

# Central CBAC

---

TO: Chair Jessica Vega Pederson and Board of County Commissioners (5 pages)

FROM: Central Community Budget Advisory Committee (CCBAC)

DATE: June 30, 2025

SUBJECT: FY 25-26 CBAC Improvement Recommendation Letter

---

## Findings and Recommendations Regarding CBAC Support and Functionality

Based on an analysis of current practices and feedback from CBAC members and surveys, several key findings have emerged regarding the structure, support, and functionality of County Budget Advisory Committees (CBACs). These findings point to systemic gaps in recruitment, onboarding, training, and integration within the broader budgetary and decision-making processes. The following outlines these findings and offers recommendations to enhance the effectiveness, representation, and overall impact of CBACs. The general findings and recommendations will be followed by a section on suggested changes to the code.

---

## Findings

1. CBACs are inequitably—and at times inadequately—supported due to the absence of clear and consistent recruitment, retention, and appointment processes.
  2. The amount of time CBAC members need to become effective contributors varies depending on their stage in the membership cycle. More dedicated time is needed for onboarding, training, and understanding departmental priorities and budgets.
  3. The role and impact of CBACs remain unclear to many members. There is confusion about if members are public officials, how committee recommendations influence decision-making, as well as a lack of clarity regarding how budget recommendations relate to discretionary and non-discretionary funds.
  4. The time commitment required of CBAC members can be a barrier to broader participation, limiting the diversity of perspectives and placing strain on committee members, staff, and department leaders.
  5. CBAC membership may not fully reflect the diversity of the populations served by departments, which could undermine the goal of providing representative community insights and guidance.
- 

## Recommendations

### 1. Develop a Policies and Procedures Guide

Establish a written guide to operationalize the CBAC code. (We recognize that this work is underway and strongly support its continued development.)

- Include standardized, concise mission and vision statements applicable across all CBACs.
- Outline key onboarding activities and balance these efficiently to support early member engagement.
- Include a description of the role of a CBAC member and link it to the IAP2 spectrum of engagement for clarity.
- Specify a timeframe for member appointments. It is ideal for new members to be appointed to CBAC positions between the beginning of the fiscal year in July to October for efficient and effective functioning of the CBAC.
- Address how vacancies are filled if a CBAC seat becomes vacant. It is ideal that a vacated seat is filled within a 30 day timeframe.
- Consider procedures for filling a chair position. Suggested: “If the chair position becomes vacant, the CBAC will aim to elect a replacement within two meetings. An interim chair may be appointed immediately upon vacancy.”
- Address ambiguity about vacancies that impact quorum requirements. Consider identifying a date to kick off each CBAC cycle from which to establish membership, quorum, and vacancies. Example suggestion: “The Central CBAC comprises representatives appointed by each CBAC. A CBAC is not required to appoint a representative. OCI is responsible for verifying all Central CBAC appointments.”
- Include clear language for what it means to be a public official and which advisory bodies need to follow public meeting laws. Specify what this means for members of each type of advisory body.
- Define clear guidelines for disclosure of conflicts of interest that could impact CBAC functioning. Consider adding guidelines for disclosure of intent to run for public office and form a candidate committee for full transparency.

## **2. Increase Resources for Recruitment and Retention**

Enhance support for CBAC coordinators and current members to conduct intentional and sustained recruitment efforts, led by the Office of Community Involvement (OCI).

- Strengthen partnerships with culturally specific organizations, neighborhood associations, and use County Commissioner and department platforms (newsletters, events, town halls) to broaden outreach and diversify applicant pools.

## **3. Provide Tools and Templates to Support Efficient and Effective CBAC Functioning**

Create materials that guide the CBAC process throughout the annual and multi-year cycles, enhancing collaboration between committee members and county staff.

- Develop templates and guidelines for department presentations to CBACs to ensure consistent and accessible information sharing.
- Provide standardized formats for committee reports and recommendation presentations.
- Include timelines and visual aids illustrating the progression of a three-year CBAC term, highlighting learning curves, relationship-building phases, and the growing capacity to make informed recommendations over time.

## **Findings and Recommendations for Code Edits and Updates to Multnomah County Code Chapter 3 related to Budget Advisory Committees, Sections 3.300-3.306.**

Code: [https://multco.us/file/chapter\\_3%3A\\_board\\_of\\_commissioners/download](https://multco.us/file/chapter_3%3A_board_of_commissioners/download)

These recommendations aim to clarify the intent, structure, and operations of CBACs to better align with their intended role in budget advisory processes. Suggested code updates are designed to improve transparency, member engagement, representation, and operational efficiency.

**Finding #1:** More clarity and consistency in language is needed in the current proposed amendment to the code that describes the purpose, nature, and role of CBACs.

**Recommendation #1:** Suggestions for minor edits to recent proposed amendments to Chapter 3 on Community Budget Advisory Committees (CBACs).

Section 1. MCC § 3.300 - Purpose.

- a. Edit for clarity: "The Community Budget Advisory Committees (CBACs) adds valuable insight and expertise to the development of the county budget by generating feedback on aspects of departmental budgets as identified by the County."
- b. Edit for consistent terminology: "Deepen CBAC ~~participant's~~ member's understanding of county departments and the relationship between those departments, the communities they serve, and the needs of the individuals who access the services."

Section 2. MCC § 3.301 COMMITTEES ESTABLISHED.

- c. Suggested edits for clarity and consistency (it can be interpreted that there are multiple CBACs for non-departmental offices): "CBACs are established for ~~each~~ county departments, non-departmental offices, the Sheriff's office, and the District Attorney's office to partner with department leaders and generate feedback on departmental budgets."

Section 3. MCC § 3.302 - MEMBERSHIP.

- d. Remove language that is unclear: "~~Generally. Except as provided by MCC §3.301, Each~~ Community Budget Advisory Committee will be composed of a minimum of..."
- e. Empower the Board to fully manage CBACs: "Upon Board approval, additional CBACs may be created, ~~and~~ CBACs may be combined, and a standing advisory body may be appointed as a CBAC." (At present Library Advisory Board Budget Subcommittee is a non-CBAC advisory body serving as a CBAC.)

**Finding #2:** Board action is needed to update CBAC status.

**Recommendation #2:** Merge the DCA/DCM CBACs and designating the Library Advisory Board Budget Subcommittee as the Library CBAC.

**Finding #3:** It has been historically difficult to fulfill code requirements for CBAC membership.

**Recommendation #3:** Suggested changes to membership minimums, maximums, and appointment timeframes will enhance adherence to code while supporting CBAC functionality.

Section 3. MCC § 3.302 - MEMBERSHIP.

- a. Change the minimum membership requirement for practicality: "each Community Budget Advisory Committee will be composed of a minimum of 2 and a maximum of 11 members appointed by the Chair upon the approval of the Board."
- b. Align CBAC terms of appointment to end at fiscal year-end to avoid terminations during the middle of CBAC work. Suggestion to add: "The term of appointment for CBAC members is will be at most three years, commencing ~~es~~ upon appointment, and corresponding to three full cycles of budget recommendations."
- c. Add some measure of accountability to fill CBAC positions in a timely manner. Suggested language: "By November 1 each year OCI will provide a written report to the Board of Commissioners including, at a minimum, the full list of members of each CBAC."

**Finding #4:** CBAC functionality is negatively impacted by delays in appointments.

**Recommendation #4:** Tie CBAC appointments to the budget and meeting cycles rather than specific dates and ensure protocols to fill vacancies to avoid delays in CBAC process. Align Central CBAC code requirements with that of CBACs.

Section 6. MCC § 3.305 - DUTIES.

- a. "Each CBAC will ~~endeavor to elect one of its members to its own chair by the date identified by the Budget Office~~ by its second meeting in a fiscal year."

§ 3.306 CENTRAL COMMUNITY BUDGET ADVISORY COMMITTEE.

- b. "(A) Each CBAC selects one of its members to serve on the Central CBAC ~~by the date identified by the Budget Office~~ by its second meeting in a fiscal year."
- c. Suggestion to ensure code alignment between the Central CBAC and other CBACs: "The Central CBAC and its members will follow the standards established for all CBACs unless otherwise specified in this section."

**Finding #5:** Consistent documentation and process is needed for CBAC member removals and terms of appointment.

**Recommendation #5:** Add language to clarify and ensure consistent processes in line with the spirit and intention of the current code.

- d. Ensure documented process for removal of a CBAC member from: "A member's appointment may be rescinded before the end of the three-year term by: Board vote, or by the OCI Director with review and approval of the Chief Diversity & Equity Officer or designee and board confirmation, or by vote of their CBAC with the ratification of that vote by the OCI Director."
- e. Clarify language specifying the terms of membership to avoid misinterpretation that if there is a brief pause in membership a third term might be commenced: "No member can serve more than two ~~consecutive~~ three-year terms within any seven-year period."
- f. Consider banning concurrent terms on CBACs by adding: "A person may not serve on more than one CBAC at the same time."

**Finding #6:** The code does not specify how a member should notify the CBAC Coordinator of a conflict of interest.

**Recommendation #6:** Add more specific language to Section 4. MCC § 3.303 - CONFLICT OF INTEREST: "Any member of a CBAC who has monetary or investment interest in any matter

before their CBAC ~~shall disclose conflicts of interest~~ will by providing written notification to their CBAC Coordinator ~~and it will to~~ be shared with the Office of Community Involvement ("OCI") and the Board of County Commissioners. CBAC members must recuse themselves from discussions or votes in which they have a potential or real conflict of interest. County employees are not eligible for membership on a CBAC."

**FY 25-26 Central CBAC Members:**

Ray Anderson (DCS), T.J. Anderson (DCA/DCM), Renai Bell (DA), Daniel Vogel (HSD), Conrad Hulen (DCS), Rosalie Lee (Health), Autumn Lillie (DCJ), Jen Mair (Non-D), Madison Riethman (Library)