four** participants on a departmental CBAC. CBACs are required in code to have between four and eleven members.
- e. Departments must submit the names, demographic information, and mini biographies of selected community members at least two weeks before appointments are scheduled.

B. Participant Appointments

- a. Community members selected by departments to serve on a departmental CBAC are appointed by the Multnomah County Chair and approved by the Board of County Commissioners to serve a three-year term.
- b. If a community member wants to serve a second three-year term, they can request reappointment to that same CBAC or submit a new application for a different CBAC.
- c. Appointments are presented to the Board for consideration as needed three times in a budget cycle — typically in October, January, and May.

C. Membership Expectations

a. Time Commitment

- i. Members should expect to dedicate two to six hours of service per month during the budget cycle (October - June). Members will commonly attend monthly two-hour meetings, which may require one to two hours of preparation time. Members also have opportunities to be involved as a CBAC Chair and/or Central CBAC representative, both of which may result in an additional two to six hours a month during service.

b. Legal Obligations

- i. CBAC Members are public officials and are expected to review and adhere to:
 1. Multnomah County policies
 - a. [Discrimination and Harassment Free Workplace](#)
 - b. [Gender Identity and Gender Expression Harassment and Discrimination-Free Workplace](#)
 - c. [Maintaining a Professional and Respectful Workplace](#)
 - d. [Discipline and Dismissal](#)
 2. Public records law, government ethics mandates, and other legal practices as they apply to public officials and County volunteers.

Resources include:

- a. [Oregon Government Ethics Commission for Government Ethics & Public Meetings](#)
 - b. [Government Ethics Guide for Public Officials](#)
 - c. [Oregon Secretary of State Restrictions on Campaigning by Public Employees – ORS 260.432](#)
 - d. [Oregon Attorney General's Public Records and Meetings Manual 2019](#)
 - e. [Public Meetings Trainings](#)
 - 3. CBAC [Code](#) and Policies (as outlined in this document)
 - ii. Complaints about violations of these rules will be handled as outlined in County policy.
 - iii. CBAC members who do not adhere to these procedures may be asked to resign or their membership rescinded prior to the end of their appointed term. (See: III.E.d. dismissal)
 - iv. All members are required to complete an annual intake form, affirming commitment to and understanding of relevant policies and laws, as well as disclosing conflicts of interest.
- c. Participation Expectations
 - i. Only serve on one CBAC at a time.
 - ii. Participate in required CBAC onboarding, orientation, and educational activities.
 - iii. Attend monthly departmental CBAC meetings: required in the budget cycle/optional outside the budget cycle.
 - iv. Review agendas and supporting materials prior to meetings.
 - v. Maintain communication with CBAC Coordinators via emails and phone calls.
 - vi. Communicate absences five days in advance, except in cases of emergency or unexpected circumstances, short-term leaves (up to three months), and resignation.
 - 1. Meetings not attended and without communication about an absence or emergency will be considered "unexcused absences." Meetings not attended with communication about an absence or emergency will be considered an "excused absence."
 - 2. CBAC Coordinators will contact CBAC members if there is a lack of response to emails and if there are more than two consecutive unexcused absences to discuss membership.
 - 3. If the member wishes to continue serving on the departmental CBAC, further absences may warrant removal. (See: III.C. Membership Expectations)
 - vii. If a member incurs two consecutive unexcused absences or three consecutive excused absences, CBAC Coordinators will contact the member to discuss their continued CBAC membership.

- viii. Each CBAC member will sign an acknowledgement that they read, understand, and will comply with the policies outlined herein.
- d. Working collectively, CBAC members will:
 - i. Acknowledge that individual committee members have no specific organizational authority except as delegated by the committee and that the overall authority is the committee as a whole.
 - ii. Acknowledge that CBAC members are not authorized to act or speak on behalf of the CBAC unless designated by the CBAC.
 - iii. Distinguish between individual representation and serving as a spokesperson for a CBAC when speaking, writing, or otherwise communicating about CBAC activities and the County budget.

D. Resignation and Rescission

- a. CBAC members may end their time on the CBAC by:
 - i. Terming out
 - 1. CBAC members can serve two consecutive three-year terms in a seven-year period. In general, a member must take a break before serving a third term, and can only complete two three-year terms consecutively.
 - 2. Community members returning after a break will have to complete the full application, interview, selection, and appointment process.
 - 3. CBAC members interested in serving a second three-year term must notify staff of their intention at least one month before their current appointment ends (three years after appointment date).
 - ii. Resignation
 - 1. CBAC members may resign at any time. Resignations must be submitted in writing to the departmental CBAC Coordinator.
 - iii. Rescission of appointment
 - 1. A CBAC member's appointment may be rescinded for failure to adhere to the rules, guidelines, and expectations as outlined in this document. This includes, but may not be limited, to:
 - a. **Absences and attendance:** If a member incurs two consecutive unexcused absences or three consecutive excused absences (See: III.C.c.vi. Communicate absences), the CBAC Coordinator will contact the member to discuss continued CBAC membership and next steps. Failure to respond to the CBAC Coordinator's communications will be considered a resignation.
 - b. **Neglect of duties:** This includes the failure to meet expectations, carry out duties as outlined in code and CBAC policies, follow rules/agreements established by the CBAC, and maintain communication.
 - c. **Inappropriate behavior:** CBAC members who do not adhere to the rules and procedures of the CBAC and the County may be asked to

resign or be subject to rescission of their appointment prior to the end of the appointed term.

- b. In general, three written warnings will be given for behavior that results in either neglect of duties or inappropriate behavior. Thereafter, the CBAC Coordinator may ask the member to resign or move to rescind the member's appointment. Warnings may not be provided if the behavior is considered extreme or harmful, and some behaviors may result in rescission by Board vote or by the OCI Director with review and approval of the Chief Diversity and Equity Officer or designee.

E. Grievance and Conflict Resolution

- a. Conflicts or concerns about conduct that are not addressed by this document (See: III.D. Resignation and Rescission) can be brought to County staff. CBAC members can request:
 - i. County staff reach out to and discuss with the member in question.
 - ii. County staff facilitate a conversation between affected parties.

F. Exit Interview

- a. All leaving members will be offered an exit interview.
- b. This interview can be completed with departmental staff, the OCI director, or County Human Resources. It may also be completed on paper or through email. The exit interview is not required.

IV. Conflicts of Interest and Ethics

A. Conflicts of Interest

- a. [Oregon Law](#), the [County Code](#) (MCC 3.303), and [Multnomah County Personnel Rules #3-30](#) outline the ethical obligations for County volunteers. CBAC members, as public officials, are expected to annually disclose any actual or potential conflicts of interest on the County's ethics disclosure form. These forms should be updated as needed throughout the year. (Additional information can be found in this ["Ethics Disclosures and Conflicts of Interest for Multnomah County Volunteers" reference guide](#).)
- b. For full transparency, CBAC members are recommended to disclose intent to run for public office and form a candidate committee.
- c. Any concerns about ethics should be discussed and addressed **before** participating in CBAC activities. If there is an actual or potential conflict of interest, the CBAC member should bring it to the attention of their County staff supervisor (usually a volunteer coordinator, advisory group staff, or similar) for discussion. Depending on the situation, the CBAC member may have to:
 - i. Disclose the conflict in conversation, if/when the related issue comes up.
 - ii. Recuse yourself from discussion and/or a vote or final decision.
 - iii. Take other action as needed to avoid the conflict.
- d. The CBAC member is ultimately responsible for assuring their own ethical behavior. They can contact the [Oregon Ethics Commission](#) for additional guidance on compliance. The ["Ethics Disclosures and Conflicts of Interest for Multnomah County](#)

[Volunteers" reference guide](#) and CBAC coordinator can be consulted with any other questions.

B. Representing the CBAC and Media Communications

- a. CBAC members are expected to notify their CBAC Coordinator about any official communications with interest groups and media related to the CBAC.
- b. CBAC members are not authorized to act or speak on behalf of the CBAC unless designated by the CBAC. (See: III.C.d. Working Collectively)
- c. Disclose, when appropriate, that they are CBAC members but speaking as an individual "for full disclosure I am on the CBAC but in this context I am speaking on my own behalf as a member of the community."

V. **Compensation**

A. Status

- a. CBAC members are volunteers (i.e., non-paid and not employed by Multnomah County).
- b. Multnomah County may offer a stipend to CBAC members to reimburse the costs of participation on the committee (e.g., child care, parking, technology, or food).

B. Stipend Policy

- a. Community members may be eligible for a stipend to support participation on a CBAC in accordance with County policy.
- b. Receiving a stipend is optional and members may opt in or out of receiving stipends annually.
- c. Meeting attendance is required and stipends are based on the participation in official CBAC meetings (not per hour) during the nine-month (October-June) budget cycle. (See III.C. Membership Expectations)
- d. CBAC stipend amounts and methods (e.g., a standard check, direct deposit, prepaid debit card, or gift card) are determined by each department and may require financial forms to be completed by the CBAC member.

C. Stipend Tracking and Reporting

- a. CBAC Coordinators are responsible for tracking attendance and issuing stipends. Members can confirm attendance with their respective CBAC Coordinator.
- b. The County is required to report stipend payments exceeding \$599 in a calendar year as income and will issue an IRS Form 1099 income statement to individual committee members. It is the member's responsibility to track total amounts received from **all County programs** and determine how receiving a stipend will impact their tax liability and/or any social service benefits they may be entitled to receive.

VI. **Roles and Responsibilities**

A. CBAC Members

- a. Member responsibilities and expectations are detailed above. (See: III.C. Membership Expectations)

B. CBAC Chairs

a. Selection

- i. Chairs are elected for one-year terms and will not serve more than two consecutive terms.

b. Chair Election Process

- i. Nomination: At a meeting or prior to a meeting, the CBAC Coordinator will ask members to nominate themselves or others to serve as Chair.
- ii. Discussion: At a meeting, nominees will be provided time to share their interest in serving as Chair, and any additional discussion.
- iii. Election: At a meeting, the CBAC will conduct a vote for selection of CBAC Chair. (See: VII.B. Decision making)

c. If a Chair is removed or resigns from their position:

- i. The CBAC will aim to elect a replacement within two meetings. An interim Chair may be appointed by County staff immediately upon vacancy.
- ii. The new Chair will finish the term, and their time will not count toward the two-term limit.

d. CBAC Chair Recommended Roles and Responsibilities

- i. Co-facilitate a letter development process with CBAC Coordinator.
 1. Consult with CBAC Coordinator on setting meeting agendas during the letter development process.
 2. Support drafting and editing a letter.
- ii. Support the participation of other CBAC members.
- iii. Serve as the "point person" for other CBAC participants' questions, concerns, and follow-ups. It is recommended that any communications between CBAC members and the CBAC Chair include County staff to comply with public record law.
- iv. Serve as departmental CBAC representative on the Central CBAC or move to elect a different representative.
 1. Attend Central CBAC meetings.
 2. Act as a liaison between departmental CBACs and the Central CBACs by providing updates.

C. CBAC Coordinators/Departments

- a. Provide staff, technical support and clerical support to enhance community engagement on departmental CBAC.
- b. Participate in OCI's CBAC support team monthly meetings, beginning- and end-of-fiscal year orientations, and evaluation sessions.
- c. Each CBAC is recommended to record/take minutes of its meetings, the members present, committee business, and votes taken.
- d. Conduct outreach and recruitment for their CBAC.
- e. Use OCI's application, scoring rubrics, and all participant management systems.
- f. Conduct interviews and select applicants for their respective CBACs.

- g. CBAC Coordinators are responsible for notifying OCI if membership falls below five participants on a departmental CBAC. CBACs are required in code to have between four and eleven members.
- h. Submit the names and bios of selected community members two weeks before appointments are scheduled.
- i. Track and report selections, attendance, absences, and vacancies using OCI participant management systems.
- j. Address unethical and inappropriate behavior (See: III.D.d. Working collectively) and inform OCI of investigations and dismissals.
- k. Coordinate and host departmental CBAC meetings and materials during the nine-month budget cycle.
- l. Provide the CBAC with educational information on department programs, services, budgets, and staffing.
- m. Integrate the CBAC letter and presentation in departmental presentations at the Board's budget worksessions.
 - i. Use the OCI letter and Board presentation slide templates.
- n. Maintain the public calendar for designated department CBAC meetings to provide notice to the public.
- o. Maintain a CBAC website with information about membership and meeting minutes for transparency.

D. Office of Community Involvement

- a. Provide administrative guidance on policies and procedures, training, technical assistance, and support to department staff assigned to coordinate their respective CBAC.
- b. Provide staff, technical support and clerical support to enhance community engagement on the Non-departmental and Central CBACs.
- c. Coordinate outreach and recruitment to fill vacancies on CBACs, including managing the application, outreach materials, and selection process.
- d. Manage the appointment process for new CBAC members.
- e. Designate and maintain CBAC participant management systems.
- f. Organize County and budget educational activities to orient and onboard new CBAC members.
- g. Set program and reporting deadlines for the CBAC program.
- h. Provide templates for CBAC letters and Board presentation slides.
- i. Serve as a training and best-practice resource for CBAC staff and teams.

VII. Departmental CBAC Meetings

A. Public Meetings

- a. While departmental CBACs are not required to adhere to Oregon Public Meetings Law, OCI recommends following select public meetings law practices:

- i. Public notice of CBAC meetings are recommended to be shared at least 48 hours in advance (48 hours) on the [CBAC public calendar](#) managed by CBAC Coordinators and on departmental CBAC webpages.
- ii. It is recommended that official decisions of the CBAC should only take place during properly noticed public meetings.
- iii. It is recommended that deliberation and votes by a quorum (half plus one) of a CBAC (half plus one) should not be conducted outside of public meetings (i.e., text messages or emails, which are not immediately accessible or viewable by the public).
- iv. While public meetings law does not permit shared documents, and departmental CBACs are not required to adhere to public meetings law, OCI recommends CBACs utilize shared documents (e.g., Google Suite) as a best practice for collaborative letter and presentation development. (Note that while Oregon Public Meetings Law does not permit shared documents, CBACs are not required to adhere strictly to the law.)

B. Decision-making

- a. Official decisions of a CBAC typically include approval of meeting minutes, elections of CBAC Chairs/Central CBAC representatives, and approval of recommendations for the final CBAC letter.
- b. Consensus processes (such as “Fist to Five”) and majority vote are examples of decision-making processes that can be used as a tool for discussion and decision-making.
- c. A quorum is recommended for a majority vote. Quorum is half of the serving CBAC members plus one additional CBAC member.
- d. Votes can be public or private (secret ballot), but results must be recorded for public record.
- e. Per Oregon Public Meetings Law, and as a best practice, OCI recommends CBACs take a public vote to finalize decisions. Unless a CBAC has decided otherwise, a majority vote is typically required to approve a decision.

C. Actions that require votes

- a. Election of a Chair (See: VI.B. CBAC Chairs)
- b. Election of a Central CBAC Representative, if not the CBAC Chair (See: VI.B. CBAC Chairs)
- c. Approval of the CBAC letter and presentation materials to the Board of County Commissioners
 - i. Typically, one or more CBAC members volunteer to write the CBAC letter, with opportunities for all members to make edits and for the full committee to discuss.
 - ii. The final budget letter and presentation should be approved by a majority vote of the CBAC.

D. Public Records

- a. Each CBAC Coordinator is recommended to record/take minutes of meetings, the members present, committee business, and votes taken.
 - b. CBAC Coordinators should maintain copies of any writing related to the conduct of CBAC business (e.g., emails, notes, recordings, and information stored by other electronic means, including personal notes taken by CBAC members at CBAC meetings).
 - c. Personal notes of public guests (such as non-CBAC members and non-County staff) are not required to be collected.
- E. Guests and public attendance
- a. Departmental CBACs can seek input from whomever they choose, but are not required to involve members of the public in decision-making.
 - b. Departmental CBAC meetings are not required to be open to the public.

VIII. Central CBAC (CCBAC)

A. Purpose

- a. CBAC members are invited to serve on the Central CBAC, which consists of one representative from each departmental CBAC.
- b. The Central CBAC provides feedback on budget and program issues to the Chair, the Board, and the public that may cross departmental and program lines. Because the Central CBAC advises the Board of County Commissioners, public meetings law applies. (See Section VII.C. Public Meetings).
- c. Central CBAC members will collectively determine focus areas for their work, which may include but are not limited to:
 - i. Improvements to the CBAC program
 - ii. Cross-departmental budget recommendations
 - iii. Input on past budget year recommendations

B. Representation

- a. The Central CBAC comprises representatives selected by each departmental CBAC (See: VI.B.d.iv. Serve as CCBAC Representative).
- b. A CBAC is not required to select a Central CBAC representative.
- c. Central CBAC members must be appointed members in a departmental CBAC.
- d. Central CBAC terms are one year.

C. Public Meetings

- a. The Central CBAC will operate under Oregon Public Meetings Law.
 - i. OCI will provide training on Oregon Public Meetings Law and support compliance. The Oregon Attorney General's [public records and meetings manual](#) is a recommended resource for understanding the law.
 - ii. Central CBAC members are ultimately responsible for their compliance with Oregon Public Meetings Law.
- b. Public notice of Central CBAC meetings will be shared in advance on the [CBAC public calendar](#) managed by OCI.

- c. Official decisions of the Central CBAC should only take place during properly noticed public meetings. Deliberation and votes by a quorum of a Central CBAC should not be conducted outside of a public meeting (e.g., private text messages, conversations, or emails).
 - d. A quorum of Central CBAC members must be present for the committee to conduct business.
 - i. A quorum is half plus one of the number of Central CBAC membership.
 - e. The public must have access to Central CBAC meetings. Meeting access information will be added to the public calendar; contact information for staff who can provide information on request will also be included.
 - i. There is not a legal requirement that members of the public be invited or provided opportunity to present public testimony.
 - ii. Time for public testimony and/or invitations for public participation are permitted.
 - f. Meeting minutes will be available for the public upon request.
- D. Public Records
- a. OCI will take minutes of Central CBAC meetings and the members present, committee business, and votes taken.
 - b. OCI will maintain copies of any writing related to the conduct of Central CBAC business, including emails, notes, recordings, and information stored by other electronic means.
 - c. Records are subject to disclosure upon requisition unless an exemption applies.