

ANNOTATED MINUTES

Tuesday, May 7, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFINGS

Chair Beverly Stein convened the meeting at 9:34 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley and Tanya Collier present, and Commissioner Gary Hansen excused.

- B-1 Update on Program Evaluation Capacity in Multnomah County Government. Presented by James Carlson.

***JIM CARLSON AND BARBARA GLICK
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS, SUGGESTIONS AND DISCUSSION.***

- B-2 Discussion and Request for Policy Direction Regarding the Minimum Wage Initiative. Presented by Members of the Rainbow Coalition, the Portland Organizing Project and a Minimum Wage Worker.

***DIANE ROSENBAUM AND DUKE SHEPARD
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION.***

- B-3 Status of CareOregon, and Restructuring Options for the Future. Presented by Billi Odegaard and Mary Lou Hennrich.

***BILLI ODEGAARD, MARY LOU HENNRICH AND
TIM GOLDFARB AND KATIE GAETJENS
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS, SUGGESTIONS AND DISCUSSION.
MS. GAETJENS TO RESPOND TO WRITTEN
QUESTIONS AND CONCERNS OF THE BOARD AND
STAFF TO RETURN FOR ADDITIONAL BRIEFING.***

- B-4 Discussion and Request for Policy Direction Regarding Land Conservation and Development Commission Orders Pertaining to the West Hills and Howard Canyon Reconciliation Reports. Presented by Scott Pemble and Sandra Duffy.

SCOTT PEMBLE PRESENTATION. MR. PEMBLE AND SANDRA DUFFY RESPONSE TO BOARD QUESTIONS, SUGGESTIONS AND DISCUSSION. BOARD CONSENSUS THAT STAFF PROCEED WITH WORK TO REMOVE KABDEBO PROPERTY FROM WILDLIFE HABITAT DESIGNATION PER WEST HILLS ORDER; AND BOARD CONSENSUS THAT COUNTY PROCEED WITH NOISE STUDY PER HOWARD CANYON ORDER.

There being no further business, the meeting was adjourned at 11:50 a.m.

Tuesday, May 7, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

Chair Beverly Stein convened the hearing at 1:33 p.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

- PH-1 Central Citizen Budget Advisory Committee and Citizen Budget Advisory Committees Budget Recommendations on the Proposed 1996-97 Multnomah County Budget. Presented by Jack Pessia, Central CBAC Chair.

JACK PESSIA CENTRAL CBAC PRESENTATION AND RECOMMENDATIONS.

- PH-2 Department of Community and Family Services Budget Overview, Highlights and Action Plans. DCFS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

LOLENZO POE SELECTED BUDGET HIGHLIGHTS AND ACTION PLANS PRESENTATION. HOWARD KLINK REVIEW OF BUDGET DETAIL. DOUG MONTGOMERY CBAC PRESENTATION AND RECOMMENDATIONS. RICHARD HARRIS TESTIMONY IN SUPPORT OF FUNDING FOR CENTRAL CITY CONCERN, HOOPER DETOX,

ACUPUNCTURE AND OTHER ALCOHOL AND DRUG TREATMENT PROGRAMS. KARLA McFARLAND TESTIMONY IN SUPPORT OF FUNDING ALCOHOL AND DRUG PROGRAMS AND DCFS BUDGET. KAREN HILL TESTIMONY IN SUPPORT OF FUNDING FOR THE QUINT PROJECT. MOLLY COOLEY TESTIMONY IN SUPPORT OF FUNDING FOR BRENTWOOD-DARLINGTON NEIGHBORHOOD PRIDE TEAM OFFICE SPACE AND RESPONSE TO BOARD QUESTIONS. PAM PATTON TESTIMONY IN SUPPORT OF FUNDING FOR FAMILY CENTERS, TOUCHSTONE, JANUS YOUTH, AND OTHER CHILDREN AND PROGRAMS; AND IN SUPPORT OF CONTRACTING OUT NEW POSITIONS THROUGH PRIVATE NON-PROFIT PROVIDERS. LINDA HUDDLE TESTIMONY IN SUPPORT OF FUNDING FOR HISPANIC RETENTION RETRIEVAL PROJECT AND YOUTH PROGRAMS. LOLENZO POE LOCAL BEHAVIORAL HEALTH AUTHORITY PRESENTATION. SUSAN CLARK MANAGED CARE INFRASTRUCTURE PRESENTATION. MR. POE SCHOOL SUPPORT PRESENTATION. MR. POE, KATHY TINKLE, DENNIS ADAMS AND MARY MERTZ EXPLANATION IN RESPONSE TO BOARD QUESTIONS AND DISCUSSION. HOWARD KLINK MENTAL HEALTH CRISIS TRIAGE CENTER PRESENTATION AND RESPONSE TO BOARD QUESTIONS. BOB DONOUGH, MR. POE, MR. KLINK AND IRIS BELL RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DEPARTMENT OF COMMUNITY AND FAMILY SERVICES STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (1) EFFECT OF ONE TIME ONLY FUNDING ON THE PACKAGE OF SUPPORT FOR SCHOOL PROGRAMS; (2) PREPARE A COST BENEFIT ANALYSIS OF THE EFFECT OF EARLY IDENTIFICATION OF CHILDREN WITH POVERTY/DISABILITY PROBLEMS; (3) IMPACT ON CHILDREN WITH POVERTY/DISABILITY PROBLEMS OF TRANSITION FROM SPECIAL SERVICES IN THEIR PRE-SCHOOL PERIOD TO REGULAR SCHOOL; (4) IDENTIFY THE EFFICACY OF ADDRESSING DISABILITIES AT AN EARLY

AGE; (5) PROVIDE INCOME DATA ABOUT THOSE WHO ARE SERVED AT PARENT CHILD DEVELOPMENT CENTERS TO DEMONSTRATE THAT THOSE AT RISK ARE BEING SERVED; (6) DEVELOP LANGUAGE TO INCLUDE RFP'S THAT WILL REQUIRE MEDIATION OF DISPUTES ABOUT THE CONTRACTING PROCESS BEFORE EITHER PARTY RESORTS TO LITIGATION; (7) PROVIDE AN OVERALL SUMMARY OF THE WELLNESS PROGRAMS, INCLUDING GOALS AND OBJECTIVES FOR EACH PROGRAM AND DISCUSSION OF POTENTIAL EVALUATION PLANS FOR EACH PROGRAM; (8) PROVIDE EVALUATION DATA OF THE HISPANIC RETENTION PROGRAMS AT THE THREE HIGH DROPOUT HIGH SCHOOLS. SUGGEST WAYS TO SECURE PROPOSED SYSTEM CHANGES FROM THE CONTRACTORS THAT WILL ENABLE THE SCHOOL DISTRICTS TO CONTINUE THE ESSENCE OF THESE PROGRAMS WHEN COUNTY FUNDING EXPIRES AT THE END OF THE THIRD YEAR; (9) ANALYZE THE CASH FLOW ADVANTAGE TO THE SCHOOLS FROM INCREASED ATTENDANCE THAT RESULTS FROM HISPANIC RETENTION PROGRAMS; (10) PROVIDE JUSTIFICATIONS AND RESPONSIBILITIES FOR NEW POSITIONS/CONTRACTS AS FOLLOWS: .5 FAMILY COORDINATOR; .5 EARLY CHILDHOOD COORDINATOR; COMMUNITY LEADERSHIP INSTITUTE; GRANT WRITER; FISCAL SPECIALIST, PLANNER. (11) PROPOSE A PLAN TO MAKE FAMILY CENTERS VISIBLE AND TO IMPROVE OUTREACH MATERIALS. THE PLAN SHOULD INCLUDE REQUIREMENTS TO INCLUDE IN CONTRACTS WITH PROVIDERS SO THAT IT CAN BE IMPLEMENTED. THE PLAN SHOULD ALSO INCLUDE ASSURANCE THAT THE FAMILY CENTERS WILL BE INCLUDED IN THE COUNTY'S SECTION OF THE BLUE PAGES IN THE TELEPHONE BOOK; (12) DESCRIBE THE STATUS OF THE DD RESPITE PROGRAM INTENDED TO BE PARTIALLY FUNDED BY THE COUNTY IN 1995-96. (13) BUDGET AND QUALITY STAFF TO PROVIDE A LISTING OF ALL NEW POSITIONS IN THE 1996-97 BUDGET, NOTING THE FUNDING SOURCE FOR

**THE POSITIONS AND IDENTIFYING POSITIONS
SUPPORTING THE RESULTS EFFORT.
COMMISSIONER SALTZMAN PROPOSED
AMENDMENT DCFS 1 TO CUT \$100,000 "MINI
GRANTS" AND DCFS 2 FOR FUNDING 6 FAMILY
CENTERS SIGNAGE, INCLUDING LISTING IN THE
COUNTY PAGES OF THE TELEPHONE
DIRECTORY.**

There being no further business, the hearing was adjourned at 3:25 p.m.

Wednesday, May 8, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BUDGET HEARING

*Chair Beverly Stein convened the hearing at 9:35 a.m., with
Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present, and Vice-
Chair Dan Saltzman arriving at 9:37 a.m.*

PH-3 Health Department Budget Overview, Highlights and Action Plans. HD
Citizen Budget Advisory Committee Presentation. Opportunity for Public
Testimony on the Proposed 1996-97 Multnomah County Budget. Issues
and Opportunities. Board Questions and Answers.

**BILLI ODEGAARD AND TOM FRONK
DEPARTMENT OVERVIEW PRESENTATION. BILL
DAVIS, GERARDO MADRIGAL, MARGE JOZSA AND
STEVEN COCHRAN CBAC AND COMMUNITY
HEALTH COUNCIL PRESENTATION AND
RECOMMENDATIONS. THELMA GOLDEN
TESTIMONY IN SUPPORT OF FUNDING FOR THE
COALITION OF COMMUNITY HEALTH CLINICS.
DIANE COHEN-ALPERT TESTIMONY IN SUPPORT
OF FUNDING FOR STARS/WYN, INSIGHTS TEEN
PARENT AND CONNECTIONS PROGRAMS. KATHY
OLIVER TESTIMONY IN SUPPORT OF FUNDING
FOR OUTSIDE IN AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION. MICHAEL HARRIS
TESTIMONY IN SUPPORT OF FUNDING FOR LANE
MIDDLE SCHOOL, BRENTWOOD-DARLINGTON
COMMUNITY CENTER AND STARS PROGRAMS.**

SANDE NELSON, DEBRA LARSON, JACKIE SYBRANDT, KATHY PAINTNER AND KATHY WALKER TESTIMONY IN SUPPORT OF FUNDING TO ESTABLISH AN OREGON INSTITUTE FOR THE BLIND SNACK SHOP TRAINING CENTER IN THE McCOY BUILDING LOBBY. MS. WALKER RESPONSE TO BOARD QUESTIONS. MS. ODEGAARD ADVISED PRIMARY CARE DIVISION DIRECTOR ARDYS CRAGHEAD WILL BE RETIRING JULY 1. TOM FRONK PRIMARY CARE FEE REVENUES PRESENTATION. SHARI BLACK PRESENTATION ON PROPOSAL TO MERGE BURNSIDE AND WESTSIDE HEALTH CLINICS AND RESPONSE TO BOARD QUESTIONS. DWAYNE PRATHER BILINGUAL STAFF PROGRESS PRESENTATION. MR. PRATHER, MS. ODEGAARD AND PATSY KULLBERG RESPONSE TO BOARD QUESTIONS AND DISCUSSION. JAN SINCLAIR PRESENTATION ON REFUGEE HEALTH, BRENTWOOD-DARLINGTON AND STARS/WYN PROGRAMS AND RESPONSE TO BOARD QUESTIONS. GORDON EMPEY UPDATE REGARDING DENTAL EQUIPMENT AND THE PANDA COALITION, A CHILD ABUSE PREVENTION INITIATIVE AND RESPONSE TO BOARD QUESTIONS. MS. ODEGAARD UPDATE ON CAREOREGON AND NEEDLE EXCHANGE PROGRAM. MS. ODEGAARD AND GARY OXMAN RESPONSE TO BOARD QUESTIONS AND DISCUSSION. HEALTH DEPARTMENT STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (14) PREPARE AN ANALYSIS OF THE FUNDING AND OPERATIONS OF THE OUTSIDE-IN CLINIC INCLUDING THE ELIGIBILITY OF CLINIC CLIENTS FOR INSURANCE COVERAGE; (15) SUMMARIZE AND PRESENT THE VIEWS OF THE CENTRAL CITY CONCERN ON THE MERGER OF THE BURNSIDE AND WEST SIDE CLINICS; (16) PROVIDE COPIES OF THE MATERIALS USED IN THE PANDA TRAINING SESSION; (17) DETERMINE THE AMOUNT OF CONTRIBUTION TO THE NEEDLE EXCHANGE PROGRAM BUDGETED BY THE CITY OF PORTLAND IN 1996-97; (18) SUMMARIZE THE STATUS OF A QUALITY RATING

FOR RESTAURANTS; (19) SUMMARIZE THE STATUS OF THE POTENTIAL TRANSFER OF THE MEDICAL EXAMINER PROGRAM TO THE OREGON STATE POLICE. DEPARTMENT OF ENVIRONMENTAL SERVICES STAFF TO (20) SUMMARIZE AND REVIEW THE OREGON INSTITUTE FOR THE BLIND PROPOSAL THAT THE COUNTY CONSTRUCT A TRAINING LOCATION IN THE McCOY BUILDING. LABOR RELATIONS STAFF TO (21) PROVIDE ANALYSIS OF THE POTENTIAL FOR PROVIDING SUPPLEMENTAL INCENTIVE PAY FOR SECOND LANGUAGE COMPETENCE. COMMISSIONER SALTZMAN PROPOSED AMENDMENT DES 1, \$39,000 FOR OIB CONSTRUCTION.

There being no further business, the hearing was adjourned at 11:40 a.m.

Thursday, May 9, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-4) WAS UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

- C-1 Amendment 2 to Intergovernmental Agreement 800416 with Oregon State Marine Board, Adding \$6,000 for Procurement of Fuel for Marine Patrol

- C-2 Budget Modification MCSO 12 Requesting Authorization to Add \$6,000 to the Supplies Line Item in the Marine Board Portion of the Sheriff's River Patrol Budget

DEPARTMENT OF HEALTH

- C-3 Intergovernmental Revenue Agreement 201766 with Oregon Health Sciences University, for the Provision of Case Management and Medical Care Services for Persons Living with HIV/AIDS

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-4 CU 9-95 Report on the March 20, 1996 Hearings Officer Decision, APPROVING, Subject to Conditions, Conditional Use Approval for a Non-Farm Related Single Family Residence in an Exclusive Farm Use Zoning District, for Property Located at 11410 NW SKYLINE BOULEVARD, PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

- R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

TOM CROPPER COMMENTED IN SUPPORT OF ASKING THE GOVERNOR FOR PUBLIC HEARINGS ON LOCAL CONTROL.

CHAIR STEIN AND COMMISSIONERS KELLEY, SALTZMAN, HANSEN AND COLLIER ACKNOWLEDGED THE PASSING OF BILL NAITO AND EXPRESSED THEIR APPRECIATION FOR HIS DEDICATION, CONTRIBUTIONS AND SUPPORT OVER THE YEARS. A MOMENT OF SILENCE WAS OBSERVED.

DEPARTMENT OF SUPPORT SERVICES

- R-2 RESULTS Team Presentation Regarding Multnomah County Health Clinic's Increased Up-to-Date Immunizations

MARILEE DEA, PEGGY HILLMAN AND YUEN CHAN PRESENTATION REGARDING TEAM PROJECT IN WHICH THE IMMUNIZATION RATE OF TWO YEAR OLDS RECEIVING WELL CHILD CARE WAS INCREASED TO ABOVE 90% FOR ALL CLINICS IN 1995. MS. HILLMAN RESPONSE TO BOARD QUESTIONS, COMMENTS AND DISCUSSION.

NON-DEPARTMENTAL

- R-3 RESOLUTION Supporting and Endorsing the Oregon Minimum Wage and Economic Independence Act**

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. COMMISSIONER SALTZMAN EXPLANATION AND COMMENTS IN SUPPORT. ELLEN LOWE TESTIMONY IN SUPPORT AND RESPONSE TO BOARD QUESTIONS AND COMMENTS. RESOLUTION READ. RESOLUTION 96-83 UNANIMOUSLY APPROVED.

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- R-4 PUBLIC HEARING and Consideration of a RESOLUTION Approving the 1996-97 Multnomah County Annual Action Plan for the Community Development Block Grant Program and HOME Investment Partnership Program to be Submitted to the Department of Housing and Urban Development**

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF RESOLUTION. CECILE PITTS EXPLANATION, DISTRIBUTION OF ADDITIONAL WRITTEN TESTIMONY, AND RESPONSE TO BOARD QUESTIONS. MARGE JOZSA TESTIMONY IN SUPPORT OF ADDITIONAL DENTAL CLINIC FUNDING AND RESPONSE TO BOARD QUESTIONS. BRENDA JOSE TESTIMONY IN SUPPORT OF FUNDING FOR ADAPT-A-HOME PROJECT. KAREN MARKINS TESTIMONY IN SUPPORT OF FUNDING FOR THE PROJECT SAIL PROGRAM. ROBERT TUCKER TESTIMONY IN

SUPPORT OF FUNDING FOR A COMMUNITY FACILITY AT THE WILLOW TREE INN SITE IN GRESHAM. LUCIA PEÑA TESTIMONY IN SUPPORT OF FUNDING FOR CASA OF OREGON FARMWORKERS HOUSING PROJECT IN GRESHAM. NEAL BEROZ TESTIMONY IN SUPPORT OF FUNDING FOR NETWORK BEHAVIORAL HEALTH CARE AND REACH COMMUNITY DEVELOPMENT POWELL BOULEVARD PROJECT TO DEVELOP HOUSING FOR MENTAL AND SUBSTANCE ABUSE CLIENTS. CYNTHIA INGEBRETSON TESTIMONY IN SUPPORT OF FUNDING FOR FAIR HOUSING COUNCIL OF OREGON PROJECT. ELI SPEVOK TESTIMONY IN SUPPORT OF FUNDING FOR HUMAN SOLUTIONS ANKENY WOODS AFFORDABLE HOUSING PROJECT. MS. PITTS RESPONSE TO BOARD QUESTIONS AND DISCUSSION. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL TO TRANSFER \$2,500 FROM THE PROJECT CONTINGENCY FUND TO PROVIDE ADDITIONAL DENTAL CARE SERVICES. MS. PITTS RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. MOTION UNANIMOUSLY APPROVED. RESOLUTION 96-84 UNANIMOUSLY APPROVED, AS AMENDED.

DEPARTMENT OF SUPPORT SERVICES

- R-5 Intergovernmental Agreement 500696 with the Oregon State Police, Office of Emergency Management, Providing Disaster Relief Funding Assistance for Multnomah County

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-5. MIKE GILSDORF EXPLANATION AND RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.

- R-6 RESOLUTION Authorizing Execution and Delivery of a Lease Purchase Agreement and an Escrow Agreement; Designating an Authorized Representative; Authorizing the Negotiated Sale of Certificates of Participation in an Amount Not Exceeding \$1,900,000; Designating a

Financial Advisor, Special Counsel, Registrar and Paying Agent; and Other Matters

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. DAVE BOYER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 96-85 UNANIMOUSLY APPROVED.

- R-7 RESOLUTION Authorizing the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1996) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1996-97 Fiscal Year

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-7. MR. BOYER EXPLANATION. RESOLUTION 96-86 UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-8 First Reading of an ORDINANCE Amending the Comprehensive Framework Plan Volume 1 Findings to Include the West Hills Reconciliation Report, as Revised and Amended by the Board, in Fulfillment of the Periodic Review Work Program Tasks for Statewide Planning Goal 5 Resources in the West Hills Rural Area

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF FIRST READING. HOWARD GORDON EXPLANATION. TOM CROPPER TESTIMONY IN OPPOSITION TO GRAVEL MINE. BOARD COMMENTS IN SUPPORT. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, MAY 16, 1996.

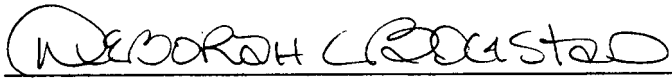
- R-9 First Reading of an ORDINANCE Amending the Sectional Zoning Maps by Deleting the SEC-h (Wildlife Habitat) Zoning Overlay District for Lands to the North of the Bonny Slope Subdivision within the West Hills Rural Area

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED

**AND COMMISSIONER COLLIER SECONDED,
APPROVAL OF FIRST READING. MR. HOWARD
EXPLANATION. CAMILLE KABDEBO TESTIMONY
IN SUPPORT. FIRST READING UNANIMOUSLY
APPROVED. SECOND READING THURSDAY, MAY
16, 1996.**

*There being no further business, the meeting was adjourned at 10:55
a.m.*

**OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON**


Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 SW FIFTH AVENUE
PORTLAND, OREGON 97204
CLERK'S OFFICE • 248-3277 • 248-5222
FAX • (503) 248-5262

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	•248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	•248-5219
TANYA COLLIER •	DISTRICT 3	•248-5217
SHARRON KELLEY •	DISTRICT 4	•248-5213

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS FOR THE WEEK OF

MAY 6, 1996 - MAY 10, 1996

Tuesday, May 7, 1996 - 9:30 AM - Board Briefings.....Page 2

Tuesday, May 7, 1996 - 1:30 PM - Budget Hearing.....Page 2

Wednesday, May 8, 1996 - 9:30 AM - Budget Hearing.....Page 3

Thursday, May 9, 1996 - 9:30 AM - Regular Meeting.....Page 3

*Thursday Meetings of the Multnomah County Board of Commissioners
are *cablecast* live and taped and can be seen by Cable subscribers in Multnomah
County at the following times:*

Thursday, 9:30 AM, (LIVE) Channel 30

Friday, 10:00 PM, Channel 30

Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD
CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-
5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY
AN EQUAL OPPORTUNITY EMPLOYER**

*Tuesday, May 7, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-1 Update on Program Evaluation Capacity in Multnomah County Government. Presented by James Carlson. 30 MINUTES REQUESTED.*
- B-2 Discussion and Request for Policy Direction Regarding the Minimum Wage Initiative. Presented by Members of the Rainbow Coalition, the Portland Organizing Project and a Minimum Wage Worker. 30 MINUTES REQUESTED.*
- B-3 Status of CareOregon, and Restructuring Options for the Future. Presented by Billi Odegaard and Mary Lou Hennrich. 10:30 AM TIME CERTAIN, 45 MINUTES REQUESTED.*
- B-4 Discussion and Request for Policy Direction Regarding Land Conservation and Development Commission Orders Pertaining to the West Hills and Howard Canyon Reconciliation Reports. Presented by Scott Pemble and Sandra Duffy. 15 MINUTES REQUESTED.*
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*Tuesday, May 7, 1996 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BUDGET HEARING

- PH-1 Central Citizen Budget Advisory Committee and Citizen Budget Advisory Committees Budget Recommendations on the Proposed 1996-97 Multnomah County Budget. Presented by Jack Pessia, Central CBAC Chair. 15 MINUTES REQUESTED.*
- PH-2 Department of Community and Family Services Budget Overview, Highlights and Action Plans. DCFS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED.*

*Wednesday, May 8, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BUDGET HEARING

*PH-3 Health Department Budget Overview, Highlights and Action Plans. HD
Citizen Budget Advisory Committee Presentation. Opportunity for Public
Testimony on the Proposed 1996-97 Multnomah County Budget. Issues
and Opportunities. Board Questions and Answers. 2 HOURS
REQUESTED.*

*Thursday, May 9, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 Amendment 2 to Intergovernmental Agreement 800416 with Oregon
State Marine Board, Adding \$6,000 for Procurement of Fuel for Marine
Patrol*
- C-2 Budget Modification MCSO 12 Requesting Authorization to Add \$6,000
to the Supplies Line Item in the Marine Board Portion of the Sheriff's
River Patrol Budget*

DEPARTMENT OF HEALTH

- C-3 Intergovernmental Revenue Agreement 201766 with Oregon Health
Sciences University, for the Provision of Case Management and Medical
Care Services for Persons Living with HIV/AIDS*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-4 CU 9-95 Report on the March 20, 1996 Hearings Officer Decision,
APPROVING, Subject to Conditions, Conditional Use Approval for a
Non-Farm Related Single Family Residence in an Exclusive Farm Use
Zoning District, for Property Located at 11410 NW SKYLINE
BOULEVARD, PORTLAND*

REGULAR AGENDA

PUBLIC COMMENT

- R-1 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

DEPARTMENT OF SUPPORT SERVICES

- R-2 *RESULTS Team Presentation Regarding Multnomah County Health Clinic's Increased Up-to-Date Immunizations*

NON-DEPARTMENTAL

- R-3 *RESOLUTION Supporting and Endorsing the Oregon Minimum Wage and Economic Independence Act*

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- R-4 *PUBLIC HEARING and Consideration of a RESOLUTION Approving the 1996-97 Multnomah County Annual Action Plan for the Community Development Block Grant Program and HOME Investment Partnership Program to be Submitted to the Department of Housing and Urban Development*

DEPARTMENT OF SUPPORT SERVICES

- R-5 *Intergovernmental Agreement 500696 with the Oregon State Police, Office of Emergency Management, Providing Disaster Relief Funding Assistance for Multnomah County*
- R-6 *RESOLUTION Authorizing Execution and Delivery of a Lease Purchase Agreement and an Escrow Agreement; Designating an Authorized Representative; Authorizing the Negotiated Sale of Certificates of Participation in an Amount Not Exceeding \$1,900,000; Designating a Financial Advisor, Special Counsel, Registrar and Paying Agent; and Other Matters*
- R-7 *RESOLUTION Authorizing the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1996) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1996-97 Fiscal Year*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-8 *First Reading of an ORDINANCE Amending the Comprehensive Framework Plan Volume 1 Findings to Include the West Hills Reconciliation Report, as Revised and Amended by the Board, in Fulfillment of the Periodic Review Work Program Tasks for Statewide Planning Goal 5 Resources in the West Hills Rural Area*
- R-9 *First Reading of an ORDINANCE Amending the Sectional Zoning Maps by Deleting the SEC-h (Wildlife Habitat) Zoning Overlay District for Lands to the North of the Bonny Slope Subdivision within the West Hills Rural Area*

MEETING DATE: May 7, 1996
AGENDA #: PH-1
ESTIMATED START TIME: 1:30 pm

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Citizen Budget Advisory Committees Budget Recommendations

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: Tuesday, May 7, 1996

AMOUNT OF TIME NEEDED: 15 minutes

DEPARTMENT: Non-Departmental

DIVISION: Citizen Involvement Committee

CONTACT: Gloria Fisher

TELEPHONE #: 248-3450

BLDG/ROOM #: 412/215

PERSON(S) MAKING PRESENTATION: Jack Pessia, Central CBAC Chair

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUGGESTED AGENDA TITLE:

Central Citizen Budget Advisory Committee and Citizen Budget
Advisory Committees Budget Recommendations on the Proposed
1996-97 Multnomah County Budget

SIGNATURES REQUIRED:

ELECTED
OFFICIAL: _____
(OR)
DEPARTMENT
MANAGER: _____

Provenly Blair

BOARD OF
COUNTY COMMISSIONERS
96 MAY - 11 PM 4:44
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

Central Citizen Budget Advisory
Committee

and

Citizen Budget Advisory
Committees

BUDGET RECOMMENDATIONS

and

DEDICATED FUND REVIEW

March 1996

Multnomah County Citizen Involvement Committee
2115 SE Morrison Street - Portland, Oregon 97214
(503) 248-3450

Central Citizen Budget Advisory Committee

Jack Pessia, Chair
Mark Jones, DES CBAC
Robert Maestre, SS CBAC
Bill Davis, Health CBAC
Suan Hathaway-Marxer, Library CBAC

Community/Family Services CBAC

Bobbi Gary, Chair
Susan Oliver, Asst. Chair
Doug Montgomery, CCBAC Rep.
Joy Hicks
Jim Williams
Gregory Taylor
Jim Fransconi (on leave)

Library Budget Committee

Susan Hathaway-Marxer, Chair, CCBAC
Evelyn Crowell
Paul Millius
Angel Lopez
Terry McCall

District Attorney Office CBAC

Sara Lamb, Chair, CCBAC Rep.
Doug Menely
Irwin Mendell
Richard Wegner
Dave Simpson
Michael Greenlick
Robert Pung

Juvenile Services CBAC

Shane Endicott, Chair, CCBAC Rep.
Charlotte Cook
Martha McMurray
Lolita Darby
Muriel Goldman
Paul Solomon
Mark Jones (Volunteer)

Environmental Services CBAC

Mike Zollitsch, Chair
Mark Jones, CCBAC Rep.
Harvey Garnett
Ben Kasabuchi
M'Lou Christ
Charlsie Sprague

Vera Robbins, MCSO CBAC
Anthony Kim, ND CBAC
Sara Lamb, DA CBAC
Shane Endicott, DJJ CABC
Doug Montgomery, CFS CBAC

Non-Departmental CBAC

Jerry Penk, Chair
Anthony Kim, CCBAC Rep.
Mary Schwoeffermann
Kathleen Todd
Dawn Del Rio
Barbara Lentz
Jean Cauthorn

Health Budget Committee

Bill Davis, Chair, CCBAC
Marge Jozsa
Steven Cochran

Sheriff's Office CBAC

George Kelley, Chair
Vera Robbins, CCBAC Rep.
Robert Wiley
Denise Fugate
Marv Woidyla
Sharron Bilyeu
Malcolm Freund, Vol.

Support Services CBAC

Jim Robison, Chair
Robert Maestre, CCBAC Rep.
Gary Hancock
Hank Miggins
Sharon Baird
Scott Leibenguth
Tracee Larson

Community Corrections

Pat Bozanich, Chair
Amy Peterson
Richard Pomeroy
Katherine Anderson
Bill Hoffstetter
Larry McCagg

1996-1997

Central Citizen Budget Advisory Committee

Budget Recommendations

CENTRAL CITIZEN BUDGET ADVISORY COMMITTEE
BUDGET RECOMMENDATIONS - 1996-97

The Central Citizen Budget Advisory Committee (CCBAC) and the ten individual Citizen Budget Advisory Committees have worked diligently to complete their tasks of reviewing program, priorities and budget and providing citizen recommendations to the Chair and Board of County Commissioners. The work and effort put forth, as in years past, make the contributions of these citizen groups more significant as the citizen involvement process evolves. The Board of County Commissioners will find the attached reports useful throughout the entire budget process.

In the past the CCBAC has stressed the need for targeted services to ensure that populations with special needs are served since these programs often are not understood or used by the general public and therefore do not have strong political support.

1. The Central CBAC is pleased with the Chair's action putting aside \$1.4 million for "wellness" programs. This approach will ensure that many of these benchmark related programs are funded without directly competing with mandated programs and on-going traditional needs of the County. The "wellness" process raised awareness across departmental lines and encouraged cooperation among those who serve this population.

2. Within the "wellness" programs, the CCBAC favors those prevention programs that deal with young children.

The members of the CBACs and the CCBAC wish to commend the managers and County employees who responded during the February flood crisis. The preparedness and reaction to the crisis was expected but nonetheless impressive, but points to the need for continued training coordination at all levels of county government.

ISSUES/RECOMMENDATIONS:

1. The Central CBAC recommends that the Board of County Commissioners exercise its leadership and convene a citizen committee to investigate the current tax structure and its consequences to citizens and businesses and to seek resolution of the inequities through the State Legislature and other means.

It is to the benefit of the community for the County to have stable funding for programs and sufficient capital for needed investment in bridges and facilities and that the responsibility for this funding be equitably distributed. Until state-wide tax reform is accomplished,

a. The Central CBAC recommends that the Board of County Commissioners, with citizens, find way to provide stable, adequate funding for the library and the jails so that they will not be dependent on the roller coaster effect of levies for operations.

b. The Central CBAC recommends that the Chair convene a committee and involve citizens to find a funding source for the necessary capital investment in bridges and buildings that will be acceptable to the public and business community.

2. The Central CBAC recommends that the County closely monitor programs that are dependent on federal and state funds and carefully evaluate outcomes in order to determine which of these programs are most successful in prevention and early treatment and should be continued with local funds as state and federal funds are withdrawn.

Of particular concern to the Central CBAC is the potential decrease in state funds to Assessment and Taxation, a division which is essential to ensuring that the County collect those tax dollars to which it is entitled.

3. The Central CBAC recommends a consistent, watchful monitoring of the financial and service delivery impact of the ongoing changes in health care services: medicare fees, capitation and the accompanying financial risks, reduction in state and federal funding, balance between service delivery and the need to automate clinic practices, and imposition of premiums on the Oregon Health Plan. Of special concern is the capitation for health and mental health care and the accompanying financial risk to the County, as the provider for the most poor and needy clients, if these payments do not cover the cost of care.

4. The Central CBAC recommends greater emphasis on community involvement in service delivery through location of facilities in the community and co-location of services in these locations. Neighborhood involvement will not only improve service delivery but will provide more general understanding of and support for County programs. For example, the Central CBAC recommends that the District Attorney's neighborhood offices be expanded rather than cut and that, when possible, they be co-located with County social service programs.

5. The Central CBAC recommends continued support of the Strategic Planning for Information Technology (SPIT) process and endorses the emphasis on putting this plan in place at the department and program level. Some departments have included the mandatory flat fee in their constraint budgets, while others have placed it in add packages or not included it at all. The "flat fee" should be included in all budgets and there should be oversight to ensure that all departments and programs adhere to the new standards and participate in centralized purchasing.

6. The Central CBAC recommends that training and PC support be provided by the County since training hundreds of employees on new software will be a tremendous expense if done piecemeal by individual departments and programs. This training could be done more efficiently through either an in-house trainer or a single-provider contractor, provided by Information Services, who would do scheduled group trainings.

7. The Central CBAC recommends that the County adopt a comprehensive waste management strategy to save money on supplies and garbage fees. Although recycling and energy saving strategies should be requirements for all departments, the commitment to conserve and practice of conservation varies from building to building.

BUDGET ISSUES:

1. The Central CBAC recommends that the Chair's Office exert greater pressure on department and program directors to submit their complete budget documents on time. We recommend that timely budget development be a point of evaluation for directors.

This year's budget recommendations have been especially difficult for the Central CBAC and for some CBACs because the departmental budgets were submitted late. Although the deadline was February 16th, many budgets were very late. The CBACs have a very short time line to complete their work and prepare their findings, with their reports due to the Central CBAC on March 1st in order to give the Central CBAC time to review the reports and develop county-wide recommendations and issues.

2. The Central CBAC recommends that budget instructions be changed to show salary savings at the department level rather than at the program level.

3. The Central CBAC recommends that a more realistic constraint figure be given departments. In the past, programs that were cut in departments' requests in order to meet constraints were restored through add packages. It seems that a more realistic constraint figure would save much of the extra work of cutting and restoring.

4. The Central CBAC recommends that the County identify private money coming into programs, especially from the private business sector. Much is said about public/private cooperation and partnering with the public sector, but only with a good understanding of private sector financial participation can that participation be increased.

CITIZEN BUDGET ADVISORY COMMITTEES:

The Central Citizen Budget Advisory Committee recommends that the Board of County Commissioners continue to support the Citizen Budget Advisory Committee process, as it has in the past, and advise interested citizens to contact the Office of Citizen Involvement to explore the many opportunities for their involvement.

The members of the Central CBAC and the ten CBACs are again looking forward to participating throughout the County's budget process.

CENTRAL CITIZEN BUDGET ADVISORY COMMITTEE

Jack Pessia, Chair
Doug Montgomery, Community & Family Services CBAC
Bill Davis, Health Services CBAC
Vera Robbins, Sheriff's Office CBAC
Sara Lamb, District Attorney's Office CBAC
Susan Hathaway-Marxer, Library CBAC
Shane Endicott, Juvenile Justice CBAC
Anthony Kim, Non-Departmental CBAC
Robert Maestre, Support Services CBAC

Citizen Budget Advisory Committee
for the
Department of Community Corrections

MULTNOMAH COUNTY COMMUNITY CORRECTIONS BUDGET ADVISORY COMMITTEE

Pat Bozanich
Chair

Committee Members

Katherine Anderson

Bill Hoffstetter

Larry McCagg

Amy Peterson

Richard Pomeroy

Community Corrections Staff

Patrick Brun
Management Assistant

Karen Rhein
Administrative Secretary

421 S.W. Fifth Avenue, Suite 600
Portland, Oregon 97204

Telephone (503)248-3701
Facsimile (503)248-3990

CITIZEN BUDGET ADVISORY COMMITTEE REPORT 1996/97 BUDGET DEPARTMENT OF COMMUNITY CORRECTIONS

CBAC PROCESS

The past year the CBAC has met on at least a monthly basis. During the height of the budget season (January and February) we generally met weekly.

We began the year by reviewing the Vision and Priorities Statement we created last year. We then determined which issues we wished to explore this year. We focused our interest on: data gathering and evaluation; community involvement (including the recruitment and use of volunteers); and personnel safety, training and arming issues.

In the course of our discussion we have interviewed a number of people including: Commissioner Sharron Kelley; Cary Harkaway, DCC Program Development and Evaluation; DCC Safety Task Force Report, Joanne Fuller; Women's Transition Services, Kathy Treb; Volunteer Unit, Vicki March; DCC Safety Update, Dan Pinkney; DCC Training, Carrie Kirkpatrick; Juvenile Justice, Joanne Fuller.

In addition, Pat Bozanich served on the Public Safety Facility Task Force.

COUNTY WIDE RECOMMENDATIONS

1. CBAC members would like to see greater use of outside performance evaluations of County contractors. We feel that self-evaluation by contractors has a built-in bias.
2. We recommend the County investigate out-sourcing data management services to the private sector. We believe that economies of scale may make data management less expensive and more efficient when handled by firms specifically designed for that function.
3. We recommend the County adopt a comprehensive waste prevention strategy to save money on supplies and garbage fees. We often attend County meetings where one-sided copies are the norm and have received faxes with full page cover sheets. There are many simple strategies the County could adopt that would positively impact it's bottom line.

4. CBAC members are not directly informed of the Commission's response to their recommendations. We recommend the Multnomah County Chair provide a written response to CBAC recommendations.

5. As repeated controversies have made clear, it is necessary that the County adopt clear policies, procedures and guidelines for the siting of Community Corrections and other facilities. Both the Children and Family Services Division and the City of Portland have siting procedures that appear to result in less community dissention than those the department currently follows. The CBAC will review those guidelines and recommend alternative siting procedures to DCC.

6. The CBAC still firmly supports our previous recommendations that the County adopt a two year budget process. The non-budget year would be used to review program activities and performance, to determine priorities and to set direction for future action. To prevent substantial budget manipulation during year two it might be necessary to devise another means for Commissioners to exert their influence on departmental actions. (We believe that Commissioners will actually exert more influence on County actions and priorities than currently as a result of their involvement in a thoughtful review of departmental outcomes and priorities). As in previous years, we feel that a two year budget cycle would orient the County towards outcomes rather than figures.

CBAC RECOMMENDATIONS ON DCC PROPOSED ADD PACKAGES

#1 - Expands MIS staff to accommodate increase in data system needs and the addition of six LANs and specified support staff in FY 96/97.

The CBAC has consistently supported DCC's moves to improve data gathering, management and exchange. We feel the ability to track program and client success data is important to developing and nurturing successful intervention strategies. As a result, **we support this add package with the following reservations:**

While we like the thrust of this package, we are not sure the proposed structure is the most efficient. The addition of one staff person per LAN seems to be arbitrary and not based on a solid need analysis. We recommend periodic, formal evaluation and monitoring of this system to review the effectiveness of the proposed staffing pattern. We would recommend at least a one year review to determine what changes might be needed to the initial proposal.

We question the underlying assumption that computer technology needs to be replaced on a four year basis. We recommend that purchasing decisions be based on an evaluation of the needs of each position rather than on an arbitrary time line.

Our reservations may be mitigated by a discussion with members of the SPIT committee which made the recommendations that resulted in this Add Package. The time constraints of budget season precluded this discussion before our recommendations were due. We will interview a SPIT representative in the near future; if our recommendations change following our interview, we will inform Chair, Beverly Stein. We plan to work more closely with staff to be aware of Add Package proposals during their development phases in future years.

#2 - Provides domestic violence victims with civil representation through Multnomah County Legal Aid Services.

This proposal was forwarded from the Family Violence Intervention Steering Committee. Although we recognize that domestic violence is an important issue and support measures to decrease its prevalence, **we do not support this request as an element of the DCC budget.** We feel it more appropriately belongs in the budget of the District Attorney or the Courts.

#3 - Increases Probation and Parole supervision for perpetrators of domestic violence.

The CBAC supports this request. Unlike the previous Add Package, this item clearly belongs in the DCC budget.

#4 - Adds clerical support for five work units.

The CBAC supports this request. In addition we would like to see an evaluation component consisting of before and after job audits to determine how the addition of clerical support had affected professional staff work loads. The audits would be random and would determine basic job functions and the percentage of time professional staff spent on each. The initial audit would provide baseline data that would allow us to determine whether non-clerical staffers were making effective use of clerical support. Job audits of clerical staff would provide information about the tasks they had taken on and about which non-clerical staff were making use of their availability.

#5 - Continues and expands a program which was formerly funded through a federal grant that provides specialized services to high-risk, male African-American parolees.

The CBAC supports this proposal. Our success record with African-American males is low; this program should help us provide services that will improve our success rate.

#6 - Creates a Circulating Assistance Team to reduce staff overtime and out-of-class work assignments.

The CBAC supports this addition. Decreases in non-budgeted overtime and out-of-classification pay will help offset costs.

ADD PACKAGE PRIORITIES

With exception of Add Package #2 which we do not support, CBAC priorities parallel those of the Department.

CBAC MEMBERS

Pat Bozanich, Chair
Director, Master Recycler Program
OSU Extension Energy Program

Amy Peterson
Loss Prevention District Manager
BI-MART

Katherine Anderson
Crime Prevention Specialist
Southeast Uplift

Richard Pomeroy
Retired Forestry Administrator
Minister

Larry McCagg
Retired Episcopal Priest

William Hoffstetter
Retired Clinical Social Worker

Special thanks to Karen Rhein, Patrick Brun, Cary Harkaway and Tamara Holden

1996/1997

CITIZEN ADVISORY COMMITTEE REPORT

FOR THE

MULTNOMAH COUNTY HEALTH DEPARTMENT



Community Health Council Members

Marlene Clark	Eleanor Matthews
Steven Cochran	Clinton Nelson
Buzz Daniel	Dr. John Oki
Bill Davis	Lisa Simpson
Lorey Freeman	Sandra Spiegel
Marge Jozsa	Darlene Swan
Kay Lowe	Hong Van Vu
Gerardo Madrigal	

Budget Committee

Bill Davis, Chair
Steven Cochran
Marge Jozsa

Health Department Staff

Billi Odegaard, Director
Tom Fronk, Business Service Director
Jan Vlahos, Staff Liaison

The Community Health Council applauds the citizens of Multnomah County and Multnomah County government for sharing resources with our neighbors during our recent flood. This spirit of cooperation and volunteerism is what makes the Northwest a special place to live.

Health Department Budget

The Multnomah County Community Health Council and CBAC has reviewed the Multnomah County Health Department budget. We support the proposed budget on an overall basis. We are concerned about the loss of 27 FTE's from 1996 to 1997, and the corresponding reductions in services.

Health Clinic Closures: We are deeply concerned about the closure of Burnside Clinic, and the movement of homeless health services to McCoy, displacing primary care patients at Westside. We therefore strongly recommend the following restoration:

Primary Care Services: This package, at \$821,000, would partially restore the cuts made by the Primary Care Division. This package would assure essential health services to just under 3,500 clients, by restoring three medical teams. We understand that this package would not restore either Burnside or the International Health Center as separate sites.

Health Department Budget Add Packages

The Multnomah County Community Health Council and CBAC makes the following recommendations:

A. TEEN PREGNANCY PREVENTION

Purpose: This proposal is to request funding for a Teen Pregnancy Prevention Program with the goal of reducing the rate of adolescent pregnancy among 10 to 17 year olds in Multnomah County by 30% by the Year 2000. This proposal involves expanding two existing programs: Students Today Aren't Ready for Sex (STARS- middle schools) and Waiting for Your Next (WYN - Teen Connections Program) and the development of one new program: Coaching Male Success.

Cost Effectiveness: Cost = \$385,900. The Multnomah County Health Department began an Adolescent Pregnancy Prevention Initiative in 1994 with the goal of developing a comprehensive strategic plan for reducing early adolescent pregnancy. Immediate cost savings for child birth or termination amount to \$14,000 over a five-year period for each woman who avoids an unwanted pregnancy according to data from the Council's family planning representative. The prevention of less than 30 teen pregnancies resulting in low birthweight babies or other poor outcomes, such as teens who don't finish school and are unemployable, make this a long term cost-effective program.

Key Results/Benchmark Relationship: Decreasing rate of early and second pregnancy in adolescents is a health benchmark. This add package is also related to benchmarks concerning high school graduation rates.

B. ADD TWO NEW SCHOOL-BASED HEALTH CENTER SITES

Purpose: Add one SBHC in the Portland Public School District, and offer other school districts in the County the opportunity to bid for another new site in their district. Restores 1990 plan to open Franklin site that was cut due to Measure 5 budget restrictions.

Cost Effectiveness: Cost = \$433,799 FY 1997 and \$600,782 FY 1998. Again, keeping children in school and preventing teen pregnancies are cost-effective programs.

Key Results/Benchmark Relationship: Increases health services to an additional 1,000 Multnomah County students. Benchmarks: Reducing teen pregnancy and improve access to health care. Keep children in school and be successful.

C. BRENTWOOD DARLINGTON RESTORATION

Purpose: A Community Integrated Service System grant from the Maternal Child Health Bureau has been funding this neighborhood-based team of preventive health services to families with a pregnant woman or a young child, integrated with the Family Center and other neighborhood resources. This grant expires in August. Continuation funding from Multnomah County general funds is sought.

Cost Effectiveness: Cost = \$194,000. Combining the school based health services and the Brentwood Darlington health team at Lane Middle School will create monetary savings and service efficiencies. By sharing clerical support and utilizing the on-site nurse practitioner for both health teams, a personnel cost savings is achieved.

Key Results/Benchmark Relationship: Key Results of immunization rates and adequate prenatal care rates will be expected to show continued improvement. In addition, the provision of services in neighborhoods improves access to health care, an urgent benchmark, and to benchmarks related to healthy birth outcomes, immunizations, neighborhood livability.

D. DENTAL EQUIPMENT

Purpose: One time only add package for capital money to purchase dental equipment.

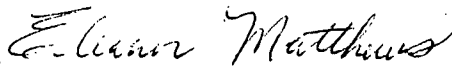
Cost Effectiveness: Cost = \$92,000. Purchasing new equipment will significantly reduce repair and maintenance costs, and improve client services and satisfaction.


Key Results/Benchmark Relationship: This is related to the access to health care urgent benchmark, and affects Dental Division Action Plans and Key Results dealing with operation of the DCO and clinic efficiency and productivity.

Health Department Emerging Issues

- Federal funding of health programs is a dynamic that is impossible to predict at this point. The department will be impacted by MediGrant legislation. Some federal grants are already being reduced.
- State actions with the Oregon Health Plan during the current year will have long term affects. The imposition of a premium on clients will impact enrollment levels and acuity of OHP patients. People will wait to sign up for the plan until they are sick, now that they have to pay.

- The department has assumed that FQHC law will remain intact for 1997. If the Congress does away with FQHC, an additional round of Medicaid fee reductions will happen. Outstationed eligibility reimbursement may be lost. While it is hard to measure the impact of the loss of FQHC status, it would be on the order of \$1.5 million.
- Along with other parts of the County, Corrections Health will be impacted by State and local actions in funding jails and jail programs.
- Several federal grants are going away. The federally funded HIV Risk Behavior Reduction, HIV in Women and Children, and the Community Integrated Service System (CISS) grant will all expire next year.
- Funding for health services for refugees is again in jeopardy. If AFS is unable to resolve system difficulties in reimbursing the County for these services, our continued involvement as their health care provider will be at risk. Beyond the immediate health care issue for newly arriving refugees, this situation poses a significant public health risk.
- As external revenues drop off, the department will need to examine its patient collection practices. A more stringent fee collection practice may become necessary.
- The proper balance between services and the need or desire to automate clinical practices must be struck. Initial investment in automation generally comes at the expense of client services. The department will embark on an information technology strategic planning process this Spring, to provide a basis for finding this balance.
- CareOregon will continue to strategize its relationship with the County. During 1997 it is likely that CareOregon will solidify recommendations regarding its structure and where it is housed.
- Opportunities for collaboration with partners in the health care community must continue to be explored and developed. The relationship between OHSU and Primary Care in North Portland, and the integration of school clinics into the medical community, are two examples.


Eleanor Matthews, President
 Community Health Council


Bill Davis, Chair
 CBAC

March 12, 1996

Citizen Budget Advisory Committee

for the

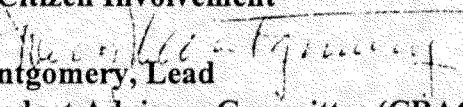
**Community and Family Services
Department**

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES
CITIZEN BUDGET ADVISORY COMMITTEE

421 S.W. Sixth Avenue, Suite 700
Portland, Oregon 97204

MEMORANDUM

TO: Central Citizen Budget Advisory Committee
Office of Citizen Involvement

FROM: Doug Montgomery, Lead 
Citizen Budget Advisory Committee (CBAC)
Department of Community and Family Services (DCFS)

DATE: March 7, 1996

SUBJECT: DCFS CBAC 96/97 Budget Report

PROCESS

While a permanent body reviewing programs throughout the year, the DCFS CBAC met several times to review budget documents. Key managers attended these meetings so that budget cuts, additions, and changes could be reviewed. The DCFS Wellness Add Package and its design were also examined in discussions with all involved program managers.

MAJOR CHANGES

Major changes include re-alignments in some administrative support staffing. In reviewing restoration add packages, the DCFS CBAC voted to move the Acupuncture Program to a lower program priority position than was recommended by the Department.

ADD PACKAGE REVIEW

Review of add packages included addressing changes in improved services for clients. Other factors examined were improving technical and management information systems and billing/contract services. The list of add package items is attached. Priorities by the DCFS Management Team and by the DCFS CBAC are identified.

DCFS CBAC 96/97 Budget Report

March 7, 1996

Page Two

CONCERNS

Concerns with the budget were focused on the Wellness Plan and the importance of DCFS items within the plan.

EMERGING ISSUES

None.

MEMBERS' NAMES

Following is the composition of the DCFS CBAC membership:

Bobbi Gary, Chair
Susan Oliver, Vice Chair
Doug Montgomery, Lead
Joy Hicks
James Williams
James Francesconi
Gregory Taylor

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DM/mas

cc: Lorenzo T. Poe, Jr.

Department of Community and Family Services
1996-97 ADD PACKAGES/RESTORATIONS

HEALTH SERVICES SPECIALIST: CY&F: This Add Package request will enable the position to be full time as it was in the past and serve a very needy population. This is an administrative position involving service development and interagency coordination at an advanced level for the DCFS, working in collaboration with County, State and private health and social services agencies, the city of Portland, the housing Authority of Portland, the Portland Public Schools, the Multnomah County Sheriff, and United Way. The program is housed at Columbia Villa/Tamarack in North Portland.

The purpose of this program is to promote and maintain a healthy community at Columbia/Tamarack by empowering and providing services to resident families and individuals, and by collaborating across jurisdictional and agency lines to maintain an integrated service delivery system that is accessible to all residents. Specific areas of responsibility include: coordinating Community Service Program (CSP) activities with personnel of collaborating agencies; developing a coordinated intake, referral, and case management network for families and individuals accessing CSP services; planning and implementing new programs and services; working with the North Portland Steering Committee and the District Coordinating Team and serving as liaison with various governmental jurisdictions and private non-profit agencies.

REQUEST: \$26,406

FTE: 0.50

TAG RANKING: A

CBAC RANKING: A

VOUCHERS: This is an add package to restore \$136,954 in emergency housing support for the County's Clearinghouse operation, which will be sharply curtailed by recent federal funding cuts in the current federal fiscal year. Households in crisis access these emergency housing vouchers through the Community Action network of social service agencies, in order to become stabilized, and to begin to ready themselves for permanent housing. More than half of the request serves families with children.

REQUEST: \$136,954

FTE: NA

TAG RANKING: A

CBAC RANKING: A

ACUPUNCTURE TREATMENT SERVICES: Acupuncture services to clients in addictions treatment decrease detox/withdrawal symptoms and thereby allow the client to gain greater benefit from treatment. Acupuncture is a low-barrier entry into outpatient alcohol and drug treatment. Use of acupuncture with Hooper detox clients has improved the retention rates of that program. The funding package of \$74,834 provides acupuncture to 652 alcohol and drug treatment clients at Portland Addictions Acupuncture Center and 2,682 clients at Hooper Detox, for a total of 3,334 clients treated with these funds.

REQUEST: \$74,834

FTE: NA

TAG RANKING: B

CBAC RANKING: C

ADMINISTRATIVE ANALYST: BH: This is a restoration request to add back 1 FTE senior level administrative support staff providing sole administrative support to the Program Management Unit of the Behavioral Health Program, specifically to the Behavioral Health Program Manager, Manager of Operations, and Medical Director. Duties include providing all secretarial/clerical services, liaison function between the program and the DCFS regarding County/community activities, staff support to program advisory committee(s), and assistance to the Children's Capitation planning staff.

REQUEST: \$52,514

FTE: NA

TAG RANKING: B

CBAC RANKING: B

OFFICE ASSISTANT 2: DM: This is a restoration request to add .25 FTE to take it back to a full time position. This Office Assistant 2 position provides clerical support for the Department RESULTS Manager and for the Domestic Violence/Domestic Violence Benchmark Coordinator. A portion of this position also provides support for the Department Training Plan development and the Caring Community/Service Integration efforts. This position is responsible for copying and distributing important information connected to the projects; takes notes at ongoing meetings; handles correspondence with advisory board and committee members; schedules and arranges for meetings; produces a monthly newsletter, assists with staffing the Family Violence Intervention Steering Committee - including mailings, phone contact, etc.

REQUEST: \$10,000

FTE: 0.25
TAG RANKING: B
CBAC RANKING: B

PROGRAM DEVELOPMENT SPECIALIST: RMU: This is a restoration request to add .50 FTE to take it back to a full time position. This position is critical to maintain an efficient DCFS infrastructure. This position is responsible for administering Department-wide functions of payroll/personnel for +340 staff, purchasing, 7th floor reception, facilities management for 80,000 sq. feet within the Commonwealth Building and coordination of the Department t-wide Space Oversight Workgroup. A total of 4 FTE report to this position.

The incumbent is also responsible for DCFS space acquisition and management, telecommunications, production of the bi-monthly newsletter (The Transition Times), development and coordination of DCFS policies and procedures, and orientation of new employees. This position is DCFS link to critical County-wide committees including: Americans with Disabilities Act (ADA), Purchasing Advisory, Facilities Advisory and Employees Benefits.

REQUEST: \$34,122

FTE: 0.50

TAG RANKING: B
CBAC RANKING: B

PROGRAM SERVICES ADMINISTRATOR: DD: This is a restoration request to add back 1 FTE Program Services Administrator in the Developmental Disabilities Program. This position is responsible for the management of all of the contracted services with the State Office of Developmental Disabilities, approximately \$25 million dollars per year, through the supervision of PDS staff. This position is critical due to contracting with multiple providers for a wide variety of services, while developing service payments on person at a time as individually appropriate to meet needs. This position operates daily in an intense environment as the demands of having a responsive service delivery system are balanced against meeting individual needs.

This position is also responsible for the supervision of three senior case managers as they investigate, protect and make recommendations related to 300+ investigations of abuse and neglect each year.

A total of 14 FTE report to this position. During the past 5 years the DD program has added 30 staff positions for a total of 79, while decreasing exempt staff by one position three years ago during a round of budget cuts. During this same

time period the program doubled the budget to over \$30 million dollars and doubled the number of individuals served yearly to almost 4,000 individuals and their families.

REQUEST: \$71,390

FTE: 1.00

TAG RANKING: B

CBAC RANKING: B

Department of Community and Family Services
1996-97 ADD PACKAGES/ENHANCEMENTS

CHILDREN'S CRISIS/CRISIS TRIAGE: A totally revamped crisis response system for adults and children is scheduled to open June 1, 1996. The County has contributed \$400,000 toward the start-up of this much needed crisis care system. This add package funding will be dedicated to the development of Crisis Response services to meet the needs of children and designed to meet the needs of children and adolescents. The system will serve both Medicaid and non-Medicaid eligible families.

REQUEST: \$400,000

FTE: 2 FTE, mobile team 7 day/24 hour per day.

TAG RANKING: A

CBAC RANKING: A

DOMESTIC VIOLENCE SUPPORTIVE SERVICES: Effective intervention in domestic violence require a coordinated response that supports victims in their attempts to be safe. Shelters currently turn away 90% of those women and children seeking shelter, or a tragic 20,000 people annually. By providing supportive services, women and children who are not receiving services at an emergency shelter, can increase safety in their lives.

REQUEST: \$225,000

FTE: NA

TAG RANKING: A

CBAC RANKING: A

DOMESTIC VIOLENCE INTERVENTION PLAN: As part of addressing the urgent County Benchmark on domestic violence, the department has developed a 2-year work plan to intervene in domestic violence when it occurs to clients receiving direct or contracted services or to Department staff. Implementation of the plan requires development of protocols, resource directory, administrative policies and training for direct service staff and supervisors.

REQUEST: \$10,000

FTE: NA

TAG RANKING: A

CBAC RANKING: A

MANAGED CARE SYSTEM DEVELOPMENT: Multnomah County is experiencing tremendous change to public health and behavioral health services as a result of federal and state health care reform. The County has chosen to be a significant player in behavioral health reform through its piloting of the of the DCFS Children's Capitation Project and the delivery of chemical dependency services through a managed care approach to persons enrolled in the Oregon Health Plan.

Consultation: (\$50,000) Continued technical assistance via consultants to perform planning and implementation functions in conjunction with DCFS staff.

Client Based Payment and Data System: (\$200,000) The implementation of Children's Capitation Project requires that DCFS provide or arrange for processing and paying individual client service claims. Currently, the department has very limited experience with individual claims processing, therefore it has been determined to purchase this service for the 15 month Children's Capitation Project. In the long run, it will be more effective for the department to handle payments directly, and to have in-house control of the data. Claims processing includes evaluation, utilization review and comprehensive management information systems development.

REQUEST: \$250,000

FTE: NA

TAG RANKING: A

CBAC RANKING: A

SINGLES HOMELESS ASSESSMENT CENTER (SHAC) The requested funding will complete operational support for the Singles Homeless Assessment Center, a 94-bed facility (80 men and 14 women). The current budget does not provide adequate support for continuation of 24-hour per day operation of the shelter. The SHAC was formed as a partnership with the City of Portland, who is the owner and co-funder of the facility.

REQUEST: \$150,000

FTE: NA

TAG RANKING: A

CBAC RANKING: A

BRIDGEVIEW SERVICES FOR HOMELESS: The Bridgeview Community is a joint city/county/state-federally funded program in operation since 1988 to assist the homeless persons who have a mental illness. This request is to backfill loss of Stewart B. McKinney federal support for the Bridgeview Community, a transitional housing program for persons

who have a mental illness and are homeless. Federal funds have supported the program in the amount of \$206,250 for the past several years without a cost of living. Current State information indicates that these funds will be withdrawn completely, possibly as early as May or June of this year. Approximately 100 individuals are served each year, and just over half of those who leave move into permanent housing.

REQUEST: \$175,000

FTE: NA

TAG RANKING: B

CBAC RANKING: B

EXPANSION OF JAIL DIVERSION PROJECT: The expansion of the new Mental Health Jail Diversion unit from one to two or four staff, in order to reach more persons with mental illness who are encountering the corrections system for behavior primarily due to their mental illness. The project was funded as of January 2, 1996, intended as a pilot project. The concept and implementation developed out of the effort of a Mental Health/Corrections Workgroup chaired by Commissioner Sharron Kelley. The proposed expansion builds on the successful demonstration project.

REQUEST: \$135,000-276,000

FTE: 2-4 FTE

TAG RANKING: B

CBAC RANKING: B

Citizen Budget Advisory Committee

for the

Department of Library Services

MEMORANDUM

DATE: March 21, 1996

TO: County Chair Beverly Stein
Citizen Involvement Committee

FROM: Library Budget Advisory Committee

SUBJECT: Library FY 96/97 Budget

PROCESS

The members of the Library's Budget Advisory Committee, a subcommittee of the Library Board, have met with the library's senior management staff to review the budget proposals. The entire Library Board has been briefed by the Library Director on the proposals for both the library's operating levy and the proposed general obligation bond measure which will be presented to county voters in May. The measures are supported by the Library Board. The enhancements which would be funded by these measures are consistent with the recommendations made in the Library's Long Range Plan which was adopted by the Library Board and received by the Board of County Commissioners in March, 1995.

MAJOR CHANGES

The Library's three year serial levy will be up for renewal again on the May ballot. In addition, a general obligation bond for capital improvements has been recommended for submission to the voters. With this opportunity to fund needed technology and branch renovations comes additional planning requirements, all of which aren't completed at the writing of this report.

Budget planning this year has been contingent not just on meeting the constraint figures for the next fiscal year, but also on planning what enhancements will be possible during the next three years. The constraint figure allows only a two percent inflation adjustment over the current year's budget expenditure level.

The renovated Central library will reopen in early 1997. Consequently, the budget request reflects six months' operation in the temporary Transcentral building and six months' operation in the building on SW 10th Street, with one month of overlap between the two. The new Midland branch will open at full staffing level in July, 1996. During the current budget year, staff vacancies, reduced demand for some services at the temporary Transcentral, and the deployment of Midland staff to fill vacancies elsewhere in the system have meant fewer temporary and substitute hours had to budgeted. With Central coming back up to required full staffing and Midland coming back online as a larger and busier branch, the Library will have to bring both the temporary and the substitute staffing

expenses back up to previous year's levels. This has had an impact on meeting constraint.

In addition, Facilities Management costs have increased due to enhanced custodial services in public areas and the larger Midland building opening up.

Technology continues to place demands upon the budget. We expect many of these demands will be met by the general obligation bond, but many of them will also impact the operating budget. Library users want new forms of information such as CD-ROMs. As demands for new forms increases, demands and usage of older forms rarely declines. Consequently, the library book and materials budget is constantly under assault.

Another issue related to expanded technology is the need for training, for both employees and public users. Additional staff to support the increasing number of personal computers (PCs), networks, telecommunications devices, and sophisticated software is also a continued demand.

The proposed general obligation bond measure would provide approximately \$15.5 million for technology improvements: replacing dumb terminals with PCs, upgrading hardware and communication lines for branches and users who dial-in from home, school or work to the Internet and library databases, and improved connections to schools in Multnomah County to make public library resources easily available to school children and teachers. The bond would also provide \$13 million for major branch improvements: repairing deteriorated branch buildings, particularly roofs, heating systems, and out-dated electrical systems. Special attention would be given to four very busy branches: Belmont, Hillsdale, Hollywood, and St. Johns. These libraries lack parking and are too small to accommodate the heavy use that is made of them.

ADD PACKAGE REVIEW:

Budget instructions required those departments that will be going out for operating levy funds to use the Add Package process as the way to explain the service improvements they'll be able to make. The Library is proposing to collect its operating levy at the same rate (\$.4034/\$1000 assessed valuation) as currently authorized by the levy approved in 1993.

The Add Packages are listed in the priority order set by the Library BAC.

#1 - Additional Service Hours at Branches (\$541,500).

This package would provide additional public service hours at branch libraries, with exact schedules to be determined by size and usage of the branch. Morning and evening hours will be added, as well as Monday hours in the busiest locations. This service improvement is the Library Board's highest priority, is a major recommendation of the Library's Long Range Plan, and is driven by user requests.

#2 - Additional Service Hours at Central (\$229,400)

This package restores public service hours at Central to the level provided six years ago, once the move is made back into the refurbished building. Central would open at 9 am and remain open until 9 pm, Monday through Thursday. This increase would take effect about half way through FY 96/97.

#3 - Increase Books and Materials Budget (\$466,440)

This package moves the Library's expenditures per capita on books and materials closer to the national average for libraries our size. We know from analyzing national statistics that Multnomah County's library expenditures are lower than average (\$ 3.71 per capita compared to the average for libraries like us of \$ 3.98 per capita) while its usage is much higher than average (12.4 circulations per capita compared to the average for libraries like us of 7.6 circulations per capita). We also know that purchasing power has been eroded because inflation on library materials is several times the national average. The materials budget is also impacted by a third factor. As new types of materials become available (such as CD-ROMs), Library users demand these products but library staff see no lessening of demand for other products, such as print formats, bestsellers, etc.

#4 - Branch in Northwest Portland (\$167,786 in third year)

This package provides partial funding for startup costs of a potential new branch in Northwest Portland in the third year (FY 98/99) of the operating levy. Startup costs include furnishings, supplies, and operating expenses for this new branch. The opening book collection and computers would be purchased from bond measure funds. While plans are still very preliminary, it appears that leased space could be secured through a cooperative effort with the Portland Housing Authority, which would mean there would be no capital expenses for the potential new branch. The area is currently without a branch library.

#5 - Parkrose High School Cooperative Project (\$63,660)

This project provides startup funding for an innovative, cooperative project with the Parkrose School District. These funds are needed in FY 96/97 to get ready for the opening of the new high school in the fall of 1997. The library in the school is being designed to be a jointly used and operated facility, to serve both as a school library and a public library branch. Startup funds will go for equipment, shelving, and some operating costs. Computer equipment and the opening collection will be purchased from bond measure funds.

#6 - Early Childhood Resources Family Child Care Outreach (\$55,003)

This package started out as a package submitted to the County committee which is looking at hands-on "wellness" packages developed by all County departments that have programs impacting families and children. The Library developed a project which would increase hands-on services to 150 family child care providers. By the end of the three year ramp-up period, the project would serve 550 family child care provider, 75% of the identified, stable

providers. During the Chair's staff review, this project was moved to the Library's budget submission. We are supportive of this project because it will mean more books and services to children who may well not receive them otherwise. This support had not originally been prioritized with the other packages because we thought it would be funded from the separate pool of money set aside to fund these wellness projects on a competitive basis.

#7 - Technology Tutors Computer Lab (\$50,000)

This is a "space holder" package, pending conversation with potential user groups. The Library would develop a model computer lab, probably at the North Portland branch, which would provide users with access to PCs, CD-ROM equipment, printers, scanners, etc., so that they could learn to use computers, work on their own projects, etc. The lab would be staffed during afternoon and evening hours and all day Saturday with paid "technology tutors". Tutors would be drawn from local high school and community college students who had interest and aptitude in both computers and teaching others to use them. Equipment for the lab would be purchased through the bond measure funds. Funds in this package would cover staffing and equipment costs. The model would be replicated in other areas, with community partnership funding.

CONCERNS:

Of paramount concern to the LBAC is the continued lack of stable, sufficient funding for the Library. Until such funding is secured, the Library Board, administration, and Board of County Commissioners will continue to ride the serial levy roller coaster. These levies, held every three years, have provided a major source of library funding for over twenty years. Planning and growth happen by fits and starts because funding continuity and growth is uncertain. There have been numerous studies over the years and they have all concluded that such funding is essential for the health and well-being of the county's library system. All of us must commit to finding such a funding source.

The LBAC was also concerned about the requirement to take salary savings "off the top" and the way that salary savings are portrayed in the budget document. While it does help balance the budget submittal to assume these savings up front, it reflects artificially low staffing requirements and can be difficult to adjust and explain in subsequent years, if there are any unusual circumstances, such as the closing of Midland during construction and the reduced use of Central in its temporary location. The Library BAC had difficulty identifying this element and tracking it through the budget and recommends that the Budget Office investigate alternative ways to portray these savings.

EMERGING ISSUES:

The Library BAC is certain that a community is better measured by the quality of its free and open public libraries rather than the number of its jails. We think it is important to address the ever increasing demand for library materials, hours of operation and services

with quality support, which we believe is a more reality-based and positive approach than addressing a decreasing crime rate with more jail space.

We are also concerned about the need for increased training for both library staff and the general public in how to use the many resources that our wonderful library system makes available. In the future we would like to insure adequate staffing to provide this training, so that the investment we've made in new technologies and materials can be maximized.

As the Branch Study is completed, the Library Board and County Commissioners will be better able to plan for future branch locations. We know that a community group is working to secure a leased space for a branch in Northwest Portland. While we are aware that such a need has been articulated for some time and we have planned to pay for startup costs in the third year of the proposed levy, we want to be sure that branch location and operation planning is done within a unified planning context, so that Library resources are fairly and objectively distributed throughout the county and so that the hierarchy of tiered levels of service is demonstrated. Under current budget constraints we do not have the resources to provide duplicate services. We are attuned to geographic placement as services are distributed throughout the county. We strive to respond to demonstrated need with carefully planned programs.

We appreciate the opportunity to review and comment on the FY 96/97 budget proposal and hope that our recommendations will assist you in keeping the Board of County Commissioners aware of our concerns as citizens and users of our library system.

Susan Hathaway- Marxer, Chair
Evelyn Crowell
Angel Lopez
Terry McCall
Paul Milius

cc: Ginnie Cooper, Director of Libraries
Library Board

Citizen Budget Advisory Committee
for the
Department of Juvenile Justice Services

PROCESS:

The Citizen Budget Advisory Committee (CBAC) reviewed the Department of Juvenile Justice Services budget cuts and add packages over a course of several meetings with the following DJJS staff; Jim Anderson, Lee Block, Jan Brown, Jimmy Brown, Elise Clawson, Lon Cook, Bill Fogarty, Joanne Fuller, Rick Jensen, Bill Morris, Lonny Nettles, Richard Scott and Megan Steele.

MAJOR CHANGES:

- *New Administration
- *A constraint budget that does not include service level increases
- *Increased interdepartmental collaboration within the county structure.
- *Increased collaborative efforts and input involving all levels of staff and an expanded management team that advises and develops department policies and procedures.
- *Implementation of a flexible funds program to better meet the individual needs of youth and their families.
- *Increased emphasis on detention reform and disproportionate minority representation.
- *A move towards holding its own operations accountable and its contract providers by building a capacity to evaluate outcomes through an automatic work system. (see add pack #1)

ADD PACKAGE REVIEW:

Our CBAC rated the eleven add packages requested by the Department of Juvenile Justice Services in numeric order, reflecting our recommendations as to the highest priority to the community. We chose to rate the three add package requests that fell under "wellness" separately.

1. BUILDING CAPACITY TO AUTOMATE WORK SYSTEMS AND EVALUATE OUTCOMES
2. SUPPORT EXPEDITOR POSITION FROM GENERAL FUND
3. SUPPORT PAX PROGRAM FROM GENERAL FUND
4. INCREASE DJJS TRAINING FUNDS
5. RESTORE ADMISSIONS GROUP-WORKER POSITION
6. OFFICE SUPPORT FOR N. DISTRICT AND CENTRAL OFFICES
7. RELOCATE GRIT OFFICE

** COST OF LIVING ADJUSTMENTS FOR CONTRACT PROVIDERS

(Our CBAC did not give this request a rating. We felt it was more a county wide issue).

The following DJJS Add Package requests fall under the "Wellness" criteria. They are in numerical order according to our support.

1. RESTORE FULL FUNDING FOR THE "FLEXIBLE FUND" SERVICE
2. EXPAND COMMUNITY SERVICE AND PAYBACK PROGRAMS
3. CREATE NEW COMPUTER EDUCATION PROGRAM IN DETENTION

CONCERNS:

In regard to the DJJS priorities, budget, omissions, etc., our CBAC strongly recommends the following;

- * We encourage a continued increased emphasis on a working relationship between the community at large and the DJJS.
- * We recommend an increase in activities that promote utilization of non-institutional community resources, including youth (natural community helpers).
- * We recommend the department continue and expand individualized, family involved, wraparound service approaches based on models from around the United States and other countries.
- * We are concerned about how the cuts in school district funds will impact the education services in detention.

EMERGING ISSUES:

Two issues that were not dealt with in this year's budget are measure 11 and SB 1's on going impact on the department along with the strong possibility of new initiatives that could further reduce revenue. The CBAC recommends that the County and DJJS together with community resources address these issues.

We would like to close by thanking The Department of Juvenile Justice Services director Elise Clawson and all the department staff for taking the time to share, listen and answer our many questions in order for the CBAC to compile the information essential in giving this report to our county commissioners. All of our CBAC members learned much and are thankful for the opportunity as citizens of Multnomah County to be involved in this process.

This report was compiled and completed by the following DJJS CBAC members: Charlotte Cook, Shane Endicott, Muriel Goldman Mark Jones, Martha McMurry, and Paul Solomon

Citizen Budget Advisory Committee
for the
Department of Environmental Services



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-5000

BOARD OF COUNTY COMMISSIONERS
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To: Beverly Stein, Chair of the Multnomah County Board of Commissioners
Multnomah County Board of Commissioners
Central Citizens Budget Advisory Committee

From: Department of Environmental Services Citizens Budget Advisory Committee
Michael Zollitsch: Chair
Mark Jones: Central Citizens Budget Advisory Committee Representative
M'Lou Christ
Ben Kasubuchi
Charlsie Sprague
Harvey Garnett

Date: March 1, 1996

Subject: Department of Environmental Services Citizens Budget Advisory Committee Report
1996-7

PROCESS

To begin the budget review process, the committee reviewed each division within the Department of Environmental Services for budget trends, cost and staffing by division. This review suggested that Assessment and Taxation Division and Animal Control Division were areas that would require the most attention this fiscal year. The managers of both of these divisions were invited to our meetings to discuss this years budget and key results. The remainder of the Department's budgets were reviewed primarily with staff from the Directors Office and the Budget Office including Larry Nicholas (Director), Mike Oswald, Lance Duncan, Virginia Webster, and Keri Hardwick (Budget Office). The budgets reviewed include: Directors Office; Transportation and Land Use Planning; Elections; Fleet, Records, Electronics, and Distribution Services (FREDS); and Facilities & Property Management. As each budget was reviewed we concentrated on the action plans and key results. Consideration was given to changing some key results and developing other ideas.

MAJOR CHANGES

While reviewing the Department of Environmental Services budget it is critical to understand that most of the Counties programs are dependent upon effective performance and completion of the Department of Environmental Services mission. Without Assessment and Taxation to collect funds for County Programs, without quality facilities that enable the County to provide critical services, without the

delivery, record management, and other services provided by the Department of Environmental Services the County would not be able to deliver the services that citizens truly need. Services provided by the Transportation and Land Use Planning Division and the Animal Control Division contribute to the quality of life factors that make Multnomah County a popular urban area.

The Department of Environmental Services experienced many changes this year and most of these changes were accomplished in a manner that appeared to be seamless to customers dependent on this department. The Transportation Division and Land Use Planning Divisions were combined into one division. The Department of Environmental Services experienced a change in Directors and the new Director continues to serve as division manager of the combined Transportation and Land Use Planning Division. The Directors Office was reorganized mid-year and three administrative positions were transferred to the newly created Department of Support Services. Additionally the Information Services Division has been transferred to the Chair's Office under the Management Support Services Department.

There have been changes in revenue sources for the Assessment and Taxation Division (A&T). A&T is looking at a major reduction in the State Department of Revenue Grant (approximately \$280,000 this year and as much as another \$300,000 next fiscal year). Fleet, Records, Electronics, and Distribution Services (FREDS) has seen reductions in revenue from outside agencies in the records general fund, decreases in service reimbursement in the distribution fund, reduction in projected fleet service reimbursements from other county agencies and a reduction in the fleet fund beginning working capital.

Facilities And Property Management Division may be eliminating the Natural Areas Acquisition Fund balance along with the acquisition program. The Development of a constraint prioritization process and comprehensive update of the five year CIP plan are priorities.

ADD PACKAGE REVIEW

Add packages that were available during the review of division budgets were reviewed at that time and issues discussed. The Department of Environmental Services administration reviewed, cut, and prioritized the add packages for the entire Department and developed a DES Master List (attached). While the administration used a weighing factor system to prioritize their list, the CBAC used subjective judgment. The CBAC prioritizes the add packages in the following order

Highest Priority

- DES # 9 Restores Personal Property Appraisal
- DES # 11 Restores ISD Computer Support to Assessment and Taxation
- DES # 15 Collection of Delinquent Taxes
- DES # 14 PC and LAN Support in Assessment and Taxation

The CBAC considers these four packages as parts of a larger package relating to Assessment and Taxation. We consider these packages essential because they are restoring current level services that could be cut due to a constraint budget. Combined these packages will require \$250,132 of general fund, yet will generate

\$325,000 of off setting revenues. This package supports programs that will contribute to achieving compliance with the State Department of Revenue requirements.

Recommended and Revenue Neutral Packages

DES # 2 Provides for animal control services in city parks in off leash areas

DES # 8 Provides an additional detention electronics technician

DES # 4 Increasing the hours at the Clackamas Pet Adoption Center

DES # 21 Construction of Yeon Shops Annex

These packages should be considered if the corresponding funding becomes available. DES # 2 would require offsetting revenue from the City of Portland. DES #8 depends on the passage of the Jail Levy. DES # 4 would be required to generate the additional revenue required to increase the hours at the successful Clackamas Pet Adoption Center. Finally, the construction of the Yeon Shops Annex depends on the issuance of Certificates of Participation and repayment from dedicated road fund revenues. These add packages address benchmarks for Public Safety and Good Government.

Medium Priorities

DES # 11 Replacement of Animal Control Emergency Equipment

DES # 1 Expand the Spay and Neuter Subsidy Program

DES # 17 Increases Division Administrative Support

These add packages were viewed by the CBAC as worthy of consideration as they will greatly contribute to the quality of services within Multnomah County.

Lower Priorities

DES # 6 Animal Control Study The CBAC is interested in this project and suggest that some type of alternative funding be researched, perhaps a partnership with other government or a University project.

DES # 6 Archival Processing The CBAC suggests that the County does not let the problem grow by using microfilm on current records and address the backlog at a future time.

EMERGING ISSUES

The Department of Environmental Services produced a paper on Issues and Opportunities (Attached to Central CBAC report). This paper highlights the emerging issues for the Department and in some cases for Multnomah County. The four topics listed in the report are:

1. Funding for Assessment and Taxation

As mentioned earlier in the report this division is facing a continuing decrease in the grant from the State Department of Revenue. Further decreases in Department of Revenue resources (up to \$2,000,000) is a possibility and the County will need to look at alternative funding.

2. Assessment and Taxation migration from the mainframe computer system to a division based client server system.

The Assessment and Taxation Division is looking to save significant funds by migrating from the mainframe system. Another major user of the mainframe system, the Health Division, has already discontinued using the mainframe. The CBAC is concerned about the cost of maintaining the mainframe system to the remaining system users if more programs migrate to other systems.

3. Countywide GIS

With the apparent benefits of a County Wide GIS system, and many needs within the Department of Environmental Services the CBAC feels that someone needs to assume a leadership role and follow through with this project.

4. Court Space

The County needs to find a solution to the Courthouse space needs. This project also has great potential for citizen involvement and educational promotion. We would like to request that the Citizens Involvement Committee explore the possibility of conducting a forum or leading a community discussion on this subject.

Non Emerging Issues

Just a reminder of the need for a long term solution to all of the Counties space needs and funding for Willamette River Bridges.

DES Add Packages FY96-97 Budget Request - MASTER LIST

DES Add Priority Number	Add Package Description	Division Program	FTEs	Cost	Offsetting Revenue	Required GenFund	One-Time Only?
1	DES #9 Restore Personal Property Appraisal This add will restore the cuts made to Personal Property Appraisal to meet constraint (.6 Personal Prop Appral Specialist, supervisory pay for two people, and M&S cuts made to meet constraint	A & T Appraisal Personal	0.6	\$ 73,969	\$ -	\$ 73,969	no
2	DES #2 Provide Patrol Services In Portland City Parks The City's new "Off-Leash" areas in parks has created increase request for service by the Parks Bureau.	Animal Control Field Services	2.0	\$ 100,000	\$ 100,000 City of Portland	\$ -	no
3	DES #11 Restore ISD Computer Support This add will restore the cuts made in Technical Support to meet constraint. Adds computer programming time in Information Services Division.	A & T Tech Support	1.0 FTE is in ISD	\$ 67,776	\$ -	\$ 67,776	no
4	DES #15 Collect Delinquent Taxes Add Tax Collection Spec to collect increasing amounts of delinquent personal property taxes.	A & T Tax Collection	1.0	\$ 45,982	\$ 325,000 revenue to unsegreg. tax account	\$ 45,982	no
5	DES #8 Add Detention Electronics This will add one Electronics Tech position to meet the anticipated workload increase in the Inverness Jail expansion, Justice Center upgrades and the Courthouse (Jail Levy).	FREDS Electronics	1.0	\$ 64,331	\$ 64,331 Service Reimb.	\$ -	no
6	DES #4 Increase Hours at Clackamas Adoption Center Expand operating hours of the Clackamas Town Center Adoption Outreach Center. Funds two temporary employees	Animal Control Animal Care	2.0	\$ 30,000	\$ 30,000	\$ -	no
7	DES #17 Increase Division Administration Support Upgrades Fiscal Analyst to Fiscal Analyst Sr. for coordination of quality efforts, legislative tracking and division budgeting.	A & T Div Mgt	0.0	\$ 14,272	\$ -	\$ 14,272	no
8	DES #7 Archival Processing One-time-only project for archival processing and microfilm of Board of County Commissioner Clerk's Office records.	FREDS Records	0.0	\$ 25,500		\$ 25,500	yes

DES Add Packages FY96-97 Budget Request - MASTER LIST

DES Add Priority Number	Add Package Description	Division Program	FTEs	Cost	Offsetting Revenue	Required GenFund	One-Time Only?
9-TIE DES #6	Animal Damage Control Study Commission a field investigation, report and recommendation on resolving wildlife issues and concerns in Multnomah County	Animal Control Field Services	0.0	\$ 10,000	\$ -	\$ 10,000	yes
9-TIE DES #14	PC and LAN Support in A&T Expand PC and LAN support to meet increasing requirements. Adds Data Analyst	A & T Tech Support	1.0	\$ 62,405	\$ -	\$ 62,405	no
11 DES #3	Animal Control Emergency Equipment Replace existing emergency equipment: mobile radios, vehicle warning lights to improve employee safety	Animal Control Field Services	0.0	\$ 8,000	\$ -	\$ 8,000	yes
12 DES #13	Restore Administrative Support This add will restore the cuts made in Division Administration and clerical support to meet constraint.	A & T Personal Appraisal	3.0	\$ 130,048	\$ -	\$ 130,048	no
13 DES #5	Expand Animal Control Phone Service	Animal Control	2.5	\$ 95,000	\$ -	\$ 95,000	no
Option A	Increase customer phone services one additional day per week--total of six days per week	Animal Care	1.5	\$ 57,000	\$ -	\$ 57,000	
Option B assumes A	Increase customer phone services one additional day per week--total of seven days per week	Animal Care	1.0	\$ 38,000	\$ -	\$ 38,000	
14 DES #1	Expand the Spay-Neuter Subsidy Program Increase Animal Spay-Neuter service levels.	Animal Control Animal Care	0.0	\$ 10,000	\$ -	\$ 10,000	no
15 DES #16	Board of Equalization Per Diem Increase Increases per diem received by Board members from \$84/day to \$120/day. Last increase was in 1988.	A & T Board of Equaliz	0.0	\$ 27,027	\$ -	\$ 27,027	no
16 DES #21	Construction of Yeon Shops Annex Issue COPs to fund design and construction of YEON shops annex. COP repayment from dedicated road-fund revenues.	Transportation Planning, Permits	0.0	\$ 2,000,000	\$ 2,000,000	\$ -	yes

Citizen Budget Advisory Committee

for the

Department of Support Services

**SUPPORT SERVICES CITIZEN BUDGET ADVISORY COMMITTEE
BUDGET RECOMMENDATIONS - MARCH 1996**

PROCESS:

The Support Services Citizen Budget Advisory Committee met with the following: Curtis Smith and Shery Stump, Employee Services; Barry Crook, Budget & Quality Control; Dave Boyer, Finance; Jean Miley, Risk Management; Robert Phillips, Affirmative Action; Jim Muntz, Information Services; Mike Gilsdorf, Emergency Management; Ken Upton, Labor Relations; and Bill Farver, Acting Director of the Department of Support Services and Kari Hardwick of Budget. The CBAC also had a presentation on the Strategic Planning on Information Technology (SPIT) committee by Kari Hardwick and Barry Crook, and met with Mike Gilsdorf a second time to review issues arising from the flood response.

CHANGES:

The members of the Support Services CBAC feel that the consolidation of support services into a Department of Support Services, and the internal changes reflected in this year's budget request, will help the County improve overall service delivery and productivity. We continue to be concerned, however, about the provision of certain computer services and the commitment to Emergency Management.

ADD PACKAGES:

In reviewing the add package requests from the Department, we found that they fit into three distinct categories:

- I) Those items which we believe MUST be funded:
- II) Those items which we believe SHOULD be funded, but which are not absolute necessities; and
- III) Those items which will occur regardless of the funding decision.

We do not recommend against approval of any of the add packages. However, we did establish our own priority ranking which differs somewhat from the priority ranking given by the Department.

The add packages, listed in the CBAC's priority order, are:

- 1) Employee Services: Hearings officer for Civil Service Commission (\$15,000).

This position falls into the first category. It must be funded to meet the demand on the County for hearings.

2) Information Services: Data analyst for DSS LAN (\$50,242).

This also falls into the first category. The position would allow the Department to make use of their computer systems and data effectively and efficiently. This position would quickly pay for itself through improved services and productivity.

3) Finance: MBE/WBE disparity study (\$78,417).

The study is underway as a joint effort with other local governments and should continue to be funded by the County to ensure its completion and implementation. This it also fits category I above.

4) Information Services: Planning and Research (\$97,014)

5) Information Services: Develop Countywide data model (\$224,562)

Items 4 and 5 both fall into the second category. Additionally, Item 5 cannot occur without Item 4. If need be, Item 4 could be funded first, then Item 5 added once the planning and research has been completed. Funding of these two items would result in an overall improvement in services and productivity within the County.

6) Employee Services: Review of process (\$16,400).

This request is to fund a facilitator to help carry out the review. The review will be done regardless of the decision to fund the facilitator, so this item falls into the third category. We feel that the use of a facilitator would help to improve the final product of the review and, as such, may help to improve processes in the long run. This could result in a high long-term return for a small up-front investment.

7) Employee Services: Cultural Diversity Conference (\$7,395).

This conference is currently funded by charging tuition fees to all the departments that send participants, thus this item fits category III. The immediate affect of this add package would be to allow each department to keep the amount of the tuition fees within their budget to use for some other purpose. The primary purpose of this change is to reduce the amount of overhead involved in calculating fees and transferring money from one County department to another and to know what money they will have to produce the conference. In addition, departments are more likely to send participants to the conference if the cost is not coming directly from their budgets.

8) Information Services: Geographic Information Systems
(\$263,738).

We placed this item in category II and ranked it last, as did the department, because it is not a necessary County service. The addition of a GIS office would allow the County to produce detailed maps and reports specifically designed to meet the various needs of the departments. While the County would not, and should not, duplicate the services of Metro's GIS Department, having this capacity within the County would serve to meet specific needs. In addition, as at Metro, the potential exists for the County to recover some of its GIS expenses through the sale of maps.

CONCERNS:

1) The Information Services flat fee for computers.

We reviewed and debated the decision to implement the flat fee and concluded that it may be a good long-term improvement. However, it has one major flaw. The flat fee should include training and support services. The amount of the fee seems high if it only includes the replacement and upgrade of computer systems and software. If the County wishes to reach the goal of having computers standardized and productively used throughout all departments, then ISD should provide all training and support an all standardized hardware and software.

As proposed, each department would continue to send employees outside for training at a cost of at least \$140 per person per day, and have to call in outside repair technicians and outside support whenever they run into a problem with their hardware or software. Since the hardware and software will be standardized throughout the County, the County would save money by providing all training and support on the standardized systems internally. Ideally, any time a department needs to repair a computer, get technical support on a software glitch, or figure out how to do something on their computer, they should be able to call ISD and get a response without the added expense of an outside consultant, trainer or technician. When needs exceed the capacity of ISD then ISD, not the department, should have the responsibility for contracting outside providers to fill that need.

At a minimum, the flat fee as proposed should include basic training on the standardized hardware and software and technical support to answer common questions and fix common problems.

If this is not possible with the revenue provided by the flat fee, we would support an Add Package for additional personnel to make this possible.

2) Emergency Management

It is the consensus of this CBAC that Emergency Management be repositioned in the Chair's Office, who we recommend take an in-depth view of this invaluable division with the intention of providing the proper level of support needed to educate and prepare the people of Multnomah County for coming disasters. We support the purchase of a four-wheel vehicle for the division's use.

As we all came to realize, with the ever-changing weather of Oregon, how critical effective emergency management is to Multnomah County. In January, we were briefed by acting director Mike Gilsdorf, who presented a budget with no significant changes in revenues or expenditures, and no anticipated major add packages. But, this briefing occurred before the great flood of 1996. Another briefing took place on March 13th with Mr. Gilsdorf providing information on the response to the flood.

Historically, this program has been underfunded and underutilized. With only 3 FTE and a projected 95-96 budget of \$197,387, the much-needed anticipatory measures to prevent and confront major disasters have not occurred. The last 3 months have produced some of the most severe and challenging weather obstacles that Multnomah County has faced in many years. And, the large earthquake that is to hit our area would prove that our Emergency Management Services division has been financially unable to prepare Multnomah County for such a major disaster.

The Inter-Jurisdictional Emergency Management Consolidation Proposal, would create and maintain a county-wide Emergency Management Team, combining the current three separate emergency management programs of the City of Portland, the City of Gresham, and Multnomah County. A Policy Board would be formed, with representatives from all cities within Multnomah County serving on the Board. With this proposal divided into two phases, this team would achieve proper preparedness and response capabilities to handle all damages and hazards whenever disasters occur. The Support Services has long supported consolidation and is pleased that this plan has been developed. However, it funding beyond what has been previously considered.

3) Affirmative Action

The CBAC is concerned about the amount of mandatory unpaid overtime these employees are required to work. We recommend that the Division develop a report of all County employee's approximate hours worked and the type of work done. If an inordinate amount of unpaid work is being done either the staff needs to be expanded or the work-load cut. In order to assess these possibilities, the CBAC would appreciate receiving this additional information.

EMERGING ISSUES:

The use of mainframe computers versus desktop PCs and LANS.

Many County data services were initially installed and maintained on mainframe computers, often with custom-developed software and requiring costly annual maintenance contracts. In recent years, the desktop computers have become powerful enough to handle most functions previously relegated to mainframes and off-the-shelf software has become available which rivals any custom developed applications at a fraction of the cost. We strongly encourage all ISD and all departments within the County which are still using custom software on mainframe systems to carefully review their need for the system and weigh the potential of converting to off-the-shelf software running on a LAN based system. The potential savings in annual maintenance contract fees could be significant.

SUPPORT SERVICES CCBAC MEMBERS:

Jim Robison, Chair
Robert Maestre, CCBAC Representative
Hank Miggins
Tracee Larson
Scott Leibenguth
Sharon Baird
Gary Hancock

Citizen Budget Advisory Committee

for the

District Attorney's Office

District Attorney
Citizen's Budget Advisory Committee
Budget Report

PROCESS

The District Attorney's CBAC reviewed the District Attorney's budget over the course of three months. The CBAC meets regularly with good attendance and is well-staffed by the DA's Office. Mike Schrunk and Tom Simpson regularly attend. The District Attorney's budget was reviewed over the last three months.

The CBAC's meetings focused on the following issues:

- computer service fee
- impact of Measure 11
- courthouse space concerns
- Neighborhood DA/community court concept
- Americorps program briefing by Christine Kirk.

MAJOR CHANGES

The major changes in the District Attorney's budget result from the Office's attempt to meet the constraint given to it by the County. This attempt has resulted in the reduction and scaling back of the Neighborhood DA program, leaving a large section of the County without the benefit of this program. This is a special concern for the CBAC due to its long support for this community-based program and the belief that this investment is producing some important street-level approaches to alleviating the quality of life crimes that plague our neighborhoods.

The 1996-97 budget sees the conclusion of a variety of grant funded programs in the District Attorney's Office. The FINVEST grant, which the DA's Office has managed through ROCN since 1989, concludes in June, 1996. The ending of this grant results in the loss of an experienced senior prosecutor and high level financial investigation capacity. The GANG OCN Violence Enforcement Program Grant, started in October, 1995 is slated to end in September, 1996 though the CBAC expressed hope that the Federal Government will continue this program for another year. Finally, the Americorps Members for Public Safety program which is run through the Neighborhood DA program concludes its planned one year run in the Fall, 1996. The future of this national service program is uncertain at this point.

ADD PACKAGE REVIEW

The District Attorney's add packages can be grouped into three areas: urgent restorations, caseload relief and programmatic enhancements.

Urgent Restorations

- A. Neighborhood DA & Staff, \$103,732 - The District Attorney cut this position in order to bring his budget in at the constraint amount. We have consistently supported this program as the DA has developed it over the years and highly recommend its restoration based upon the community impact we have witnessed over the years.
- B. Senior DA at ROCN, \$78,481 - While "backfilling" of grant funded programs is typically frowned upon by the Commissioners, we believe that the high level drug enforcement capacity which this position brings to the overall prosecutorial effort of the DA's Office is too important to lose. We recommend continued funding.

Caseload Relief

- A. Property Crimes Legal Assistant and Drug Unit Legal Assistant, \$45,905 each - Both of these case load relief packages make excellent sense in the appropriate use of personnel. Attorneys should be working on tasks most appropriate to their training and experience. The same goes for legal assistants. The District Attorney has a track record of not asking for additional staff until he has explored a variety of other options. These two positions make the most efficient use of the existing resources within the office.
- B. Juvenile Trial DA, \$75,189 - Last year we were concerned about the possible effects of Measure 11 on the District Attorney's Office. One year later it is clear that those cases have had an effect by shifting cases to the courthouse and leaving the Juvenile Court unit understaffed. We recommend this package.
- C. SED Case Load, \$27,205 - The Support Enforcement Division has done an excellent job in providing services to a growing population while keeping their costs down. We believe that the modest increased staffing and space proposed by this package will result in further ability to keep costs down while continuing to meet client needs. The cost of this package is one third of the entire cost of the program. The rest of the cost is paid for by the Federal government.

Programmatic Enhancements

- A. Personal Computer Fee, \$156,556 - This package is very costly which concerns us. As professionals, we understand the need to keep up with the technology and have been supporters of the DA's efforts to automate his office. We also feel that the price tag on this package may preclude its funding. In light of this we request that the Chair and BCC consider at least providing a computer in all places where one is needed in the DA's Office - 21 computers. Such a package will cost 40% of the entire package and will attach all employees to the same network.

- B. Additional Computers, \$62,336 - Alternative to A, see explanation above.
- C. SED PACT Program, \$12,438 - This program targets non custodial parents who have become delinquent on child support payments. Participants in the program are referred by the court and are required to complete the twelve hour, four week program. Initial evaluation of this program in sites in California show significantly increased rates of support among non custodial parents. For very little cost the County may take part in this successful program. While this is a new program, the cost to the County is small and thus we recommend its funding.
- D. DV Enhancement, \$155,684 - This package was submitted by the DA in response to a request from another Department. While Domestic Violence concerns all of us, we are unclear how this package fits in with overall County efforts. We recommend that the Chair be certain that efforts by all departments are closely coordinated. It needs to be understood that while the DV Unit is the focus of much of the DV emphasis by the District Attorney's Office, other units, such as the Neighborhood DA, are involved in these activities.

CONCERNS AND EMERGING ISSUES

- 1) Measure 11, implemented on April 1, 1995, has resulted in close to 1,000 cases in ten months. While still too early to tell definitively what the total impact will be on the office, early observations suggest that, as expected, the trial rate for these cases is higher than previously experienced. An increase in the trial rate requires more attorney time to be devoted to these prosecutions. In addition to the anticipated increase in trial rate, the arrest-to-trial time may have been significantly increased. At the present, it is difficult to do a before-and-after comparison because of the 90-day stay imposed on Ballot Measure 11 cases last fall however the Juvenile Court Trial unit seems to have been adversely effected as staff was shifted downtown to deal with juvenile offenders. The DA's Office and the CBAC will be monitoring the impact on the District Attorney's Office.
- 2) Impact of property crime initiatives - The special session of the Oregon Legislature passed a property crime initiative. While the bill does not go into effect until July, 1997, the impact will be felt immediately. The bill requires certain offenses to be taken into consideration when calculating the sentence for a convicted offender. These "predicate offenses" which make up a person's criminal history will cause defendants to try an alter the charges they are found guilty of. While it is still unclear how this legislation will effect the property crimes unit, the CBAC is concerned that additional work will begin sooner than the bill actually takes effect.
- 3) The Neighborhood DA project is in its sixth year and has produced some outstanding street level approaches to alleviating the quality of life crime that plagues some of our neighborhoods. The original concept involved six deputy district attorneys in the six county service districts. To date the DA has five, and a sixth is assigned, under contract, to the TriMet transit district.

Within the program the DA is conducting an Americorps public service project which involves about 20 Americorp members doing anti-graffiti work, transit safety projects and assisting commercial establishments in enforcing trespass orders. The Office is also examining the feasibility of establishing a community court. The goals for such a court would be straightforward: make justice constructive, visible and efficient and to make it responsive and meaningful to victims, defendants and the community. The CBAC is concerned that explorations of innovative community initiatives with potential for crime prevention not be sacrificed, especially in this climate of more jails and longer sentences.

4) Completion of Courthouse renovation - In 1992, the District Attorney commissioned a space evaluation by a private consultant. The study, subsequently updated in August of 1994, determined that it would be in the best long-term interest of the county to refurbish space on the eighth floor of the County Courthouse into usable office space. The project is a four-phase project, with the third phase now being completed. The first three phases have been significantly funded by a combination of forfeiture money and capital improvement money from the general fund. The estimate of the cost of the final phase is approximately \$700,000 to total completion and the office has requested funds from the FY 96-97 Capital Improvement Program to complete this addition, allowing space for 46 employees to be housed.

MEMBERS NAMES

Sara Lamb, Chair

Mike Greenlick

Irwin Mandel

Doug Menely

Robert Pung

Dave Simpson

Dick Wegner

Citizen Budget Advisory Committee

for the

Multnomah County Sheriff's Office

**MULTNOMAH COUNTY SHERIFF'S OFFICE
CITIZEN BUDGET ADVISORY COMMITTEE
1996-97 BUDGET Recommendations**

CONSTRAINT BUDGET for FY 96-97

The CBAC recommends adoption of the MCSO's budget. The CBAC unanimously commends the Sheriff and his staff for development of an outstanding reorganization plan and for reducing the unfunded deficit by more than half. The CBAC is confident that public safety will be enhanced in all services areas provided by the MCSO as a result of reorganization.

ADD PACKAGES for FY 96-97

The CBAC recommends adoption of all add packages requested by the MCSO. However, the CBAC recommends the following modification to the add package schedule of priority as submitted by MCSO.

CBAC's prioritization recommendation:

1. Mandatory cost increase (keep at 1)
2. Staff to manage female inmates at MCRC (change from 3 to 2)
3. Two data analysts for network upgrade (lower from 2 to 3)
4. Evaluation of staff (elevate from 5 to 4)
5. Gresham Transfer Holding (lower from 4 to 5)

The CBAC determined that increasing staff to manage a larger contingent of female inmates at MCRC had a higher priority in maintaining public safety than the support positions for the proposed information/communication network. This was determined on the basis of cost as well as its potential for reducing recidivism. CBAC members believed that the Gresham Transfer Holding project required more supporting data to determine its effectiveness to public safety and therefore prioritized it last among the requests.

The CBAC strongly urges adoption of all add requests made by the MCSO and believes they will contribute significantly to the ability of the MCSO to effectively carry out its critical public safety mission.

CONCERNS

CBAC members registered unanimous concern with possible reductions in the Community Resource Deputy program. Members feel Community Resource Deputies play a pivotal role in reducing crime in their communities and are opposed to any reductions in that program.

MEMBERS

George Kelley, Chair; Vera Robbins, CCBAC representative; Robert Wiley; Marv Woidyla; Sharron Bilyeu; Denise Fugate; Malcolm Freund, volunteer.

Sheriff's Office Add Packages (in order of Office priority)

1. Mandatory Cost Increases: To provide for part of the deficit caused by continuing to fund 40 beds at the Restitution Center after Community Corrections funding ended, and by meeting the constraint budget. \$334,506
2. Two Data Analysts: Two Data Analysts to support and maintain the networks at the Justice Center, Restitution Center, Close Street Supervision, and Hassalo Warehouse. \$109,596.
3. Staff to Manage Inmates at MCRC: Staff needed to add 38 female work release clients to Restitution Center. \$130,781.
4. Gresham Transfer Holding: Add 2.82 Corrections Deputies and costs to operate a temporary holding facility at Gresham City Hall. \$144,971.
5. Evaluation Staff: Add two Program Development Specialists and M&M to conduct process and outcome evaluation of Class II contracts and other programs. \$105,215.

**Non-Departmental
Citizen Budget Advisory Committee**

**NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE
BUDGET RECOMMENDATIONS - MARCH 1996**

PROCESS

The Non-Departmental Citizen Budget Advisory Committee (CBAC) met with the following persons: Tanya Collier, County Commissioner, District #3; Mark Weiner, Commissioner Saltzman's Office; Gary Blackmer, Auditor; Delma Farrell, Office of the Clerk of the Board; Becky Wehrli, Portland Multnomah Commission on Aging; Sandra Duffy, County Counsel's Office; Dianna Pope, East Soil and Water Conservation District; and Steve Fedje, US Natural Resources Conservation. The CBAC also reviewed the budget forms and related documents as they were available. The CBAC plans field trips to view the work of the Extension Service and the East and West Soil and Water Conservation Districts.

MAJOR CHANGES

The CBAC commends the Chair for developing a County-wide Information and Referral system in the Clerk's Office. The CBAC has recommended this several times and is glad that the public will have this service, which hopefully will eventually become regional.

The Non-Departmental Citizen Budget Advisory Committee recommends adoption of the Non-Departmental constraint budgets.

ADD PACKAGES

Auditor's Office

The CBAC recommends approval of the Auditor's request to carry over \$9,000 from the previous budget.

Citizen Involvement Committee

Add #1: The CBAC recommends approval of the request for \$3,416 to fund the salary and benefits for an existing FTE for one month. The CBAC recommends that the request for \$2,000 for cleaning and painting the CIC offices NOT be approved since this is being provided by Facilities Management during the current fiscal year.

Add #2: The CBAC recommends that the several parts of this request package of \$10,700 for increased citizen contact NOT be approved but that the services described be provided by the existing budget.

Add #3: The CBAC recommends that the request for \$35,325 for a county-wide Conduit issue be approved for one time. The CBAC recommends that a response factor be included in this edition and that any decision for continuing this activity be deferred pending an analysis of citizen response.

OSU/Multnomah County Extension Service

The CBAC recommends that this request for \$29,000 to strengthen the 4-H Youth Development Program be approved.

County Counsel

Add #1: The CBAC recommends approval of the add package for reclassifying the County Counsel I position to County Counsel II with the appropriate salary increase of \$7,537 from the General Fund.

Add #2: The CBAC recommends approval of the request for a new copier at the cost to the General Fund of \$1,366. See also a paragraph on this subject under "CONCERNS".

Add #3: The CBAC recommends approval of the request for law library enhancements at a cost of \$2,204 to the General Fund.

Add #4: The CBAC recommends approval of the request for software training at the cost of \$1,765 to the General Fund. See also a paragraph on this subject under "CONCERNS".

CONCERNS

1. County Commissioners

The failure of the County Commissioners to stay within the constraint limits suggested for the budget requests was disappointing. While the collective increases over the previous year's budget amount to less than \$40,000, the committee feels this sends an unfortunate message to the other budgeting units.

2. Portland Multnomah Commission on Aging

The advantages of shifting to non-profit status for this agency, as explained to the CBAC, would certainly recommend approval of such a move. However, if the contract relationship between this agency and the County evolves as suggested by the director, the CBAC would recommend that the currently County funding level should buy the same services as are now being provided by this agency.

3. Office Copy Equipment Agreement

It might be time for the Board of County Commissioners to review the arrangement with the City of Portland with regard to the provision of copy equipment. It became clear in the interview with the representative of the County Counsel's Office and from documents submitted by that office that the definition of needs and the necessary flexibility for meeting those needs are not being met by the existing agreement.

4. Computer Training

It may be time for the Board of County Commissioners to review the procedures for providing staff training for computer and software use. The designation of a universal software package for most, if not all, County offices might make it more effective and efficient to establish "in house" training for County employees.

5. East/West Soil and Water Conservation Districts

The CBAC has consistently admired the amount of money the Soil and Water Conservation Districts leverage with the small county contributions and their contribution to the County. However, for at least the third time, the CBAC is recommending the merging of these two districts. Despite the modest amount of money involved, staff time and effort saved by merging could certainly be better used for other activities in this program. We understand that the Boards have begun to investigate the legal process to accomplish this, but we urge that this be done as quickly as possible. If this cannot be accomplished during the coming fiscal year, the CBAC might look at other funding formulas.

6. Commission on Children and Families

The CBAC did not receive budget information from the Commission and therefore cannot comment on its budget request.

EMERGING ISSUES:

This CBAC is concerned about the future relationship between the County and those agencies that seek and achieve non-profit status.

The former Arts Commission, now Regional Arts and Culture Commission (RACC), still receives the same amount of support that it has enjoyed from the County over the past several years. The difference is that the County's supervision of the agency has been reduced to six appointees on an independent governing board of 24 members. The budget request, apparently in response to last year's budget note that County funds be used for County art and cultural activities, notes "County dollars have never been segregated for particular purposes within our budget but support the broad scope of the Arts Council's services" This procedure perhaps explains why the budget request consisted only of the bottom line numbers. There was not one detail or itemization for more than \$380,000 in expenses.

The likelihood is that the Portland Multnomah Commission on Aging will also become such a non-profit group and the leadership of this group suggests that an independent board would oversee its operations.

It would seem appropriate, if belated in the case of RACC, for

the Board of County Commissioners to define policies on the relationship between the County and such independent agencies, especially with regard to financial support, for services to be supplied, and for supervision from the County.

NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE

Jerry Penk, Chair

Anthony Kim, CCBAC Representative

Jean Cauthorn

Dawn Del Rio

Barbara Lentz

Mary Schwoeffermann

Kathleen Todd

Central Citizen Budget Advisory Committee

Dedicated Fund Review

1995

Dedicated Fund Review - 1995-6

The Central Citizen Budget Advisory Committee has reviewed Insurance Fund 400 and the Telephone Fund 402 this year. The Committee interviewed Jean Miley, Risk Management; Merri Ziady, Employee Services; Jerry Itkin, County Counsel's Office; and Jim Muntz, Douglas Fischer and Brian Fowler of Information Services Division, and Dave Boyer, Finance Office.

INSURANCE FUND 400

The County has determined that it is less costly to set aside reserves to pay claims than to buy certain kinds of insurance. Reserves and the costs of administration are shown in this fund.

The Insurance Fund, an Internal Service Fund, centrally accounts for all revenues and expenditures associated with the County's insurance. This includes employee medical/dental benefits, life/disability insurance, Employee Assistance/health promotion/benefits administration, self-insurance administration, unemployment claims, liability/tort claims, property insurance, worker's compensation claims, and post-retirement benefits (Retiree Insurance).

Benefits Administration, Health Promotion, and Employee Assistance are administered by Employee Services. Departmental budgets are assessed a fee to recover administrative costs. This cost was increased to \$12 in 1995-6.

Health Medical/Dental:

The County provides two medical plans - about 55 percent of employees choose Kaiser and the remainder choose a self-insured county plan administered by ODS. Premiums are charged to departmental budgets. Employees, spouses and families are covered with no charge to the employee.

Life and Long-Term Disability rates are based on premiums set by the insurance carriers and charged to departmental budgets. Employees can purchase short term disability insurance.

Risk Management Administration administers the remaining insurance funds. Rates charged to departments include administrative costs and transfers are made internally to cover expenditures. Risk Management provides training and consultation to improve safety and contracts with specialists for occupational hygiene and ergonomics.

General and Auto Liability:

Liability is self-insured and is charged against departmental budgets at a rate reflecting their history. The tort limit that can be assessed against a government in Oregon court is \$500,000 per incident but Federal court claims could result in higher judgements. Corrections accounts for one-third of claims, the majority having to do with booking, and one-third are filed against the Department of Environmental Services. The average annual cost for FY 1992-4 (including direct cost of defense and payments on outstanding reserves for open claims) is \$1,033,000

All liability claims are reviewed by County Counsel and referred to SIMS, a private company which has the contract for liability insurance adjusting. SIMS has little settlement authority, but needs authorization from County Counsel and, in some cases, the Chair's Office. On the rare occasions when legal staff is not available, cases are contracted to private firms.

The County receives approximately 335 claims a year. Corrections contributes about one-third of the cases, including those brought by inmates for loss of property. Environmental Services Transportation is a second source of claims, mostly for damage from road conditions. The average annual cost for claims is \$1,033,000 with the average paid to claimants being \$1,778.

Cases involving employment issues are increasing. ADA claims are not those anticipated (building access, equipment, etc.) but are about chronic illness, absenteeism, and many are discipline related.

Property:

The County has over seventy owned and leased buildings as well as undeveloped property. The County carries \$260 million in property insurance, with a \$50,000 deductible, and \$200 million in earthquake insurance.

Worker's Compensation:

The County is self-insured for Worker Compensation to \$500,000 and buys a policy for larger claims. Claims have exceeded \$500,000 only once since 1979. Administration of Worker's Compensation is contracted to Cedrick Jones, Inc.

The County receives about 320 claims a year with an average cost of \$2,262 per claim (excluding cost of administration and light duty return to work), for the three-year period ending June 30, 1994. The average cost for other public jurisdictions in the State was \$2,138. The County's claim rate of 8% of its employees compared favorably with other public jurisdictions' average of 11%. About ten of these claims are for stress, most the result of a traumatic event or personal relations.

The County's policy of getting employees back to work as soon as possible, even on less demanding jobs, not only saves funds but is better for the workers.

Unemployment Compensation:

The unemployment rate of .25% of gross wages charged the departments was adequate to meet the needs of 1995-6. Unemployment claims were higher than usual in 1994-5 but expected to decline. Based on historical trends, the Finance Office recommended that the equity be maintained at approximately \$100,000. but the fund is currently \$31,000. According to Finance Officer David Boyer, this is not a problem since combined fund reserves are adequate to meet an emergency situation.

Retiree Insurance Reserves:

In 1990-91 the County adopted Ordinance 631 to fund post-retirement benefits. This provides half the cost of health insurance for employees retiring before the age of 65, continuing until they are eligible for medicare. This is charged to departments based on an actuarial evaluation. As of June 30, 1994 the fund had a liability of \$9,724,000 and a fund equity of \$4,937,802. When the reserves are fully funded, the rates collected will be reduced.

Combined Insurance Fund:

The Insurance Fund total equity will be \$7.4 million at the end of 1995-6, as compared to \$5.2 in June 1994 and \$3.8 in June 1993. The \$2 increase this year is to fund the Retiree Benefit Reserves.

Findings:

The Central CBAC finds that the Insurance Fund is properly administered and has the reserves required to protect the County.

Recommendations:

1. To continue funding insurances at an adequate level
2. To continue to have actuarials done every two years on workman's compensation and liability to ensure that the County's workers and property are protected.
3. To continue to be aware of potential liabilities and work to minimize these while ensuring that the funds are adequate to cover them.

4. To continue to follow government accounting standards.
5. To continue to account for insurance costs in a dedicated fund.

TELEPHONE FUND 204

This fund accounts for the cost of operating, maintaining and line costs of the County telephone system. Its revenues are reimbursements from the organizations that use County-provided phones.

Telecommunication Services supports 100 user locations and 22 separate PBXs, which are interconnected. Services include providing dial-tone, voice processing, long distance, and all related equipment such as pagers and cellular units. The fund is supported exclusively from county organizations paying user-fees. Most service is basic in nature; no high end features-rich systems are available. Due to the many county facilities, the division has contracts to install moves, additions or changes. This totals \$650,000 for 1996.

Departments pay 25% up-front for any new capital purchases, then are billed monthly for the related costs and labor. The capital fund carries over funds each year. The long-distance providers is currently Sprint; the contract expires in 18 months.

Findings:

The Central CBAC finds the Telephone Fund to be adequately funded and administered.

Recommendations:

1. The long-distance contract should be rebid when the current contract expires.
2. Currently there is no need for tele-conferencing.
3. Telecommunications should be involved early with the design of any new facility.
4. The County should design/plan now for access and support of data transmitted and shared by wide area networks throughout the County and with other participating counties, which will be available within the next two years.
5. The service should continue its policy of not providing high-end features-rich systems.

#4

PLEASE PRINT LEGIBLY!

MEETING DATE

5/7/96

NAME

Richard Harris

ADDRESS

2 NW Second Ave

STREET

Portland Ave.

CITY

Central City Council

ZIP CODE

DCFS

I WISH TO SPEAK ON AGENDA ITEM #

Budget

SUPPORT

OPPOSE

SUBMIT TO BOARD CLERK

#2

PLEASE PRINT LEGIBLY!

MEETING DATE 05/07/96

NAME

KATLA MCFARLAND

ADDRESS

1306 SW WASHINGTON

STREET

PTLD

97205

CITY

ZIP

DePaul Centers

I WISH TO SPEAK ON AGENDA ITEM NO. PH-2

SUPPORT



OPPOSE

SUBMIT TO BOARD CLERK

A&D program office

#3

PLEASE PRINT LEGIBLY!

MEETING DATE 5/7/96

NAME

Karen Hill

ADDRESS

1111 SW 10th Ave.

STREET

Portland, OR 97205

CITY

ZIP

YWCA - "QWINT" program Reinstatement
I WISH TO SPEAK ON AGENDA ITEM NO. PH-2

SUPPORT

OPPOSE

SUBMIT TO BOARD CLERK

#4

PLEASE PRINT LEGIBLY!

MEETING DATE 5/7/96

NAME

Molly Cooley

ADDRESS

2902 N Winchell

STREET

Portland 97217

CITY

ZIP

Neighborhood (RAC) TEAM-

Brentwood-
Burlington

I WISH TO SPEAK ON AGENDA ITEM NO.

BY

SUPPORT

X

OPPOSE

SUBMIT TO BOARD CLERK

#5

PLEASE PRINT LEGIBLY!

MEETING DATE 5/7/94

NAME

Pam Patton Morrison Center

ADDRESS

830 NE Holladay Suite 125
STREET

Portland 97032
CITY **ZIP**

Morrison Center

I WISH TO SPEAK ON AGENDA ITEM NO. DCFS

SUPPORT _____

OPPOSE _____

Budget

SUBMIT TO BOARD CLERK

#6

PLEASE PRINT LEGIBLY!

MEETING DATE 5/7/96

NAME Linda Huddle

ADDRESS PRIVATE Industry Council
STREET

CITY HS Retention Projects

Hispanic Youth Programs
I WISH TO SPEAK ON AGENDA ITEM NO. DCFS

SUPPORT x **OPPOSE**

SUBMIT TO BOARD CLERK

MEETING DATE: May 7, 1996

AGENDA #: PH-2

ESTIMATED START TIME: 1:45 pm

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Presentation and Review of Community and Family Services Budget

BOARD BRIEFING:

DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING:

DATE REQUESTED: May 7, 1996

AMOUNT OF TIME NEEDED: 2 hours

DEPARTMENT: Community and Family Services

CONTACT: Lorenzo Poe

TELEPHONE #: 248-5212

BLDG/ROOM #: 166/700

PERSON(S) MAKING PRESENTATION: Lorenzo Poe, Staff, CBAC

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☒ OTHER

SUGGESTED AGENDA TITLE:

Community and Family Services Budget Overview, Highlights and Action Plans. Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

SIGNATURES REQUIRED:

ELECTED
OFFICIAL: _____

(OR)
DEPARTMENT
MANAGER: _____

Peverly Davis

BOARD OF
COUNTY COMMISSIONERS
96 MAY - 1 PM 4:44
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



BEVERLY STEIN, MULTNOMAH COUNTY

Room 1515, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Phone: 248-3308
Fax: 248-3093
Email: Multchair@aol.com

TO Department Directors
Dan Noelle, Sheriff
Mike Schrunk, District Attorney
Division Managers
FROM: Beverly Stein

RE: Budget Work Session Format and Guidelines

You're going to be getting ready soon for your budget hearing with the Board, and it occurs to me that we have not talked about it. The format and presentation we used last year worked nicely. I'd like this year's presentations to follow a similar pattern:

1. Department overview 5-10 Minutes
 - budget highlights (selected)
 - action plans (selected)
2. CBAC presentation 20 Minutes
3. Public Testimony
4. Issues & Opportunities 45 Minutes
5. Board Q & A 30 Minutes
6. Additional Public Testimony (If time permits and public interest remains)

I anticipate discussion with the Board will occur during your presentation and the CBAC presentation. We can allocate additional time after both presentations.

This process seemed to work well for everyone last year. Our hope is to keep your department presentations as brief as possible and focus on the Issues and Opportunities. Enclosed is an example of the agendas we used last year.

People at the table for the briefings will be limited to the Director, relevant budget personnel, and division managers/staff needed for the Issues and Opportunities discussion. The rest of your management team should be in attendance and available for response to specific questions, but we want to avoid moving division/staff personnel back and forth from the audience to the table. We want to focus the Board on the issues and their decision points and not get distracted into any particular division's work effort and budget line items.

We want to try to make your work session complete, give the Board time to ask questions and avoid your having to return for more sessions. If you are unclear about what kind of response your staff might provide, or about the direction the response might lead, you should defer the response to a later time, either in writing or at a subsequent work session.

Last year, some of you submitted staff reports and/or supplemental budget information to the Board when you felt the information included in the budget did not provide sufficient background. If you plan on providing such information this year, please get a copy to Bill a couple of days in advance for a quick review so I'll know what you've provided.

Give an original, plus 9 copies of all materials (3-hole punched) to the Budget and Quality Office for distribution to the Board, at least two days prior to your presentation. Please bring an additional 20 copies to the Boardroom for public distribution.

I feel very good about our proposed budget and once again want to thank you for your good work. I hope the above information will contribute to good discussion and a positive environment for decision-making.



Central Library Front Steps

Multnomah County

Community & Family Services

May 7, 1996 1:30 p.m.

Packet #1 - Information

Budget

1996-97

**MULTNOMAH COUNTY
DEPARTMENT OF COMMUNITY & FAMILY SERVICES
BUDGET PRESENTATION FOR FY 1996-97
MAY 7, 1996**

- | | | | |
|------|--|------|---|
| I. | DEPARTMENT OVERVIEW | 1:30 | |
| | - Selected Budget Highlights & Action Plans | | Lorenzo Poe, Director |
| | - Review of Budget Detail | | Howard Klink, Deputy Director |
| II. | CBAC PRESENTATION | 1:45 | Doug Montgomery, CBAC |
| III. | PUBLIC TESTIMONY | 2:00 | |
| IV. | ISSUES & OPPORTUNITIES | 2:30 | |
| | - Local Behavioral Health Authority | | Lorenzo Poe, Director |
| | - Managed Care Infrastructure | | Susan Clark, Resource Management Director |
| | - School Support | | Lorenzo Poe, Director |
| | - Mental Health Crisis Triage Center | | Howard Klink, Deputy Director |
| V. | QUESTIONS & ANSWERS | 3:00 | BCC |
| VI. | ADDITIONAL PUBLIC TESTIMONY
(If time permits) | 4:00 | |

Department of Community & Family Services additional staff in attendance:

Kathy Tinkle, Budget & Fiscal Manager
Dennis Adams, DD Manager
Iris Bell, CY&F Manager
Bob Donough, CEU Manager

Rey Espana, CAPO Manager
Sue Larsen, Management Assistant
Floyd Martinez, Behavioral Health Manager

Multnomah County

Department of Community and Family Services



FY 1996-97 Budget Presentation

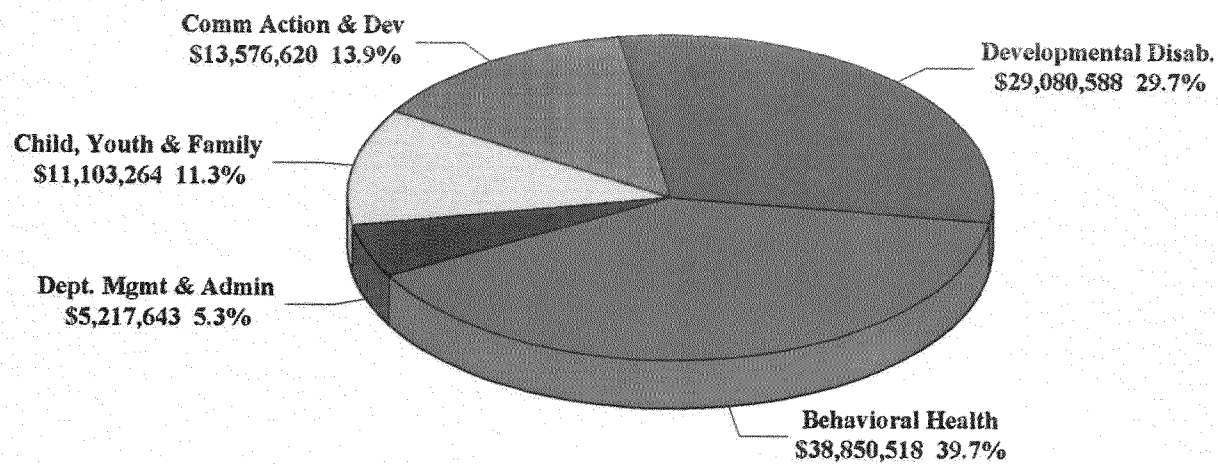
Lorenzo T. Poe, Jr.

Director

May 7, 1996



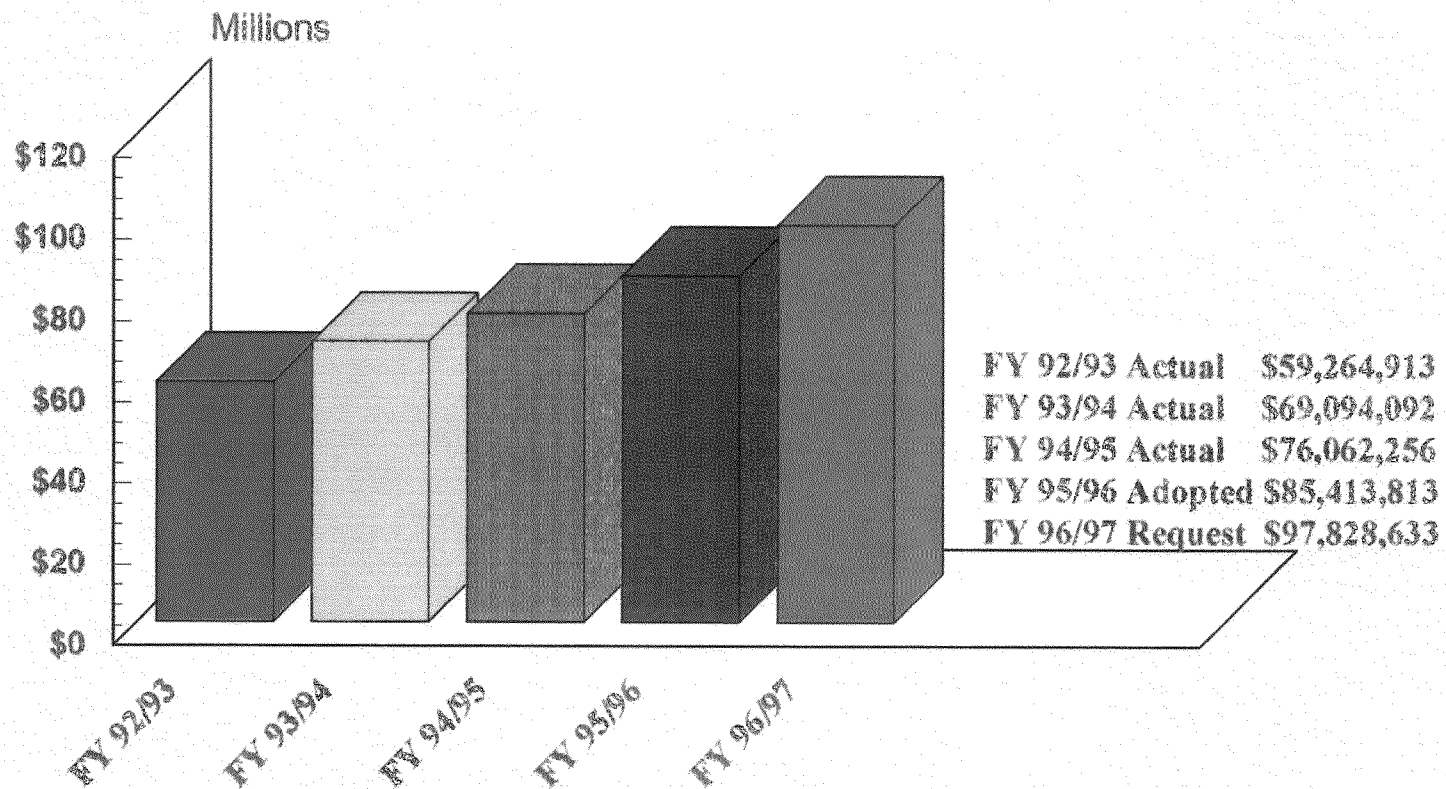
Department of Community and Family Services FY 1996-97



\$97,828,633 Total Department Budget



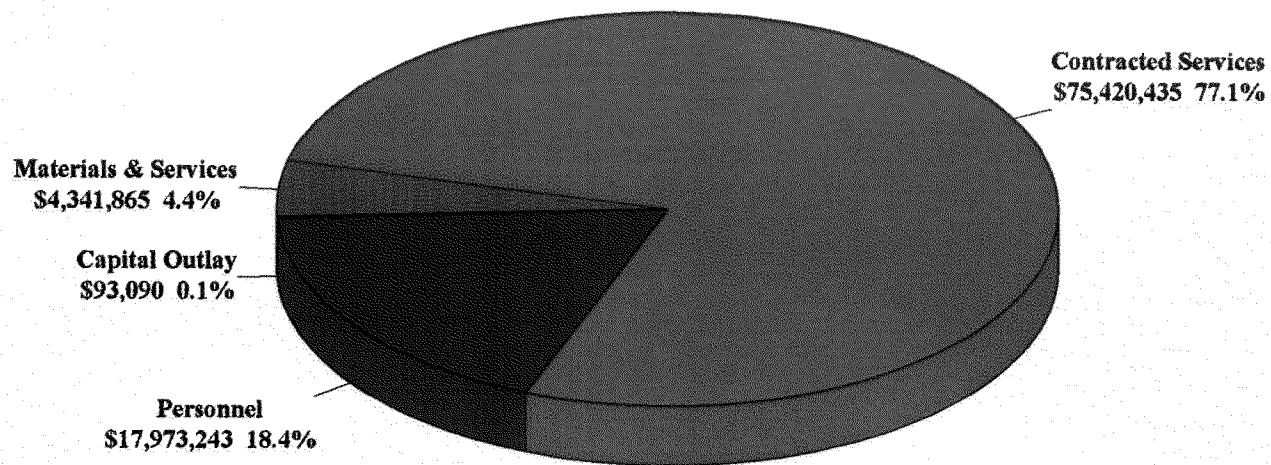
Department of Community & Family Services
FY 1996-97 Budget
Budget History





Department of Community and Family Services

FY 1996-97 Expenditures

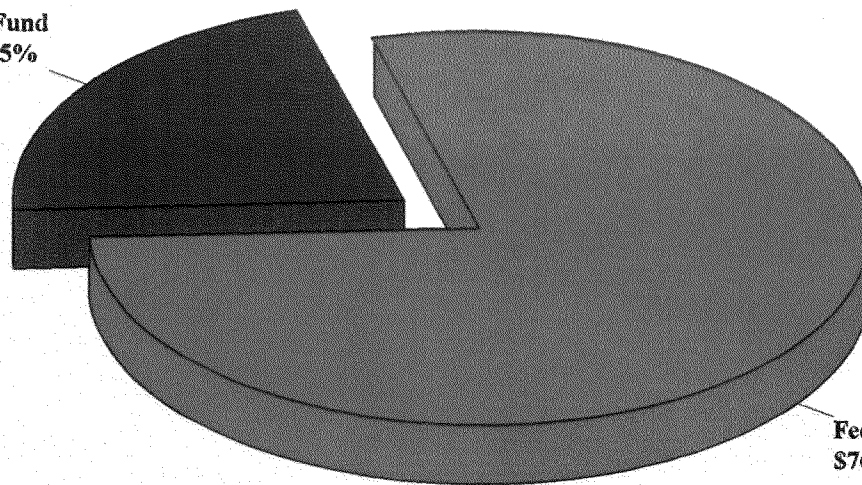


\$97,828,633 Total Expenditures



Department of Community and Family Services FY 1996-97 Revenue Sources

County General Fund
\$21,099,044 21.5%



Federal/State/Local
\$76,979,589 78.5%

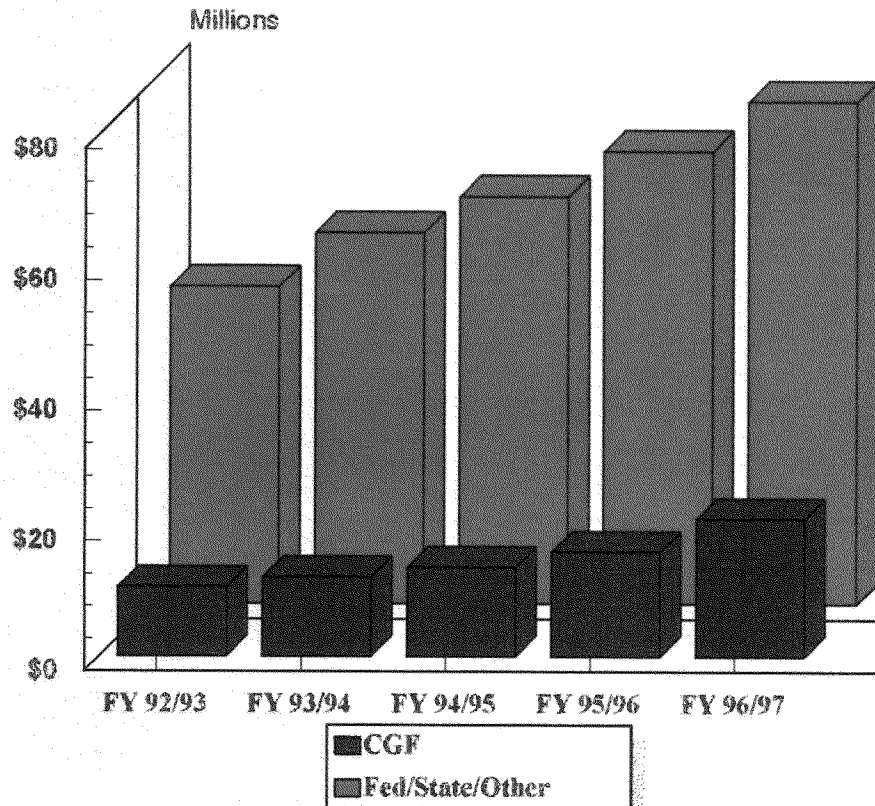
\$97,828,633 Total Revenue

May 7, 1996

Page 4



Department of Community & Family Services FY 1996-97 Budget Revenue Comparison



FY 92/93 Actual
CGF: \$10,562,070 (18%)
Fed/State/Other: \$48,702,743 (82%)

FY 93/94 Actual:
CGF: \$12,178,260 (18%)
Fed/State/Other: \$56,915,832 (82%)

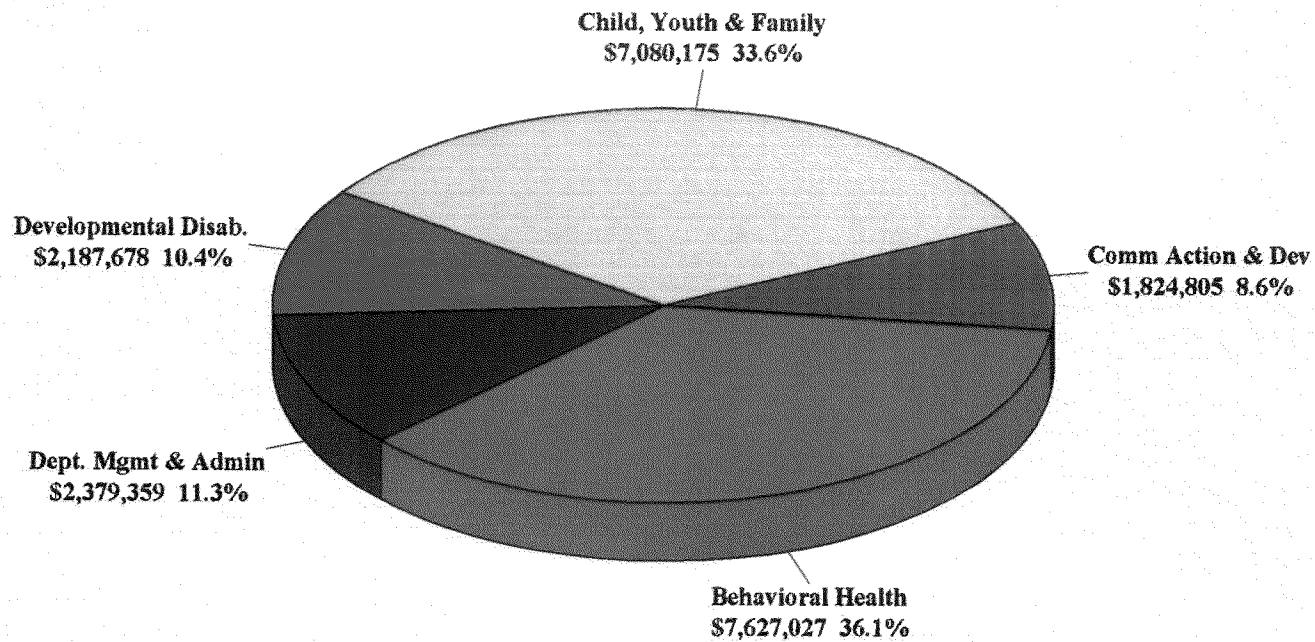
FY 94/95 Actual:
CGF: \$13,631,268 (18%)
Fed/State/Other: \$62,430,988 (82%)

FY 95/96 Adopted:
CGF: \$16,021,715 (19%)
Fed/State/Other: \$69,392,098 (81%)

FY 96/97 Request:
CGF: \$21,099,044 (22%)
Fed/State/Other: \$76,979,589 (78%)



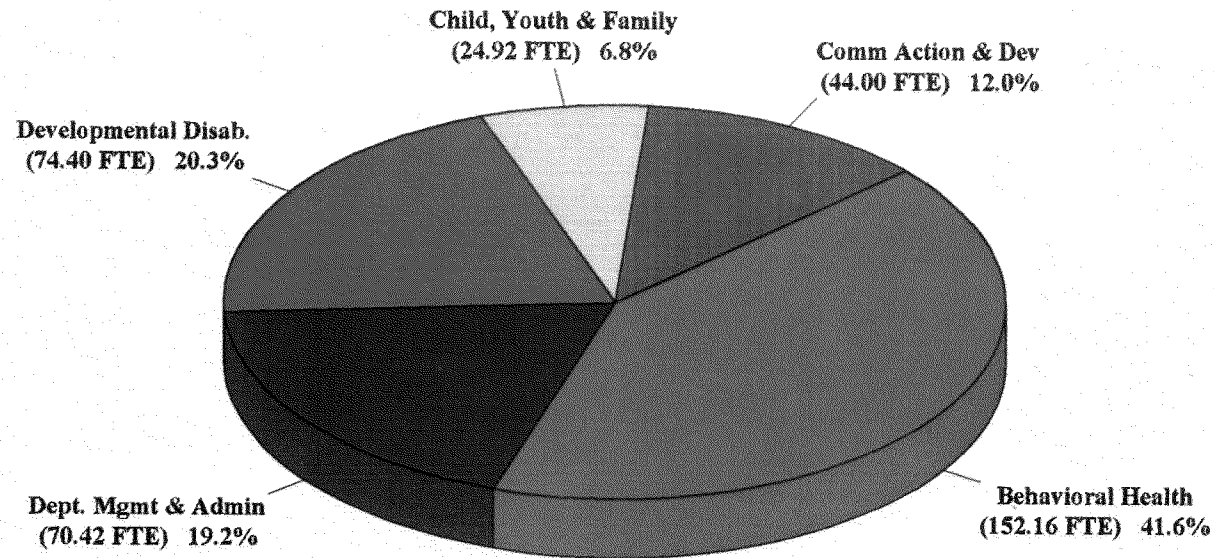
Department of Community and Family Services FY 1996-97 CGF Distribution By Program



\$21,099,044 County General Fund



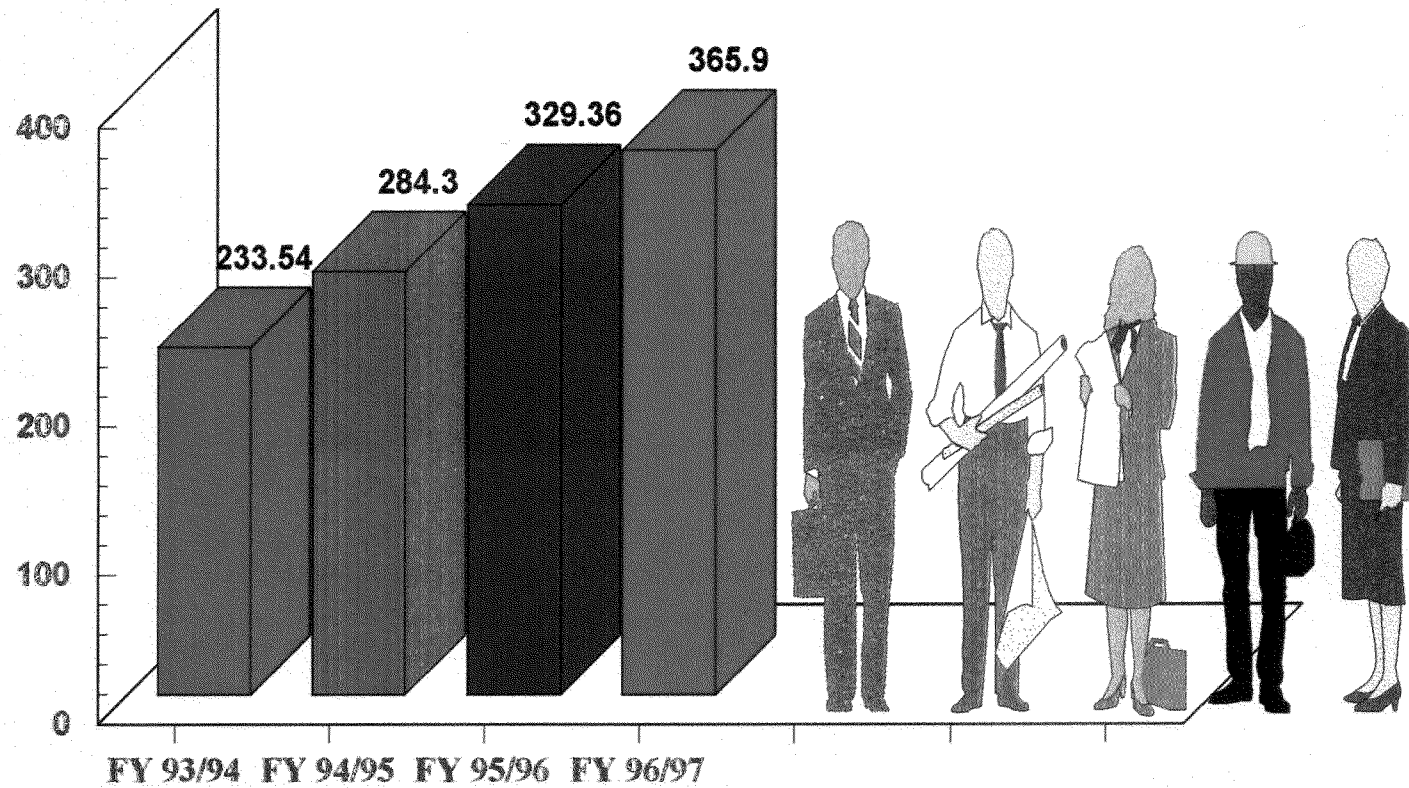
Department of Community and Family Services FY 1996-97 Distribution of FTE by Program



365.90 Total FTE



**Department of Community & Family Services
FY 1996-97 Budget
Summary of FTE Changes**



DEPARTMENT OF COMMUNITY & FAMILY SERVICES OVERVIEW

- County-wide poverty increase: 13.3%
- Increase of homelessness (2,037 persons sought shelter on 11/30/95, most were turned away - 25% women, 22% children)
- 9.06% drop-out rate in 1995; 30% Hispanic youth dropped out in 1995
- Youth unemployment is at 20% - higher for youth of color and as high at 35% for African American youth
- 800 teen pregnancies (26 Per 1,000 compared to 18.9 per 1,000 state-wide)
- 17,000 children and adults are at risk of mental illness
- 14,680 adults are at risk of chronic or severe mental illness and will be dependent on public funds for their care
- 25% of crimes against persons were related to domestic violence

- There is an increase in child abuse and deaths related to child abuse or neglect
- High school age drug and alcohol use is up
- Violence, especially among youth, is up in the most violent crime categories
- Societal stress is creating more pressure on mental health systems
- The most vulnerable populations - children, youth, victims of domestic violence, homeless, unemployed, mentally ill children and adults and those with disabilities - depend on the safety net we provide

BUDGET HIGHLIGHTS

- HUD Grant - \$2 million in supportive housing and transitional services to 100 homeless families
- Children's Mental Health - \$10 million capitation demonstration project will serve up to 42,000 Medicaid eligible children under a managed care model
- Crisis Triage Center - emergency services and assessment starting Fall '96
- Family Resource Centers - new and expanded services to Clara Vista, Brentwood/Darlington and Beach School
- Parent Child Development Center - added services to 4 and 5 year olds at 6 centers
- Central MIS - continue development of integrated information system
- Mental Health/Head Start - early mental health assessment of high-risk children added to Portland Public Schools and Gresham Migrant Head Start

- Singles Homeless Assessment Center (SHAC) - shelter and assessment services for 94 homeless per night
- Hispanic School Retention - focus on education and employability to reduce drop out rate and prepare for work force
- RESULTS - continue focus on quality through the Department

ISSUES & OPPORTUNITIES

LOCAL MENTAL HEALTH AUTHORITY -

- Proposal for a half-day Board work session following budget adoption. Issues include:
- Policy for use of local funds for Behavioral Health
- Access for all who need services
- Definition of outcomes and quality measures
- Coordination of community planning
- Equity
- Policy direction prior to next legislative session

MANAGED CARE INFRASTRUCTURE -

- Accomplishments to date
- Plan
- System components
- Next Steps

CRISIS TRIAGE CENTER -

- Project Update
- Funding issues
- Target Implementation

SCHOOL SUPPORT - This issue has received full attention by the Board and we have nothing new to add here.

Department of Community and Family Services (CFS)
CBAC Budget Key Issues

Submitted by: Douglas Montgomery, CFS CBAC budget team lead

Information Systems Development and Capability:

This is the \$200,000 listed in the ISD Budget and originally proposed by CFS for the purchase of a prepackaged software system. The Children's Capitation Project establishes significant new business requirements for developing a managed data base. CFS needs to track and manage in an aggressive manner, client service data and financial data. While the initial use of ODS for a short-term period to do claims processing is a good decision, it becomes more prudent to develop and utilize an in-house capability for establishing a strong data base which can become the benchmark for measuring results of the Children's Capitation Project. This needs to be go beyond the ODS limited data of enrollment, authorization, utilization/expenditure requirements. CFS needs a data management system which includes developing key results including such factors as assessment, quality assurance, more comprehensive client record-keeping and outcome information. If one examines a long-range picture, this data management system would be a functioning, integrated client based data system serving all CFS programs. CFS lacks such a system and we, citizen advisors, have been pushing them to establish such a data base to benchmark programs and measure results. CFS needs the system now, not two or three years from now. This is a key business need.

Wellness Programs:

CFS identified a number of worthwhile projects to become a part of the Wellness program. Many of these projects are linked to the schools and the community. They have received extensive reviews and the wellness package is a good package which helps augment social services with education. One position, which is part of the package is a low budget item, \$ 16,380, for a half-time family involvement coordinator. This position was promoted by a group of active parents and foster parents and community service advocates who are part of the those concerned with child and adolescent mental health programs including the former Partners' Project and now the Children's Capitation Project. This position seeks to expand greater involvement by families with county programs and to increase parental participation in a number of program areas. Several hundred hours of citizen participation support come to the county through the Child and Adolescent Mental Health Advisory Board participation by parents, providers, and school district representatives. And I will talk in more detail about the value of this knowledgeable support to the county in my closing remarks. I raised the importance of review of the Wellness programs with the Central CBAC. And I am pleased to report here that the Central CBAC identified in particular, the importance of county programs to children and wanted to make that a distinctive priority in supporting county services. Our bottom line is please keep the Wellness program intact.

Mental Health Systems Development:

CFS underwent a major reorganization with the establishment of the Behavioral Health Program from combining all mental health and alcohol and drug services, to promote a more integrated, responsive and efficient system of services in the county and to support the department's managed care efforts. It will be important for that program to have a data management system which includes developing key results including such factors as assessment, quality assurance, more comprehensive client record-keeping and outcome information--which translates into a functioning, integrated client based data system serving all CFS programs. Three other points regarding the mental health systems development: I am hopeful that the funds for the Mental Health Crisis Triage activity (\$270,000) will be adequate to fund triage for both children and adults. I understand that discussions are underway to gain greater support from the contracting entity. Point two: I am concerned that the management mental health organization for Medicaid-eligible children in Multnomah county will have sufficient safeguards to allow constructive feedback from parents and families including a review process if services are denied. Point three: hopefully mental health services will continue to be available to non-Medicaid children.

Citizen Participation in Program and Budget Issues:

There are nearly two hundred citizen advisors participating in CFS program designs, reviews, and budget deliberations. I carry the burden of bringing their collective remarks to you today. What I wish to emphasize is that the CBAC activity is only part of the value that the county receives from these citizen participants. In other settings, citizens help mold and develop, and occasionally to close out, some county activities. You are getting, in my professional opinion, first-rate consultation from these citizens who serve on task groups, advisory boards and the like throughout CFS. As these groups give value throughout the year, I do not want them to go unmentioned.

Today, I am here as the CFS CBAC member who also participates on the CIC Central CBAC. The Central CBAC challenges each others' programs and works to provide additional analysis to the budget process. While we lack for sophisticated computer programs to do some analysis, we make up for in our debates and discussions of parts of the county budget. I hope my colleagues and I are able to give you an added value in your budget decisions by our presence. Thank you for giving me the opportunity to be here.

BOGSTAD Deborah L

From: WARREN Dave C
To: BELL Iris M; CLARK Susan L; DONOUGH Bob J; KLINK Howard A; POE Lorenzo T; TINKLE Kathy M; #BUDGET
Cc: McCONNELL Jim; GILLETTE Kathy; SIMPSON Thomas G; NICHOLAS Larry F; OSWALD Michael L; ODEGAARD Billi I; FRONK Tom R; CLAWSON Elyse; STEELE Meganne A; COBB Becky; COOPER Ginnie; GOODRICH Jeanne; AAB Larry A; FARVER Bill M; BOGSTAD Deborah L; #CHAIR'S OFFICE; #DISTRICT 1; #DISTRICT 2; #DISTRICT 3; #DISTRICT 4
Subject: Follow Up on 5/7/96 Budget Review for CFS
Date: Tuesday, May 07, 1996 4:16PM

Here is a list of items about which the Board of Commissioners would like additional information. If I have misunderstood any of these items, please let me know as soon as possible so I can get it right.

Please prepare responses to the Board's questions. I suggest the responses state the question and then state the response. If appropriate, the response may be a reference to an attached document. Please respond to all the questions by Friday, May 17.

Community and Family Services

1. Discuss the effect of one-time-only funding on the package of support for school programs
2. Prepare a cost/benefit analysis of the effect of early identification of children with poverty / disability problems.
3. Discuss the impact on these children of transition from special services in their pre-school period to regular school.
4. Identify the efficacy of addressing disabilities at an early age.
5. Put together income data about those who are served at Parent Child Development Centers to demonstrate that those at-risk are being served.
6. Develop language to include in RFP's that will require mediation of disputes about the contracting process before either party resorts to litigation.
7. Provide an overall summary of the Wellness Programs, including goals and objectives for each program and discussion of potential evaluation plans for each program.
8. Provide evaluation data of the Hispanic retention programs at the three high dropout high schools. Suggest ways to secure proposed system changes from the contractors that will enable the school districts to continue the essence of these programs when County funding expires at the end of the third year.
9. Analyze the cash flow advantage to the schools from increased attendance that results from Hispanic retention programs.
10. Provide justifications and responsibilities for the following new positions/contracts:
 - 0.5 Family Coordinator
 - 0.5 Early Childhood Coordinator
 - Community Leadership Institute
 - 1.0 Grant Writer
 - 1.0 Fiscal Specialist
 - 1.0 Planner
11. Propose a plan to make Family Centers visible and to improve outreach materials. The plan should include requirements to include in contracts with providers so that it can be implemented.
12. Describe the status of the DD respite program intended to be partially funded by the County in 1995-96.

Budget and Quality

13. Provide the Board with a listing of all new positions in the 1996-97 Budget, noting the funding source for the positions and identifying positions supporting the RESULTS effort.

BOGSTAD Deborah L

From: WARREN Dave C
To: BELL Iris M; CLARK Susan L; DONOUGH Bob J; KLINK Howard A; POE Lorenzo T;
TINKLE Kathy M; #BUDGET
Cc: #CHAIR'S OFFICE; #DISTRICT 1; #DISTRICT 2; #DISTRICT 3; #DISTRICT 4
Subject: Clarification of Budget Follow Up Requested by the Board on 5/7/96
Date: Wednesday, May 08, 1996 3:30PM

Item 11 should be revised as follows.

11. Propose a plan to make Family Centers visible and to improve outreach materials. The plan should include requirements to include in contracts with providers so that it can be implemented. The plan should also include assurance that the Family Centers will be included in the County's section of the blue pages in the Telephone Book.

BOGSTAD Deborah L

From: WARREN Dave C
To: BELL Iris M; CLARK Susan L; DONOUGH Bob J; KLINK Howard A; POE Lorenzo T; TINKLE Kathy M; #BUDGET
Cc: 'FARVER Bill M'; BOGSTAD Deborah L; #CHAIR'S OFFICE; #DISTRICT 1; #DISTRICT 2; #DISTRICT 3; #DISTRICT 4
Subject: Further Requests
Date: Thursday, May 09, 1996 4:59PM

I had it brought to my attention that I did not include all the instructions for the response to follow up requests by the Board. Here is the process I would like you to follow.

Please prepare responses to the Board's questions. I suggest the responses state the question and then state the response. If appropriate, the response may be a reference to an attached document. Please respond to all the questions by Friday, May 17.

Send a copy of the answers to Wendy Byers (for Health issues) or Keri Hardwick (for DSS and DES issues). They will review them (for no more than one working day), perhaps even supplement the response with additional work, and forward it to the Chair's Office;

Taking no more than one working day, Bill will review the responses to see that they answer the question(s) clearly, add anything they feel is needed, and return it to Wendy and Keri;

Wendy and Keri will communicate any proposed changes to you or give you the OK to print;

Deliver 10 copies to Kathy Nash in Budget & Quality. She will package your material with a sequentially numbered cover page and an index so the Board can tell what they receive, tell that it is in response to issues raised and at which hearing, the date they received it, and be assured they have received all the packets.

Budget & Quality will deliver the packets to the Office of the Board Clerk who will distribute them to the Board

Community and Family Services

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Community and Family Services

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Community and Family Services

Vision

The Department of Community and Family Services is recognized for its leadership and excellent employees participating in the growth of strong healthy families and diverse caring communities through collaborations and partnerships.

Mission:

The Department of Community and Family Services works collaboratively to further the continued development of individuals, families and communities by leveraging resources, maximizing capacities and maintaining a quality driven system of uninterrupted services which are easily accessible to the people of Multnomah County.

The Department of Community and Family Services has embarked on several ventures which reflect the Department's vision and mission. **Customer driven services** are seen in the provision of family and individual services available at Family Centers, Family Resource Centers and other existing neighborhood based locations such as schools and churches. **Collaborations and Partnerships** are reflected in the blending of funding streams that was successfully incorporated by Portland Public Schools, Centennial School District, the State Office for Children and Families, the Multnomah County Juvenile Justice Department and the Casey Family Program to secure care coordination for non-Oregon Health Plan Children. **Leadership**, as the Department aggressively responds to youth and family violence through providing crisis intervention to students affected by violent incidents on the school campus and violence reduction programs to parents and children at Head Start programs. The Department has led the community development in a new managed care system for improved delivery of mental health services for children and families.

The future for the Department is filled with ensuring that homelessness is an issue of the past, as innovative projects address employment needs, low-income housing is adequately available and transition projects have placed those desiring alternative housing have been enabled to secure appropriate living situations. Individuals with developmental disabilities are self sufficient or in placements where they live with dignity and are respected and valued. Cultural diversity is celebrated and the unique perspective that each group brings is incorporated into service delivery and program development. Behavioral Health services are provided through a managed care model that provides Mental Health, and Alcohol and Drug services to families and individuals in a comprehensive and cost efficient manner.

Values:

- Diversity
- Collaborations and Partnerships
- Customer Driven Services and Continuous Quality Improvement
- Shared Responsibility

Community and Family Services

- Openness and Clear Communication
- Leadership and Continuous Learning
- Recognition
- Personal Integrity and Accountability
- Inclusive Decision Making
- Success

Strategies

- Use neighborhood-based service models, such as Family Resource Centers, Family Centers and Community Action Agencies, to develop a single point of entry to services.
- Use Managed Care as a vehicle to provide complete and comprehensive services and flexible spending to address individual needs.
- Coordinate and align data systems with Key Results and contractor outcomes to facilitate consistent and continuous performance measurements and evaluations.
- Invest in early intervention services to enhance and support healthy children and families.
- Combine mental health and alcohol and drug services into a unified Behavioral Health service delivery model.
- Establish a coordinated family support and anti-poverty program using blended funding from various sources.
- Develop innovative, non-traditional models of services and supports for low-income individuals and families to increase economic opportunities and self-sufficiency, empowerment and create institutional changes.

Partnerships

Strategies to improve the social fabric of our communities include ongoing partnerships with:

- Service providers, to assure quality services and supports for clients.
- Other public agencies, including Cities of Portland and Gresham, public school districts, Housing Authority, and State and Federal agencies to jointly set policy and program direction and to coordinate implementation.
- Major funding groups, such as United Way, Black United Fund, the Casey Foundation, Oregon Community Foundation, and Meyer Memorial Trust Foundation, to coordinate program implementation.
- Citizens, of Multnomah County to maintain relevancy to the community's values and needs, monitor Benchmark activity and provide a volunteer base for program support.
- Colleges and universities, to assure currency in philosophy, approach, and skills and to coordinate evaluation efforts.
- Consumers and their families, to inform us about consumer needs and service quality.
- Community Planning Efforts, including Partners for a Caring Community, Regional Drug Initiative, Community Action Commission and the Multnomah Commission of Families and Children to coordinate policy and program design and reduce barriers to services.

Community and Family Services

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	284.30	329.36	329.36	365.90	36.54
Departmental Costs	\$76,062,256	\$87,569,293	\$85,413,813	\$97,828,633	\$12,414,820
External Revenues	\$62,430,988	\$75,975,573	\$69,392,098	\$76,979,589	\$7,587,491
General Fund Support	\$13,631,268	\$16,118,804	\$16,021,715	\$21,099,044	\$5,077,329

Department Services

The Department of Community and Family Services contracts with over 250 organizations to provide the following services:

- Alcohol and other drug screening, assessment, treatment and prevention services, serving approximately 58,000 persons.
- Anti-poverty programs providing advocacy, economic opportunities and self-sufficiency supports to over 22,000 individuals along with energy or weatherization assistance to over 14,000 households.
- Development of affordable housing and public works improvements.
- Services to over 3,700 individuals with developmental disabilities, including advocacy, service coordination, residential, vocational, respite, family support and emergency services.
- Mental Health screening and evaluation, treatment, family support and crisis services to over 7,250 adults and 7,000 children.
- A network of seven Family Centers located throughout the County provides a full spectrum of programs for youth and families. Over 3,100 youth and 325 families have used services ranging from prevention to intensive intervention programs.

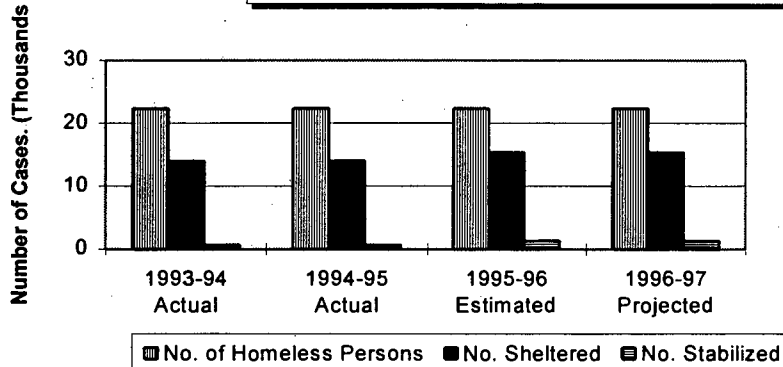
Because department services are primarily funded through federal and state resources, local policy discretion regarding them is significantly limited by federal and state mandates and other funding source (grant) requirements.

Several citizen groups, involving over 175 people, have formal advisory or oversight responsibilities for programs and Benchmark activities. For Community and Family Services as a whole, the Citizens Budget Advisory Committee advises on budget issues. Other ad hoc citizen committees and task forces are formed to provide input, guidance, and commitment to specific projects and concerns. Citizen groups include: Multnomah County Community Action Commission, CDBG Policy Advisory Board, Developmental Disabilities Coordinating Council, Family Support Council, Multnomah Council on Chemical Dependency, Multnomah County DUII Community Advisory Board, and Children and Adult Mental Health Advisory Committees.

Community and Family Services

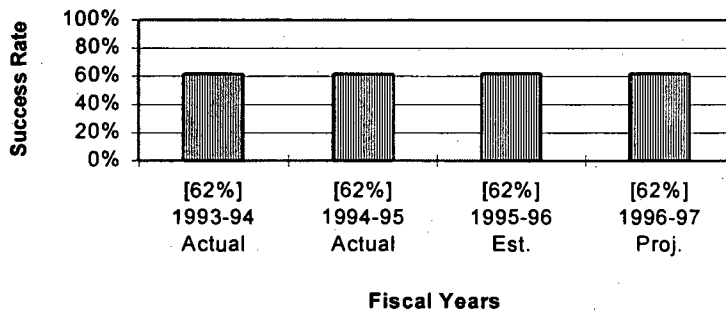
Performance Trends

Homeless Population Sheltered/Stabilized



The number of homeless sheltered and stabilized increased in 1994-95 due to the implementation of the Winter Plan, which provides additional shelter capacity of 275 beds during the winter months. It is estimated that in 1995-96 an additional 1,400 will be sheltered.

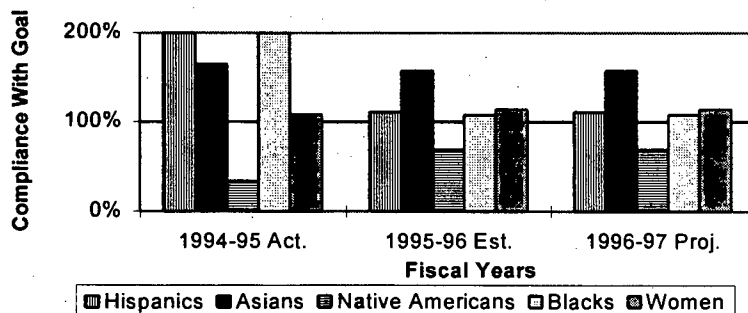
Successful Diversion of Youth Offenders



The Diversion Program, a partnership between the Family Centers and the Juvenile Justice Division, has reduced recidivism among youth offenders. In 1993-94, 61.8% of youths completing the program did not have subsequent offenses within a year, compared with 43.6% of comparable youth offenders who did not participate in the Diversion Program.

Workforce Diversity

Success Towards Goals (Across all job classifications)



Commitment to Workforce Diversity has led to good results in meeting established goals. Actual hires meet or exceed Affirmative Action goals for Hispanics, Asians, Blacks and Women. Strategic plans are in place to improve statistics for Native Americans.

Community and Family Services

Recent Accomplishments

- Established the Behavioral Health Program, combining all mental health and alcohol and drug services, to promote a more integrated, responsible, collaborative and efficient system of behavioral health services in the County and support the department's managed care efforts. The new structure is intended to facilitate dual diagnosis treatment, foster greater understanding in staff of the needs, activities and programs related service areas, and pave the way for new forms of future funding, contracting and treatment.
- Successfully negotiated an intergovernmental agreement with the State Mental Health and Developmental Disability Services Division to operate a managed mental health organization for Medicaid-eligible children in Multnomah County.
- The December 1, 1995 opening of the Singles Homeless Assessment Center (SHAC), a joint venture with the City of Portland, was in response to the closure of the Salvation Army Recovery Inn. The SHAC provides centralized housing assessment and temporary basic shelter to help transition people out of homelessness.
- Participated with Parent Advocates to establish a position for a Parent Advocate for children's mental health program to serve as a parent trainer and family advocate for our system of providers.
- In conjunction with other County departments and Commissioner Sharron Kelley, developed recommendations for the Public Safety Coordinating Council regarding alcohol and drug treatment needs of offenders.
- Successfully applied for over \$4 million in grants for supportive housing services, including the following awards: \$3 million to provide case management, mental health treatment, housing development and job system development to assist homeless families transitioning into permanent housing; \$1.2 million for supportive services and operation of a transitional housing facility being constructed by the Housing Authority of Portland; \$250,000 per year for the next two years to extend case management and supportive services to homeless families moving from transitional housing.
- Developed a new grant initiative, Innovative Project Fund, to support local projects using tools such as community organizing and advocacy to increase self-sufficiency and empowerment among low-income people, and increase public education and support for anti-poverty strategies. Two large grants (\$75,000 each) and eight small grants (\$15,000 each) have been awarded.
- Provided assistance to the victims of the Grand Oaks and Wiltshire apartment fires, helping residents move into other temporary or permanent housing.
- Staff in Developmental Disabilities developed an African American Service Coordinators Task Group to provide ongoing technical assistance for both provider staff and program staff in order to appropriately serve African Americans and their families.

Community and Family Services

Budget Highlights

Service Levels

- State Medicaid revenues of \$10.5 million are added for the Children's Capitation Pilot Project. Medicaid services were formerly reimbursed directly to providers from the State Office of Medical Assistance Programs (OMAP).
- The department received over \$2 million in HUD grants for transitional housing programs to help homeless families find permanent housing. The grants fund construction and operation of a transitional housing facility, as well as case management and supportive services for families in the facility.
- Funding of \$270,000 was added to the crisis triage center to support operations.
- Out-of-shelter services for victims of domestic violence were added, at a cost of \$225,000.
- Three new Touchstone sites were added, at a cost of \$165,000. The school-based program serves families affected by substance abuse.
- Family Resource Centers were added at Brentwood-Darlington and Beach.
- Services for families affected by child abuse increased through the addition of the Family Advocates service (\$75,000), and support for the foster care system (\$50,000).
- Several expiring grants or funding reductions were backfilled with General Fund, including the emergency housing vouchers program (\$137,000) and the GIFT program for gang-affiliated girls (\$222,000).
- Funding for the Asian Family Center was renewed based upon favorable program evaluation results.
- One-time-only support was provided for several school-based programs, primarily to backfill expiring federal grants: eight Touchstone sites in the Portland Public Schools (\$392,000), the Counteract program for students with alcohol and drug violations (\$278,000), the Hispanic retention program (\$170,000) and case management for children aged 0-5 with developmental delays (\$370,000).

Scope of Services

- The Singles Homeless Assessment Center (SHAC) and shelter was added during the past year. After an unsuccessful RFP, the City agreed to match County funds if the County would provide the service. The shelter serves 94 homeless people per night.
- The department is expanding its involvement in managed care through the Children's Capitation project for mental health services.
- The continued planning and an RFP process for a mental health crisis triage center is expected to result in services beginning in July. The planned system includes the use of mobile mental health response teams to respond to mental health crises.
- Funding of \$210,000 was added for the Friends of Children mentorship program, providing long-term mentorships for 150 children.

Community and Family Services

- Parent child development services were expanded to children aged 4-5 at six family centers, and services were added for children aged 0-3 at the Asian Family Center, through an addition of \$375,000.
- Funding of \$140,000 was add to create the Girls Empowerment Program for girls aged 8-12 to enhance self-esteem and resiliency and promote school success.
- The Home Preservation Training Program was added, at a cost of \$191,000, to assess homes in low-income areas for lead paint or other home health hazards.

Staffing

- Staffing increased by a net amount of 36.54 FTE's. Thirteen of the new positions were added mid-year to staff the SHAC. The implementation of the Children's Capitation Pilot Project added 3.5 FTE's. Other growth includes: 2.0 FTE Family Resource Coordinators, 2.5 FTE planning positions for supportive housing, 3.0 FTE Family Intervention Specialists at Touchstone sites, additional Developmental Disabilities case managers, an Office Assistant to support RESULTS and Domestic Violence, a grant-writer, a Fiscal Specialist, and a planner for the Child, Youth & Families Program.

Strategies

- New strategies are being developed to involve families more closely. The Community Leadership Institute (\$50,000) coaches parents to advocate for their children in the schools. A Family Involvement Coordinator was added (\$16,000) to contract with parents to leverage family involvement in shaping services.
- The Department is emphasizing training to achieve program goals. Training funds are added to increase staff awareness of domestic violence, with special focus on training direct service staff to perform domestic violence assessments. Funding is also added to train all service providers in working with youth with developmental disabilities.
- The Innovative Projects mini-grants program expanded by \$100,000. The program provides grants to support local projects increasing self-sufficiency and empowerment among low-income people through community organizing and advocacy.

Structural Changes

- Significant reorganization was necessary to create the new Behavioral Health Program from the former Alcohol & Drug program and the adult and children's mental health programs. This new program positions DCFS as a key player in managed care.
- The Child, Youth and Family Program was also formed through reorganization. This program includes Integrated Services, Touchstone services, Family Centers and other youth-oriented prevention and diversion services.
- DCFS created a centralized Information Services Unit, bringing together 13 FTE's from across the department.

Community and Family Services

RESULTS Efforts

The Department of Community and Family Services considers the leadership and guidance of managers and supervisors as a key element in supporting the organizational and cultural change necessary to sustain RESULTS. A major focus of Department training for fiscal years 1995-96 and for 1996-97 is to continue to support and shape the top management team into a more effective leadership unit.

In addition to management development, process improvement teams are beginning to develop throughout various programs. These teams are excellent opportunities for staff to learn more about quality techniques and theories and apply them to improve services. A team in the Fiscal Unit is improving the direct pay process that purchases special client support services for requests that are needed on an urgent basis. Fiscal staff identified that the present process created duplication of activities, contained unnecessary steps and required excess copying of documents. The team's goal is to develop a process that allows them to respond in a more timely manner. The Developmental Disabilities program is improving the process of transferring cases from one Case Manager to another. The current process is too complicated and causes a delay in completion. Their goal is to create a seamless process for clients to receive uninterrupted services. Additional process improvement teams are being facilitated by DCFS staff who have attended the County CQI Facilitator Training. One team is improving the new employee orientation process, and another team is improving the eligibility process for Family Consultant Services. The Target Cities Project is a process improvement project by design. A major accomplishment for the project is that all baseline information has been gathered, allowing the program to measure and track all future improvements.

RESULTS strategies were employed in the reorganization of Adult Mental Health, Child and Adolescent Mental Health, and Alcohol and Drug Services into a combined Behavioral Health Unit. Staff focus groups and sessions with providers, parent groups and others were opportunities for those closest to the work and services to shape the infrastructure. Review of this infrastructure is an ongoing process to assure quality internal and external customer service. Staff reported that contributing to the operational design of the department increased their feeling of value and importance to the organization.

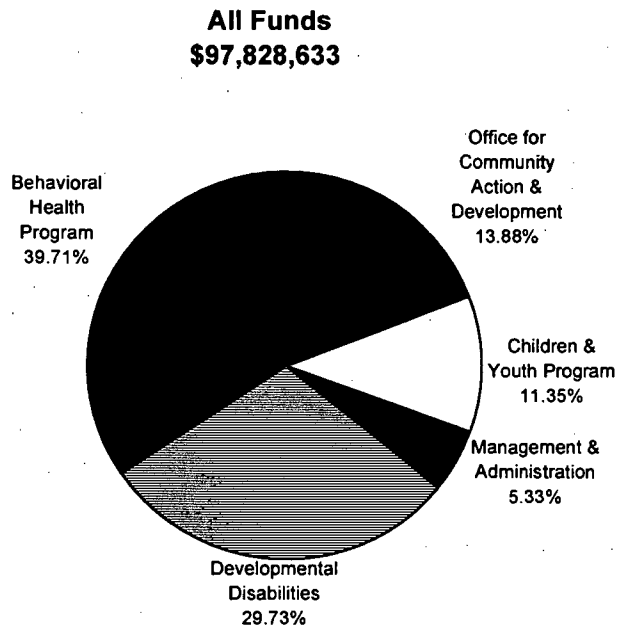
Finally, the Department RESULTS Steering Committee will be working hard to develop an implementation plan for the RESULTS Roadmap. Membership restructuring added more top management, representatives from the Department's Cultural Diversity Committee and Employees of Color group and a union steward. The Department believes the connection of the diversity and quality initiatives are essential to implementing the RESULTS Roadmap. The Department is committed to incorporating cultural competency and continuous quality improvement into service development and delivery in order to serve the residents of Multnomah County.

Community and Family Services

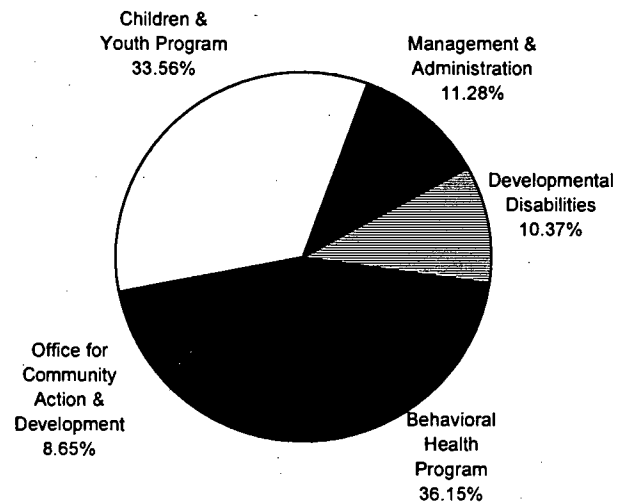
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Community and Family Services

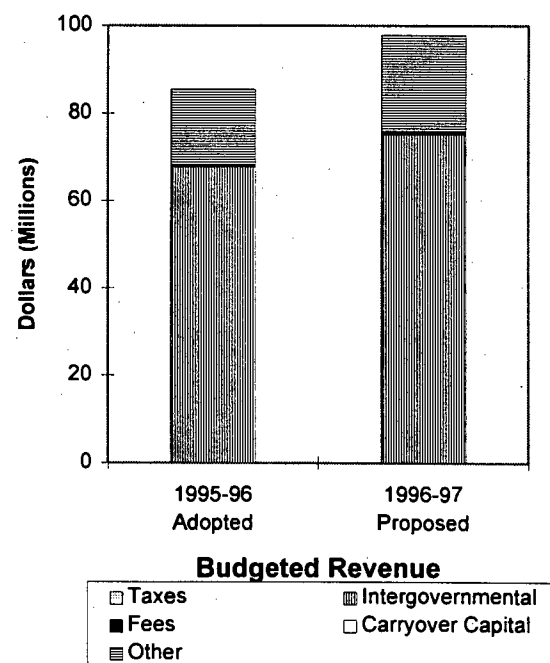
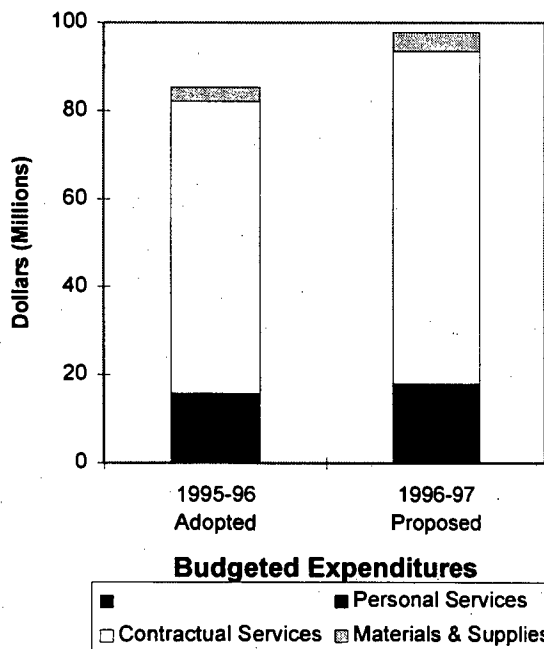
TOTAL EXPENDITURES BY DIVISION 1996-97 PROPOSED BUDGET



General Fund Only, Including Cash Transfers
\$21,099,044



EXPENDITURE AND REVENUE COMPARISON 1995-96 Adopted Budget and 1996-97 Proposed Budget All Funds, Including Capital Projects



Community and Family Services

Budget Trends

	1994-95 <u>Actual</u>	1995-96 <u>Current Estimate</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	284.30	329.36	329.36	365.90	36.54
Personal Services	\$12,832,651	\$14,814,017	\$15,723,768	\$17,973,243	\$2,249,475
Contractual Services	60,055,872	69,098,574	66,369,015	75,420,435	9,051,420
Materials & Supplies	2,903,848	3,153,666	3,183,551	4,341,865	1,158,314
Capital Outlay	<u>269,885</u>	<u>503,036</u>	<u>137,479</u>	<u>93,090</u>	<u>(44,389)</u>
Total Costs	\$76,062,256	\$87,569,293	\$85,413,813	\$97,828,633	\$12,414,820
External Revenues	\$62,430,988	\$75,975,573	\$69,392,098	\$76,979,589	\$7,587,491
General Fund Support	\$13,631,268	\$16,118,804	\$16,021,715	\$21,099,044	\$5,077,329

Costs by Division

	1994-95 <u>Actual</u>	1995-96 <u>Current Estimate</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Management & Admin.	\$2,668,286	\$4,250,668	\$3,436,121	\$5,217,643	\$1,781,522
Behavioral Health	27,279,036	31,687,735	30,935,044	38,850,518	7,915,474
Commun. Action & Devpt	11,270,388	15,288,620	13,652,881	13,576,620	(76,261)
Child Youth & Family	8,367,793	9,185,053	9,487,620	11,103,264	1,615,644
Dev'pmental Disabilities	<u>26,476,754</u>	<u>27,157,217</u>	<u>27,902,147</u>	<u>29,080,588</u>	<u>1,178,441</u>
Total Costs	\$76,062,256	\$87,569,293	\$85,413,813	\$97,828,633	\$12,414,820

Staffing by Division

	1994-95 <u>Actual</u>	1995-96 <u>Current Estimate</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Management & Admin.	34.60	54.92	54.92	70.42	15.50
Behavioral Health	119.44	155.44	155.44	152.16	(3.28)
Commun. Action & Devpt	28.90	26.30	26.30	44.00	17.70
Child Youth & Family	29.76	17.50	17.50	24.92	7.42
Dev'pmental Disabilities	<u>71.60</u>	<u>75.20</u>	<u>75.20</u>	<u>74.40</u>	<u>(0.80)</u>
Total Staffing FTE's	284.30	329.36	329.36	365.90	36.54

Community and Family Services

Issues and Opportunities

1. Local Behavioral Health Authority

The County's role as Local Mental Health/Alcohol & Drug Authority is changing through the advent of managed care. Traditionally the County's role as Local Authority for these services has entailed planning for and overseeing the system of publicly-funded mental health and chemical dependency services in Multnomah County. The County has been responsible for overseeing the entire continuum of behavioral health services, contracting with providers and monitoring service quality, although many of these services were paid directly by the State.

The inclusion of Alcohol and Drug treatment in the Oregon Health Plan significantly reduced the scope of the County's role as Local Alcohol & Drug Authority. Under the Oregon Health Plan, the Prepaid Health Plans (PHP's) that provide medical services are responsible for delivering alcohol and drug services. This has fragmented the service delivery system for Medicaid-eligible clients among the multiple plans. As a result, the County has no legislated role in planning, overseeing or regulating the full continuum of the service delivery system. In addition, it raises the potential for cost-shifting to the County.

Under current law, mental health services will be included in the Oregon Health Plan in 1997. If the same model is used for mental health as for alcohol and drug treatment, the County's ability to participate in mental health policy and program development and system design will be even more drastically reduced.

Major Alternatives:

- Negotiate a broad role for the County in coordinating and overseeing service quality and access across the system of Prepaid Health Plans. It is unclear whether this would require a change in the current law.
- Pursue a broad scope of authority for the County in overseeing the local mental health service delivery system. Negotiate the possibility of developing the children's capitation project as a model for the County's involvement, an option which would require a change in the current law. Deschutes County achieved such a "carve out" for alcohol and drug services under the Oregon Health Plan. A broader role would result in a more coordinated service system and allow the County to assure broad access to services, but could expose the County to a higher level of financial risk.

Community and Family Services

- Do not seek any changes from current law. The County will retain its traditional role for the portion of services and consumers funded by State General Fund, but will have little influence over the Medicaid-funded mental health system. This will create a fragmented system divided by funding streams and multiple plans.

Chair Recommendation:

This is a complex issue that requires the participation and approval of the full Board. The Department should prepare a detailed analysis of the different alternatives for the Commissioners.

2. Managed Care Infrastructure

Managed care is rapidly transforming the behavioral health care industry. The County is currently involved in two managed behavioral health care efforts: providing outpatient chemical dependency treatment to CareOregon enrollees under the Oregon Health Plan, and the pilot project providing mental health care to Medicaid-eligible children in a managed care model. Managed care is likely to expand even further in the publicly-funded behavioral health system; under current law, mental health services will be folded into the Oregon Health Plan in July, 1997.

Community and Family Services plans to pursue managed care opportunities throughout many of its major program areas. The framework is already established in behavioral health; in other areas, such as developmental disabilities and housing, the Department will seek new and innovative opportunities to incorporate managed care concepts.

In order to participate effectively in the unfolding managed care opportunities, the Department needs to develop the basic infrastructure to support its involvement. Above all, Community and Family Services needs the ability to manage cost, quality and access data in a timely manner. Our current and planned future involvement in managed care creates an immediate need for an information system to supply this data.

Major Alternatives:

- Accelerate the development of the integrated client tracking system to meet the immediate information needs for managed care. An accelerated timeline may not allow the full participation of other affected departments in the system design.
- Develop or purchase an information system to meet the immediate information needs for managed care. This would provide a bridge for the Department since the development of an integrated system will require a longer development cycle in order to serve a broader range of needs and users.

Community and Family Services

- Do not fund any expansion of information systems. The Department will not be able to track some of the critical aspects of the managed care system for which it is responsible, creating potential legal liability.

Chair Recommendation:

The Department cannot execute its responsibilities in administering the managed care systems without supporting information systems. Accelerating the development of the integrated system to meet this immediate need could compromise the scope and value of the integrated system. Allow the department to utilize the \$100,000 set aside in the current year for the integrated client tracking system to develop or purchase an interim information system to support managed care. Provide \$200,000 in one-time-only funding to support the development of the cross-departmental integrated client tracking system for social services.

3. School Support

Many local school districts are experiencing a budget crisis due to the cumulative effects of Measure 5 and State equalization efforts. At the same time, federal grants that support several joint school-County programs are expiring. Many of these programs are delivered at school sites but are closely linked with County Benchmarks, such as reducing student alcohol and drug use. Such programs include: the Counteract program for students with alcohol and other drug problems, the school-based Touchstone program for families with substance abuse problems and the Hispanic student retention program.

There is increasing overlap between the County and the schools. The County delivers many services at school sites as a way to reach youth. Many efforts to achieve our Benchmarks, such as improving access to services or reducing drug use, also improve students' readiness to learn and help to retain students in the school system. As a result, many programs are operated as a partnership between the County and the schools.

Because of the current budget crisis, the schools are unable to fund these programs as their grants expire. In order to retain these programs, the County may backfill the lost grant funds.

Major Alternatives:

- Provide ongoing support to the programs that are losing federal revenues. This expands the County's responsibility by making programs that were traditionally joint efforts a sole County responsibility.

Community and Family Services

- Provide one-time-only support for these programs to maintain them for the current year. This will stabilize them in the short term and enable us to examine ongoing funding roles and responsibilities.
- Do not backfill the grant funds and discontinue the programs.

Chair Recommendation:

Provide one-time-only funding to stabilize these programs for the coming year, helping relieve the schools' current crisis. As a long-term response to school funding problems is developed, we can adopt a joint approach to funding these important programs. Increase funding for other school-based County programs as well, including case management for children aged 0-5 with developmental delays, and expanding the STARS teen pregnancy prevention program to middle schools throughout the County.

4. Mental Health Crisis Triage Center

Initial efforts to obtain funding from other jurisdictions for the mental health crisis triage center have failed to procure support from law enforcement or other local agencies. As a result, current base funding for the center falls short of the support outlined in the Request for Proposals (RFP). Reduced funding could result in a rebid of the crisis triage proposal and/or a delay of the project implementation.

Major Alternatives:

- Provide the full level of funding needed to meet the terms of the RFP, \$540,000. This represents a substantial increase in County support for mental health crisis services, which have traditionally relied primarily on State funding.
- Provide half of the requested amount as a challenge grant to the City to meet the other half. If the City is unwilling to meet the request, it is unclear whether it will be necessary to rebid the proposal.
- Add no funding to the crisis system. This may require an untenable reduction in the scope of triage services, forcing us to revert to the old crisis system model.

Chair Recommendation:

Crisis triage is an innovative model for improving access to mental health services for individuals in crisis. This in turn improves public safety and relieves the burden on law enforcement agencies. Provide \$270,000 and look to the City for partnership in meeting the funding gap.

Management and Administration

Community and Family Svcs

Description

The purpose of Management and Administration is to provide leadership, policy direction, quality assurance, program oversight, and administrative support to client service programs. The unit sets direction for the Department of Community and Family Services; carries out department-wide responsibilities, such as fiscal and contracting support, community advocacy and leadership, special projects, and public affairs; and maintains the integrity of Community and Family Services in terms of its mission, community expectations, and funding source requirements.

Action Plan

- Clarify Multnomah County's role as the local Behavioral Health Authority by June 30, 1997 in order to maintain an integrated system of care and administrative control over all public behavioral health resources to meet the wide range of citizen needs.
- Identify and present research findings on effective behavioral health strategies for adult and juvenile diversion models to the Public Safety Coordinating Council by May 1997.
- Convene and facilitate a process of critical stakeholders to explore the feasibility of merging Community Service Centers and Family Centers by January, 1997.
- Evaluate the effectiveness of the pilot project using flexible funding at Portland Impact to create an Integrated Family Center by July, 1997 in order to determine the appropriateness of expanding the model to other centers in the following year.
- Train 90% of the Department's staff on the issue of domestic violence, assessment and appropriate intervention by June 30, 1997, in order to increase support for and safety of victims and their children.
- Develop an information system by June 30, 1997 to support multiple needs of behavioral health care management efforts.
- In collaboration with ISD and other County departments, by December 1996 complete a needs assessment and requirements study for an integrated client data system.
- Develop an outline of strategies to implement RESULTS Roadmap goals throughout the Department by June, 1997 and complete the first year goals.
- Replace and upgrade all necessary PC hardware to accommodate use of the Microsoft Windows operating system by June, 1997 and begin migration to the Microsoft Office Suite.

Significant Changes - Revenues

	<u>Amount</u>
Add revenues for Children's Capitation (CAPCARE) administration	\$1,015,035
Increase admin. funds for OCAD and Enterprise Community Programs (net)	\$19,859
Transfer Target Cities revenue from Behavioral Health to Central MIS Unit	\$477,556
"Partners Project" revenue transferred to fund 395	(\$26,663)
Eliminate GIFT Revenue due to grant expiration, replace with General Fund	(\$100,704)
Eliminate State Mental Health carryover	(100,000)
Eliminate one-time-only General Fund support for managed care consultation	(100,000)
Develop risk reserve for CAPCARE as loan from General Fund	\$250,000

Management and Administration

Community and Family Svcs

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Integrated Services program transferred to Child Youth & Families Program; 1995-96 Adopted reorganized to reflect changes (reduced by 4.0 FTE's)		
Transfer staff from other divisions to create a central IS Unit	9.00	\$432,030
Add one-time-only support for managed care consultation		\$50,000
Fund department-wide training on Domestic Violence		\$10,000
Add out-of-shelter support services for Domestic Violence victims		\$226,575
Add support for Neighborhood Pride Team		\$23,161
Add 3.5 FTE's to support Children's Capitation	3.50	\$169,023
Eliminate 1995-96 one-time-only funds for managed care consultation		(\$100,000)
Other net staffing changes, detailed at the program level	3.00	\$155,149
Increase professional services for CAPCARE claims processing		\$418,240
Transfer Building Management costs to other divisions based on est. use		(\$114,450)

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Staffing FTE	34.60	54.92	54.92	70.42	15.50
Personal Services	\$1,664,590	\$2,552,481	\$2,497,266	\$3,454,083	\$956,817
Contractual Services	283,421	926,021	358,729	908,479	549,750
Materials & Supplies	655,488	593,679	532,410	823,181	290,771
Capital Outlay	64,786	178,487	47,716	31,900	(15,816)
Total Costs	\$2,668,286	\$4,250,668	\$3,436,121	\$5,217,643	\$1,781,522
External Revenues	\$2,018,165	\$4,250,668	\$1,704,606	\$3,088,284	\$1,383,678
General Fund Support	\$650,120	\$2,207,505	\$1,731,515	\$2,379,359	\$647,844

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Department Management	\$1,153,803	\$817,856	\$763,592	(\$54,264)
Resource Management	1,514,483	1,564,368	3,328,716	1,764,348
Contracts & Evaluation	0	1,053,897	1,125,335	71,438
Total Costs	\$2,668,286	\$3,436,121	\$5,217,643	\$1,781,522

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Department Management	6.00	8.00	9.00	1.00
Resource Management	21.60	28.00	41.42	13.42
Contracts & Evaluation	7.00	18.92	20.00	1.08
Total Staffing FTE's	34.60	54.92	70.42	15.50

Management

Administration
Community and Family Svcs

Description

The purpose of Department Management is to provide leadership and set policy and direction for Community and Family Services and its programs. Management is responsible for assuring programs and activities are responsive and accountable to the clients, community, funding sources, citizen advisory bodies, and County employees. Department Management works with all players to clarify and set current priorities and directions, resolve implementation problems, and ensure the work of the organization is done.

The Public Affairs Coordinator activities are included in Department Management. The Public Affairs Coordinator works with CFS and other human service departments in the County to coordinate and facilitate public information concerning human service issues in accordance with private industry advertising and marketing standards and practices. The Coordinator is responsible for developing and presenting information on issues, needs, options, and solutions in order to further the public's understanding of human services and the role the County plays in strengthening communities and families.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
Staffing FTE	6.00	8.00	9.00	1.00
Program Costs	\$1,153,803	\$817,856	\$763,592	(\$54,264)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
2.0 PDS transferred from Behavioral Health; 1995-96 budget reorganized to reflect change		\$0
PDS reclassified to PDS Senior for Managed Care Coordination	0.00	\$1,773
Add Office Assistant 2 to support Results/Domestic Violence	1.00	\$32,427
Eliminate 1995-96 one-time-only funds for managed care consultation		(\$100,000)
Eliminate Pass-through funded by State Mental Health carryover		(\$100,000)
Redistribute Building Management costs to programs within department		(\$114,540)
Add PC flat fee based on inventory		\$7,390
Add one-time-only support for managed care consultation		\$50,000
Add one-time-only support for Neighborhood Pride Team		\$23,161

Resource Management

Administration

Community and Family Svcs

Description

The purpose of Resource Management is to assure the accountability of CFS services and activities in terms of funding source requirements, County policies and procedures, and expectations of the community. The section is responsible for personnel management, fiscal accounting, budgeting, management information and client tracking systems, and program/resource development. Resource Management oversees Department-wide policy and procedures development and implementation to assure program consistency and direction. The Domestic Violence Coordinator and funding for domestic violence training and services is also reflected in this organization.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	21.60	28.00	41.42	13.42
Program Costs	\$1,514,483	\$1,564,368	\$3,328,716	\$1,764,348

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer staff from other divisions to central IS Unit. Transfers from DD (2.0), Behavioral Health (7.0)	9.00	\$432,030
Add staff to support Children's Capitation: 1.0 FTE IS, 2.5 FTE Budget/Fiscal	3.50	\$169,023
Transfer Domestic Violence Coordinator from Integrated Services, 1995-96 adopted reorganized to reflect		\$0
Add out-of-shelter support services for Domestic Violence victims		\$226,575
Fund department-wide training on Domestic Violence		\$10,000
Add Fiscal Spec. Senior to Budget/Fiscal Unit	0.92	\$48,599
Transfer supplies for Target Cities Project IS		\$110,000
Add PC Flat Fee based on inventory		\$25,126
Add Professional Services for Capitation Claims processing		\$418,240
Add Capitation Risk Reserve as loan from General Fund		\$250,000
Increased space costs due to staff transfers and new Capitation staff		\$31,842
Transfer PDS from Behavioral Health, reclassify to Fiscal Specialist Sr	1.00	\$54,009
Transfer Office Assistant to Behavioral Health	(1.00)	(\$36,725)

Contracts and Evaluation Unit

Administration
Community and Family Svcs

Description

The purpose of the Contracts and Evaluation Unit is to assure the accountability and responsiveness of Department services purchased from other organizations. The Unit is responsible for openly and competitively selecting contractors and preparing contracts in compliance with federal, state, and local rules; monitoring service delivery to assure compliance with contracts; evaluating service programs to assure quality of service delivery and appropriateness of the services for achieving the stated outcomes; and assisting the Department's programs and the community in using the evaluation findings to improve service systems. The Unit also supports other County human service programs by administering the County-wide Request for Administrative Qualifications process for human service contract agencies. The Contracts and Evaluation Unit was formed during 1994-95 by transferring employees from other programs within the Department.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	7.00	18.92	20.00	1.08
Program Costs	\$0	\$1,053,897	\$1,125,335	\$71,438

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Net change in personnel from BudMod CFS #5	.08	\$2,300
Reduce Data Tech position to reach constraint	(0.92)	(\$35,805)
Add PDS-Grant Writer	0.92	\$41,490
Add PC Flat fee based on inventory		\$13,302
Add PDS funded with Enterprise Community Grant	1.00	\$48,854
Reclassify PDS to PDS Senior	0.00	\$0

Behavioral Health Program

Community and Family Svcs

Description

The purpose of the Behavioral Health Program is to develop, mobilize and manage resources for services to adults and children with mental illness, emotional and addictive disorders (including alcohol, other drugs and gambling). The Program provides support to individuals and their families in the least restrictive setting appropriate to their needs. The Program also works to assist the community in preventing or reducing the harmful consequences resulting from alcohol or other drug problems. The Program is responsible for providing or contracting for a continuum of crisis intervention and treatment services, providing access to and authorization for services, providing assessment and referral to treatment resources, educating the community, mobilizing citizen participation, and monitoring and improving the quality of alcohol, drug and mental health services available in the community.

The Behavioral Health Program was formed during 1995-96 by merging programs from the Adult Mental Health, Children's Mental Health and Alcohol and Drug divisions. This new program positions DCFS as a key player in managed care. The Program will facilitate dual diagnosis treatment, foster greater understanding of the interrelationships between related services and pave the way for new forms of funding, contracting and treatment.

In 1994 there were 13,263 adults in Multnomah County estimated to have severe, long term mental illness; 2,000 individuals require assessment of their mental health risk to self or others through examination of alleged mental illness. The closure of Dammasch Hospital has resulted in growing needs to develop community-based crisis and ongoing supportive mental health services. 58,000 people are estimated to have alcohol or other drug abuse problems or dependence.

During 1995-96, Multnomah County entered a major partnership with the State of Oregon to manage the care for approximately 38,000 children and adolescents eligible for Medicaid-financed mental health services.

Action Plan

- Implement the centralized, mental health crisis system by October, 1996 to respond to individuals in psychiatric crisis in an efficient, effective and customer-focused manner.
- Broaden and expand the funding base of the Multnomah County Behavioral Health Crisis Triage Center by June 30, 1997 in order to assure its continued accessibility and effective operation.
- Develop an implementation plan by January, 1997 to respond to the mental health roll-up of the Oregon Health Plan effective July 1, 1997.
- Develop and implement a process by March, 1997 to screen people receiving mental health or alcohol and drug assessments for domestic violence and link persons in need with appropriate services.

Significant Changes - Revenues

Add Medicaid funding for Children's Capitation project (CAPCARE)
Reduce federal Linkage Grant
Reduce Video Lottery funds based on projected collections

Amount
\$6,384,763
(\$38,736)
(\$239,321)

Behavioral Health Program

Community and Family Svcs

Significant Changes - Revenues continued

	<u>Amount</u>
Reduce federal Public Health funds	(\$23,532)
Transfer Target Cities Revenue to Central IS Unit in Department Mgmt	(\$477,556)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Pass thru increase as a result of Children's Capitation project (CAPCARE)		\$6,524,726
Increase General Fund support for Crisis Triage Center		\$271,890
Add mental health services for Head Start in Portland and Gresham	1.80	\$113,517
Add Pass-through for Family Advocates for families affected by child abuse		\$75,520
Add one-time-only support for Counteract program to backfill lost grant	2.00	\$296,827
Increase pass-through to add Family Involvement Coordinator		\$16,495
Increase Professional svcs for CAPCARE due to added Medical Director time		\$147,900
Eliminate one-time-only support for crisis triage center development		(\$400,000)
Transfer 7.0 FTE's to Central IS Unit in Department Management	(7.00)	(\$337,030)
Repair and Maintenance adjusted to reflect actual use		(\$26,729)
Postage increase due to mailing of member handbooks for CAPCARE		(\$67,245)
Transfer Target Cities IS Supplies to Central IS Unit in Department Mgmt.		(\$89,584)
Increase Travel and Training for Managed Care systems, staff dvpmnt		\$22,121
Building Management adjusts to actual space costs for occupied area		\$79,298
Increase contracted services in support of RDI		\$30,000
Reduce Commitment budget based on projected cost savings		(\$175,000)
Transfer Office Assistant from Department Management	1.00	\$36,725
Transfer Program Development Specialist to Department Management	(1.00)	(\$54,009)
Reduce County supplements for former Partners Project match to support CAPCARE		(\$139,963)
PC Flat fee based on current inventory		\$71,683
Increase Printing to reflect projected actual costs, primarily due to CAPCARE		\$29,303
Net adjustments in Mental Health Consultant positions	(0.08)	(\$4,080)
Reclassify 2.0 PDS to Mental Health Consultant	0.00	\$0
Reclassify 3.0 Case Manager Senior to Mental Health Consultants	0.00	\$0

Budget Trends

	<u>1994-95</u>	<u>1995-96</u>	<u>1995-96</u>	<u>1996-97</u>	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	119.44	155.44	155.44	152.16	(3.28)
Personal Services	\$5,348,267	\$6,218,837	\$7,749,268	\$7,691,103	(\$58,165)
Contractual Services	20,806,376	23,913,092	21,754,874	29,331,118	7,576,244
Materials & Supplies	1,012,502	1,323,520	1,394,602	1,789,707	395,105
Capital Outlay	<u>111,890</u>	<u>232,286</u>	<u>36,300</u>	<u>38,590</u>	<u>2,290</u>
Total Costs	\$27,279,036	\$31,687,735	\$30,935,044	\$38,850,518	\$7,915,474
External Revenues	\$18,159,557	\$24,792,549	\$23,258,228	\$31,223,491	\$7,965,263
General Fund Support	\$9,119,478	\$6,895,186	\$7,676,816	\$7,627,027	(\$49,789)

Behavioral Health Program

Community and Family Svcs

Costs by Program

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Program Management	*	*	\$175,059	*
Alcohol & Drug Services	*	*	7,745,560	*
Adult Mental Health Svcs	*	*	10,309,696	*
Children's Mental Health Services	*	*	10,799,560	*
Planning & Operations	*	*	1,303,725	*
Access & Authorization	*	*	1,716,905	*
Treatment Services	*	*	2,395,589	*
Assessment & Referral	*	*	2,797,025	*
Qual. Impvt. & Util. Rev.	*	*	959,235	*
Regional Drug Initiative	-	-	<u>648,165</u>	-
Total Costs	\$27,279,036	\$30,935,044	\$38,850,518	\$7,915,474

Staffing by Program

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Program Management	*	*	2.00	*
Alcohol & Drug Services	*	*	0.00	*
Adult Mental Health Svcs	*	*	0.00	*
Children's Mental Health Services	*	*	0.00	*
Planning & Operations	*	*	14.00	*
Access & Authorization	*	*	26.20	*
Treatment Services	*	*	36.06	*
Assessment & Referral	*	*	47.60	*
Qual. Impvt. & Util. Rev.	*	*	14.20	*
Regional Drug Initiative	-	-	<u>12.10</u>	-
Total Staffing FTE's	119.44	155.44	152.16	(3.28)

* Detailed breakout of 1994-95 Actuals and 1995-96 Adopted is not available at the program level.

Program Management

Description

Program Management is responsible for policy development; service system design; resource generation, allocation and management; assuring citizen and consumer input; participation in budget development and management; collaboration in contract development; maintenance of strategic partnerships with founders, community policy-makers and varied stakeholders; for providing leadership in quality improvement and defining and achieving program outcomes; achieving a diverse workforce and service delivery system which provides culturally competent services; and providing effective advocacy on behalf of those who rely upon public alcohol, drug and mental health services.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	NA	NA	2.00	NA
Program Costs	NA	NA	\$175,059	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Alcohol & Drug Services

Community and Family Svcs

Description

An estimated 58,000 persons are in need of alcohol and drug treatment in Multnomah County annually. Alcohol and Drug Abuse Contracts cover a continuum of services including prevention, intervention, sobering and detoxification, outpatient and residential treatment and services for gambling addicts. Contracts also cover services delivered through a managed care approach to persons enrolled in the Oregon Health Plan. Services are available to both adults and adolescents and are delivered through a diverse network of providers who use a variety of approaches including group, individual and family therapy, in both outpatient and residential programs. Services also include synthetic opiate replacement therapy, such as Methadone treatment, in which a legal, prescribed opiate drug is substituted for illegal Heroin under supervision and in combination with other counseling until the individual is able to become completely drug free.

In recent years special attention has been given to reaching women alcoholics and addicts, including pregnant women, in gender-specific treatment programs which include options for child care and for children to live with their mothers in residential treatment. This has had an impact on reducing drug affected births and increased services to women in general. Cultural aspects of treatment are an increasing focus; there are culturally-specific treatment programs for Native Americans, African Americans, Hispanics and, added during FY 1995, Southeast Asians.

During the 1994-95 fiscal year, the following numbers of persons were served: Sobering services - 7,500, Detoxification services - 2,160, Residential Treatment - 1,588, Outpatient treatment - 10,453 (of which 4,777 were mandated to DUI treatment) and Methadone treatment 2,586.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	0.00	NA
Program Costs	NA	NA	\$7,745,560	NA

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of clients who have not previously served in the sobering program within the past year.	7,530/54%	7,000/85%	7,550/55%	7,500/60%
2) Number and percent of clients terminating outpatient treatment who complete treatment plans and achieve abstinence.	1,026/34%	NA	1050/45%	1050/45%
3) Number and percent of clients terminating opiate substitute treatment following at least 90 days of treatment, who complete at least 75% of their treatment plans and are abstinent from illicit drugs at termination.	127/15.2%	250/30%	170/20%	250/30%

Alcohol & Drug Services

Behavioral Health
Community and Family Svcs

Key Results - continued

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
4) Number and percent of problem gamblers leaving treatment who complete treatment plans and achieve abstinence or control over behavior.	31/22%	40%	50/35%	50/35%
5) Number and percent of clients terminating residential treatment who complete treatment plans and achieve abstinence.	541/56%	NA	600/60%	600/60%
6) Number and percent of clients completing detoxification who are referred for further alcohol or drug treatment	780/67%	70%	NA	70%

Significant Changes - Expenditures

Details not available at program level; see division for detail

Adult Mental Health Services

Behavioral Health
Community and Family Svcs

Description

In 1995 there were over 13,000 adults in Multnomah County estimated to have a diagnosis of severe, long term mental illness. The public mental health programs contracted through the Behavioral Health Program served 6,754 individuals in ongoing community treatment during FY 94-95. In addition, 5,532 individuals received crisis services and 2,113 individuals were assessed for involuntary commitment in FY 94-95.

The local continuum of adult mental health services includes: clinic and home based community treatment, acute care inpatient services, residential care, community hospital services, employment services, crisis services offered through a new centralized crisis response system and specialized services for target populations such as Psychiatric Security clients and the homeless mentally ill.

Demand for locally based services continues to increase. Despite development of State contracted hospital services locally at Holladay Park Hospital to replace capacity at Dammasch State Hospital, there are insufficient available inpatient beds to meet the demand for committed patients. Additionally, State funding has declined for the 25% of seriously mentally ill persons who are not eligible for Medicaid.

Local discretion is limited by ORS 426, ORS 430 and the Intergovernmental Agreement with the Oregon Office of Mental Health Services which define and constrain the use of State provided funds and govern certain operations of services.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	0.00	NA
Program Costs	NA	NA	\$10,309,696	NA

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of clients who show maintenance or improvement in ability to function in the community, as indicated on the Multnomah Ability Scale.	NA	80%	80%	80%
2) Number and percent of clients classified as high risk of hospitalization who demonstrate stability in residential care facilities over a year's time.	NA	80%	70%	70%

Significant Changes - Expenditures

Details not available at program level; see division for detail

Children's Mental Health Services

Behavioral Health
Community and Family Svcs

Description

The Children's Mental Health Services program provides community-based mental health services to children and their families through contractual relationships with a diverse network of community based providers. This network provides crisis services, assessment, treatment, and a broad array of wrap-around services to children and their families based upon a managed care model of service delivery emphasizing an individualized plan of care for each child and family.

In the Spring of 1996 Multnomah County entered a partnership with the State of Oregon to manage mental health care for approximately 38,000 children and adolescents eligible for Medicaid-financed mental health services. This program will serve all Medicaid eligible children, as well as some other children in the community, through a financing arrangement with the State of Oregon which provides a monthly set payment for each eligible child enrolled in the Medicaid program. This pool of money must be managed through agreed-upon community service standards and treatment protocols, pre-authorization of care and assessment of service quality and client outcomes.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
Staffing FTE	NA	NA	0.00	NA
Program Costs	NA	NA	\$10,799,560	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Planning & Operations

Behavioral Health
Community and Family Svcs

Description

Planning and Operations is responsible for carrying out appropriate planning processes to develop and operate an integrated continuum of effective, customer-focused behavioral health services. The unit provides program development and operation oversight in order to meet contractual and administrative requirements of funding sources; coordinates the operations of the major units of Behavioral Health Program to assure effective and integrated services; coordinate operations of Behavioral Health with other Department; organizes and manages cross-program team projects to meet Program Action Plans and special initiatives, such as Managed Care, the Target City System Improvement Project, RESULTS activities and Integrated Human Services activities; and provides administrative program support.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Proposed <u>Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	14.00	NA
Program Costs	NA	NA	\$1,303,725	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Access & Authorization

Behavioral Health
Community and Family Svcs

Description

The Access and Authorization Program is responsible for assuring effective, responsive customer information and access, for programs and services within the Behavioral Health Program, both those which are directly operated and those which are contracted. The Program is also responsible for authorization of the appropriate level of children's mental health services as the cornerstone of the Program's care management efforts.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	26.20	NA
Program Costs	NA	NA	\$1,716,905	NA

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of children at high risk of hospitalization who receive services in non-hospital settings over a twelve month period without an episode of hospitalization (Partners & EPSDT children).	95%	NA	95%	95%
2) Number and percent of children at high risk of hospitalization who receive non-hospital settings over a twelve month period without an episode of hospitalization (Level II/Intensive Outpatient).	95%	NA	95%	95%
3) Appropriateness of services to consumer need as perceived by families of children and adolescents served.	baseline data to be available 95/96	NA	NA	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Treatment Services

Behavioral Health
Community and Family Svcs

Description

Treatment Services is responsible for provision of broad based mental health services for children and adolescents, including direct assessment, diagnosis, crisis intervention and treatment, collaboration and consultation to families and other human services professionals in a wide variety of settings such as HeadStart, Healthy Start program, child abuse assessment programs, School Based Health Centers, Parent Child Centers, juvenile justice settings and service integration programs.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	36.06	NA
Program Costs	NA	NA	\$2,395,589	NA

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of children served by the CARES program and referred to Multnomah County Mental Health Services whose families are enrolled in appropriate treatment or abuse prevention program within 30 days following evaluation.	NA	NA	85%	85%
2) Number and percent of students served by school-based mental health services still in original school placement at reporting periods.	NA	445/95%	463/99%	515/99%

Significant Changes - Expenditures

Details not available at program level; see division for detail

Assessment & Referral

Behavioral Health
Community and Family Svcs

Description

The Assessment and Referral program encompasses three service areas: Alcohol and Drug Central Intake, Commitment Services, and Mental Health Jail Diversion.

The purpose of the Central Intake unit is to maximize the chances of successful treatment for people with alcohol and/or drug problems (including all people with Driving Under the Influence of Intoxicants offenses). The unit provides assessment and referral to appropriate treatment. The unit is also responsible for providing outreach, advocacy, information, education, consultation, case management and follow-up.

The purpose of the Commitment Services unit is to assure adequacy and appropriateness of treatment resources, provide for client and community safety and stabilize persons referred for involuntary commitment. The unit is responsible for investigating the circumstances and psychiatric condition of people in the commitment process and managing finite State hospital, and County acute inpatient resources by finding and facilitating alternative, less restrictive care for hospitalized people. The unit conducts pre-commitment investigations, coordinates placements of committed clients, arranges alternative care for hospitalized clients, provides outpatient monitoring of committed clients, pays for pre-commitment hospitalizations (holds) on a last dollar basis and monitors hospitals' search for other coverage.

The purpose of the Mental Health Jail Diversion unit is to quickly identify and assess clients with mental illness, who are in the Multnomah County Jail system, for appropriateness for pre-adjudication release from jail. Release is contingent on cooperating with agreed upon mental health services. The unit is responsible for doing in-jail psychiatric assessments, determining treatment plans, coordinating court services, obtaining outpatient services, monitoring compliance and reporting to the court the outcome of treatment.

Commitment Services are strictly regulated by ORS 426, Oregon Administrative Rules, Multnomah County Family Court and the contract between the County and the State Office of Mental Health. The County is responsible for payment for involuntary hospitalization, while on a hold, for persons without resources once State funds are exhausted.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	47.60	NA
Program Costs	NA	NA	\$2,797,025	NA

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of people assessed and referred to treatment who actually enroll in treatment.	NA	70%	70%	70%
2) Length of stay: Average length of hospital stay for people on emergency hold.	4.4 days	4.4 days	4.4 days	4.4 days

Significant Changes - Expenditures

Details not available at program level; see division for detail

Quality Improvement & Utilization Review

Behavioral Health
Community and Family Svcs

Description

The Quality Improvement and Utilization Review Program is responsible for assessing, monitoring and improving the quality, effectiveness and appropriateness of services delivered to clients in the overall Behavioral Health Program, both through direct service provision efforts and contracted services. The program is responsible for establishing quality standards and client outcome and service process measures; analyzing data to monitor quality and appropriateness of services; managing customer feedback processes, including tracking complaints and appeals processes; organizing and managing quality assurance and utilization review committees and committee work and determining priorities for quality improvement studies and improvement processes. The Program is responsible for publication of data on quality and utilization indicators.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	14.20	NA
Program Costs	NA	NA	\$959,235	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Regional Drug Initiative

Behavioral Health
Community and Family Svcs

Description

The mission of the Regional Drug Initiative is to create a community free from problems related to alcohol, tobacco and other drugs by promoting community actions, social attitudes and individual behaviors which improve the quality of community life. The goal of RDI is to coordinate the networking efforts of criminal justice, treatment and prevention agencies, health care, education, business and the media. RDI focuses on five major strategies:

- Coordinating prevention efforts
- Engaging community leaders in collaborating and developing a comprehensive approach to alcohol, tobacco and other drug problems
- Advocating for resources to assist businesses in eliminating workplace alcohol/drug abuse
- Mobilizing and coordinating neighborhood efforts to combat alcohol and other drug related problems
- Including community members, youth, and diverse ethnic groups in planning and carrying out prevention efforts

The Regional Drug Initiative is a task force of community leaders who work together to plan and implement a variety of local actions and cooperative efforts to support and encourage a drug free community.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	NA	12.10	NA
Program Costs	NA	NA	\$648,165	NA

Significant Changes - Expenditures

Details not available at program level; see division for detail

Office of Community Action & Development

Community and Family Svcs

Description

The Office of Community Action and Development is committed to eliminating the causes and consequences of poverty through the development of viable urban communities within Multnomah County. Viable communities are those which are built on decent affordable housing and expanded economic opportunity so that each family can achieve self-sufficiency through employment, and a safety net of support services that insure that all low and moderate income households can meet their basic needs for food, housing and home energy. This commitment is evidenced by the strategies employed to counteract the consequences of poverty through the implementation of a continuum of services to the low-income target population which are intended to empower them to achieve self-sufficiency.

The office targets services to more than 100,000 households in the County with incomes at or below 125% of poverty. This includes more than 18,000 households estimated to be at risk for homelessness. These problems are exacerbated by trends which show that the poverty rate is increasing at the same time that population in-migration is reducing the availability of affordable housing.

In fulfilling this commitment the office staffs three policy boards: the Community Action Commission, charged with the provision of policy, program direction, oversight and advocacy on poverty issues; the Policy Advisory Board, which advises the office on the use of federal community development block grant (CDBG) entitlement resources; and the Housing and Community Development Commission, which provides policy and program direction on housing issues.

The Office of Community Action & Development was formed by merging the Community Action and Community Development divisions. Programs administered by the office include: the Community Development Block Grant (CD) and HOME programs from Housing and Urban Development, which are leveraged with other resources to implement housing projects and community development activities for unincorporated Multnomah County and the East County cities of Troutdale, Maywood Park, Fairview, and Wood Village; Anti-Poverty and Energy Assistance programs which provide for community organizing, case management, temporary housing, rent assistance, services-enriched housing, emergency food and supplies, homeless shelters, home energy assistance, access services for ethnic and cultural minorities, home weatherization and client safety education; and the Singles Homeless Assessment Center jointly funded with the City of Portland to provide shelter services as well as intensive services to assist homeless persons to transition to permanent housing.

Action Plan

- Assess the effectiveness of the Singles Housing Assessment Center and develop recommendations for the transition of its operation by June, 1997.
- Develop a collaborative response with the City to the pending joint City-County audit of housing services by June 30, 1997.

Office of Community Action & Development

Community and Family Svcs

- Expand the hours of homeless youth system drop-in to provide access to 24-hour safety off the streets by November, 1996.
- Develop a plan by January, 1997 for the continuum of coordinated services needed to assist pregnant and parenting youth to move from homelessness to stable housing with adequate income and supports.

Significant Changes - Revenues

	<u>Amount</u>
Reduce FEMA support for Emergency Housing, replaced by General Fund	(\$137,959)
Add VAHON revenues for new grant received in 1995-96	\$271,543
Add HUD Supportive Housing revenues for new grant received in 1995-96	\$1,913,603
Decrease Community Development Block Grant (CDBG) funding	(\$887,690)
HOME Award funding decrease	(\$498,078)
Increase Sewer on site/City Revenue.	\$126,300
Decrease IHIP	(\$183,600)
Decrease City Emergency	(\$464,292)
Decrease HAP/SAP	279,391
Decrease SHAP	(\$111,111)
Decrease CSBG	(\$202,682)
Increase Revenues from CDBG/Portland, Emergency Services, EHA and SHAP for Singles Housing Assessment Center	\$360,182
Reduce LIEAP Weatherization	(\$609,825)
Reduce Stripper Well	(\$150,000)
Reduce US Dept. of Energy- Weatherization	(\$128,416)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add Singles Housing Assessment Center	13.00	\$629,554
Increase Innovative Projects mini-grants		\$100,000
Add Community Leadership Institute to train parents as education advocates	0.25	\$50,875
Add Home Preservation training program	1.25	\$208,106
Increase transitional housing services, providing match for Supp. Hsg. grant		\$150,000
Reduce pass-through in Housing Devpt/Rehab based on revenue decreases		(\$855,837)
Reduce pass-through for contracted Weatherization Services		(\$869,465)
Reduce Neighborhood revitalization Pass thru		(\$658,760)
Increase Pass through for HUD Supportive Housing and VAHON grants		\$632,594
Increase Sewer Loan Program		\$125,000
Increase contractual services for homeless on East side		\$10,000
Net personnel changes, detailed at program level	3.20	\$146,520

Office of Community Action & Development

Community and Family Svcs

Budget Trends

	1994-95 <u>Actual</u>	1995-96 Current <u>Estimate</u>	1995-96 Adopted <u>Budget</u>	1996-97 Proposed <u>Budget</u>	<u>Difference</u>
Staffing FTE	28.90	26.30	26.30	44.00	17.70
Personal Services	\$1,313,183	\$1,619,923	\$1,285,475	\$2,096,968	\$811,493
Contractual Services	9,478,940	13,094,773	11,934,947	10,855,388	(1,079,559)
Materials & Supplies	456,451	483,961	382,996	624,264	241,268
Capital Outlay	<u>21,813</u>	<u>89,963</u>	<u>49,463</u>	<u>0</u>	<u>(49,463)</u>
Total Costs	\$11,270,388	\$15,288,620	\$13,652,881	\$13,576,620	(\$76,261)
External Revenues	\$10,111,886	\$15,288,620	\$12,706,886	\$11,751,815	(\$955,071)
General Fund Support	\$1,158,501	\$945,995	\$945,995	\$1,824,805	\$878,810

Costs by Program

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Proposed <u>Budget</u>	<u>Difference</u>
Program Management	\$385,891	\$511,127	\$675,072	\$163,945
Housing Devpmt/Rehab.	609,626	1,503,618	674,946	(828,672)
Public Works	383,857	1,241,549	663,927	(577,622)
Anti-Pov./Housing Stab.	8,225,964	8,345,399	9,544,042	1,198,643
Housing Assess. Center	0	0	629,554	629,554
Low-Inc. Weatherization	<u>1,665,049</u>	<u>2,051,188</u>	<u>1,389,079</u>	<u>(662,109)</u>
Total Costs	\$11,270,388	\$13,652,881	\$13,576,620	(\$76,261)

Staffing by Program

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Proposed <u>Budget</u>	<u>Difference</u>
Program Management	5.30	7.80	8.50	0.70
Housing Devpmt/Rehab.	2.50	2.50	3.00	0.50
Public Works	2.00	2.00	2.00	0.00
Anti-Pov./Housing Stab.	12.10	7.00	9.25	2.25
Housing Assess. Center	0.00	0.00	13.00	13.00
Low-Inc. Weatherization	<u>7.00</u>	<u>7.00</u>	<u>8.25</u>	<u>1.25</u>
Total Staffing FTE's	28.90	26.30	44.00	17.70

Program Management

Community Action & Development Community and Family Svcs

Description

Program Management and Advocacy is responsible for bringing poverty issues and concerns of poverty to public consciousness and for developing and implementing strategies to counteract consequences and resolve the root causes and of poverty. The unit monitors and highlights issues of poverty, hunger, and homelessness; supports citizen involvement and advocacy through the Community Action Commission and the Policy Advisory Board; administers federal entitlement resources in conjunction with other funding sources, including the City of Portland; provides program planning, development, and service system coordination; and supervises direct services provided as part of low income weatherization assistance, emergency assistance vouchers through the Clearinghouse operation, and emergency shelter and housing readiness assessment provided through the Singles Homeless Assessment Center.

Federal and state funding sources mandate advocacy, planning, program management, and a community action administering board.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	5.30	7.80	8.50	0.70
Program Costs	\$385,891	\$511,127	\$675,072	\$163,945

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Community Dev. Spec, reclass to PDS transferred from Housing/Rehab	0.50	\$25,462
Program Dev. Spec. Senior added	0.50	\$34,339
Office Assistant 2 moved to Public Works	(0.80)	(\$24,321)
Add PDS during 1995-96, funded with VAHON grant	0.50	\$25,400
CDBG pass thru increased		\$40,693
Telephone costs increased to reflect actual projection		\$21,351
PC Flat fee based on inventory		\$33,255
Distribution and postage costs to reflect actual projection		\$10,781

Housing Development and Rehabilitation

Community Action & Development
Community and Family Svcs

Description

The purpose of Housing Development/Rehabilitation is to increase the number of safe, decent and affordable housing options for low to moderate income households and special needs populations (homeless, seniors, disabled) in the unincorporated areas and small cities of Multnomah County. The unit is responsible for allocating resources to maintain, improve, and increase affordable and supportive housing stock. The unit develops new/rehabilitated housing and arranges for support services, such as landlord/tenant mediation and services for elderly in assisted-living arrangement.

This program targets services to the 16,561 low to moderate income households living in unincorporated Multnomah County, Troutdale, Fairview, Wood Village, and Maywood Park.

Program activities are governed by the Housing and Community Development Plan, Comprehensive Housing Affordability Strategy, and funding source regulations which limit local discretion.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
Staffing FTE	2.50	2.50	3.00	0.50
Program Costs	\$609,626	\$1,503,618	\$674,946	(\$828,672)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reclassify 2.0 Community Dev. Spec. to Prog. Development Spec.	0.00	0.00
Transfer Housing Dev. Spec. from Public Works	0.50	\$30,131
Pass thru decrease as reflected in revenue decreases		(\$855,837)

Public Works

Description

The purpose of the Public Works Unit is to alleviate deficiencies in the public infrastructure (sewers, roads, water systems, etc.). The unit is responsible for addressing the critical infrastructure needs of low income households in unincorporated areas and small cities in Multnomah County, in accordance with a locally-developed and federally-approved Housing and Community Development Plan. The unit provides public infrastructure support and sewer connections.

This program targets services to the 16,561 low to moderate income households living in unincorporated Multnomah County, Troutdale, Fairview, Wood Village, and Maywood Park.

Program activities are governed by the Housing and Community Development Plan and funding source regulations which limit local discretion.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	2.00	2.00	2.00	0.00
Program Costs	\$383,857	\$1,241,549	\$663,927	(\$577,622)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Real per capita expenditures for public infrastructure development/repair.	\$74.42	NA	NA	NA

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer Housing Spec. to Housing Dev/Rehab	(0.50)	(\$30,131)
Transfer Community Dev. Spec to Program Mgmt, reclassify to PDS	(0.50)	(\$25,458)
Transfer .80 FTE Office Assistant 2 from Prog Mgmt, increase to Full time	1.00	\$30,431
Reduce Neighborhood revitalization Pass thru		(\$658,760)
Increase Sewer Loan Program		\$125,000

Anti-Poverty & Housing Stabilization

Community Action & Development Community and Family Svcs

Description

The goal of the Anti-Poverty and Housing Stabilization Unit is to increase economic self-sufficiency and housing stability of low/no income households by offering a continuum of client-centered services to address problems of poverty, including homelessness and hunger. The unit is responsible for contracting with service agencies to work with neighborhoods in addressing poverty issues, and to provide services (case management, housing, shelter, food, support groups, access to other resources, etc.) for target populations; e.g., domestic violence victims, low income/homeless families or single adults, homeless elderly and youth, cultural minorities.

The unit contracts for a service system that is based on a case management model linked to services-enriched housing. Case managers assist clients to access a variety of community resources based on individualized case plans, including access to the County's directly operated home energy programs, such as LIEAP energy assistance, emergency housing vouchers and rent assistance through the Clearinghouse, and community organizing and advocacy from community-based organizations through Innovative Projects funding.

This program targets services to more than 100,000 County residents with incomes of less than 125% of the Federal poverty level, 18,412 households estimated to be at risk of homelessness, and over 15,000 people who may be homeless. The program served 62,260 people in FY 1994-95.

The Low Income Energy Assistance Program, formerly budgeted as a separate program, has been transferred into this program. The 1995-96 Adopted budget was reorganized to reflect this change.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	12.10	7.00	9.25	2.25
Program Costs	\$8,225,964	\$8,345,399	\$9,544,042	\$1,198,643

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Percent of case managed low-income households whose income has increased	NA	40%	40%	40%
2) Percent of homeless and at-risk households receiving case management who remain in their same housing for at least 6 months	NA	30%	30%	30%
3) Percent of minorities provided access to anti-poverty services compared to percent of minorities in poverty population.	NA	50%/30%	38.5%/30%	38.5%/30%

Anti-Poverty & Housing Stabilization

Community Action & Development
Community and Family Svcs

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add PDS, funded by new HUD Supportive Housing Grant	1.00	\$44,786
Add PDS, for Veterans coordination, funded by VAHON	1.00	\$44,786
Pass thru increase including LIEAP transfer, HUD Supportive Housing and VAHON grants		\$632,594
Add Community Leadership Institute to train parents as education advocates	0.25	\$50,875
Increase transitional housing services, providing match for Supp. Hsg. grant		\$150,000
Increase Innovative Projects mini-grants		\$100,000
Increase contractual services for homeless on East side		\$10,000
Professional Service increase Oregon Food Bank and PSU Evaluation		\$47,239
Add PDS for Community Leadership Institute	0.25	\$11,553

Singles Housing Assessment Center

Community Action & Development
Community and Family Svcs

Description

The Singles Housing Assessment Center is a homeless shelter built by the City of Portland and staffed and operated by Multnomah County. The purpose of the facility is to provide homeless single adults with an assessment for housing while providing temporary shelter. The interim facility, which opened December 1, 1995, is available to 94 persons (80 male and 14 female). The goal of the program is to find permanent housing for each individual or refer them directly to an appropriate service agency, moving them out of the shelter setting into a more stable housing situation as soon as possible.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	13.00	13.00
Program Costs	\$0	\$0	\$629,554	\$629,554

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of individuals entering shelter who receive an assessment within a two-week period.	NA	NA	1,560/75%	1,560/75%
2) Number and percent of clients receiving an assessment who are placed in a more stable housing situation within 60 days of entering shelter.	NA	NA	780/50%	780/50%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add staffing for shelter and assessment staff	13.00	\$470,157
Add Materials & Supplies for shelter operations		\$152,079

Low Income Weatherization

Community Action & Development Community and Family Svcs

Description

The purpose of the Low Income Weatherization Assistance Unit is to increase economic self-sufficiency of low income households by reducing expenditures for home energy use and increasing client comfort. The unit is responsible for increasing energy conservation activities and weatherizing single- and multi- family homes of low income households, providing conservation education and self-help materials, recommending heating equipment upgrades, making health and safety repairs to save the house, contracting for weatherization work from a pool of private contractors and specialty vendors and inspecting the work to assure quality and completeness.

This program targets services to the more than 100,000 County residents with incomes of less than 125% of the Federal poverty level; staff estimate the program will be able to weatherize 390 housing units in FY 96-97, at projected funding levels.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	7.00	7.00	8.25	1.25
Program Costs	\$1,665,049	\$2,051,188	\$1,389,079	(\$662,109)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of low-income households receiving Weatherization assistance who report an increase in comfort and in awareness of energy conservation strategies.	NA	75%	75%	210/75%
2) Number and percent of Weatherization dwellings that do not have life, health, and safety problems after completion of work.	NA	NA	80%	172/80%
3) Percent of Weatherization dollars spent on cost effective energy measures.	NA	90%	80%	80%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reduce pass-through for contracted Weatherization Services		(\$869,465)
Add Home Preservation program to inspect for and remedy lead paint and other home toxins	1.25	\$208,106

Child, Youth and Family Program

Community and Family Svcs

Description

The Child, Youth and Family Program (CYFP) mobilizes and manages a continuum of services and resources which promotes the health growth and development of families with children and invests in building the resiliency of our children from the earliest moments of their lives. This continuum ranges from Early Childhood Care and Education to Prevention (both Primary and Secondary) to Intervention and includes a variety of developmentally and culturally appropriate services. CYFP staff provide: direct services; comprehensive program planning; coordination and integration of County child and youth services; legislative advocacy; contract development and monitoring; program evaluation; community education; technical assistance and program development; Multnomah Commission Children and Families (MCCF) support; and various other duties related to the development and support of a comprehensive services and resources continuum.

There are approximately 131,580 children and young people under the age of 18 living in Multnomah County (1990 US Census). These children and youth and their families require access to a variety of developmentally and culturally appropriate and responsive services in order to enhance their ability to become healthy, contributing adult members of our communities. The urgency to provide services along the full range of the continuum continues to grow. Without increased attention to Early Childhood Care and Education services, the ever increasing need for Intervention services will not be addressed.

Various state and federal requirement limit our local discretion with regard to certain funding streams and programming.

Action Plan

- Through a collaborative process between Family Centers, Family Resource Centers and Caring Communities, define the roles of each by September, 1996 in order to maximize efficient use of resources, minimize duplication of efforts and implement an integrated and coordinated system of community-based services and support for the children, young people and families of Multnomah County.
- In conjunction with key stakeholders, develop and adopt uniform early childhood development curriculum standards by January, 1997.
- By July 1997, develop and implement sexual minority youth services and early childhood care and education networks.

Child, Youth and Family Program

Community and Family Svcs

Significant Changes - Revenues

Decrease Level 7 one time only carryover.	<u>Amount</u> (\$451,928)
Increase State Dept. Human Resources Matching Funds.	\$204,000
GIFT Grant expired, restored on OTO basis with General Fund	(\$238,801)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Expand parent child development services to 4-5 year olds at Family Centers and add services for children aged 0-3 at Asian Family Center		\$377,625
Renew funding for Asian Family Center based on evaluation data		\$160,000
Add 3 ongoing Touchstone sites	3.00	\$164,864
Add OTO funding for 8 Portland Public Schools Touchstone sites		\$392,081
Reduce contracted services funded by OTO Level 7 carry-over		(\$451,928)
Add PDS funded by MESD for Early Childhood Coordination	0.50	\$23,000
Add Family Resource Center Coordinators for Beach, Marshall, Brentwood-Darlington and Clara Vista	3.50	\$207,615
Add Girls Empowerment program for girls aged 8-12		\$140,980
Add pass-through for Friends of Children mentorship program		\$211,470
Provide one-time-only funding to backfill lost revenues for Hispanic retention		\$171,190
Provide one-time-only support for the GIFT program to replace expiring grant		\$178,990
Add support for foster care system		\$50,000
Increase teen parent child care services		\$35,244
Add one-time-only support for Big Brother/Big Sister network coordination		\$25,175
Net staffing changes, detailed at program level	0.42	\$5,006

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Staffing FTE	29.76	17.50	17.50	24.92	7.42
Personal Services	\$1,221,671	\$1,064,271	\$796,754	\$1,230,782	\$434,028
Contractual Services	6,952,656	7,890,630	8,511,061	9,584,191	1,073,130
Materials & Supplies	162,918	227,852	175,805	267,991	92,186
Capital Outlay	<u>30,548</u>	<u>2,300</u>	<u>4,000</u>	<u>20,300</u>	<u>16,300</u>
Total Costs	\$8,367,793	\$9,185,053	\$9,487,620	\$11,103,264	\$1,615,644
External Revenues	\$6,945,948	\$4,486,519	\$5,191,815	\$4,023,089	(\$1,168,726)
General Fund Support	\$1,421,845	\$4,698,534	\$4,295,805	\$7,080,175	\$2,784,370

Child, Youth and Family Program

Community and Family Svcs

Costs by Program

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Program Management	*	\$626,219	\$340,700	(\$285,519)
Early Child. Care&Educ.	*	241,434	371,166	129,732
Family Center System	*	3,656,473	4,138,202	481,729
Prevention	*	881,797	1,434,962	553,165
Intervention	*	1,711,716	1,983,775	272,059
Youth Investment	*	1,758,989	1,317,305	(441,684)
Integrated Service Prog.	*	347,202	687,971	340,769
Touchstone	*	<u>263,790</u>	<u>829,183</u>	<u>565,393</u>
Total Costs	\$8,367,793	\$9,487,620	\$11,103,264	\$1,615,644

Staffing by Program

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Program Management	*	4.50	4.92	0.42
Early Child. Care&Educ.	*	0.00	0.50	0.50
Family Center System	*	1.00	1.00	0.00
Prevention	*	1.00	1.00	0.00
Intervention	*	1.00	1.00	0.00
Youth Investment	*	1.00	1.00	0.00
Integrated Service Prog.	*	4.00	7.50	3.50
Touchstone	*	<u>5.00</u>	<u>8.00</u>	<u>3.00</u>
Total Staffing FTE's	29.76	17.50	24.92	7.42

* Detailed breakout of 1994-95 Actuals is not available at the program level.

Program Management

Child, Youth & Family Program

Community and Family Svcs

Description

Program Management provides the team leadership and administrative oversight and support necessary for the Child, Youth and Family Program (CYFP) to fulfill its identified roles and responsibilities and achieve its goals of a comprehensive services and resource continuum. Activities include: budget, fiscal, personnel, policy development and recommendations, staff support, provider relations, and various other duties related to the overall functioning of the CYFP office.

Local discretion is limited by restrictions posed by nine state and federal funding streams and accompanying legislation.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	4.50	4.92	0.42
Program Costs	NA	\$626,219	\$340,700	(\$285,519)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Travel and training attendance at program related conferences.		\$12,066
Add PDS position to coordinate activities with the MCCF	0.92	\$41,490
Add supplies and M&S for new position, purchase printers for outstationed staff and provide advisory meeting refreshments		\$11,028
Reclassify Office Assistant 2 to Program Development Technician	0.00	\$8,350
Reduced Prog. Development Tech	(0.50)	(\$17,994)
Transfer County supplement for local match for DHR funds to Integ. Svcs		(\$120,000)

Early Childhood Care & Education

Child, Youth & Family Program
Community and Family Svcs

Description

Early Childhood Care and Education services support the healthy physical, mental, and emotional growth and development of all children and their families through strength based, non-stigmatizing, proactive, wellness based models. Services are predicated upon the belief that all children need four components in their lives in order to succeed: a competent nurturing adult; basic needs (housing, food, clothing, safety, and health care); good physical and mental health; and support for academic readiness.

Early Childhood Care and Education services are based on building and supporting the four components of growth promotion rather than seeking to address problems. Children and their families involved in a early childhood education program have not necessarily exhibited any risk factors.

Federal Child Care Development Block Grant (CCDBG) funds may only support child care services.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	0.00	0.50	0.50
Program Costs	NA	\$241,434	\$371,166	\$129,732

Key Results

	1994-95	1995-96	1995-96	1996-97
	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projection</u>
1) Number and percent of available childcare slots in N/NE Portland	3,552	3,552	3,552	3,552

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add 0.5 FTE PDS funded by Multnomah ESD for early childhood coord.	0.50	\$23,861
Increase teen parent child care services		\$35,244

Family Center System

Child, Youth & Family Program

Community and Family Svcs

Description

The Family Center System (FCS) is comprised of seven community-based sites providing family-centered, developmentally and culturally appropriate, multiple integrated services for children, young people and their families throughout Multnomah County. The FCS is a visible resource for children, young people and families in each service district, and in turn is part of a larger, county-wide Family Support System. The Family Support System is composed of multiple service sites including: Family Centers, Aging Service Centers, Community Action Centers, and Health Clinics, with at least one in each service district. The FCS provides a range of services from parent education and child development to youth investment, juvenile diversion and family intervention to service access and community activism.

The FCS overlays the philosophy of resiliency on all services, including those focused on remediation of problems. Local and national research points to the unmet and on-going needs of families with children and young people for access to multi-services and support delivered with respect in a community-based location.

State Great Start funds may only support services for families with children birth through six years. Local planning has targeted families with children birth through three.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	1.00	1.00	0.00
Program Costs	NA	\$3,656,473	\$4,138,202	\$481,729

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of children who participate in FCS parent/child development services and show age appropriate growth and development throughout their participation	NA	NA	NA/85%	NA/85%
2) Number and percent of young people diverted from the juvenile justice system who participate in FCS diversion services and do not have subsequent allegations	556/62%	556/62%	705/62%	798/70%
3) Number and percent of families with children and young people at a given school/housing site who name the nearest Family Center in response to the questions, "Where in the community can you get support for yourself as a parent and your family?"	NA	NA	NA	NA/12%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Renew funding for Asian Family Center based on evaluation data		\$160,000
Expand parent child development services to 4-5 year olds at Family Centers and add services for children aged 0-3 at Asian Family Center		\$377,625
Reclassify PDS to PDS Senior	0.00	\$4,890
Add one-time-only support for Big Brother/Big Sister network coordination		\$25,175

Prevention

Child, Youth & Family Program Community and Family Svcs

Description

Prevention services are delineated into primary and secondary modalities. Primary prevention seeks to alter susceptibility to an identified problem, or to reduce exposure to the cause of that problem. Contracted programs include child abuse prevention, and other prevention education services. Secondary prevention seeks to provide early detection and treatment of an identified problem in order to reverse the progression of that problem and reduce complications, including the recurrence of that problem. Contracted programs include student retention and displaced youth services.

The need for prevention services is increasing as a result of societal problems and a lack of access to early childhood care and education.

State Youth Conservation Corps (YCC), Student Retention Initiative (SRI), and Great Start funds may only support services which comply with existing fund guidelines.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	1.00	1.00	0.00
Program Costs	NA	\$881,797	\$1,434,962	\$553,165

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of children attending a child abuse prevention education session who can state an appropriate plan of action in response to a "What if..." story about an abusive situation	NA	NA	NA/66%	NA/66%
2) Number and percent of displaced young people who receive displaced youth services and successfully transition into stable housing	NA	NA	NA/50%	NA/50%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add pass-through for Girls Empowerment program		\$140,980
Add pass-through for Friends of Children mentorship program		\$211,470
Provide one-time-only funding to backfill lost revenues for Hispanic retention		\$171,190
Provide one-time-only support for El Club summer camp		\$10,070

Intervention

Child, Youth & Family Program

Community and Family Svcs

Description

Intervention services work with children, young people, and their families who are dealing with and experiencing serious, identified problems. Services are highly specialized and remedial in nature, seek to ameliorate the impact of the serious identified problem, and attempt to minimize negative consequences to the child, young person, family, and/or community. Contracted programs include teen parent, displaced youth services, employment and gang outreach.

Local and national information point to the growing epidemic of teen parenting, disproportionate minority commitment to the State Training School, gang involvement, child abuse, and violence.

State Student Retention Initiative (SRI) and Court Appointed Special Advocates (CASA) funds may only support services which comply with existing fund guidelines.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 Adopted <u>Budget</u>	1996-97 Proposed <u>Budget</u>	<u>Difference</u>
Staffing FTE	NA	1.00	1.00	0.00
Program Costs	NA	\$1,711,716	\$1,983,775	\$272,059

Key Results

	1994-95 <u>Actual</u>	1995-96 Original <u>Projection</u>	1995-96 Current <u>Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of gang involved/affected young people who participate in Youth Employment and Empowerment Project (YEEP) services and are successfully placed in meaningful employment	123/64%	114/45%	114/45%	127/50%
2) Number and percent of African-American young men at risk of and/or on suspended commitment to the State Training School who receive services and are not subsequently committed.	NA/45%	NA/45%	NA/45%	NA/45%
3) Number and percent of highest-risk teen parents who participate in services and whose child(ren) is not taken into custody by the State Office of Services to Children and Families (SOSCF)	NA	NA	NA	NA

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add support for the foster care system		\$50,350
Provide one-time-only support for the GIFT program to replace expiring grant		\$178,990

Youth Investment

Description

The Youth Investment System, formerly known as "Level 7", is a comprehensive system of services and support for young people age 13-17 and their families who meet State Office of Services to Children and Families (SOSCF) Level 7 criteria. This criteria is defined as chronic acting-out behavior and parental neglect, but not necessarily involved with either the juvenile justice nor child welfare systems. Services include: 24-hour crisis intervention, emergency respite shelter, population-specific service access, assessment and individual/family service plans, transitional shelter, population-specific follow up, and flexible support funds for individuals and their families.

The Youth Investment System is an important new resource within the County promoting systemic, wrap around services from a resiliency perspective for a population that was previously unserved.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	1.00	1.00	0.00
Program Costs	NA	\$1,758,989	\$1,317,305	(\$441,684)

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of young people who participate in Youth Investment services and are not involved with the juvenile justice or child welfare systems for 12 months following termination	NA	638/84%	638/84%	638/84%
2) Number and percent of young people who participate in Youth Investment services and transition into or maintain housing for 12 months	NA	NA	509/67%	509/67%
3) Number and percent of young people who participate in Youth Investment services and attend school or are employed	NA	NA	530/68%	530/68%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reduce contracted services funded by one time only Level 7 carryover		(\$451,928)
Reclassify Prog. Dev. Tech. to PDS	0.00	\$9,432

Integrated Services

Description

Family Resource Centers (FRC) are school or housing complex sites providing service access and coordination for families with children and young people attending school at or in close proximity to those sites. Many of the Centers are part of an on-going collaboration with Caring Communities and the State Department of Human Resources. Eligible families with children and young people receive services including: screening and assessment, individual Plans of Action, case management, multi-disciplinary service teams, joint case consultation, basic needs resources, student/tenant advocacy, information and referral, academic support, etc. FRC staff approach each family as a resource for high school completion benchmark goals.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	4.00	7.50	3.50
Program Costs	NA	\$347,202	\$687,971	\$340,769

Key Results

	1994-95	1995-96	1995-96	1996-97
	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projection</u>
1) Number and percent of families with children and young people at a given school/housing site where a Family Resource Center (FRC) is located who name the FRC in response to the question, "Where in the community can you get support for yourself as a parent and your family?"	NA	NA	NA/50%	NA/66%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer County supplement for local match for DHR funds from Prog. Mgmt.		\$120,000
Add Family Resource Center Coordinators at Beach, Brentwood-Darlington, Marshall and Villa de Clara Vista	3.50	\$207,615

Touchstone

Child, Youth & Family Program

Community and Family Svcs

Description

Touchstone is a cooperative project with local school districts and the State Office of Alcohol and Other Drugs to develop and support family unity and strengths as a means by which to support student retention and prevent alcohol and other drug (AOD) use and abuse. Family Intervention Specialists are stationed at nine school sites to provide case management and service access for participating young people and their families throughout the school year. Services include: academic support, skill building, parent education, recreation, mentorship, prevention education, individual and family counseling, information and referral and other family identified supports.

Touchstone utilizes family unity and resiliency models to provide the "tools" that every family needs to function at its highest capacity.

State funds may only be used to support activities which prevent AOD use and abuse among young people.

Budget Overview

	1994-95	1995-96	1996-97	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	NA	5.00	8.00	3.00
Program Costs	NA	\$263,790	\$829,183	\$565,393

Key Results

	1994-95	1995-96	1995-96	1996-97
	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projection</u>
1) Number and percent of students and their families who participate in Touchstone services and show and increase in knowledge and awareness of alcohol and other drug (AOD) issues and the potential impact of those issues upon themselves, their families and their communities.	NA	NA	NA	NA

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add 3 ongoing Touchstone sites	3.00	\$164,864
Add OTO funding for 8 Portland Public Schools Touchstone sites		\$392,081

Developmental Disabilities

Community and Family Svcs

Description

The purpose of the Developmental Disabilities Program is to plan strategies and generate resources that facilitate accessibility, inclusion and the choices of individuals with developmental disabilities and their families. The program is responsible for determining eligibility for publicly funded services, developing and maintaining services for children and adults with developmental disabilities, providing protective services in cases of alleged abuse, and providing information and access to available resources. The program carries out its mandated functions through a combination of direct service provision (intake and assessment, service coordination, protective services), and contracted services (residential and vocational services.)

The Developmental Disabilities Program will serve over 3,700 individuals and families in FY 1996-97. The number of people served will increase in the next few years because of continued downsizing of Fairview Training Center and the increase in federally-mandated services for children aged 0 - 5. Since 1988, 202 individuals have moved from Fairview to Multnomah County, where they receive the full range of residential and vocational supports as individually appropriate.

The majority of program funding (95%) is tied to state and federal funding requirements, as outlined in law and administrative rules. The Multnomah County Developmental Disabilities Coordinating Council advises the program and plans. The Training Advisory Group and the Family Support Advisory Council, as mandated in Administrative Rule, determine how state dollars are allocated for training and family support.

Action Plan

- Implement a customer feedback tool within all program units by January 1, 1997 in order to receive feedback and improve services.
- Evaluate the Developmental Disabilities program's process for measuring the quantity of service provided by each individual Family Consultant/Service Coordinator and reengineer work assignments consistent with a total quality approach.

Significant Changes - Revenues

	Amount
Eliminate State Mental Health carryover	(\$855,623)
Increase State Mental Health Grant	\$1,320,000

Significant Changes - Expenditures

	FTE's	Amount
Transfer 2.0 Data Analysts to central IS in Department Management	(2.00)	(\$105,874)
Eliminate State pass-through funded by carryover		(\$900,000)
Increase pass through for Vocational Services		\$280,886
Increase contractual Residential Services		\$1,325,367
Decrease DD Special Projects		(\$150,175)
Provide one-time-only support for case management for developmentally-delayed youth age 0-5, contracted through PPS and MESD		\$372,590
Net staffing changes, detailed at program level	0.70	\$32,666
Add training for County contractors for working with youth with developmental disabilities to improve service access	0.50	\$36,713

Developmental Disabilities

Community and Family Svcs

Budget Trends

	<u>1994-95 Actual</u>	<u>1995-96 Current Estimate</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Staffing FTE	71.60	75.20	75.20	74.40	(0.80)
Personal Services	\$3,284,940	\$3,358,505	\$3,395,005	\$3,500,307	\$105,302
Contractual Services	22,534,479	23,274,058	23,809,404	24,741,259	931,855
Materials & Supplies	616,488	524,654	697,738	836,722	138,984
Capital Outlay	<u>40,847</u>	<u>0</u>	<u>0</u>	<u>2,300</u>	<u>2,300</u>
Total Costs	\$26,476,754	\$27,157,217	\$27,902,147	\$29,080,588	\$1,178,441
External Revenues	\$25,195,431	\$27,157,217	\$26,530,563	\$26,892,910	\$362,347
General Fund Support	\$1,281,324	\$1,371,584	\$1,371,584	\$2,187,678	\$816,094

Costs by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Program Management	\$1,154,872	\$1,916,968	\$1,127,863	(\$789,105)
Vocational Services	7,387,785	7,548,919	7,744,790	195,871
Residential Services	15,167,783	15,610,457	17,058,449	1,447,992
Adult Services Coord.	607,681	544,519	592,136	47,617
Youth Services Coord.	795,197	856,560	906,659	50,099
Protective Services	162,891	166,660	172,744	6,084
Intake and Assessment	150,185	190,575	198,079	7,504
Specialized Services	<u>1,050,360</u>	<u>1,067,489</u>	<u>1,279,868</u>	<u>212,379</u>
Total Costs	\$26,476,754	\$27,902,147	\$29,080,588	\$1,178,441

Staffing by Program

	<u>1994-95 Actual</u>	<u>1995-96 Adopted Budget</u>	<u>1996-97 Proposed Budget</u>	<u>Difference</u>
Program Management	10.50	9.50	8.50	(1.00)
Vocational Services	5.00	6.00	5.00	(1.00)
Residential Services	15.90	16.00	17.00	1.00
Adult Services Coord.	11.00	11.00	11.00	0.00
Youth Services Coord.	14.80	16.80	16.50	(0.30)
Protective Services	3.00	3.00	3.00	0.00
Intake and Assessment	3.50	4.00	4.00	0.00
Specialized Services	<u>7.90</u>	<u>8.90</u>	<u>9.40</u>	<u>0.50</u>
Total Staffing FTE's	71.60	75.20	74.40	(0.80)

Program Management

Developmental Disabilities
Community and Family Svcs

Description

Program Management is responsible for maximizing and stabilizing the delivery system composed of supports and resources for people with developmental disabilities. The unit identifies service needs and resources, develops and implements service options, contracts for services, monitors service providers and individual placements, and provides technical assistance to providers to assure quality service.

Budget Overview

	1994-95	1995-96	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Difference</u>
Staffing FTE	10.50	9.50	8.50	(1.00)
Program Costs	\$1,154,872	\$1,916,968	\$1,127,863	(\$789,105)

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer 2.0 Data Analysts to central IS in Department Management	(2.00)	(\$105,874)
Add Program Dev. Spec. during 1995-96	1.00	\$47,835
Add PC Flat fee based on inventory		\$48,744
Eliminate State pass-through funded by carryover		(\$900,000)

Vocational Services

Developmental Disabilities
Community and Family Svcs

Description

The purpose of the Vocational Services Unit is to provide a variety of vocational supports for people with developmental disabilities. The unit is responsible for creating and implementing a variety of community employment options for adults with developmental disabilities. The unit contracts for vocational services, monitors and develops options, and provides technical assistance to providers, individuals and families in order to support individuals in community employment.

Over 800 adults will be served during FY 1996-1997. Need is growing due to the numbers of students completing secondary education and in need of vocational services and due to movement of adults from the state institution back to the community.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	5.00	6.00	5.00	(1.00)
Program Costs	\$7,387,785	\$7,548,919	\$7,744,790	\$195,871

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Percent and number of adults who receive employment/vocational services or employment alternatives	NA	NA	830/55%	830/55%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Eliminate Case Manager 2/Lead	(1.00)	(\$47,569)
Increase pass through for Vocational Services		\$280,886
Eliminate Supplies/Training for Local Solutions grant		(\$53,000)

Residential Services

Developmental Disabilities
Community and Family Svcs

Description

The purpose of the Residential Services Unit is to provide residential supports and community integration for people with developmental disabilities. The unit is responsible for creating and maintaining a variety of residential opportunities to meet varying needs and to provide for individual choice. The unit contracts for services, monitors and develops options, and provides technical assistance to providers, individuals, and families in order to assure availability of choices.

This unit serves approximately 750 adults. Need is growing as the adults move from the state institutions back to the community, as people in crisis are identified, and as the waiting list grows each year.

Budget Overview

	1994-95 Actual	1995-96 Adopted Budget	1995-96 Proposed Budget	Difference
Staffing FTE	15.90	16.00	17.00	1.00
Program Costs	\$15,167,783	\$15,610,457	\$17,058,449	\$1,447,992

Key Results

	1994-95 Actual	1995-96 Original Projection	1995-96 Current Estimate	1996-97 Projection
1) Percent of individuals receiving funded residential services who report, at their annual ISP, that they are satisfied with their living situation	NA	50%	50%	50%

Significant Changes - Expenditures

	FTE's	Amount
Add Case Manager 2	1.00	\$46,000
Increase contractual Residential Services		\$1,325,367

Adult Services Coordination

Developmental Disabilities
Community and Family Svcs

Description

The purpose of Adult Services Coordination is to provide services to eligible adults with developmental disabilities, living in Multnomah County, who do not have funded residential or vocational services. The unit is responsible for providing service coordination (case management) in order to protect health, safety, and rights, and facilitate access to community resources. Service coordination includes activities such as advocacy, coordinating and monitoring of services, information and referral, crisis intervention, employment / residential development.

In Multnomah County, despite an array of contracted residential and vocational services, approximately 540 adults remain without funded services. As greater numbers of individuals with developmental disabilities apply for and are found eligible for service coordination, the number of persons waiting for funded services increases at a corresponding rate.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	11.00	11.00	11.00	0.00
Program Costs	\$607,681	\$544,519	\$592,136	\$47,617

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of adults receiving services coordination who have gained access to community supports.	275/54%	20%	286/54%	323/61%

Significant Changes - Expenditures

No significant changes

Youth Services Coordination

Developmental Disabilities
Community and Family Svcs

Description

The purpose of Youth Service Coordination, in coordination with public school districts, is to assist children under the age of 21 and their families to identify and access resources that will facilitate the child's progress toward educational achievement. The unit is responsible for providing information, intake, access to funding, educational forums, and transition to adult services. The unit works closely with the public school systems and integrated service districts to provide assessment and intake for early childhood education services and information for children and families on resources.

During FY 96-97, this unit will provide services to over 2,300 children and their families. The demand is growing due to increased federal entitlement and better identification of children with disabilities or at-risk of disabilities.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	14.80	16.80	16.50	(0.30)
Program Costs	\$795,197	\$856,560	\$906,659	\$50,099

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Number and percent of eligible students/families age 5 to 16 identified as a % total eligible population and the numbers/percent provided with Family Consultant Services.	NA	NA	740	740

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reduce Case Manager 2.	(0.30)	(\$13,600)

Protective Services

Developmental Disabilities Community and Family Svcs

Description

The purpose of Protective Services is to protect from harm or neglect people with developmental disabilities. The unit is responsible for investigating allegations of abuse against people with developmental disabilities and to intervene in order to protect the individual. The unit responds to allegations of abuse or neglect within 24 hours of referral, as mandated by the State, protects the person with developmental disabilities immediately, investigates the situation, and recommends options, as applicable, to prevent further problems.

Protective Services will respond to over 300 allegations of sexual, physical, verbal, or emotional abuse, neglect, and financial exploitation during FY 1995-96. It appears that allegations of abuse and neglect are increasing.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	3.00	0.00
Program Costs	\$162,891	\$166,660	\$172,744	\$6,084

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Percent of individuals for whom investigation recommendations are completed and final report distributed within 30 days	161/59%	25%	189/61%	180/60%

Significant Changes - Expenditures

No significant changes

Intake and Assessment

Developmental Disabilities
Community and Family Svcs

Description

The purpose of the Intake and Assessment Unit is to determine eligibility for and intake into services and access to other resources appropriate to the needs of individuals and their families. The unit is responsible for determining eligibility for services, providing intake for Adult and Youth Services Coordination services, and making referrals to other resources. The unit provides diagnosis and evaluation services for people going through intake and makes assessments of people already being served in programs.

The Developmental Disabilities Program serves over 3,700 people a year, each of whom has used the services of the Intake and Assessment Unit. Demand for intake is growing due to federally mandated educational services for children age 0-5. During FY 1995-96, approximately 996 children will seek eligibility and 57% will be determined eligible for ongoing services from the program. Approximately 192 adults will seek eligibility, and 53% of the total will be determined eligible.

Criteria used to establish eligibility for Developmental Disability services are found in ORS Chapter 427.

Budget Overview

	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	3.50	4.00	4.00	0.00
Program Costs	\$150,185	\$190,575	\$198,079	\$7,504

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Percent of intakes and assessments completed within 60 days of first contact	82%	80%	80%	85%

Significant Changes - Expenditures

No significant changes

Specialized Services

Developmental Disabilities Community and Family Svcs

Description

The purpose of the Specialized Services Unit is to provide, within available resources, specialized services for people with developmental disabilities, their families, and service providers, in order to enhance the quality of life. The unit is currently responsible for administering the Family Support and Training specialized services. For the Family Support Service, the unit provides flexible and personalized support services to families with a member who has a developmental disability as a means to allow those members to continue living at home; for the Training Service, the unit provides training for people with developmental disabilities, their families, service providers, and service staff.

Family Support will serve about 68 families during FY 1995-96. Training is rapidly expanding to meet the needs of various groups of individuals and will serve approximately 700 individuals during 1995-96.

Budget Overview

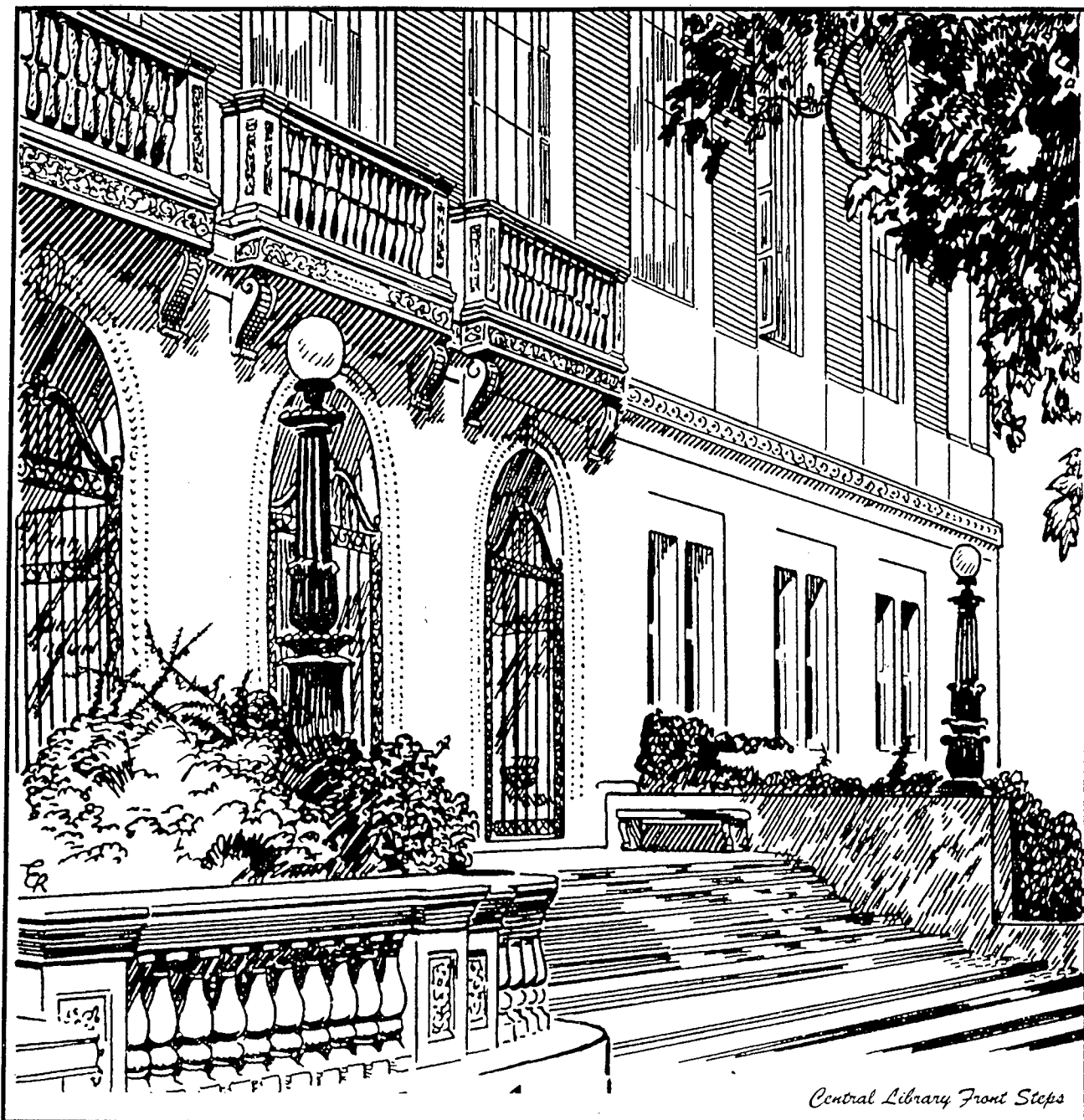
	1994-95 <u>Actual</u>	1995-96 <u>Adopted Budget</u>	1995-96 <u>Proposed Budget</u>	<u>Difference</u>
Staffing FTE	7.90	8.90	9.40	0.50
Program Costs	\$1,050,360	\$1,067,489	\$1,279,868	\$212,379

Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Original Projection</u>	1995-96 <u>Current Estimate</u>	1996-97 <u>Projection</u>
1) Percent of people attending training who evaluate it as very good to excellent	87%	80%	90%	80%

Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Decrease Diversion Services		(\$55,704)
Decrease DD Special Projects		(\$150,175)
Provide one-time-only support for case management for developmentally-delayed youth age 0-5, contracted through PPS and MESD		\$372,590
Add training for County contractors for working with youth with developmental disabilities to improve service access	0.50	\$36,713



Central Library Front Steps

Multnomah County

Community & Family Services

May 24, 1996

Packet #9 - Follow-up

**Budget
1996-97**

**Department of Community & Family Services
Budget Hearing Follow-Up Responses
May 23, 1996**

Department of Community and Family Services Responses

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BOARD OF
COUNTY COMMISSIONERS
96 MAY 24 AM 9:22
MULTNOMAH COUNTY
OREGON

MULTNOMAH COUNTY
DEPARTMENT OF COMMUNITY AND FAMILY SERVICES
RESPONSE TO BOARD OF COUNTY COMMISSIONERS BUDGET QUESTIONS
MAY 23, 1996

1. Discuss the effect of one-time-only funding on the package of support for school programs.

One time only funding support for school programs has the potential to prevent premature and potentially unnecessary destabilization of school/social services partnerships that have been significantly strengthened over the past several years. As a matter of public policy and funding commitment it makes sense to support such partnerships as Touchstone, Counteract, STARS, Early Intervention, and Hispanic Retention because they are consistent with County Urgent Benchmarks, services integration and systems capacity development goals. Transition funding has the immediate impact of forestalling the financial and client population impact of eliminating services and restarting such programs should funds become available at a later date.

2. Identify the efficacy of addressing disabilities at an early age.

Research shows that growth and development are most rapid in the early years of life. Learning begins at birth and involves a constant interaction between the child and the environment.

A child with a disability or a significant developmental delay may be more limited in ability to interact with the environment and may not acquire many basic skills. The earlier in a child's life that strengths, interest and needs are identified, the greater the chance of eliminating or minimizing future problems through early intervention.

Over 50 years of research on children with many types of disabilities receiving a range of specialized services in many different settings has produced evidence that early intervention can:

- ameliorate or in some cases prevent developmental problems;
- result in fewer children being retained in later grades;
- reduce educational costs to schools; and
- improve the quality of parent, child, and family relationships (Smith and Strain 1988)

Recent studies (Shonkoff, Hauser-Cram, and Upshur, 1990) confirm the developmental gains of early intervention programs. Research dating from 1981 to present, cites dollar savings as a result of early intervention - one study shows a return of \$6 for every dollar invested.

Additional benefits are the prevention or reductions of secondary disabilities and a significant improvement in the family's knowledge about their child's disability and their sense of comfort in dealing with it's consequences.

3. Prepare a cost/benefit analysis of the effect of early identification of children with poverty/disability problems.

The purpose of the Resource Team Model is to provide case management services to assist families of children with developmental delays, age birth to 5 years, in addressing services within the Multnomah county social services arena. While this case management approach does address poverty issues, it is not the primary focus of the model.

A full 61% of this population will move on to regular Kindergarten placements and will not require a special education placement. The cost to the taxpayer for a regular kindergarten placement is exactly 50% less than the cost of a special education placement.

Over 1,095 children and their families are being served in the Early Intervention/Early Childhood Special Education programs this year. Using the 6:1 return on investment cited in research (see #2 above), the cumulative educational cost savings to taxpayers could approach \$175,000 for each child served. This figure is based on total spending on Early Intervention services (including school spending as well as the Early Intervention program in the County's budget). At this time, it is not possible to perform a cost-benefit analysis that looks exclusively at the services delivered in the County's program.

4. Discuss the impact on these children of transition from special services in their pre-school period to regular school.

Many families require significant case management and community referrals to health, mental health, housing, recreation, and child care. The Resource Team Model would facilitate these referrals, thereby assisting in the school age transition process through the following activities:

- developing flexible service access and delivery options to meet the varied needs of children and families;
- implementing practices that meet the needs of all families, especially low income and isolated populations;
- integrating families into already existing neighborhood based programs (such as Family Centers) that will continue to provide support through the school years;
- continuing to develop transition models that will create a seamless system in which families experience smooth transitions; and
- ensuring that parent/professional collaboration occurs at all levels of state and local planning around the resource needs and transition needs of Early Intervention/Early Childhood Special Education (EI/ECSE) families.

As a result of receiving the special services, when the child is ready to transition to regular school, the parent has the knowledge of how to access service, the understanding that they are the expert on their child and the confidence to act on that knowledge and understanding. At the same time, the child will have experienced success in an expanded

environment and will be expecting to build on potential, focusing on "able-ness" rather than "disable-ness"

5. Put together income data about those who are served at Parent Child development centers to demonstrate that those at-risk are being served.

The 1996 federal poverty income guidelines establish an annual income limit of \$15,600 for a family of four. Income data for those receiving Parent Child Development Services during the period of July 1, 1994 through March 31, 1996:

- 62% were below 100% of the federal poverty level
- 70% were below 125% of the federal poverty level
- 75% were below 150% of the federal poverty level

Parent Child Development Services are designed to promote the healthy growth and development of families with young children by building family resiliency to social and environmental risk factors. Research grows that adequate and appropriate parenting is a learned, not an innate skill. Regardless of risk factors, all families need and can benefit from the services and support offered at Family Centers. Research also shows that when services are offered which support family unity and strengths, positive outcomes are achieved, and that families most at-risk and in need of services are more likely to access them than if they are not offered in this manner. If families dealing with risk factors are stigmatized when they are in the process of seeking help, they may not seek that help.

The above data show that the majority of families receiving Parent Child Development Services are "at-risk" due to poverty. Client satisfaction and other anecdotal data shows that these families feel respected, supported and welcomed without stigma to these services. These efforts have been successful in both promoting accessible, resiliency-based services and serving critical populations deemed to be at-risk.

6. Develop language to include in RFP's that will require mediation of disputes about the contracting process before either party resorts to litigation.

The purchasing process is covered by County Administrative Procedure, PUR-1. These administrative procedures are reviewed and revised periodically with approval by the Board Chair. An appeals process for Requests for Proposals are contained in PUR-1. Mediation is not currently a part of the appeals process.

Since this question was raised, we have initiated a discussion with County Purchasing and County Counsel to address the question of mediation. The following is the response received from John Thomas, County Counsel when posed with the question: "...the RFP rules currently provide a mechanism to allow a proposer to appeal an action of the County with respect to the RFP process. The rules allow an appeal to the County which is reviewed first by the reviewing agency. In the process of review, there is an opportunity for the appealing party to meet the County to attempt to resolve the appeal (essentially an opportunity for mediation without the presence of a mediator.) If that fails, the matter is subject to further review by the Chair. It is only after this process of review that the aggrieved party may take the matter to court. Any mediation program would need to be coordinated with this appeal process. There would also need to be a

process established for the mediation, e.g., when is the mediator selected, how is the mediator selected, who pays for the mediation, what happens if a party does not participate, what happens to the award pending mediation, etc. Rather than put all of this in every RFP, it would be better to include a mediation provision in the RFP rules.

There is a downside to mandatory mediation in that it injects delay into the process and delay can sometimes be very damaging to the RFP process. If the County as a general policy is willing to participate in mediation of disputes in circumstance where the County believes that mediation will be helpful, then it is not necessary to adopt formal mandatory process. If the aggrieved proposer wants to mediate as well, mediation will occur without a mandatory requirement - - and it will have a good chance of success. If the proposer does not want to mediate, forcing them to mediate will accomplish nothing, and may aid their cause by adding additional delay to the purchasing process. In most cases delay will be more of a concern to the County than to the unhappy RFP proposer."

The Budget Office has also stated the opinion that it would not be in the County's best interest to create a mediation path for people who don't have a contract with us. Unlike labor agreements, where you only have one party to deal with, the County may find itself entering mediation with several parties and reaching incompatible mediation settlements. This could prove both expensive and time-consuming.

7. Provide an overall summary of the Wellness Programs, including goals and objectives for each program and discussion of potential evaluation plans for each program.

Please refer to the Wellness Program briefing materials presented to the Board of County Commissioners on Thursday, May 16, 1996.

8. Provide evaluation data of the Hispanic retention programs at the three high dropout high schools. Suggest ways to secure proposed system changes from the contractors that will enable the school districts to continue the essence of these programs when County funding expires at the end of the third year.

The evaluation reports provided by The Private Industry Council (TPIC) is attached to this document. The Summary information is data on youth served in the first year of the projects, beginning July 1995. The second report is on progress to date from September 1995 to April 1996.

These projects are unique in that they are proving services to a population which has been poorly served and alienated from the public school system. Three goals were developed for the projects; 1) To ensure that all Hispanic youth complete high school with the skills needed to further their education and/or enter employment; 2) to ensure effective parent participation in their children's education; and 3) To create measurable, long-term institutional change in the access provided to Hispanics by institutions which deliver services, including schools, services agencies, and community-based organizations.

The Hispanic Retention/Retrieval Program has identified systems change as a primary outcome of the projects. Institutional changes has taken place in the following areas:

- Multi-cultural training for teachers/administrative staff are now in place at all schools;
- Hispanic students and parents are now on the site council at Marshall High School;
- School administration recognizes that Hispanic parents are concerned about their children's education and what goes on at school;
- Teachers/administrative staff are more aware of Latinos student needs;
- Project staff at Marshall are involved at all disciplinary and other academic issues involving Hispanic youth;
- Latino representation on peer mediation teams has been established;
- Commitment on the part of school districts to make written school materials available in Spanish, English to Spanish translation software is now available for the program;
- A Multi-cultural Leadership group has developed and meets on a monthly basis. The group includes members from the Hispanic, African American, American Indian, Russian, Asian and Caucasian student community;
- Ensured effective parent participation in their children's education by meeting on a monthly basis for parenting workshops, ESL evening classes;
- Students participate on a bi-annual retreat, parents serve as volunteers during the retreats; retreat topics include "Respect within our community", "Respect within male and female", "Choices we make", "Sex Education", "Goal setting (career & college)", "Gangs", "Gender stereo typing", "Cultural History";
- Establishment of a mentoring program;
- Developed a class "Latinos in the United States" for Hispanic youth for one History credit. Next year the call will be offered to all students at Marshall;
- coordinating a Spanish class for native speakers.

The Retention and Retrieval projects were intended to be a three year demonstration project whose impact on Hispanic students would be evaluated after the third year. The projects have resulted in: reduced absenteeism (71% of students in program maintained 80% attendance); reduced disciplinary action involving Hispanic students at these schools; increased graduation/retention rates (87% of the seniors in the program graduated with their class) and initial institutional change.

According to OCHA, a major systems/institutional change issue still to be addressed is the involvement of feeder middle schools with the projects. Many Hispanic students are failing to make the transition from eighth grade to ninth grade. The Retention and Retrieval projects are seeking to involve middle schools and high schools in addressing this transition issue. This will require that Hispanic parents participate in both the middle school and high school orientation process; and that both middle school and high school administrators work with the Hispanic community to identify ways to address the problem.

The projects are still working on 100% parent/family member participation in the schools. This is particularly the case at Marshall High School where they have been the most successful. The goal is to have Hispanic parents play a major role in the institution. OCHA believes that parental involvement needs to be strengthened so that when the Retention Project ends, the parents will still participate.

Training teachers in the area of sensitivity to family issues is another area that is still being addressed. Teachers have not taken on the tasks of becoming aware Hispanic family norms and instead, still rely on Retention Projects for information pertaining to student family life. This is a systems change issues because of the need to have this type of information in teacher training.

9. Analyze the cash flow advantage to the schools from increased attendance that results from Hispanic retention programs.

We are currently seeking this information from the school districts and will forward their responses to the Board of County Commissioners.

10. Provide justifications and responsibilities for the following new positions/contracts:

a. .50 Family Involvement Coordinator - The DCFS Behavioral Health Program has had a strong historical commitment to meaningful involvement of parents and consumers in policy, planning, program development and implementation of mental health services for children and families. This historical commitment notwithstanding, there have been barriers to such involvement. Most of the barriers are related to lack of dedication of specific resources for recruitment, training and support of such parents. A key element of the success of the Partners Project and the successful involvement of low income consumers in the Community Action Program's decision making is dedication of resources to this purpose.

Currently the Behavioral Health Program relies heavily on a small group of heavily over utilized parents to participate in various decision making processes. The Family Involvement Coordinator (FIC) position was developed to expand this group of parents through recruitment and training, increase consumer involvement, improve program decision making, and advocacy capacity. The FIC function would be carried out through a contractual agreement. This proposal was developed with the involvement of parents with children served by the Behavioral Health Program.

b. .50 Early Childhood Coordinator - Concerns have been raised within the community and county agencies regarding the need for an improved level of early childhood program development and planing capability to support the county's prioritization of services for parents and young children. Dedication of resources for this purpose would be considered comparable to funds currently allocated to coordination of teen pregnancy prevention, homeless youth, and domestic violence services. Creation of this position, a joint project with Multnomah ESD, is in response to these concerns.

The function of this position include: development and support of a county-wide network of early childhood care and education providers; coordination of policy and program development activities; implementation of curriculum standards; advocacy coordination; strengthening and maintenance of intergovernmental and school district relationships; training and technical assistance to public agencies and nonprofit services providers; and development of public education and outreach initiatives.

c. The Parent Leaders in Education Project is a new initiative by the Community Action Program and is a component of the Community Leadership Institute. The Community Leadership Institute/Parents as Leaders project was initiated as a result of meeting held with community representatives including Ron Herndon of Albina Head Start, and Jim Mundt of Neighborhood House, and Oregon Pre-Kindergarten grantee. Community representatives discussed with staff the need to provide a continuation of supports provided to Head Start parents during their children's pre-school year, extending as the children become school-aged.

The Community Leadership Institute will be a leadership development training program with the goal of building a grass roots network committed to positive change in our community . The Institute will provide skill building, support and networking for participants with a focus on advocacy, institutional changes, and community building techniques and strategies. This project will provide parents of children in Head Start programs the knowledge to develop advocacy skills and capacity to address the needs of their children as they transition to public school kindergarten.

Funding for .25 FTE of a Program Development Specialist has been included to perform the development and administration of the project. The activities for which this position will be responsible include: community planning; best practice research; model development; contract specification development; and project monitoring and technical assistance.

d. **1.0 Grant Writer** - The Department lacks the capacity to follow up on grant opportunities, develop proactive program designs and write proposals in response to funding opportunities from a variety of sources, especially federal discretionary funds. As a result, the Department -- and the County -- is not able to take advantage of funding for creative new programs and initiatives, as well as supplemental funding for established successful programs and services. In a time of increasing social problems and unstable and diminishing resources for social programs, it is critical that the County aggressively pursue opportunities to supplement existing funding for services.

A full time grant developer/writer will greatly increase the Department's capacity by performing the following tasks:

- Write grant proposals for the Department and its partners;
- Work in team partnership with the County's Grant Coordinator;
- Follow up on opportunities identified by the County's Grant Coordinator;

- Alert private providers to funding opportunities and assist them in developing effective responses to these opportunities; and
- Identify opportunities for collaboration and partnerships that can improve program designs and increase the likelihood that proposals will be funded.

Outcomes for the grant writer position are:

- Increased number of grant applications submitted;
- Increased number of grant proposals funded; and
- Increased number of joint proposals developed with other County departments, public agencies and private providers.

e. Fiscal Specialist - The Department has seen a steady growth of new and expanded program activities over the past several years. Since funding for these activities have not consistently brought adequate infrastructure to support the increased fiscal work load, the quality of service has deteriorated. The addition of this Fiscal Specialist is a result of a temporary work assignment change that brought immediate improvement to processes and customer service. The Department management considered this infrastructure improvement a very high priority and reallocated existing resources within the Department's constraint budget in order to fund it .

The full time Fiscal Specialist will greatly increase the Department's ability to provide:

- Faster turnaround of payment processing;
- Assurance of accuracy and appropriateness of payments;
- Support and direction for fiscal staff as special circumstances arise; and
- Analysis of accounting processes and make recommendations for more efficient and accurate work procedures.

Outcomes for the Fiscal Specialist position are:

- Improved payment process turnaround;
- Improved customer services both internal to the County and with our community partners;
- Increased productivity level of fiscal staff due to improved processes; and
- Improved accuracy and accountability.

f. Child, Youth and Family Program Specialist - There are currently 2.0 FTE Program Development Specialist and 1.0 FTE Senior Program Development Specialist with responsibilities for nearly 100 projects and contracts within the Child, Youth and Family Program. Responsibilities, solely in the contract arena include program technical assistance and other activities necessary to maintenance of our contracts and providers. This list of responsibilities does not include the on-going support provided to the MCCF and its staff, nor the other activities the Department is involved in as part of implementing its agenda for children, young people and families.

Staff chronically struggle with severe work load challenges. This on-going level of under-staffing impacts the County's ability to maintain and promote positive collegial relationships with its providers, citizens and other invested in improving the lives of children, young people and their families; reducing the County's response time to critical

issues and events impacting children, young people and their families; and preventing proactive initiation of efforts designed to produce efficient and maximized use of the limited resources available to support services for this population throughout the County.

The Department is actively working to rectify the staffing situation. This new PDS position identified in next year's budget is part of the solution. Specific responsibilities assigned to the new PDS position will include but are not limited to: planning and coordination; program and system development; public education and relations; training and technical assistance. The specific issue areas include school based support services; teen pregnancy prevention and parenting support; and youth development.

11. Propose a plan to make Family Centers visible and to improve outreach materials. The plan should include requirements to include in contracts with providers so that it can be implemented. The plan should also include assurance that the Family Centers will be included in the County's section of the blue pages in the Telephone Book.

Members of the Family Center System recently completed development of a Community Information Initiative. The Initiative involves the development of a comprehensive public education plan for Family Center System and technical assistance in the implementation of that plan. The target population will be families with children and young people throughout Multnomah County, the community at large, the business community and other key stakeholders, opinion leaders and policy makers. Initial funding and plan development would begin June 30, 1996. Actual plan completion and implementation will occur throughout June 30, 1997.

The Community Information Initiative model consists of multi-faceted public education plan, designed in full partnership with the Family Center System and the County which addresses (minimally) the following messages:

- County commitment to and prioritization of services and support of families with children and young people;
- Parent education and support as primary child abuse prevention;
- Resiliency philosophy and purpose of the System to promote it;
- Availability of services at no cost as the result of support through tax dollars.

Activities developed as part of the plan will include (at a minimum):

- Specific population identification and assessment to determine potentially successful activities;
- Comprehensive media strategies;
- Literature development and distribution;
- Special events such as a System "20 year birthday" celebration;
- Increased services demand response strategies;
- A variety of other activities designed to facilitate comprehensive community access to the information identified above.

Desired outcomes of the Community Information Initiative include:

- The system has significant community based support, both financial and otherwise;
- Families with children and young people have access to information about the System as a resource for them;
- Members of the community understand the importance of parent education and support as primary child abuse prevention; and
- Increased public awareness of these programs and customer-friendly, easy access including placement of these programs in the County section in the blue pages of the Telephone Book.

The Department is preparing additional information on Family Center outreach efforts in response to questions raised during the Wellness Briefing. This material will be available soon and distributed to the Board.

12. Describe the status of the DD(respite) high school transition program intended to be partially funded by the County in 1995-96.

This package for high school transition services for youth with the most severe disabilities, initially funded by the Board of County Commissioners in 1995-96, is intended to serve young adults age 21 to 26 who have total care needs; non-ambulatory and need assistance with eating, positioning, toileting, etc.

During this fiscal year the State of Oregon was unable to seek matching dollars due to concerns over a federal cap on Medicaid and the likelihood that the Oregon Health Plan was potentially over the "cap". The State Office of Developmental Disabilities has committed to including matching dollars in their State Medicaid request for fiscal year 1996-97 and it is expected that this match will be available on July 1, 1996. With the addition of match dollars, the County share of program costs will drop below the 50% level.

The program was implemented this year starting in January 1996. Nine individuals will be served with a day program that meets their needs and their families needs. A tenth person will be added next fiscal year.

13. Provide the Board with a listing of all new positions in the 1996-97 Budget, noting the funding source for the positions and identifying positions supporting the RESULTS effort.

This information is included in an attachment prepared by the Budget Office.

13 a. Provide information about the Community Action Program Innovative Projects "mini-grants".

The Innovative Projects are a new initiative of the DCFS Community Action Program that began in early 1996. The Innovative Project Fund was started partly in response to the increasing rates of poverty and the declining resources for low-income persons. This project is intended to increase our ability to respond effectively to these trends.

The goal of the Innovative Projects is to initiate new ideas to benefit low-income persons through increased self-sufficiency, enhanced empowerment, increased public education, or increased support for anti-poverty strategies. The funded projects focus on institutional change through the use of a variety of strategies such as community organization, advocacy and public education.

The projects are rated for their focus on changing the social/environmental conditions that affect poverty, and that would result in institutional change. Each of the programs are rated on their actively involving low-income persons in the delivery of project activities. Additional points are given to projects managed or designed by low-income persons, as recommended by the Community Action Commission. The projects funded will be those that best meet this criteria. All of the Innovative Projects will be evaluated to determine the degree of their success.

The increased funding for the Innovative Projects allows us to test different models and then build on those that are most successful.

Innovative Projects that were funded in FY 95/96 include:

LARGER PROJECTS

A Request for Programmatic Qualifications (RFPQ) was issued for the larger projects. A panel of evaluators, in a county/community partnership, scored the five applications that were received. Two projects were funded for up to \$75,000 in the first year, and continuing for a total of three years. The projects funded are:

Oregon Housing NOW: A tenant organizing effort through the Oregon Housing NOW Coalition, a state-wide housing advocacy organization. The project aims to empower low-income tenants in Multnomah County to effect changes in local housing policies and practices. This goal will be achieved by developing leadership among low-income tenants and through grassroots involvement in a tenant-controlled organization. Key components of the project are:

- a. Leadership training to develop the capacity of tenants to collectively advocate for their interests and to organize residents' councils,
- b. Hotline to assist tenants with information about their rights,
- c. Workshops on issues affecting tenants rights and responsibilities, and
- d. Create tenant rights organization for advocacy and support of tenants' rights.

Catholic Charities, El Progamma Hispano: The mission of Catholic Charities is to identify human needs, especially those related to poverty, and to provide services to meet

those needs. The goals of the project are to create a strong community for Latino families in two East County apartment complexes, to empower residents to effectively advocate on behalf of their needs, to improve living conditions, and to create opportunities for long-term economic self-sufficiency. Project activities include:

- educate tenants about their rights and responsibilities,
- link residents with local social service organizations,
- promote a sense of community through social functions and tenant council participation,
- develop leadership and advocacy skills, and
- foster opportunities for economic development.

SMALLER PROJECTS

An application was issued for smaller projects. A less rigorous purchasing process was needed because the contracts resulting from the projects will be for \$15,000 or less. A panel that included both community members and county staff was utilized to evaluate the 24 proposals received. Eight projects were funded for one year.

The funded projects are:

CAMINO, Feasibility Study & Business Plan: CAMINO represents a network of members of community based organizations and independent activists with the goals of developing a unified voice for the Latino community at a regional level; generating policies to create institutional change; and raising the standard of living through social, political and economic development.

A feasibility study and business plan will be prepared for a business to be run by low-income Latinos. Persons involved in the project will acquire planning skills in creating a community controlled business. The business, once created, will further serve as a workforce development and training center.

Center for Third World Organizing (CTWO)/SPIRIT, Campaign for Race and Gender Equity: This Oakland-based organization, with projects in four cities, provides training and leadership development programs in communities of color. SPIRIT, the Portland project of CTWO, is seeking through the Campaign to create an initial step toward building change in the lives of low-income women and girls through self-defense skills development. The project will further work with women and girls to develop a strategy and organize around violence prevention in the schools.

Central City Concern, Homeless Video Project: Central City Concern has been providing chemical dependency treatment, employment and housing to homeless and low-income people for over 16 years. The Homeless Video Project is a partnership with Northwest Film Center, who will provide the video making expertise and equipment.

The goals of the Homeless Video Project are: to improve the opportunities and conditions of people who are homeless and chemically dependent, empower homeless

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people to change their lives, influence public and community decision-makers, and advocate for institutional changes that support recovery programs for homeless, chemically dependent people. The project will have a group of homeless, chemically dependent, recovering individuals design, produce and distribute a video about addiction, homelessness and recovery. The video will be shown at locations where homeless, chemically dependent persons are located and also to the general public through a variety of venues.

Franciscan Enterprises, Tenant Outreach Project: Franciscan Enterprises is a community development corporation in Northeast Portland that provides rental and home ownership opportunities for low-income households. Franciscan Enterprise and its tenants will work as partners to develop and manage the properties, as well as to address some of the broader issues affecting their community. Components of the project are: organizing block watches and other neighborhood groups; developing a residents' council; establishing a tenant newsletter; identifying, prioritizing and addressing tenant issues and problems; and educating tenants on policies and landlord-tenant law.

Neighborhood Health Clinics, Self Care Program: Neighborhood Health Clinics is a not-for profit health care agency to provide and advocate for those without adequate resources to access care. The goals of the project are to increase the self-care knowledge and skills of the uninsured, to create permanent self care advocates in Southeast Portland neighborhoods, and to reduce health care costs for the uninsured. (Self care = helping individuals develop a solid base of knowledge to enable them to make critical self care decisions, such as when is a child's fever too high or a burn too serious.) The project will initiate a Self Care Program in Southeast Portland neighborhoods with high numbers of uninsured persons. Community leaders will be trained in teaching self care. These leaders will then teach many low-income uninsured individuals new self care techniques. These newly trained individuals will become permanent resources in their neighborhoods.

Oregon Human Rights Coalition, Community Works Project: Oregon Human Rights Coalition (OHRC) has a fifteen-year track record as a low-income run advocacy organization.

The goals of the Community Works Project are to address the limitations of current welfare-to-work policies, propose alternatives, and empower low-income people to advocate for those alternatives. The Project will, with the assistance of Portland State University, involve low-income people in conducting issue research and propose solutions on mandated work programs, the core of the welfare reform debate. A strategy for public education and advocacy will be developed to carry forward proposed effective welfare reform policies.

ROSE Community Development Corporation, Child Care Neighbor Network: ROSE Community Development Corporation's mission is to improve the physical, social and economic conditions of four low-income outer southeast Portland neighborhoods through community involvement. The Child Care Neighbor Network will conduct public education and community organizing for low-income child care providers in the Brentwood-Darlington neighborhood. Activities of the project include: provide business education to providers to increase their incomes, create a child care micro-enterprise loan fund to organize child care centers, assist providers in accessing available resources,

implement a Train the Trainer parent education, "socials" to link parents and child care providers, public education/awareness of child care options, and find solutions to child care gaps.

Visions in Action/Sisters of the Road Cafe: Visions in Action is an organization of low-income and homeless people formed with the assistance of staff at Sisters of the Road Cafe in 1994. Visions In Action emphasizes activities which promote dialogue and honor a philosophy of non-violence, focused to date on affordable housing.

This project is an effort by people who are poor and/or homeless to further build, nurture and strengthen their organization. Visions in Action will build its leadership base among homeless and low-income persons through recruitment, mentoring, training, and public events. Membership will be utilized to identify problems and develop strategies to influence public policy.

SUMMARY OF POSITION CHANGES IN 1996-97

COMMUNITY AND FAMILY SERVICES

General Fund Supported Positions:

Fund: Federal State Fund

Add Mental Health Services to HeadStart programs	Mental Health Consultant	1.80	93,518
Add Home Preservation Training Program	Weatherization Specialist	1.00	40,534
	Program Development Specialist	<u>0.25</u>	<u>11,553</u>
	Subtotal:	1.25	52,087
Add Community Leadership Institute	Program Development Specialist	0.25	11,553
Add DD Provider Training	Case Manager 2	0.50	21,637
Add continuation funding for Counteract Program	Juvenile Counselor	1.00	48,511
	Family Intervention Specialist	<u>1.00</u>	<u>51,302</u>
	Subtotal:	2.00	99,813
Add 3 Touchstone sites	Family Intervention Specialist	3.00	138,627
Add OA2 within constraint for Domestic Violence Benchmark Coordination and RESULTS	Office Assistant 2	1.00	29,204
Add Family Resource Centers at Clara Vista, Beach, and Brentwood-Darlington	Health Services Specialist	2.50	140,098
Add Fiscal Spec. Sr. within constraint to address workload in Budget & Fiscal	Fiscal Specialist Senior	0.92	48,599
Add grantwriter within constraint	Program Development Specialist	0.92	41,490
Add planner to Child Youth & Family Prog. w/in constraint	Program Development Specialist	0.92	41,490
Add Singles Housing Assessment Ctr	Case Management Assistant	4.50	130,895
Total General Fund Supported position changes:		<u>19.56</u>	<u>849,011</u>

Other Funds:

Fund: Federal State Fund

Elimination of Lead Classification	Invol Commit Invest/Lead	(1.00)	(57,787)
	Invol Commitment Invest	1.00	60,241
	Case Manager 2 Lead	(1.00)	(43,231)
	Case Manager 2	1.00	45,495
	Program Development Spec Lead	(6.00)	(296,587)
	Program Development Spec	6.00	310,405
	Mental Health Consultant Lead	(9.27)	(492,416)
	Mental Health Consultant	<u>9.27</u>	<u>479,367</u>
	Subtotal:	0.00	5,487

SUMMARY OF POSITION CHANGES IN 1996-97

COMMUNITY AND FAMILY SERVICES Continued		<u>FTE Change</u>	<u>Cost Change</u>
Creation of Behavioral Health Program Manager	Health Services Manager Sr	1.00	104,936
Elimination of Mental Health Program Manager	MED Program Manager	<u>(1.00)</u>	<u>(77,246)</u>
	Subtotal:	0.00	27,690
Add HUD-Supportive Housing and VAHON grants	Program Development Specialist	2.50	114,972
Add Early Childhood Coordinator funded by ESD	Program Development Specialist	0.50	23,861
Add PDS funded by Enterprise Community grant	Program Development Specialist	1.00	48,854
Add Singles Housing Assessment Center during 95-96	Case Management Assistant	4.50	130,895
	Program Coordinator	1.00	41,729
	Case Manager 2	2.00	91,775
	Program Development Spec	<u>1.00</u>	<u>45,446</u>
	Subtotal:	8.50	309,845
Reclassification of positions	Program Development Specialist	(2.00)	96,892
	Mental Health Consultants	2.00	103,424
	Case Manager Senior	(2.00)	(99,656)
	Mental Health Consultants	2.00	103,424
	Community Development Spec.	(3.00)	(142,786)
	Program Development Specialists	3.00	145,338
	Clerical Supervisor	(1.00)	(47,064)
	Operations Supervisor	1.00	49,725
	Program Development Specialist	(1.00)	(49,090)
	Fiscal Specialist Senior	1.00	54,009
	Program Development Specialist	(4.00)	(216,152)
	Program Development Specialist Sr.	4.00	225,975
	Program Development Technician	(1.00)	(38,289)
	Program Development Specialist	1.00	47,721
	Office Assistant Senior	(2.00)	(80,200)
	Program Development Technician	1.71	81,199
	Office Assistant 2	(1.00)	(30,923)
	Program Development Technician	<u>1.00</u>	<u>37,762</u>
	Subtotal:	(0.29)	241,309
Transfer positions from fund 156 to fund 395	Office Assistant 2	(2.00)	(41,483)
	Program Development Spec	(2.00)	(97,166)
	Data Analyst	(1.00)	(47,910)
	Mental Health Consultant	(14.50)	(713,147)
	Case Management Supervisor	(1.00)	(66,035)
	Program Services Admin/MHYFS	<u>(1.00)</u>	<u>(70,285)</u>
	Subtotal:	(21.50)	(1,036,026)

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
COMMUNITY AND FAMILY SERVICES Continued			
Add Family Resource Centers at Marshall, Beach funded by grant funds	Health Services Specialist	1.00	56,039
Miscellaneous changes	Increase Mental Health Consultant	0.12	6,205
	Reduce Case Manager 2 in DD	(0.30)	(13,600)
	Add Prog. Devpt Spec. Sr in OCAD	0.50	34,339
	Increase Data Technician in Contracts	0.08	3,202
	Eliminate .5 Prog Devpt Tech in CYFP	(0.50)	(17,994)
	Increase Office Asst 2 in OCAD to full	0.20	6,086
	Annualize Evaluation Spec. in Contracts	0.12	6,429
	Add PDS to DD program during 95-96	1.00	48,033
	Reduce Evaluation Spec. in BHP	(0.20)	(9,412)
	Reduce PDS in Contracts thru BudMod 5	<u>(0.75)</u>	<u>(33,823)</u>
	Subtotal:	0.27	29,465
Total Federal-State Fund:		<u>(8.02)</u>	<u>(178,504)</u>
Fund: Children's Capitation Fund			
Transfer positions from fund 156 to fund 395	Office Assistant 2	2.00	43,972
	Program Development Spec	2.00	88,284
	Data Analyst	1.00	44,111
	Mental Health Consultant	14.50	755,936
	Case Management Supervisor	1.00	65,630
	Program Services Admin/MHYFS	<u>1.00</u>	<u>63,260</u>
	Subtotal:	21.50	1,061,193
Add positions for Children's Capitation project	Fiscal Specialist 1	1.00	37,443
	Fiscal Specialist Senior	1.00	56,912
	Data Analyst	1.00	48,583
	Office Assistant 2	<u>0.50</u>	<u>16,613</u>
	Subtotal:	3.50	159,551
Total Children's Capitation Fund:		<u>25.00</u>	<u>1,220,744</u>
Total position changes, other funds:		<u>16.98</u>	<u>1,042,240</u>
Total position changes in Community and Family Services, all funds		<u>36.54</u>	<u>1,891,250</u>

SUMMARY OF POSITION CHANGES IN 1996-97

AGING SERVICES

Positions in General Fund:

FTE Change Cost Change

Public Guardian Add Package

Office Assistant 2	0.40	9,032
Assistant Public Guardian	0.80	37,702

Subtotal:	1.20	46,734
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Adjustments in Adult Care Home Regulation

Office Assistant 2	1.50	36,351
Office Assistant Senior	(1.00)	(31,507)
Program Development Technician	(1.00)	30,029
Program Development Specialist	1.15	44,711
Case Manager Senior	1.00	37,758
Community Health Nurse	(0.50)	(24,324)

Subtotal:	1.15	93,017
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Total position changes in General Fund:	2.35	139,751
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General Fund Supported Positions:

Fund:156 - Federal/State Fund

Information Systems Add Package

Data Analyst	1.00	35,702
Data Systems Administrator	1.00	41,006

Subtotal:	2.00	76,708
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Senior Helpline Add Package

Community Information Specialist	1.00	30,287
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Total General Fund Supported position changes:	3.00	106,995
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SUMMARY OF POSITION CHANGES IN 1996-97

AGING SERVICES Continued

Other Funds:

FTE Change

Cost Change

Fund:156 - Federal/State Fund

Long Term Care Services changes

Office Assistant Senior	(0.20)	(6,213)
Office Assistant 2	(0.50)	(12,948)

Subtotal:	(0.70)	(19,160)
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Long Term Care Services Additional Medicaid Revenue

Program Development Specialist	2.00	77,169
Data Analyst	1.00	36,099
Case Manager Senior	3.25	128,656
Case Manager 2	8.00	295,932
Elegibility Specialist	4.00	116,848

Subtotal:	18.25	654,704
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Total position changes, other funds:	17.55	635,544
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Total Aging Services position changes, all funds	22.90	882,289
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SUMMARY OF POSITION CHANGES IN 1996-97

JUVENILE JUSTICE

Positions in General Fund:

		<u>FTE Change</u>	<u>Cost Change</u>
Reclassifications due to Exempt Ordinance	Juvenile Couns Serv Manager	(1.00)	(83,820)
	Deputy Director/JJD	1.00	83,820
	Juvenile Justice Manager Sr	(1.00)	(107,629)
	Department Director	1.00	107,629
	Juvenile Detention Manager	(1.00)	(85,888)
	Juvenile Justice Manager Sr	1.00	85,888
	Data Systems Manager	(2.00)	(154,315)
	Juvenile Justice Manager	2.00	154,315
	Juvenile Justice Program Supr	(1.00)	(69,918)
	Juvenile Justice Supervisor	1.00	69,918
	Juvenile Justice Admin. (Var)	(2.00)	(148,909)
	Juvenile Justice Admin.	<u>2.00</u>	<u>148,909</u>
	Subtotal:	0.00	0
Elimination of Lead classification	Word Processing Operator Lead	(1.00)	(33,621)
	Word Processing Operator	1.00	34,676
	Program Development Spec. Lead	(1.00)	(54,249)
	Program Development Specialist	1.00	54,894
	Juvenile Counselor Lead	(14.33)	776,616
	Juvenile Counselor	14.33	842,161
	Juvenile Groupworker/Lead	(6.00)	(275,769)
	Juvenile Groupworker	<u>6.00</u>	<u>272,685</u>
	Subtotal:	0.00	1,617,393
Detention Computer Education Add Package	Data Analyst	0.50	26,495
PAX Program Add Package	Juvenile Counselor	1.00	56,355
Annualization of Sex Offender Treatment Program	Juv. Justice Prog Supervisor	(0.33)	(18,689)
	Juvenile Counselor Supervisor	1.00	63,593
	Juvenile Groupworker	3.35	173,730
	Juvenile Counselor	0.67	42,745
	Office Assistant 2	<u>0.34</u>	<u>12,744</u>
	Subtotal:	5.03	274,123

SUMMARY OF POSITION CHANGES IN 1996-97

JUVENILE JUSTICE Continued

		<u>FTE Change</u>	<u>Cost Change</u>
Conversion of detention on-call staff to permanent for coverage of co-ed unit	Juvenile Groupworker	3.00	119,415
<u>Miscellaneous changes</u>			
Transferred from Fund 156	Supervisor transferred from Fund 156	1.00	72,844
Convert temporary to PDS to comply with union rules	PDS	0.75	34,565
Eliminate Measure 11 pretrial sup.	Groupworker	(1.00)	(40,000)
Street Law reduction	Program Coordinator	(1.00)	(45,738)
Clerical Support for Central and North Probation Offices	OA2	<u>1.00</u>	<u>29,482</u>
	Subtotal:	0.75	51,153
Reclassifications			
	PDS Senior	(1.00)	(66,860)
	Juvenile Justice Administrator	1.00	70,459
	Juvenile Groupworkers	(2.00)	(92,475)
	Juvenile Counselor Assistant	2.00	118,673
	Juvenile Counselor (lead)	(1.00)	(59,416)
	Juvenile Counselor Supervisor	1.00	65,116
	Office Assistant Sr	(1.00)	(36,117)
	Juvenile Counselor Assistant	<u>1.00</u>	<u>39,873</u>
	Subtotal:	0.00	39,253
Total position changes in General Fund:		10.28	2,184,187

Other Funds:

Fund: 156 - Federal/State

Reclassifications due to Exempt Ordinance

Juvenile Justice Supervisor	2.00	135,538
Juvenile Justice Program Supr	(2.00)	(135,538)
Det. Reform Project Manager	(1.00)	(77,705)
Juvenile Justice Administrator	<u>1.00</u>	<u>77,705</u>
Subtotal:	0.00	0

Other Reclassifications

Office Assistant 2	(2.00)	(63,766)
Office Assistant Sr.	2.00	71,872
Office Assistant Sr.	(1.00)	(34,626)
Office Assistant 2	<u>1.00</u>	<u>37,472</u>
Subtotal:	0.00	8,107

SUMMARY OF POSITION CHANGES IN 1996-97

JUVENILE JUSTICE Continued

		<u>FTE Change</u>	<u>Cost Change</u>
Elimination of Lead Classification	Data Analyst Lead	(1.00)	(51,032)
	Data Analyst	1.00	45,085
	Juvenile Counselor Lead	(3.00)	(153,034)
	Juvenile Counselor	<u>3.00</u>	<u>153,034</u>
	Subtotal:	0.00	(5,947)
<u>Miscellaneous changes</u>			
Supervisor transferred to fund 100	Supervisor	(1.00)	(72,844)
Eliminate GRIT-funded Counselor	Counselor	(1.00)	(42,033)
Counteract program	Counselor (restored in CFS)	(1.00)	(57,123)
	Subtotal:	(3.00)	(172,000)
	Total position changes, other funds:	<u>(3.00)</u>	<u>(169,840)</u>
Total Juvenile Justice position changes, all funds		7.28	2,014,347

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
HEALTH DEPARTMENT			
<u>Positions in General Fund:</u>			
<u>Regulatory Health</u>			
Reclassification and/or elimination of Lead positions	Sanitarian	2.95	182,078
	Sanitarian/Lead	(3.00)	(158,882)
	Clerical Unit Supervisor	1.00	41,362
	Health Operations Supervisor	(0.70)	(33,162)
	Subtotal:	0.25	31,396
Miscellaneous changes	Office Assistant 2	0.50	16,297
	Data Analyst	(0.30)	(13,989)
	EMS Medical Director	0.20	1,525
	Health Services Manager	(0.10)	(3,351)
	Health Services Specialist	0.12	18,945
	Subtotal:	0.42	19,427
<u>Corrections Health</u>			
Reclassification and/or elimination of Lead positions	Nurse Practitioner	3.65	257,851
	Nurse Practitioner/Corrections	(3.65)	(271,736)
	Comm. Health Nurse	39.20	2,309,154
	Comm. Health Nurse/Corrections	(39.20)	(2,221,549)
	Office Assistant 2	(1.00)	(33,422)
	Office Assistant Senior	1.00	31,192
	Health Service Manager	(0.50)	(40,265)
	Health Service Manager Senior	0.50	46,067
	Subtotal:	0.00	77,292
Positions moved to Levy	Health Service Manager	(0.20)	(16,076)
	Office Assistant Senior	(1.00)	(31,190)
	Subtotal:	(1.20)	(47,266)
Miscellaneous changes	Nurse Practitioner	0.15	10,597
	Comm. Health Nurse	(1.10)	(64,784)
	Health Assistant	0.25	8,431
	Office Assistant 2	3.10	106,172
	Office Assistant Senior	(2.80)	(87,332)
	Subtotal:	(0.40)	(26,916)
Total position changes in General Fund:		(0.93)	53,933

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
HEALTH DEPARTMENT Continued			
<u>General Fund Supported Positions:</u>			
Fund: 156 Federal / State Fund			
STARS/WYN Expansion - Neighborhood Health	Office Assistant/Senior	0.13	6,673
	Health Information Spec 2	<u>4.00</u>	<u>156,872</u>
	Subtotal:	4.13	163,545
Brentwood Darlington support			
	Office Assistant/Senior	0.28	9,163
	Health Information Spec 2	1.42	64,809
	Community Health Nurse	<u>1.64</u>	<u>98,957</u>
	Subtotal:	3.34	172,929
Service expansion of Brentwood Darlington model			
	Health Information Spec 2	2.00	78,370
	Community Health Nurse	<u>1.00</u>	<u>50,185</u>
	Subtotal:	3.00	128,555
Primary Care service support (restoration)			
	Community Health Nurse	3.20	164,873
	Health Assistant	2.07	59,401
	Licensed Comm. Practical Nurse	1.00	34,401
	Medical Records Technician	0.50	18,838
	Nurse Practitioner	2.35	181,023
	Office Assistant 2	1.62	50,703
	Office Assistant/Senior	1.00	38,534
	Physician	<u>0.50</u>	<u>58,941</u>
	Subtotal:	12.24	606,714
Total Federal / State Fund:		<u>22.71</u>	<u>1,071,743</u>
Total General Fund Supported position changes:		<u>21.78</u>	<u>1,125,676</u>

Other Funds:

Fund: 156 Federal / State Fund			
Changes in grant funding for HIV services	Administrative Secretary	(0.17)	(6,248)
	Co-Principal Investigator	(0.13)	0
	Data Analyst	(1.00)	(44,697)
	Health Information Spec 2	(6.07)	(309,673)
	Health Services Administrator	(1.17)	(47,838)
	Office Assistant 2	(1.50)	(36,381)
	Program Development Specialist	(1.00)	(35,470)
	Data Analyst Senior	<u>1.00</u>	<u>56,102</u>
	Subtotal:	(10.04)	(424,205)

SUMMARY OF POSITION CHANGES IN 1996-97

HEALTH DEPARTMENT Continued

Primary Care

Reduction in staff and elimination of Lead classification

	<u>FTE Change</u>	<u>Cost Change</u>
Office Assistant 2	(3.80)	(47,588)
Office Assistant Senior	(1.00)	(38,534)
Health Information Spec 2	(0.79)	(18,376)
Health Assistant/Lead	(1.00)	(32,970)
Health Assistant	(1.40)	40,452
Social Worker	(0.10)	1,379
Licensed Comm. Practical Nurse	(1.22)	(11,290)
Nurse Practitioner	(1.71)	(21,388)
Community Health Nurse	3.38	305,031
Physician Assistant	0.80	55,126
Community Health Nurse/Lead	(6.60)	(394,646)
Nurse Practitioner/Lead	(2.50)	(188,623)
Medical Records Technician	(0.70)	(13,819)
Nutritionist	2.40	114,830
Nutritionist/Lead	(1.50)	(78,942)
Pharmacist	(0.10)	(6,007)
Physician	(0.75)	(17,131)
Medical Director	0.10	24,134
Health Operations Supervisor	0.10	16,817
Health Services Administrator	(0.80)	(4,985)
Health Services Specialist	<u>(0.10)</u>	<u>(1,644)</u>
Subtotal:	(17.29)	(318,174)

Elimination of Lead classification for other Divisions

Health Information Spec 2	1.00	51,017
Health Information Spec 2 /Lead	(1.00)	(42,416)
Health Information Spec Senior	1.00	54,240
Health Information Spec Senior /Lead	(1.00)	(46,681)
Community Health Nurse	13.02	937,588
Community Health Nurse/Lead	(13.02)	(801,937)
Nurse Practitioner	0.50	69,355
Nurse Practitioner/Lead	(0.50)	(39,843)
Dental Assistant /Receptionist	5.00	230,080
Dental Assistant Lead	<u>(5.00)</u>	<u>(162,157)</u>
Subtotal:	(0.00)	249,246

SUMMARY OF POSITION CHANGES IN 1996-97

HEALTH DEPARTMENT Continued

Other miscellaneous changes or reclassifications

	<u>FTE Change</u>	<u>Cost Change</u>
Office Assistant 1	(0.50)	(11,342)
Office Assistant 2	(4.27)	(103,564)
Office Assistant Senior	4.52	193,922
Administrative Secretary	1.31	48,148
County Counsel Office Assistant	(1.50)	(56,652)
Community Information Specialist	(1.00)	(39,258)
Health Information Spec 2	0.13	6,632
Health Information Spec 1	(1.00)	(25,871)
Program Development Tech	1.80	67,175
Program Development Specialist	(0.38)	(13,479)
Fiscal Specialist 1	(0.50)	(13,809)
Fiscal Specialist 2	(1.00)	(52,476)
Data Technician	1.00	41,896
Support Services Technician	1.00	41,896
Warehouse Worker	(1.70)	(54,232)
Health Assistant	(1.97)	(77,535)
Social Worker	(0.70)	(36,794)
Nurse Practitioner	0.37	51,324
Community Health Nurse	0.83	58,094
Physician Assistant	(0.89)	(65,156)
Nutritionist	(0.20)	(8,732)
Dental Assistant /Receptionist	(1.80)	(82,829)
Dental Hygienist	(0.60)	(803)
Health Educator	(0.50)	(23,830)
Sanitarian	0.25	13,536
Psychologist	(1.00)	(93,671)
Fiscal Specialist Senior	(0.25)	(5,482)
Dentist	(1.00)	43,333
Dentist Senior	(1.00)	(2,907)
Physician	(0.52)	(41,384)
Health Operations Supervisor	1.70	81,407
Health Services Administrator	0.90	109,909
Health Services Manager		3,874
Health Services Manager Senior	1.83	181,241
Health Services Specialist	2.40	149,200
Data Analyst Senior	1.00	64,846
Co-Principal Investigator	(0.13)	162
Subtotal:	(3.37)	346,789
Total Federal / State Fund:	(30.70)	(146,344)

SUMMARY OF POSITION CHANGES IN 1996-97

HEALTH DEPARTMENT Continued

Fund: 169 Inverness Fund

Positions moved from General Fund

Health Service Manager	0.20	16,076
Office Assistant Senior	<u>1.00</u>	<u>31,190</u>
Subtotal:	1.20	47,266

Reclassifications

Health Services Manager	(0.50)	(40,222)
Health Services Manager/Senior	<u>0.50</u>	<u>46,067</u>
Subtotal:	0.00	5,845

Positions added with Levy

Office Assistant/Senior	1.00	43,630
Community Health Nurse/Corr	<u>1.30</u>	<u>89,359</u>
Subtotal:	2.30	132,989

Total Inverness Fund:	<u>3.50</u>	<u>186,099</u>
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Fund: 390 CareOregon Fund

Positions added for member/provider relations

Office Assistant 2	1.00	31,366
Program Development Tech	<u>3.00</u>	<u>123,958</u>
Subtotal:	4.00	155,324

Other miscellaneous positions cut to fund additions

Program Development Spec	(0.70)	(16,301)
Community Health Nurse	(0.10)	10,726
Fiscal Specialist/Senior	(0.25)	(13,849)
Health Services Administrator	(0.60)	(28,840)
Data Analyst/Senior	<u>(1.00)</u>	<u>(52,464)</u>
Subtotal:	(2.65)	(100,728)

Total CareOregon Fund:	<u>1.35</u>	<u>54,596</u>
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Total position changes, other funds:	<u>(25.85)</u>	<u>94,351</u>
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Total Health Department position changes, all funds	<u>(4.07)</u>	<u>1,220,027</u>
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SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
COMMUNITY CORRECTIONS			
<u>Positions in General Fund:</u>			
Transfer to Federal/State Fund	Program Development Tech	(1.00)	(40,298)
	Fiscal Assistant	(1.00)	(28,739)
	Fiscal Specialist 2	(1.00)	(51,679)
	OA2	(2.00)	(59,871)
	Management Assistant	(1.00)	(71,169)
	Subtotal:	(6.00)	(251,756)
Additional position within constraint	Staff Assistant	0.50	42,432
Pretrial release	Corrections Technicians	4.00	152,711
	Total position changes in General Fund:	(1.50)	(56,613)
<u>General Fund Supported Positions:</u>			
Fund: 156 - Federal State Fund			
Transfer from General Fund	Program Development Tech	1.00	41,896
	Fiscal Assistant	1.00	30,898
	Fiscal Specialist 2	1.00	53,585
	OA2	2.00	59,871
	Management Assistant	1.00	66,190
	Subtotal:	6.00	252,440
	Probation/Parole officer	2.00	111,966
African American parolees pilot project	Corrections Counselor	1.00	42,194
MIS Staff support add package	Data Analyst	3.00	112,951
MIS Staff support add package	Data Technician	5.00	123,523
	Total General Fund Supported position changes:	17.00	643,074
<u>Other Funds:</u>			
Fund: 156 - Federal/State Fund			
Mid year Adds	Corrections Technicians	10.00	374,651
	Data Systems Manager	1.00	66,546
	Total Federal/State Fund:	11.00	441,197
	Total Community Corrections position changes, all funds	26.50	1,027,658

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
DISTRICT ATTORNEY			
<u>Positions in General Fund:</u>			
ROCN Backfill	DDA 4	1.00	78,481
Support Enforcement Caseload Increase (offset with fed/state revenues 34%-66%)	SEA	1.00	39,909
	OA2	(0.50)	(15,132)
	Legal Intern	<u>0.50</u>	<u>14,750</u>
	Subtotal:	1.00	39,527
Contracted out for SED activities	Program Development Specialist	(1.00)	(40,713)
Floating DA	DDA	1.00	54,352
City of Portland, not funded	PPB investigator	(1.00)	(33,793)
	Total position changes in General Fund:	<u>1.00</u>	<u>97,854</u>
<u>Other Funds:</u>			
Fund: 156 - Federal/State Fund			
Americorp Grant	Temporary Workers/Volunteers	10.00	100,640
	Staff Assistant	0.33	14,541
Finvest	Deputy DA	(0.58)	(51,597)
	Staff Assistant	(0.58)	(26,332)
	Legal Assist	0.25	8,858
OCN Gang Grant	DA Investigator	0.25	10,826
	Deputy DA	0.25	16,819
			0
	Total position changes, other funds:	<u>9.92</u>	<u>73,755</u>
Total District Attorney's Office position changes, all funds		<u>10.92</u>	<u>171,609</u>

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
SHERIFF'S OFFICE			
Positions in General Fund:			
Add a position to process paperwork for video appearance activities	Sheriff's Operations Technician	1.00	33,955
Add position to process matrixes	Sheriff's Operations Technician	1.50	50,933
Cut Classification unit's matrix positions	Corrections Technicians	(5.00)	(185,235)
Cut the Scheduling Unit	Corrections Lieutenant	(1.00)	(94,050)
	Corrections Sergeant	(3.00)	(238,011)
	Office Assistant 2	(1.00)	(31,231)
	Subtotal:	(5.00)	(363,292)
Move Volunteer Coordinator's position to Inmate Welfare	Volunteer Coordinator	(1.00)	(58,193)
Add computer support staff (Chair's add)	Data Analysts	2.00	93,540
Add Gresham Temporary Hold	Corrections Deputy	0.71	34,181
Add FTE without funding as a placeholder	UnderSheriff	1.00	1
	Total position changes in General Fund:	<u>(4.79)</u>	<u>(293,764)</u>
Other Funds			
Fund: 169 - Jail Levy Fund			
Annualize the Work Crew Annex positions	Facility Security Officer	0.50	17,608
	Corrections Counselor	1.05	48,945
	Sheriffs Office Technician	0.52	17,557
	Corrections Deputy	4.45	225,898
	Equipment/Property Technician	0.52	19,683
	Subtotal:	7.04	329,691
Increase MCRC to 160 Beds	Corrections Deputy	6.28	297,289
	Office Assistant 2	1.30	40,352
	Corrections Counselor	2.00	84,983
	Sheriffs Office Technician	1.00	33,955
	Corrections Technician	0.50	18,428
	Subtotal:	11.08	475,007
Add female residents to MCRC	Corrections Deputy	1.84	88,240
	Corrections Counselor	1.00	42,492
	Subtotal:	2.84	130,732

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
SHERIFF'S OFFICE Continued			
Add a Work Crew Officer to be funded by the Housing Authority	Corrections Deputy	1.00	48,508
Add new Court Guard Positions	Corrections Deputy	3.00	146,388
Add Internal Affairs Position	Corrections Sergeant	1.00	62,996
Add position to Personnel for expansion hiring	Background Investigator	0.50	20,343
	Office Assistant 2	<u>0.50</u>	<u>15,520</u>
	Subtotal:	1.00	35,863
Add computer support staff for Local Area Network	Data Analyst	1.00	46,770
Add a Detective	Deputy Sheriff	1.00	52,252
Add relief for the Security Officer	Facility Security Officer	1.00	33,789
Add additional staff to manage construction	Corrections Lieutenant	1.00	78,440
	Corrections Deputy	<u>2.00</u>	<u>96,592</u>
	Subtotal:	3.00	175,032
Add support position for the Volunteer Coordinator	Office Assistant 2	0.50	15,520
Add records staff to process warrants	Sheriff's Operations Tech. Supervisor	1.00	40,458
	Sheriff's Operations Technician	<u>4.00</u>	<u>135,820</u>
	Subtotal:	5.00	176,278
Add staff to do classification 24 hours a day	Corrections Deputy	2.60	124,432
Add position to manage computer services	Information Systems Manager	1.00	65,537
Cut Corrections Health's Work Crew Annex positions (budgeted in Health in 1996-97)	Community Health Nurse	(0.72)	37,513
	Pharmacist	(0.14)	8,739
	Office Assistant 2	<u>(0.48)</u>	<u>14,503</u>
	Subtotal:	(1.34)	60,754
Total Jail Levy Fund:		<u>40.72</u>	<u>1,979,548</u>
Fund:156 - Federal/State Fund			
Change needs for the Target Cities Program	Resource Placement Specialist	1.00	38,742
	Case Management Assistant	0.50	15,617
	Alcohol/Drug Evaluation Spec	1.00	45,156
	Corrections Deputy	(0.80)	(38,637)
	Corrections Sergeant	<u>0.50</u>	<u>37,324</u>
	Subtotal:	2.20	98,202
Total Federal/State Fund:		<u>2.20</u>	<u>98,202</u>

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
SHERIFF'S OFFICE Continued			
Fund: 167 - Inmate Welfare Fund			
Add an additional staff member to process commissary	Equipment/Property Technician	1.00	37,735
Move the Volunteer Coordinator to this fund	Volunteer Coordinator	1.00	58,193
Total Inmate Welfare Fund:		<u>2.00</u>	<u>95,928</u>
Fund: Special Operations (180)			
Add hours to the Alarm Information position	Community Information Specialist	0.15	6,953
Total (Fund Name) Fund:		<u>0.15</u>	<u>6,953</u>
Total position changes, other funds:		<u>45.07</u>	<u>2,180,632</u>
Total Sheriff's Office position changes, all funds		<u>40.28</u>	<u>1,886,868</u>

SUMMARY OF POSITION CHANGES IN 1996-97

ENVIRONMENTAL SERVICES

Positions in General Fund:

Re-organization of Dept Admin:

Transfers to DSS Admin mid-year 1995-96.

Administrative Secretary	(1.00)	(39,500)
Management Assistant	(1.00)	(64,900)
Department Director	(1.00)	(113,300)

Transfers between DES Admin and Transp (Road Fund)

Department Director	0.30	34,400
Administrative Analyst	0.70	39,400
OA2	(0.50)	(19,000)

Reclassifications

Management Assistant	(1.00)	(80,000)
Deputy Director	1.00	87,000
Fiscal Specialist 2	(1.00)	(45,000)
Management Assistant	<u>1.00</u>	<u>57,200</u>

Subtotal:	(2.50)	(143,700)
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Move Electronics from General Fund to Fleet Fund

Electronic Technician Asst	(2.00)	(84,400)
Electronic Technician	(3.00)	(180,000)
Electronic Technician/Chief	<u>(1.00)</u>	<u>(65,100)</u>

Subtotal:	(6.00)	(329,500)
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Reclassifications

Animal Control Officer	(1.00)	(38,100)
Operations Administrator	1.00	38,100
Planner	(1.00)	(48,700)
Planner/Senior	<u>1.00</u>	<u>59,500</u>

Subtotal:	0.00	10,800
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Miscellaneous Changes:

A&T - transfer existing positions to/from A&T Fund

OA2	0.50	12,000
Program Coordinator	(0.50)	(22,000)
A.C. Office Assistant	(0.20)	(7,700)
A.C. Dispatcher	<u>(0.20)</u>	<u>(7,800)</u>

Subtotal:	(0.40)	(25,500)
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Animal Control - misc. reductions in FTE

Total position changes in General Fund:	<u>(8.90)</u>	<u>(487,900)</u>
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SUMMARY OF POSITION CHANGES IN 1996-97

ENVIRONMENTAL SERVICES Continued

General Fund Supported Positions:

Fund: 175 - Assessment & Taxation

		<u>FTE Change</u>	<u>Cost Change</u>
Add personal property collector	Tax Collection Specialist	1.00	38,700
Add LAN administration support	Data Analyst	1.00	47,400
Add Records/Tax Collection Mgr (within constraint)	Technical Support Manager	1.00	91,800
Add support to division administration	Administrative Analyst/Senior	1.00	51,700
	Fiscal Specialist 2	(0.50)	(17,800)
	Subtotal:	0.50	33,900
Migrate from mainframe	Programmer Analyst/Senior	0.33	21,200
	Computer Systems Operator	0.17	8,000
	Data Analyst	0.33	15,900
	Systems Administrator	0.33	26,700
	Subtotal:	1.16	71,800
Transfer existing positions to/from General Fund	OA2	(0.50)	(12,000)
	Program Coordinator	0.50	22,000
	Subtotal:	0.00	10,000
Transfer existing positions to/from Tax Title Fund	Operations Administrator	0.25	14,500
	Tax Collection Manager	(0.35)	(23,200)
	Subtotal:	(0.10)	(8,700)
Changes to reach constraint	OA2	(2.00)	(54,600)
	Word Processing Operator	(1.00)	(28,400)
	Appraisal Supr/Residential	(1.00)	(52,000)
	Property Appraiser/Residential	1.00	45,500
	Appraisal Supr/Commercial	(1.00)	(54,300)
	Property Appraiser/Commercial	1.00	47,800
	Subtotal:	(3.00)	(96,000)
Total A&T Fund:		<u>1.56</u>	<u>188,900</u>
Total General Fund Supported position changes:		<u>1.56</u>	<u>188,900</u>

SUMMARY OF POSITION CHANGES IN 1996-97

ENVIRONMENTAL SERVICES Continued

Other Funds:

Fund: 150 - Road Fund

Transfers to/from Dept. Admin.

Department Director	(0.30)	(34,400)
Administrative Analyst	(0.70)	(39,400)
OA2	<u>0.50</u>	<u>19,000</u>
Subtotal:	(0.50)	(54,800)

Add computer support (Trans. will provide support to Transp., Morrison Bldg., Elections, and Animal Control on a cost-recovery basis from the other divisions)

Data Analyst	2.50	133,400
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Add FTE in Division Admin.

Operations Administrator	1.00	47,804
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Reclassifications

Transportation Mgr/Senior	(1.00)	(103,900)
Department Director	1.00	114,700
Administrative Serv Officer	(1.00)	(73,800)
Planning & Prog Devel. Mgr.	1.00	83,900
Engineering Services Administrator	(1.00)	(70,600)
Engineering Services Mgr	1.00	75,500
Engineer Tech/Asst	(2.00)	(94,800)
Civil Engineer/Asst	<u>1.00</u>	<u>65,400</u>
Subtotal:	(1.00)	(3,600)

Miscellaneous Changes

Mid-year (95-96) change in Surveyor's office

Engineer Tech/Asst	1.00	45,300
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Net changes in clerical support

OA1	0.75	20,200
OA2	0.50	19,000
OA/Sr.	(1.00)	(40,000)

Increase FTE in Road Maintenance

Heavy Equipment Operator	1.00	57,000
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Reduce FTE in Engineering Services

Engineer Tech/Asst	<u>(0.20)</u>	<u>(13,000)</u>
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Subtotal:	2.05	88,500
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Total Road Fund:	<u>4.05</u>	<u>211,304</u>
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SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
ENVIRONMENTAL SERVICES Continued			
Fund: 158 - Tax Title			
Facilities - reduction in FTE due to fewer properties	Construction Projects Spec	(1.00)	(51,679)
A&T - transfers to/from A&T Fund	Operations Administrator	(0.25)	(14,500)
	Tax Collection Manager	<u>0.35</u>	<u>23,200</u>
	Subtotal:	0.10	8,700
	Total Tax Title Fund:	<u>(0.90)</u>	<u>(42,979)</u>
Fund: 161 Bridge Fund			
Elimination of Lead as separate job class	Electrician/Lead	(1.00)	(62,700)
	Electrician	<u>1.00</u>	<u>62,700</u>
	Subtotal:	0.00	0
Add positions for Bridge capital projects	Civil Engineer/Associate	1.00	57,000
	Engineering Services Admin	<u>1.00</u>	<u>63,100</u>
	Subtotal:	2.00	120,100
	Total Bridge Fund:	<u>2.00</u>	<u>120,100</u>
Fund: 240 - CIP Fund			
Move all positions to Facilities Fund	Construction Projects Specialist	(6.00)	(652,400)
	Construction Projects Specialist/Sr.	(4.00)	(211,700)
	Construction Projects Admin	<u>(1.00)</u>	<u>(51,700)</u>
	Total CIP Fund:	<u>(11.00)</u>	<u>(915,800)</u>
Fund: 401 Fleet Fund			
Move Electronics from General Fund to Fleet Fund	Electronic Technician Asst	2.00	84,400
	Electronic Technician	3.00	180,000
	Electronic Technician/Chief	<u>1.00</u>	<u>65,100</u>
	Subtotal:	6.00	329,500
FTE in support of bond/1145 projects	Electronic Technician	1.00	59,900
Add support in Division Administration	Fiscal Assistant	1.00	27,700
Reclassification	OA/Senior	(2.00)	(71,726)
	FREDS Support Specialist	1.00	42,600
	Program Coordinator	<u>1.00</u>	<u>39,800</u>
	Subtotal:	0.00	10,674
	Total Fleet Fund:	<u>8.00</u>	<u>427,774</u>

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
ENVIRONMENTAL SERVICES Continued			
Fund: 410 - Facilities Fund			
Move all CIP Fund positions to Facilities Fund	Construction Projects Specialist	6.00	652,400
	Construction Projects Specialist/Sr.	4.00	211,700
	Construction Projects Admin	<u>1.00</u>	<u>51,700</u>
	Subtotal	11.00	915,800
Add CIP project mgmt positions in support of bond, 1145, and other new construction projects	Construction Projects Specialist	5.00	219,100
Add during FY 1995-96	Carpenter/Locksmith	1.00	50,100
Chg in custodial FTE due to attrition, chg to contracted svcs	Custodian	(0.90)	(32,000)
Reclassifications	Carpenter	(1.00)	(49,000)
	Construction Projects Spec.	1.00	47,400
	Electrician	(1.00)	(59,700)
	Electrician/Lead	<u>1.00</u>	<u>66,800</u>
	Subtotal	0.00	5,500
Clerical staffing changes	OA2	1.00	37,800
	Word Processing Operator	<u>(1.00)</u>	<u>(37,800)</u>
	Subtotal	0.00	0
Total Facilities Fund		<u>16.10</u>	<u>1,158,500</u>
Total position changes, other funds:		<u>18.25</u>	<u>958,899</u>
Total Environmental Services position changes, all funds		<u>10.91</u>	<u>659,899</u>

SUMMARY OF POSITION CHANGES IN 1996-97

NONDEPARTMENTAL

Positions in General Fund:

Information and Referral Board Clerk (transferred and supported by service reimbursement from Telephone Fund)

	<u>FTE Change</u>	<u>Cost Change</u>
Legislative/Administrative Secretary	2.00	60,300

Changes in Chair's Office

Staff Assistant	(0.50)	(41,197)
Legislative/Administrative Secretary	<u>0.40</u>	<u>11,616</u>
Subtotal:	(0.10)	(29,581)

Staffing change in Commissioner, District 1's Office

Staff Assistant	0.35	12,644
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Staffing change in Commissioner, District 2's Office

Staff Assistant	(0.18)	(4,714)
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County Counsel allocation shifts to Insurance Fund

County Counsel Office Assistant	(0.35)	(12,860)
Assistant County Counsel Senior	(0.15)	(11,792)
County Counsel	<u>(0.05)</u>	<u>(6,184)</u>
Subtotal:	(0.55)	(30,835)

Total position changes in General Fund:	<u>1.52</u>	<u>7,814</u>
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General Fund Supported Positions:

Fund: 140 - SIP Fund

Strategic Investment Program Added during 1995-96

Staff Assistant	1.00	65,709
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Total SIP Fund:	<u>1.00</u>	<u>65,709</u>
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Fund: 156 - Federal State Fund

MCCF

Eliminate 1 Staff Assistant to reach constraint

Staff Assistant	(1.00)	(51,737)
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Reclassifications

Health Services Specialist	(0.80)	(50,326)
Staff Assistant	0.80	50,326
Program Development Spec. Sr	(0.75)	(46,676)
Staff Assistant	<u>0.75</u>	<u>46,676</u>
Subtotal:	0.00	0

Annualize School Liaison

Staff Assistant	0.20	10,028
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Annualize Youth Policy Coordinator

Staff Assistant	0.25	16,157
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Add Communications Coordinator

Staff Assistant	1.00	53,277
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Add Technical Planner

Staff Assistant	1.00	61,782
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Total Federal State Fund:	<u>1.45</u>	<u>89,507</u>
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Total General Fund Supported position changes:	<u>2.45</u>	<u>155,216</u>
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SUMMARY OF POSITION CHANGES IN 1996-97

NONDEPARTMENTAL Continued Other Funds:

FTE Change **Cost Change**

Fund: 400 - Insurance Fund

Insurance Fund

County Counsel allocation shifts from General Fund

County Counsel Office Assistant	0.35	12,860
Assistant County Counsel Senior	0.15	11,792
County Counsel	<u>0.05</u>	<u>6,184</u>
Subtotal:	0.55	30,835

Total Insurance Fund:	<u>0.55</u>	<u>30,835</u>
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Fund: 156 - Federal/State Fund

State Felon Impact Funds (SB 1145) Budgeted for the first time

Administrative Secretary	1.00	35,179
Staff Assistant	<u>1.00</u>	<u>69,190</u>
Subtotal:	2.00	104,369

Total Federal/State Fund:	<u>2.00</u>	<u>104,369</u>
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Total position changes, other funds:	<u>2.55</u>	<u>135,204</u>
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Total Nondepartmental position changes, all funds	<u>6.52</u>	<u>298,234</u>
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SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
SUPPORT SERVICES			
<u>Positions in General Fund:</u>			
Transfers from DES Admin mid-year 1995-96.	Administrative Secretary	1.00	39,500
	Management Assistant	1.00	64,900
	Department Director	<u>1.00</u>	<u>113,300</u>
	Subtotal:	3.00	217,700
Add support for LAN-based applications in PDX Bldg.	Data Analyst	1.00	43,800
Add Data Model unit at ISD (1 FTE paid by P.S. bond)	Programmer/Analyst/Senior	3.00	168,600
Add GIS Unit at ISD	Programmer Analyst 2	2.00	101,700
Add Policy/Research position at ISD	Systems Administrator	1.00	65,700
Add purchasing support of bond construction projects (Fully paid by P.S. bond)	Purchasing Specialist 2	1.00	43,800
Add coordinator for MBE/WBE contract efforts with City	Fiscal Specialist 1	0.50	18,600
Reduction in Labor Relations clerical support	OA2	(0.50)	(15,500)
Transfer probation fee collection to DCC	Fiscal Specialist 1	(1.00)	(36,000)
Reclassifications	Purchasing Specialist 1	(1.00)	(41,100)
	Purchasing Specialist 2	1.00	47,400
	Central Stores Supervisor	(1.00)	(41,800)
	Operations Administrator	<u>1.00</u>	<u>44,500</u>
	Subtotal	0.00	9,000
<u>Miscellaneous Changes</u>			
Employee Services	OA2	(0.03)	(1,000)
Elim. Lead as separate classification	Word Processing Operator/Lead	(1.00)	(35,200)
	Word Processing Operator	1.00	35,200
Portions of Info Mgmt positions pd by Ins. Fund	Data Analyst/Senior	(0.13)	(7,100)
	Word Procissing Operator	(0.13)	(4,500)
Reduction to make constraint (Dept. Dir. Ofc.)	Administrative Secretary	<u>(0.50)</u>	<u>(17,800)</u>
	Subtotal	(0.79)	(30,400)
Total position changes in General Fund:		<u>8.71</u>	<u>568,400</u>

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
SUPPORT SERVICES Continued			
Other Funds:			
Fund: 400 - Insurance Fund			
Add clerical support in Risk Management	OA2	0.50	13,900
Portions of Info Mgmt positions pd by Ins. Fund	Data Analyst/Senior	0.13	7,100
	Word Processing Operator	<u>0.13</u>	<u>4,500</u>
	Subtotal:	0.26	25,500
	Total Insurance Fund:	<u>0.76</u>	<u>39,400</u>
Fund: 402 - Telephone Fund			
Transfer telephone operators to Chair's Office (Will still be paid by Tel. Fund via service reimb.)	OA2	(2.00)	(60,300)
	Total Telephone Fund:	<u>(2.00)</u>	<u>(60,300)</u>
Fund: 403 - Data Processing Fund			
Eliminate positions (via attrition) that formerly worked on new development projects	Programmer Analyst 1	(1.00)	(40,209)
	Programmer Analyst 2	(2.00)	(109,167)
	Programmer Analyst/Sr.	<u>(1.00)</u>	<u>(61,307)</u>
	Subtotal	(4.00)	(210,684)
Reclassifications/title changes to more accurately reflect job duties and new org structure at ISD	WAN Integration Coordinator	1.00	57,840
	Data Processing Specialist 2	(1.00)	(53,585)
	Programmer Analyst/Sr	(1.00)	(52,874)
	Programmer Analyst Sr./Lead	<u>1.00</u>	<u>55,518</u>
	Subtotal	0.00	6,900
Transfer position from Network to Computer Ops and change classification to reflect reorganization	Data Processing Specialist 1	(1.00)	(43,122)
	Systems Programmer	<u>1.00</u>	<u>58,760</u>
	Subtotal	0.00	15,638
Person to administer flat fee program	Data Analyst	1.00	43,814
	Total Data Processing Fund:	<u>(3.00)</u>	<u>(144,332)</u>
	Total position changes, other funds:	<u>(4.24)</u>	<u>(165,232)</u>
	Total Support Services position changes, all funds	<u>4.47</u>	<u>403,168</u>

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
LIBRARY			
Other Funds:			
Fund: 162 Library Levy			
Increase hours at Branches	Librarian 2	0.76	36,256
	Library Assistant	4.15	151,204
	Library Assistant/Sr.	(1.00)	(4,547)
	Library Clerk 2	4.74	132,744
	Library Delivery Driver	0.50	15,343
	Library Page	2.75	63,943
	Library Supervisor/Branch	<u>2.00</u>	<u>94,129</u>
	Subtotal	13.90	489,071
Increase hours at Central	Librarian 2	1.51	72,510
	Library Assistant	1.76	63,174
	Library Clerk 2	0.50	13,852
	Library Page	<u>1.75</u>	<u>40,804</u>
	Subtotal	5.52	190,340
"Technology tutors" computer lab pilot project	Program Coordinator	0.56	22,932
Outreach services to in-home day care providers	Library Assistant	1.00	36,091
Additional selector due to increase in materials budget	Library Clerk 2	1.00	31,008
Additional computer support for staff and public	Computer Systems Operator	1.00	40,650
Add Deputy Director for Public Services; re-organize management structure	Deputy Director/Library	1.00	76,630
	Library Manager/Senior	(1.00)	(88,410)
	Library Support Services Admin	1.00	57,886
	Library Manager/Senior	<u>(1.00)</u>	<u>(79,473)</u>
	Subtotal	0.00	(33,367)
Re-open Midland	Librarian 2	0.83	40,122
	Library Assistant	0.62	24,429
	Library Clerk 2	1.45	44,962
	Library Page	<u>1.04</u>	<u>26,503</u>
	Subtotal	3.94	136,016

SUMMARY OF POSITION CHANGES IN 1996-97

		<u>FTE Change</u>	<u>Cost Change</u>
LIBRARY Continued			
Add trainers in Automation Services for staff and public	Librarian 2	1.50	72,510
Add selector for youth materials	Librarian 2	1.00	48,340
Grant funded outreach program at JJD	Library Outreach Specialist	1.00	48,124
Add clerical support for fund raising activities	Warehouse Worker/Chief	1.00	27,704
	<i>Wrong JCN used - should be OA2 not Warehouse Wkr</i>		
<u>Miscellaneous Changes</u>			
RESULTS Coordinator (Dept. Admin)	Librarian 2	0.19	9,185
Reclassify Library Clerk 1 to Library Page	Library Clerk 1	(5.67)	(147,426)
	Library Page	5.67	147,426
Miscellaneous changes in part-time FTE amounts	Library Clerk 2	0.51	(10,586)
	Library Page	(1.52)	(26,583)
Eliminate position funded via 1995-96 OTO funding	Program Coordinator	<u>(0.50)</u>	<u>(19,730)</u>
	Subtotal	(1.32)	(47,715)
Total Library Levy Fund:		<u>30.10</u>	<u>1,061,703</u>
Total position changes, all funds		<u>30.10</u>	<u>1,061,703</u>

APPENDIX

Attachment A - Hispanic Retention and Retrieval Project First Year Summary Data

Attachment B - Hispanic Retention and Retrieval Project Evaluation and Progress Report For Services Provided from September 1995 to April 1996

HISPANIC RETENTION AND RETREIVAL PROJECTS SUMMARY DATA

OVERVIEW

Projects Began	November 1994
Total amount contracted (Year 1, Year 2 and Summer) Multnomah County, TPIC, City of Portland funds Other funds invested by PPS, DDHS, RHS, CBOs - not included in contract amount	\$660,345
Total Youth Served - Year 1	233
Cost per student - Year 1	\$1,288

Retention Program Summary Data

Total Youth in In-School Program - Year 1	209
In-School Retained During School Year - Year 1	100%
In-School Youth Returning During School Year - Year 1	99%
Seniors by Credit Graduating with Class	87% (13 students)
Seniors Returning to School to Complete	100% (2 students)

Retrieval Program Summary Data

Total Youth Served	24
Percent Who Maintained 80% Attendance	71%
Number Who Received GED	2
Completed Professional/Technical Training	4 (electronics, 1 CNA)
Number Who Obtained Employment	2 (both with benefits)



The Private Industry Council

Serving Multnomah and Washington Counties and the City of Portland

HISPANIC RETENTION & RETRIEVAL PROJECTS

INTRODUCTION

In July of 1994, TPIC and Multnomah County brought together nearly 60 leaders from the Hispanic community, community-based organizations which serve Hispanics, advisory groups focussed on advocating for Hispanics within systems, educators, business persons, and public agency staff. The purpose for assembling this group was find a way to stop the drop out of Hispanic students from public schools. The result of the month-long planning process was the identification of a mission and goals that address the problems identified. Two models were developed to address these problems, one focussed on retention of students and one focused on the retrieval of dropouts. The projects that were developed to test the models are profiled in Attachment 1. The first year highlights for each project are listed below.

MISSION

To promote the educational achievement and the employability of Multnomah County Hispanic youth through strategies that foster youth and family empowerment, provide comprehensive family support, bridge the isolation of the Hispanic community, and create institutional change.

GOALS

- ✓ To ensure that all Hispanic youth complete high school with the skills needed to further their education and/or enter employment.
- ✓ To ensure effective parent participation in their children's education.
- ✓ To create measurable, long-term institutional change in the access provided to Hispanics by institutions which deliver services, including schools, service agencies, and community-based organizations..

RETENTION PROJECTS

EL PROGRAMA HISPANO - CATHOLIC CHARITIES

First Year - Contract Amount - \$100,000

Project Results - First Year

- 130 Youth Served (65 Reynolds High School, 65 David Douglas High School)
- 100% Youth remained In school during school year
- 98% Returned to school in fall
- 3 of the 5 Seniors by credit graduated at the end of the school year, the 2 youth who did not graduate are still in the program and continuing their education through DDHS.
- 13 Youth successfully completed Pre-Employment/Work Maturity (PET/WM) training
- 2 Youth obtained employment at the end of the program
- Specific numbers on GPA and attendance records were not maintained during the 1994-95 school year. This information is now being collected at both schools.
- 9 Parent meetings were held during the school year (5 RHS, 4 DDHS). An average of 12 parents attended these meetings. Some of the discussion topics at parent meetings included:
 - ESL services - decisions were made to move this service from MESD to the schools for enhanced services to parents
 - Education about youth laws/curfews
 - Administrators from both schools discussed how their individual school systems worked and how parents can access the system easier
 - Education on gang issues/prevention
 - Setting up parent "phone-trees"
- Program Highlights:
 - Significant increase in parent involvement
 - Newcomers Center/ESL classes moved to Reynolds campus
- Institutional Change:
 - Teachers/administrative staff are more aware of Latino student needs
 - Several teachers are directly utilizing the program as a resource
 - Latino representation on peer mediation teams has been established.
 - Commitment on the part of school districts to make written school materials available in Spanish

Second Year Program - Contract Amount - \$98,334

■ Enhancements:

- Planning retreat with the Vice Principals from each school
- Organizing a MECHA organization on campus to increase post-secondary involvement
- Organizing more leadership opportunities and directed student involvement in activities
- Provide specific cultural trainings to school staff
- Strategize with the Marshall Project to increase parent involvement

PORTLAND PUBLIC SCHOOLS MARSHAL HIGH SCHOOL/ OREGON COUNCIL FOR HISPANIC ADVANCEMENT

First Year - Contract Amount - \$100,000

Project Results - First Year

- 79 Youth served
- 100% Youth Remained in school during school year
- 100% Returned to school in fall
- 9 of the 10 Seniors by credit graduated at the end of the school year. The one youth graduated over the summer. Where are they now:
 - 7 Youth have entered employment, two at Intel where they are getting their education paid for by Intel
 - One youth is attending WOSC
 - One youth entered the Marine Corps
 - One youth is receiving vocational training for court reporters
- 36 youth successfully completed PET/WM training
- 39 Youth maintained at least a 2.0 GPA
- Specific numbers on attendance were not maintained during the 1994-95 school year. This information is now being collected
- 4 parent meetings were held during the school year. An average of 40 parents attended these meetings. Some of the discussion topics at parent meetings included:
 - Improving communication skills with their child
 - Disciplinary process at the school for students
 - Gang issues/prevention
 - Information was shared on how to understand attendance printouts and report cards
 - Parenting skills
- Program Highlights:
 - Students participated in Matachines production
 - School staff report attendance is better for students
 - OCHA provided a one hour multi-cultural training at a faculty meeting
 - College Visits

■ Institutional Change:

- Multi-cultural training
- Hispanic student and parent are now on the site council at Marshall
- School administration recognizes that Hispanic parents are concerned about their children's education and what goes on at school

Second Year Program - Contract Amount \$98,334

■ Program Enhancements:

- Monitoring students attendance weekly and sending letters home to help encourage better school attendance
- ESL classes implemented for adults two nights a week
- A traditional Mexican dance group (folklorico) has been started for students

RETRIEVAL PROJECT

PORTLAND PUBLIC SCHOOLS BENSON RETRIEVAL PROJECT

First Year Contract Amount - \$100,000

First Year Project Results

- 24 Youth Served
- 17 Youth maintained 80% attendance
- 24 Youth received GED preparatory instruction, 2 achieved their GED
- 4 Youth completed professional/technical training (3 Electronics, 1 CNA)
- 11 Youth received PET/WM training, 3 successfully completed
- 2 Youth obtained employment at the end of the program, both jobs provided health benefits
- 5 parent meetings were held, with an average attendance of 5 parents at each meeting. Topics included:
 - Parents/Guardians were invited to attend an orientation session with their childDuring orientation parents received an overview of the program, a tour of the facilities and the program expectations of student performance were handed out.
- Program Highlights:
 - 3 youth received individual tutoring in ESL and English grammar
 - Child care workshop for pregnant/parenting participants
 - Bilingual presentations on HIV/AIDS (10 youth) and California Proposition 187 (10 youth)
 - 6 Youth attended the OCHA Latino Career Fair for children & senior citizens in the Portland area
 - 2 youth Participated in a Cinco de Mayo dance presentation
- Institutional Change
 - Bilingual GED instructors hired

Second Year Program - Contract Amount \$114,462

■ Enhancements:

- Increase day care options
- Recruit Bilingual vocational instructors (Electronics instructor already on board)
- Portland Public Schools is lead agency for program design
- Weekly staff meetings to coordinate services
- Program Orientation once a month
- Use incentives to improve attendance
- More intensive recruitment strategies

1995 SUMMER PROJECTS

El Proyecto Conexion - Oregon Council for Hispanic Advancement \$ Contract Amount - 19,935

El Proyecto Conexion, in partnership with Manpower Temporary Services and the Intel Corporation, provided youth the opportunity to learn about computer technologies through a unique program in which youth assembled their own personal computers. Participants learned in detail the various components, functions and hardware options so that they now have the working knowledge which is required for troubleshooting at the user level. Youth were also taught applications software and how to install and configure Windows, Excel 3.0 and Word 6.1.

Once a week, the participants visited local corporations for a tour and brief presentation to get a hands on perspective on the importance of computers and the variety of industries and professions which utilize them. These corporate visits exposed participants to computer applications and diverse workplaces as well as emphasized the correlation between education and professional work. A major objective was to encourage youth to stay in school by creating a vision of a future full of opportunities and possibilities.

To provide balance to this intensive seven week training, youth attended bi-weekly workshops at the YMCA. The youth were instructed in body mechanics, cardiovascular performance, nutrition, basic water safety, lifesaving, proper use of exercise equipment and basic skills in volleyball, squash and racquetball.

Youth who successfully completed the summer program by finishing all of the required projects and maintained at least 90% attendance in all the activities received the computers at the end of the program.

Project Outcomes

Youth Served	10
90% Program Attendance	9
Earned Elective Credit	7*
Returned to School	8
Entered Employment	2@
Met standards to receive Computer	9

* Two of the youth who participated had already graduated from High School.

@ One of the youth, as a result of the partnership with Intel, has been hired by Intel who is paying for classes at PCC for two years. The youth is working part-time, yet receiving full-time benefits, Intel will hire the youth full-time at the end of the two years.

El Programa Hispano Summer Youth Project - Catholic Charities
Contract Amount - \$29,280

El Programa Hispano served youth from Reynolds and David Douglas School Districts. The project involved teaching youth video production through Multnomah Community Television (MCTV). They learned studio orientation and production, camera operation and filming and editing skills. A Video Production Specialist was hired to provide the technical assistance needed to allow students to complete a logical sequence of courses through MCTV and to guide youth through the design and filming of videos.

The students researched, developed and designed a video presentation focusing on Latino culture, contributions and leadership. This was accomplished through conducting interviews and filming Latino community events. The resulting video was televised during local cable programming and shared with area service providers as a resource.

The project's activities also included pre-employment training, basic life skills training and development, academic skills enhancement in the areas of English, Spanish, reading, writing, history, arts and literature, and a cultural enrichment component that focused on cultural awareness, self-esteem and personal development.

Project Outcomes

Youth Served	17
90% Program Attendance	17
Returned to School	17

- 4 Youth were on the air at KBOO radio to talk about the summer program
- 3 Youth attended a Hispanic Chamber of Commerce luncheon

Attachment I

East County School Retention Project:

Catholic Charities coordinates the school retention program for Hispanic youth in Reynolds and David Douglas High Schools. Services provided include advocacy, case management, crisis intervention, information and referral services, group meetings, family meetings, cultural and ethnic events to youth and their families, pre-employment/work maturity training, and school-to-work activities. Catholic Charities also provided training to both schools' staff in diversity and cultural sensitivity issues. Project started: November 1, 1994

Portland Public Schools Retention Project:

The Hispanic Retention project at Marshall High School provided services in coordination with the Oregon Council for Hispanic Advancement (OCHA) to meet the educational, employment and family related needs of Hispanic youth. OCHA provided advocacy, case management, crisis intervention, information and referral services, group meetings, family meetings, cultural and ethnic events to youth and their families, pre-employment/work maturity training, and school-to-work activities. Project started: November 1, 1994

Portland Public School Retrieval Project:

The Hispanic Retrieval project provided services in coordination with Portland Impact to Hispanic youth who have dropped out of high school. Benson High School provided vocational skills training in the areas of Electronic Assembly and Certified Nursing Assistant. Portland Impact provided GED preparatory instruction, pre-employment work maturity training, advocacy, case management, crisis intervention, information and referral services, group meetings, family meetings, cultural and ethnic events to youth and their families, internships and school-to-work activities. Project started: November 1, 1994

HISPANIC RETENTION AND RETRIEVAL PROGRAM

Overview

The Hispanic Retention and Retrieval Program was developed out of a community planning process. The mission of the program is:

- To promote the educational achievement and the employability of Multnomah County Hispanic youth through strategies that foster youth and family empowerment, provide comprehensive family support, bridge the isolation of the Hispanic community, and create institutional change.

The goals established for the program include the following.

- To ensure that all Hispanic youth complete high school with the skills needed to further the education and/or to enter employment.
- To ensure effective parent participation in their children's education.
- To create measurable, long-term institutional change in the access provided to Hispanics by institutions which deliver services, including schools, service agencies, and community-based organizations.

INSTITUTIONAL CHANGE

The three Hispanic Retrieval/Retention projects take place within three county school districts: Portland Public Schools, David Douglas and Reynolds. Each district has approached the goal of institutional change in its own way. Looking at the schools on the surface it is difficult to see obvious evidence that institutional change has occurred as a result of these programs. A closer examination is needed to see the progress and impact toward that goal, which is happening at an individual level with the students and parents as they become empowered and confident in demanding better services from the schools which will enable successful high school completion. A detailed description of the school support for each program is detailed below.

RETENTION PROGRAMS

The retention programs are based at Marshall High School, Reynolds High School and David Douglas High School. They service Hispanic students who may be at risk of dropping out of school and who are 14-21 years of age. The success of the programs is a result of a cooperative and coordinated effort of the school districts, Oregon Council for Hispanic Advancement, and El Programa Hispano.

Marshall High School Retention (Proyecto Conexion)

School District Support of the Program

The Portland Public School District has supported the program through the establishment of office and break room space for the Hispanic Retention Program staff and students at Marshall High School. The District has provided in-kind staff positions to administer and supplement the professional staffing of the retention program.

In-kind staffing includes;

The Marshall High School Integration Specialist, coordinates cultural sensitivity training during school in-service meetings,

District Bilingual Resource Specialist, works to implement the Hispanic Retention Program at Marshall High School,

Migrant Education Project Coordinator, facilitates the development of programs for Hispanic youth throughout the school district,

Marshall High School Vice Principal, provides fiscal oversight for the Hispanic Retention Program,

Marshall High School Principal, provides program management.

The Marshall High School staff and administration has accepted the community based organization Retention Program staff, who are not part of the regular schools staff, as an integral part of the school. Teachers and administrators confer with Retention Program staff to resolve school problems faced by Hispanic students.

Progress Report

From September 1995 to today seventy-one youths have been enrolled in the Retention Program, which is 101% of the year's goal. Twenty-four of the seventy-one youths meets the income criteria of JTPA. Eighteen students have completed the pre-employment training and work maturity component of the program, the year's goal is twenty-six students. Thirteen of a goal of thirty students have completed two school to work activities; the number will improve significantly with a planned two day Retention youth retreat scheduled for May 17 and 18.

Program Highlights

The high school graduation rate of Hispanic students at Marshall High School for 1994-1995 (the program's first year) was 100% and for school year 1995-1996 the graduation rate is on track to be 100%. The regional and national drop out rates for Hispanic students is 40% to 50%.

The Marshall High School Hispanic students formed a traditional Mexican dance group and performed Ballet Folklorico at community functions and school assemblies. The dance group performed in a community production, "Matachines."

The Hispanic students organized the Hispanic Heritage Month student assembly.

The school to work program have placed four students in employment; a Starbucks coffee shop manager, Intel Corporation employee, Multnomah County worker and a Key Bank staff member. Several students are working through the process to become tellers at First Interstate Bank.

MONITORING REPORT (Marshall High School)

The following is the summation of the monitoring of the Marshall Hispanic Retention Project that took place on January 29, 30, and February 1, 1996.

PROGRAM DESCRIPTION:

The Hispanic Retention program provides coordinated services to meet the educational, employment, and family related needs of Hispanic youth who are at risk of dropping out of school. The Contractor, Portland Public Schools, subcontracts with the Oregon Council for Hispanic Advancement (OCHA), referred to as Subcontractor, to provide academic enrichment, pre-employment training, ongoing case management, youth and family advocacy, and cultural activities which meet the needs of Hispanic youth and their families.

The systems reviewed are outlined below and were either found to be satisfactory or needing improvement. The contents of this report were discussed with Contractor and Subcontractor staff during the exit conference and a plan to accomplish system improvement was developed at that time. The improvement plan is included in this report. Therefore, unless the plan specifies follow-up contact by the Contractor as part of the improvement plan, it is unnecessary for the Contractor to respond to this report. 10 files were reviewed and 3 participants were interviewed. The systems reviewed are as follows:

ADMINISTRATIVE:

Record Retention - Satisfactory. TPIC's record retention requirement for non-expendable property is that all records shall be retained for a period of ix years from the date of final payment on the Contract or for three years after final disposition of the property, which ever is later. All other records pertinent to the Contract, including contract negotiations, financial,

statistical, participant records and supporting documentation, shall be retained for a period of six years from the date of final payment. The record retention requirements are outlined at Section 2.7 of the Terms and Conditions attached to the Contract. The Monitor discussed TPIC's record retention requirements with the Contractor and Subcontractor staff during the exit conference.

Timely Termination (30/90 day clock) - Satisfactory. It is a Department of Labor and State JTPA requirement that Title II Y programs terminate participants from the program within either 30 days or 90 days after the last day of receipt of services or training. A participant must be terminated within 90 calendar days following the last receipt of initially determined training. The Participants case managed by this Program are assessed on a regular basis so that they are terminated within 90 days of the last receipt of training.

PROGRAM REVIEW

Contract Compliance (program goals and objectives are being met):

Satisfactory. The objective of the Contract is to provide coordinated services to meet the educational, employment and family related needs of Hispanic youth who are at risk of dropping out of school. The objective of the contract is being met and the services outlined in the contract are being provided. In addition to the services discussed in the paragraphs below, the Contractor and Subcontractor staff are serving as a link between Hispanic youth, their families, high school staff and community resources. This is accomplished by one on one meetings with the youth, semi-monthly lunch meetings and regular meetings with parents and guardians in the home or at the high school. The Subcontractor has also arranged ESL classes for parents, retreats for the participants with leadership training and guest speakers, and instruction in traditional dance.

Outreach and Recruitment/Enrollments - Satisfactory. Subcontractor receives a list of students from the school district who may be eligible. New Hispanic students are referred to the Program when they enroll to attend Marshal High School. Targeted populations are also recruited by word of mouth from other students. The Program serves approximately 95% of the Hispanic students attending Marshal High School which is evidence that the targeted population is being recruited.

Participant Assessment (initial and ongoing) - Satisfactory. The Advocates use a variety of tools and techniques to gather information to perform trainee objective assessment. These include TABE results, referral information, school information (grades, attendance, disciplinary action) interview with both parents and students, observation of trainees throughout the process (orientation, eligibility, program participation). The assessment tools and assessment results are kept in the participant file, in the form of documentation, case notes and completed participant SSPs.

Self Sufficiency Plans (SSP) - Satisfactory. The SSP is a document which combines assessment, service plan, and case history information about TPIC participants. The self sufficiency plans (SSP) completed by subcontractor staff included the participant's training goals and a description of the training, education, and supportive services that will be provided to the participant to lead him/her to greater self sufficiency. Three of the SSPs reviewed did not

have barriers section complete and one SSP did not have support services complete. This is considered of a low significance because it was not a consistent problem and the Monitor considered it to be an oversight by staff rather than a system failure.

Support Services - Satisfactory. The Contract requires that the Support Services be administered pursuant to TPIC policies. The Monitor discussed these support service policies with the Advocates. The following policies were discussed: support service category spending limits, justifying the support service by documenting the barrier to be alleviated and all other resources must be explored and exhausted. The Advocates currently track all support services spent by writing in a notebook the amount of each expenditure, the participant receiving the support service, and the item purchased. Support services are also case noted in the participant files.

Case Management - Satisfactory. Quality casefile management is a process which organizes participant data, information and documentation in files in a systematic and consistent manner. From the point of objective assessment through post program services, a participant file should be maintained by staff with all documents evidencing the participants progression through the program. Case Managers/Advocates should maintain a standard of regular and frequent contact with clients as specified in TPICs Quality Services Manual. They should also review all case files for accuracy, completeness, clarity of goals and progress. A review of the files revealed that it was possible to track a participants progression through the first 7 months of the program ending December 31, 1996. The Advocates are case managing pursuant to the QSM.

Pre-employment Training/Work Maturity - Satisfactory. During the monitoring some of the PET/WM packets completed for PY 94 were reviewed for accuracy. Except for one packet (the packet had 4 instead of 5 job sources listed in the Labor Market section of the post assessment and did not have the Work Maturity Evaluation signed) the PET/WM packets were completed satisfactorily. The errors found were considered a low significance because it was not a consistent problem and the Monitor considered it to be an oversight by staff rather than a system failure. The 40 hours of work maturity are achieved by tracking class room attendance. Completion of the PET/WM packet for PY 95 will take place in February and March of 1996.

Competencies - Needs Improvement. Any youth who complete the PET/WM training satisfactorily receive a youth employment competency. This competency should be claimed on the Status Change Document (SCD) submitted to TPIC's MIS Department, terminating the youth from a training activity and placing them in a holding activity during the summer. The youth employment competencies received by youth for PY 94 were not claimed. The Monitor and the Subcontractor agreed that the SCDs submitted for the purpose of placing youth in holding for the summer will reflect a competency if received by the youth for PY 94 and PY 95.

School to Work Activities - Satisfactory. School to Work Activities are used to increase the participant's knowledge of the vocational skills necessary for their career of interest and improve the employability of the youth. Pursuant to the contract the core group is to participate in at least two School to Work Activities. The Subcontractor has arranged a variety of activities that satisfy the School to Work requirement. The Monitor found documentation in the participant

files substantiating that the Advocate was providing the necessary school to work activities for the program participants.

FISCAL:

This system was reviewed on February 2, 1996, and found to be satisfactory.

El Programa Hispano (Catholic Charities)

School District Support of the Program

David Douglas High School:

David Douglas School District has contributed program support by providing office space for the Retention Program, meeting space for monthly parent conferences and youth meetings, as well as supplying a school phone. The Vice Principal has worked closely with the program advocate, ensuring that the High School staff are aware of the program by including the advocate at all staff meetings and further, inviting the advocate to all school and staff functions. The administration at David Douglas and El Programa Hispano are currently negotiating a date for a Diversity Training for the high school staff, which will be facilitated as a joint project by both the high school and the program advocates.

Reynolds High School:

Reynolds High School has yielded program support by providing office space for the Retention Program office, a meeting space for monthly parent conferences and youth meetings, as well as supplying a school phone, postage and photocopying for program-maintenance. The Vice Principal has been extremely supportive of the program, whereby the advocate is treated as a part of the regular staff. The school also supplied a bus for a program field trip to Oregon State University, where the youth were able to experience a day at a college campus. The administration at Reynolds has been very encouraging, especially with the Diversity Training for all high school staff that took place last November, and further, the Principal at Reynolds has already planned for another training this August.

Progress Report

David Douglas and Reynolds High School (combined totals):

- ▶ Improve their Grade Point Average (GPA) or maintain a 2.0 GPA.
Total Plan: 43 Total Actual: 43 % of Total Plan: 100%
Please note: This is based on first semester grades only.

- ▶ Improve their attendance or maintain 80% or better attendance.
Total Plan: 57 Total Actual: 42 % of Total Plan: 73%
Please note: This is based on first semester attendance records only.

Program Highlights

David Douglas High School:

- ▶ monthly youth group meetings
- ▶ student officers elected for Hispanic Leadership Youth group
- ▶ established an after school tutor program
- ▶ Oregon State University field trip
- ▶ 16 youth participated in the Police Activities League Spring Break
- ▶ organized a women's support group, with the help of two El Programa Hispano staff counselors
- ▶ four parent meetings
- ▶ 15 parents participated in the ESL classes
- ▶ home visits
- ▶ brought 3 parents into school administration
- ▶ provided translation services for a parent at a meeting with the Vice Principal

Reynolds High School:

- ▶ monthly youth group meetings
- ▶ student officers elected for Hispanic Leadership Youth Group
- ▶ organization of a women's group with the assistance of two El Programa Hispano staff
- ▶ participation in field trips, such as: Oregon State University, Nike Headquarters, Gang Prevention presentations, Cinco de Mayo activities and Mi Familia project
- ▶ 22 youth participated in the Police Activities League Spring Break
- ▶ meeting with local Portland police officers with the agreement of regular informational sessions for the youth
- ▶ five parent meetings
- ▶ ESL classes provided for program participant parents with a party for successful completions
- ▶ home visits
- ▶ 22 parents attended the high school open house

MONITORING REPORT (El Programa Hispano)

The following is a summation of the monitoring of the Catholic Charities Advocacy Program for Latino Youth that took place on February 26, 27 and 28, 1996.

PROGRAM DESCRIPTION:

The Advocacy Program for Latino Youth provides a continuum of in-school advocacy services to Latino youth in the Reynolds School District and David Douglas School District. The Contractor, Catholic Charities, provides Intensive Case Management (ICM) services including advocacy, case management (in accord with TPIC's Quality Services standards), crisis intervention, individual and monthly group meetings for youth and family members, family

outreach and case management and information and referral services to 37 youth (a minimum of 14 JTPA youth). The Contractor also provides Holistic Intervention Services, including information and referral services, monthly youth and family member meeting, cultural and ethnic support and promotion, to all Latino youth not receiving ICM services but attending Reynolds and David Douglas High Schools.

The systems reviewed are outlined below and were either found to be satisfactory or needing improvement. The contents of this report were discussed with Contractor and Subcontractor staff during the exit conference held on March 11, 1996, and a plan to accomplish system improvement was developed at that time. The improvement plan is included in this report. Therefore, unless the plan specifies follow-up contact by the Contractor as part of the improvement plan, it is unnecessary for the Contractor to respond to this report. Eight files were reviewed and six participants were interviewed. The systems reviewed are as follows:

ADMINISTRATIVE:

Program Attendance Policy—Satisfactory. The Contractor has a program attendance policy in place that is in writing and presented to all participants. The program attendance policy is that a participant cannot attend Program activities if they were absent from school on the day the activity is held. Attendance is kept at each Program meeting or function held. It is not mandatory that program participants attend all meetings. If, however, an enrollee is consistently absent from Program activities, an Advocate discusses with them the importance of program participation.

Records and Reporting Tools—Needs Improvement. The Contract requires that the Contractor submit a monthly performance report to TPIC on the fifth of each month as outlined in Exhibit B of the Contract. The Monitor understands that performance reports were not being submitted to TPIC for the first half of the contract year, because contract modifications were in progress and the Contract was not signed until the end of January. TPIC did receive a report in February summarizing the Programs performance through January. At the time of the Exit Conference (March 11) TPIC had not received a performance report for February. It was agreed at the Exit that a performance report would be completed for February and sent to the TPIC Liaison as quickly as possible.

Plan for Improvement—The performance report for February was received by TPIC on April 2, 1996, however a performance report for March has not yet been received. Please send to TPIC, within 30 days of receipt of this letter, performance reports for March and an improvement plan that assures that future performance reports will be submitted on the fifth of each month as outlined in Exhibit B of the contract.

MIS—Needs improvement. The Monitor reviewed the Management Information Systems (MIS) documentation (TEDs and SCDs) kept in the participant files. The Monitor found that although it was possible to track the history of a trainee's participation in the Program through the MIS documentation maintained in the participant files, the MIS paperwork enrolling participants into the program or changing program activities was not always timely. MIS paperwork should be

submitted within seven days of an enrollment, termination or activity change. It is important that MIS paperwork be submitted in a timely manner because the MIS appraises TPIC and the community of the progress and achievements of each program and the participants. TPIC is required to report information to the State and Department of Labor by specific deadlines and it is important that all paperwork received be timely.

Plan for Improvement—The TPIC Program Liaison will give the Youth Specialists an MIS program report on a bi-weekly basis. The report will be reviewed by the advocates for accuracy (do the activity codes match the participants actual program activity). If there is a discrepancy between program activity on the MIS report and actual program activity, the advocate will submit the appropriate MIS paperwork to remedy the discrepancy.

Tracking Systems—The Monitor reviewed the Program to see if there were systems in place to track Competencies, Project Objectives, and Program Attendance. The following tracking systems were reviewed:

Competencies and Project Objectives—Needs Improvement. The Program did not have a uniform system that tracks the competencies and project objectives as outlined in the contract.

Attendance—Satisfactory. Program attendance is kept and maintained for each program activity held. It is therefore possible to track a participant's program attendance.

Plan for Improvement—TPIC's Program Liaison will give the Youth Specialists a participant matrix that tracks the project objectives as outlined in the contract. The matrix will track the participants and their completion of activities that satisfy the objectives outlined in the contract. The matrix will include but is not limited to the completion of the SSP, School-to-Work activities, Work-Based Learning Experiences, PET/WM, work experiences and the attainment of competencies and unsubsidized employment.

PROGRAM REVIEW

Contract Compliance (program goals and objectives are being met):

Needs Improvement. The objective of the Contract is to provide coordinated services to meet the educational, employment and family related needs of Hispanic youth who are at-risk of dropping out of school. In addition to the services discussed in the highlighted sections below, the Contractor's Youth Specialist, located at Reynolds High School and David Douglas High School, serve as a link between Hispanic youth, their families, high school staff and community resources. This is accomplished by one-on-one meetings with the youth, monthly group meetings with the youth, monthly group meetings with parents and guardians, and providing training in diversity and cultural sensitivity to school district staff.

The Monitor's review of the Program revealed that although services, as outlined in the Contract, were being provided at Reynolds High School, this was not the case at David Douglas High School. The Contractor's Youth Specialist (located at David Douglas) was on vacation for the month of December and discontinued the Contractor's employ at the end of January. A new

Youth Specialist had not been hired at the time of the Exit Conference (March 11, 1996). Therefore, except for January, services (as outlined in the Contract) had not been provided to participants since the end of November, 1995.

Plan for Improvement—The lack of program services being provided at David Douglas High School was discussed at the exit conference. The Monitor was told that a new Youth Specialist was anticipated to be hired within two weeks from the date of the exit and will be responsible for providing the services required by the Contract at David Douglas High School. In subsequent conversations with the Program Liaison, it is the Monitor's understanding that a new Youth Specialist will not start providing services at David Douglas High School until the beginning of May. To assure that the new Youth Specialist understands the Contract and the services that need to be provided, the Youth Services Coordinator and TPIC's Program Liaison will conduct a Contract orientation and training.

Timely Termination (30/90 day clock)—*Needs Improvement*. It is a Department of Labor and State JTPA requirement that programs terminate participants from the program within 90 calendar days following the last receipt of initially determined training. From a review of the files there were at least two participants that were enrolled in IIC that needed to be terminated.

Plan for Improvement—It was agreed that the Contractor would develop a participant termination policy that provides a guideline to determine the level of program involvement needed to be maintained as an active enrollee in the program. This policy will be used to determine when participants are no longer active in the program and in need of termination. The termination will take place within 90 days of the determination that the enrollee is no longer active in the program.

Outreach and Recruitment/Enrollments—*Needs Improvement for JTPA Participants*. The Contract's Program Performance Plan is to serve 15 JTPA eligible youth. At the time of the monitoring there were 13 JTPA youth enrolled in the program. The Monitor was told, at the exit conference, that there were youth located at David Douglas High School that had been recruited and would be enrolled in the program. This group contained JTPA eligible youth. It was agreed that the Youth Specialist Supervisor would make sure that the JTPA eligible youth received certification and enrollment in Title IIC thereby fulfilling the JTPA enrollment requirements of the Contract.

Participant Assessment (initial and ongoing)—*Satisfactory*. The Advocates use a variety of tools and techniques to gather information to perform trainee objective assessment. These include, referral information, school information (grades, attendance, disciplinary action) interview with both parents and students, observation of trainees throughout the process (orientation, eligibility, program participation). The assessment tools and assessment results are kept in the participant file, in the form of documentation, case notes and completed participant SSPs.

Self Sufficiency Plans (SSP)—*Needs Improvement*. The SSP is a document that combines assessment, service plan, and case history information about TPIC participants. The self

sufficiency plans (SSP) completed by the Youth Specialists should include the participant's training goals and a description of the training, education, and supportive services that will be provided to the participant to lead him/her to greater self-sufficiency. The SSP is designed to be a living document with the flexibility to adjust to the needs and circumstances of the participant. Therefore, SSPs need to be reviewed and updated as the participant achieves goals and/or significant developments occur. Because in-school services are tied closely to the school calendar, the in-school SSP should be newly developed at the start of each academic year.

There were several areas of concern regarding SSP completion. They are as follows:

- The SSPs were completed in January and not at the beginning of the school year.
- The SSPs of participants attending David Douglas High School were not completed at all for PY '95.
- The SSPs were not reviewed and signed by the Program Director or a family member as set out in the Contract.

Plan for Improvement—It was agreed at the exit conference that the incomplete SSPs would be finished by the new Youth Specialist. It was also agreed that all future SSPs would be completed at the beginning of the school year and would be reviewed and signed by the Youth Services Coordinator. A family representative would only review and sign the SSP if they were a part of the plan for attaining the goals outlined in the SSP.

Case Management—*Needs Improvement*. Quality casefile management is a process that organizes participant data, information and documentation in files in a systematic and consistent manner. From the point of objective assessment through post program services, a participant file should be maintained by staff with all documents evidencing the participant's progression through the program. Youth Specialists should maintain a standard of regular and frequent contact with participants as specified in TPICs Quality Services Manual. They should also review all case files for accuracy, completeness, clarity of goals and progress.

A review of the files revealed that some of the documentation, that evidenced the participants progression through the program, was not always in the file:

- School-to-Work activities were not tracked in the files.
- Records of grades and attendance (both baseline and ongoing) were not evidenced in all files.
- TPIC paperwork was at times missing.
- Case notes were not always biweekly.

Plan for Improvement—The Contractor staff will review TPIC's Quality Services Manual for clarity on case management standards. Staff will also conduct case file peer reviews to assure that quality case management is being provided.

Pre-employment Training/Work Maturity—*Needs Improvement*. PET/WM activities teach participants the skills necessary to get and keep employment and give youth an opportunity to be evaluated and receive specific feed back and instruction. The Contract required that all ICM

enrollees (37) would receive PET/WM competency training. The training consists of 16 hours pre-employment training and 40 hours of work maturity training with all training hours recorded in the participant files. At the time of the monitoring none of the PET/WM preassessments or training had started for PY'95. PET/WM training had been completed for PY'94 for the JTPA participants but no competencies had been claimed for those participants.

Plan for Improvement—It was agreed at the exit conference that a TPIC Program Liaison would review the PET/WM packets that were completed in PY'94 to determine accurate completion and competency attainment. Those participants who attain a PET/WM competency do not have to participate in the PET/WM training for PY'95. The Contractor will take the following steps to complete the PET/WM completion for PY'95:

- Develop a PET curriculum and provide PET to the participants enrolled in ICM.
- Coordinate with teachers at both high schools so the 40 hours of work maturity can be achieved through continuous participation in the classroom.

The TPIC Program Liaison will provide technical assistance to assure proper completion of the PET/WM training and competency attainment. Youth enrolled in ICM will attain the PET/WM competency by June 30, 1996.

School-to-Work Activities—Needs Improvement. School-to-Work Activities are used to increase the participant's knowledge of the vocational skills necessary for their career of interest and improve the employability of the youth. Pursuant to the contract all participants are to participate in two School-to-Work activities. Although School-to-Work activities appear to be taking place (as evidenced by the performance report), the activities were not being noted in the participant file.

Plan for Improvement—The Youth Specialists will document in the participant files all School-to-Work activities attended by the youth. School-to-Work activities will also be included on the matrix used to track the participants and their completion of activities that satisfy the objectives outlined in the contract.

Support Services—Comment. Support Services enable an individual to participant in a training program and to transition to self-sufficiency. Support services must be individually determined, documented in the SSP and case notes, provided only after other resources are sought and support the steps taken to attain self-sufficiency. Pursuant to TPIC's Quality Services Manual, TPIC's support services policies and guidelines apply to all contracted programs.

The files that were reviewed during the monitoring did not contain documentation or case noting of issued support services. This may be because the case files reviewed were of youth who had not received support services while participating in the program. It is recommended that Contractor staff administering this program review TPIC's Support Services Manual to assure that support services are provided pursuant to TPIC policies and guidelines.

FISCAL:

This system was reviewed on February 28, 1996, and found to be satisfactory. Although there was one issue that came up during the review the Monitor considered it to be an oversight by staff rather than a system failure. Of the expenditures reviewed, one was coded with the wrong cost category. This was discussed with the Controller.

RETRIEVAL PROGRAM

The Hispanic Retrieval Program provides an opportunity to individuals who did not finish high school to obtain a general education diploma (GED), receive basic job search and work day skills preparation and learn a trade in the electronics or health fields. The program is open to Hispanic individuals ages 15 through 21.

Benson Retrieval Program

The uniquely designed program creates a cooperative effort between a public school district and a community based organization to service a neglected portion of the Multnomah County and City of Portland population. The community based organization, Oregon Council for Hispanic Advancement and Portland Public School District #1 have worked together to elevate the opportunity for employment for forty-five Hispanic youths.

School District Support

The Portland Public School system through Benson High School have provided support to the program by contributing in-kind services for the administration and housing of the program. The school district provides a staff office and classroom spaces for the vocational training courses, GED classes and work skills classes at Benson High School. Office support from the school district includes use of copiers, telephones, voice mail and fax systems, computers and district inter-office mail system. Portland Public Schools provides two in-kind positions to monitor and manage the project.

In kind positions includes;

Program Specialist, assist in the overall coordination of the project and provides on-going support,

Benson High School Vice Principal, manages program administrative functions, personnel selection, fiscal management, and contract management.

Progress Report

Since September 1995, thirty-five students have enrolled in the program, twenty-two are currently enrolled. Two youths have entered unsubsidized, training related employment. Five youths have entered employment unrelated to the program's vocational training component. Twenty-two youths are participating in the pre-employment training and work maturity component of the program.

Program Highlights

Program which works with a disfranchised and disenchanting population efforts have produced results, two students who have completed the GED, basic work skills and electronics component training have been hired by Volkens Electronics, Incorporated. By June 30, 1996, two students will complete the Certified Nursing Associate training, four students will complete the

electronics training component and will be eligible to be immediately hired by Volk's Electronics and thirteen students will be completing the GED classes.

MONITORING REPORT (Benson High School)

The following is the summation of the monitoring of the Benson High School Hispanic Retrieval Project that took place on January 22, 23, 24 and February 1, 1996.

PROJECT DESCRIPTION

The Benson Hispanic Retrieval Program provides GED preparation, Vocational Training, Pre-Employment Training, Employer Based Learning Experiences, and Advocacy and Case Management to Hispanic Youth who have dropped out of school. The Contractor, Portland Public Schools, provides vocational training classes, GED preparation and basic skills training. The Contractor subcontracts with a different organization to provide pre-employment training, job placement, retention services, ongoing case management, youth and family advocacy, support services and cultural activities. The Subcontractor providing services for the first half of the program year (ending December 31, 1995) was Portland Impact. The Oregon Council of Hispanic Advancement (OCHA) took over the Subcontractor role on January 15, 1996.

The systems reviewed are outlined below and were either found to be satisfactory or needing improvement. The contents of this report were discussed with Contractor and Subcontractor staff during the exit conference held on February 7, 1996. A plan to accomplish system improvement was developed at that time and is included in this report. Therefore, unless the plan specifies follow-up contact by the Contractor as part of the improvement plan, it is unnecessary for the Contractor to respond to this report. Ten files were reviewed and two participants were interviewed.

The systems reviewed are as follows:

ADMINISTRATIVE:

Management Information System (MIS) - *Needs improvement.* The Monitor reviewed the MIS documentation (TEDs and SCDs) kept in the participant files. The Monitor found that it was not possible to track the history of a trainee's participation in the Program through the MIS documentation maintained in the participant files. It was also found, from a review of the file

documentation and the Paperwork Timeliness Report, that the Case Managers did not complete the MIS paperwork in a timely manner (within seven days of enrollment or an activity change). Enrollment paperwork is submitted on an average of 44 days after enrollment.

Plan for Improvement - The TPIC Program Liaison will give Subcontractor staff a MIS program report. The report will be reviewed by the Advocates for accuracy (Do the activity codes match the participant's actual program activity?). If there is a discrepancy between program activity on the MIS report and actual program activity, the Advocate will submit the appropriate MIS paperwork to remedy the discrepancy. The TPIC Program Liaison will give a MIS program report to Subcontractor staff on a bi-weekly basis so that MIS accuracy can be maintained.

Timely Termination (30/90 day clock) - Needs Improvement. It is a Department of Labor and State JTPA requirement that Title II Y programs terminate participants from the program within 90 days after the last day of receipt of training, retraining, or basic readjustment. At the time of the monitoring, there were participants that were enrolled in the Program but not actively participating in any training.

Plan for Improvement The Advocates will meet with all of the participants enrolled in the Program and determine who is no longer involved in the program. The participants who are not actively participating in a training activity in the Program, and do not anticipate becoming involved, will be terminated from the program.

Tracking Systems - Needs Improvement. The Monitor reviewed the Program to see if there were systems in place to track Competencies, Project Objectives, Attainment of Employment, Incentives and Attendance. Except for a satisfactory system to track attendance there were no other tracking systems in place. It is important to have systems in place that track participant's program activity and achievement of program goals and objectives.

Plan for Improvement TPIC's Program Liaison will give the Subcontractor a participant matrix that tracks the project objectives as outlined in the contract. The matrix will track the participants and their completion of activities that satisfy the objectives outlined in the contract. The matrix will include, but is not limited to, the completion of the SSP, School-to-Work activities, Work-Based Learning Experiences, PET/WM, work experiences and the attainment of competencies and unsubsidized employment.

PROGRAM REVIEW

Contract Compliance (program goals and objectives are being met): Needs Improvement. The objective of the Program is to provide coordinated services to meet the educational, employment and family related needs of Hispanic youth who have dropped out of school. The Contract requires that the Contractor, in conjunction with its Subcontractor, will provide GED instruction, Vocational Training, Pre-Employment Training, Employer-Based Learning

Experiences, Advocacy and Case Management for a total of 45 persons. In addition, the Contractor and Subcontractor staff are to serve as a link between Hispanic youth, their families, high school staff and community resources. This is accomplished by one-on-one meetings with the youth, monthly group meetings and program events with the youth, and monthly meeting with parents and guardians in the home or at the high school.

The Contractor changed Subcontractors on January 15, 1996. The Subcontractor providing services from the beginning of Program Year '95 (July 1, 1995) to December 31, 1995, was not available to discuss program services given in that time period. Documentation and case notes were not complete in the participant files or elsewhere and therefore, it was hard to ascertain what program services were being conducted for the first six months of the contract year.

Plan for Improvement - On January 1, 1996, the Oregon Council on Hispanic Advancement (OCHA) became the Subcontractor responsible for working with the Contractor to provide the subcontractor services as outlined in the Contract. A monitoring exit conference was held on February 7, 1996, between TPIC staff, OCHA staff and Contractor staff. It was agreed that the state of the Program during the monitoring was not reflective of OCHA's abilities and that OCHA would be providing the impetus to improve the current state of the Program. The areas of program service were discussed and plans for meeting program objectives agreed upon. The different services and improvement plans are discussed in the subsequent paragraphs.

Outreach and Recruitment/Enrollments - **Improvement Needed**. The number of Program participants was below the year-to-date contract goals and objectives. The contract objective stated that by January 1996, there should be 43 participants served, with 31 dual enrolled in JTPA and five terminations. At the time of the monitoring there were 27 enrollees, only 11 of which were JTPA eligible.

Plan for Improvement - The Contractor and Subcontractor will increase recruitment activities for new enrollees. The recruitment activities will include telephone outreach, referrals from OCHA and the Contractor's school records.

Participant Assessment (initial and ongoing) - **Improvement Needed**. The Subcontractor Advocates are to provide initial objective assessment to all new participants and ongoing objective assessment to all participants enrolled in the program. It was difficult to ascertain the amount of objective assessment (both initial and ongoing) that took place by the original advocate. This is because the material in the participant file, evidencing objective assessment, is limited. The only piece of initial objective assessment material that consistently showed up in the file was the participants BASIS test results. Evidence of ongoing objective assessment was also extremely hard to track since it was limited to case notes that were restricted in content.

Plan for Improvement - The Advocates will meet individually with the participants and will also meet with the participant's family to conduct an initial assessment of the participant's interests, values, abilities, barriers, motivation and skills to develop the Self-Sufficiency Plan

(SSP). The initial assessment and completion of the SSP for all of the program participants will be completed approximately two weeks from the date of the exit conference. Ongoing assessment will be a continuous process conducted by the Advocates during an enrollee's participation in program activities. These include individual meetings with the participants, monthly group meetings, monthly parent meetings, discussions with GED and Vocational instructors and any other trainee information that is gathered during program participation.

Self Sufficiency Plans (SSP) - Improvement Needed. Under the Contract, a Self-Sufficiency Plan should be completed for all youth enrolled in the program. The SSP is a document which combines assessment, service, plan, and case history information about TPIC participants. It is the single most important training document used by TPIC. It is, therefore, important that SSPs be complete and properly maintained. Out of the seven files reviewed only one had a completed SSP that was satisfactorily completed for the Contract year.

Plan for Improvement - As stated above in the Assessment Section, the initial assessment and SSP's on all program participants will be completed approximately two weeks from the date of the exit conference. The Monitor reviewed a SSP completed by one of the Advocates and found it to be complete and met the standards as outlined in TPIC's Quality Services Manual.

Case Management - Needs Improvement. Provided pursuant to QSM by Subcontractor Family Advocate. Quality case-file management is a process which organizes participant data, information and documentation in files in a systematic and consistent manner. From the point of objective assessment through post program services, a participant file should be maintained by staff with all documents evidencing the participants progression through the program. Case Managers/Advocates should maintain a standard of regular and frequent contact with clients as specified in TPIC's Quality Services Manual. They should also review all case files for accuracy, completeness, clarity of goals and progress. A review of the files revealed that it was not possible to track a participants progression through the first six months of the program ending December 31, 1995.

Plan for Improvement - The Advocates will provide case management that follow the guidelines found in the TPIC Quality Services Manual. The TPIC Program Liaison will provide Quality Service Manuals to the Advocates and will provide training if requested.

Pre-employment/Work Maturity Training (PET/WM) - Needs Improvement. PET/WM activities teach participants the skills necessary to get and keep employment and give youth an opportunity to be evaluated and receive specific feed back and instruction. The Contract required that all enrollees (45) would receive PET/WM competency training with 34 successfully completing the training. The training consists of 16 hours pre-employment training and 40 hours of work-maturity training with all training hours recorded in the participant files. At the time of the monitoring none of the PET/WM preassessments or training had started.

Plan for Improvement - TPIC staff will meet with the Subcontractor Job Developer to train him

on the use of the PET/WM packet and competency attainment. Program enrollees who participate in the OCHA Career Fair occurring at Portland State University on February 17, 1996, will receive credit towards the required sixteen hours of PET. PET hours will also be provided during GED classroom time. These hours will be noted in the participant case files.

Work-maturity hours should be achieved through 40 hours of continuous participation in either program classes, other educational classes or employment. However, given the lateness of the program year, it is agreed that participants will be allowed to achieve work-maturity through 40 hours of continuous participation in a combination of activities including program activities and program classes. If a combination of hours is used, personnel involved in supervising the activities or classes must be involved in the post-assessment of the work-maturity evaluation. The 40 work-maturity hours will be recorded in the participant case files.

School-to-Work Activities/Work-Based Learning Experience - Needs Improvement.

Pursuant to the Contract, all trainees are to participate in one School-to-Work Activities and 90 percent in Work-Based Learning Experiences. It was hard to ascertain if these activities were taking place prior to the monitoring because they were not documented by the Subcontractor who was providing services during the first half of the program year.

Plan for Improvement - The current Subcontractor will be talking to the participants to determine individual career interests. Activities will be arranged which meet the intent of School-to-Work activities and Work-Based Learning Experience. The students were encouraged to attend OCHAs Career Fair at Portland State University which took place on February 17, 1996, and included nine career workshops. All School-to-Work Activities and Work-Based Learning Experiences will be documented in participant files.

Work Experience/Job Specific Skills - Plan for Completion. This program piece is to be provided by the Contractor during the last half of the Program Year. The program objective is to place 19 youth on Work Experiences or Limited Internships which correspond to their individual vocational training goals, and receive Job-Specific Skills Competency Training. At the time of the monitoring (January 22, 1996) no Work Experiences or Limited Internships were in the process of being developed. Although the work experiences were not to be developed until January, the concern is that the current Subcontractor does not have the program history with the participants to determine if a participant has the work maturity to maintain a work experience. It was therefore discussed that the work-experience dollars should be spent during the summer months. This would allow the Subcontractor staff time to evaluate and work with the program participants so that the most effective work experiences can be developed on their behalf.

Plan for Completion - The Subcontractor, in conjunction with the Contractor, will submit to TPIC a contract modification that outlines contractual changes regarding completion of work experience in the summer. This will also include any budget modifications needed. If the contract modification is approved, the Contract period will be extended to August 31, 1996 to accommodate the completion of the work experiences.

Classroom Training for Basic Education/Skills (GED)/Occupational Classroom Training (vocational training) - Satisfactory. The Contractor provides educational and vocational training at Benson High School, Monday through Thursday, from 5:00 p.m. to 9:00 p.m. Students attend vocational training on Monday and Wednesday evening and attend basic skills/GED preparation training on Tuesday and Thursday evening. The current vocational training areas include Health Occupations and Electronics. The basic skills/GED preparation training class is staffed with two bilingual Educational Assistants. At the time of the monitoring, the Contractor had lost the employ of its Certified Nurse Assistance vocational instructor and was anticipating hiring a new one. The Contractor anticipated that a new instructor would be hired by February 15, 1996.

Job Development for Unsubsidized Employment/Retention - Plan for Completion. This portion of the Contract was to be completed during the last half of the Program Year and was monitored for anticipated completion by the current Subcontractor staff.

Plan for Completion - the Job Developer and other Subcontractor staff will work with participants to prepare and place them in appropriate unsubsidized employment upon completion of the program. The Job Developer will build upon existing employers relationships and develop partnerships with appropriate businesses in the health and electronic fields. Subcontractor staff will also provide retention services to youth for six months after unsubsidized job placement. Youth will be contacted once per week during the first month and bi-monthly for the remaining five months. The retention services will be case noted in the participant files.

Support Services - Improvement Needed. Support services enable an individual to participate in a training program and to transition to self-sufficiency. Support services must be individually determined, documented in the SSP and case notes, provided only after other resources are sought, and support the steps taken to attain self-sufficiency. Pursuant to TPIC's Quality Services Manual, TPIC's support services policies and guidelines apply to all contracted programs. The files that were reviewed during the monitoring did not contain support services information in the case notes, (which were limited), or the SSPs, (which were not complete or in some cases missing). It was therefore difficult to determine if support services had been issued pursuant to TPIC policy.

Plan for Improvement - This issue was discussed at the exit conference and it was agreed that TPIC policy would be followed for issuing support services for participants and their families.

FISCAL:

This system was reviewed on February 2, 1996, and found to be satisfactory. Although there were two issues that came up during the review, the Monitor considered it to be an oversight by staff, rather than a system failure. The first issue was that the teacher's salary for December 1995 and January 1996 had not been billed against this contract. Secondly, TPIC was billed for Subcontractor costs that were not included in the Contract's budget. The Monitor discussed

these issues with both Contractor fiscal and grant staff and was told that it would be corrected.