



Multnomah County Oregon

Board of Commissioners & Agenda

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BOARD OF COMMISSIONERS

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OCTOBER 14, 2004 REV BOARD MEETING

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Opportunity for Public Comment on Non-Agenda Matters
Pg 2	9:30 a.m. Vulnerable Adult Abuse Awareness Month
Pg 2	9:45 a.m. First Reading of an Ordinance Amending MCC Chapter 21, Health, Relating to Hospital Outdoor No Smoking Policy
Pg 3	9:55 a.m. Authorizing Property Lease for Automated Teller Machine Sites
Pg 3	10:00 a.m. Board Update on Budget Priority Setting Process
Pg 3	2:00 p.m. Continued Board Update on Budget Priority Setting Process

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Thursday, October 14, 2004 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM **NON-DEPARTMENTAL**

- C-1 Appointments of Karen Barton and Cynthia Winter to the AFFORDABLE HOUSING DEVELOPMENT PROGRAM TECHNICAL REVIEW COMMITTEE (AHDP)
- C-2 Appointments of Basil Panaretos Jr., Sharon Cowley, Robert Heimbucher, William L. Gibbs, Michael Mace, William N. Ross, Harvey Rice, Janice Williams, Chris Noble, Helen Ellison, Kenny Wu, James Dunn, Nancy Haller and Marie Sowers to the 2004-2005 BOARD OF PROPERTY TAX APPEALS

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES

- C-3 Government Non-Expenditure Contract (Non-190 Agreement) 0405020 with the City of Portland, Bureau of Environmental Services, to Allow Work to be Performed on the West Side Combined Sewer Overflow Project Near the Burnside and Broadway Bridges

REGULAR AGENDA - 9:30 AM **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

NON-DEPARTMENTAL - 9:30 AM

- R-1 PROCLAMATION Proclaiming October 14, 2004 Vulnerable Adult Abuse Awareness Day in Multnomah County, Oregon. Presented by Commissioner Maria Rojo de Steffey, Claire Ochs and Maggie White. 15 MINUTES REQUESTED.
- R-2 First Reading of a Proposed Ordinance Amending MCC Chapter 21, Health, Relating to Hospital Outdoor No Smoking Policy

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 9:55 AM

- R-3 RESOLUTION Declaring Property Located within Six County Buildings to be Surplus and Approving a Real Property Lease for Automated Teller Machine Sites to Point West Credit Union
-

Thursday, October 14, 2004 - 10:00 AM
Multnomah Building, Third Floor Conference Room 315
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

- B-1 Board Briefing: Update on Budget Priority Setting Process. Presented by Chair Diane Linn, Vice Chair Serena Cruz, Dave Boyer, Karyne Dargan and Invited Others. 2 HOURS REQUESTED.
-

Thursday, October 14, 2004 - 2:00 PM
Multnomah Building, Third Floor Conference Room 315
501 SE Hawthorne Boulevard, Portland

CONTINUED BOARD BRIEFING

- B-1 Continued Board Briefing: Update on Budget Priority Setting Process. Chair Diane Linn, Vice Chair Serena Cruz, Dave Boyer, Karyne Dargan and Invited Others. 1 HOUR REQUESTED.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Form Instructions

- For **HELP** on some of the form fields Press the **F1** key.
- Tab from each field for efficiency and to allow automatic formatting.
- To enable Spell Check go to View/Toolbars and select "Spell-Check". A button will appear titled "Spell Check the Form". This will spell check the APR. *Note: Macros must be enabled.*

Board Clerk Use Only

Meeting Date:	10/14/04
Agenda Item #:	B-1
Est. Start Time:	10:00 AM
Date Submitted:	10/04/04

Agenda Title: Board Briefing: Update on Budget Priority Setting Process

Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.

Date Requested:	October 14, 2004	Time Requested:	2 hours (10:00-12:00)
Department:	DBCS-Finance, Budget, & Tax	Division:	Budget Office
Contact(s):	Karyne Dargan, Dave Boyer		
Phone:	503-988-3312	Ext.	22457
	I/O Address:		503/531
Presenter(s):	Dave Boyer, Karyne Dargan, Mark Campbell		

General Information

1. What action are you requesting from the Board?

This briefing will update the Board on the activities of the Priority-Based Budget exercise to date. The Board will review each priority's *strategy map*—a visual representation of the factors that matter most to achieving the County's desired results—and will be asked to affirm the completion of Step 3 in the process (build cause-and-effect strategy maps for each result).

2. Please provide sufficient background information for the Board and the public to understand this issue.

The County is in the process of designing a different way of preparing its annual budget. It wants to assure that it delivers results that matter most to citizens at the price citizens are willing to pay. In completing this budget priority-setting process, the County also wants to prepare itself to set priorities and purchase results in 2006 and beyond, and to be prepared for the budget reductions that will be required if the ITAX is repealed in November.

This will not be a traditional budget balancing exercise. The County desires to pursue a process that answers the question "With the money we have, how we can best purchase the results that matter most to our citizens." The focus will be on what to keep, not on what to cut. The County has hired the Public Strategies Group (PSG) to facilitate the development of a mid-year budget adjustment to be adopted by the Board of County Commissioners in the event that the ITAX is repealed.

Work on the process to date includes the completion of steps 1 (confirm the fiscal parameters) and 2 (identify the priorities of government) in a six-step process anticipated to be completed by October 29th.

3. Explain the fiscal impact (current year and ongoing).

N/A—briefing only.

4. Explain any legal and/or policy issues involved.

N/A—briefing only.

5. Explain any citizen and/or other government participation that has or will take place.

The budget priority-setting process will include significant public participation. Public hearings and work sessions have been scheduled at various times during the upcoming months.

Required Signatures

**Department/
Agency Director:**



Date: 10/04/04

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

BOGSTAD Deborah L

From: DESIGN TEAM CO-CHAIRS
Sent: Wednesday, October 06, 2004 4:35 PM
To: #MULTNOMAH COUNTY ALL EMPLOYEES
Subject: Update: Public Involvement Opportunities

October 6, 2004

To: All Multnomah County Employees
From: Chair Diane Linn and Commissioner Serena Cruz
Design Team Co-Chairs
Re: Public Involvement Opportunities

This is an update on several public involvement opportunities for the midyear budget priority-setting process as we plan for the sunset and potential repeal of the Multnomah County temporary income tax (ITAX) and address the county's ongoing general fund structural deficit.

There are several public involvement opportunities, such as an on-line survey, community forums hosted by county commissioners, and public hearings in November if the temporary income tax is repealed. In addition, a series of small focus groups representing each county commissioner's district have been held.

All of this citizen input from the public will be forwarded to the Board for their consideration.

On-line survey

An on-line survey is now available to anyone who visits the county's website and MINT site. Printed versions will be available at libraries and at each of the community forums. Here are the website and MINT site link: www.co.multnomah.or.us/priorities
This survey will allow web and MINT visitors to decide what services they would pay for with county dollars, given the county's potential short-term financial constraints. Survey feedback will be forwarded to the Board of County Commissioners for their consideration. County employees are encouraged to weigh in by completing the on-line survey on their own time outside of the work day.

The on-line survey results will be tabulated and posted on October 27 and updated and re-posted on November 27, 2004. Again, this information from the on-line survey will be provided to the Board as another source of information as they begin the process of ranking programs.

October Community Forums

As a reminder, each commissioner will be hosting a forum in their district so members of

10/6/2004

the community can learn about the budget priority-setting process and provide input to the Board. Chair Linn will be attending the October 14 and 19, 2004 community forums. These forums are co-hosted by the Citizen Involvement Committee and each of the four County Commissioners. The following is the community forum schedule:

Community Forum #1

Tuesday, October 12, 2004

6:00 – 8:00 pm

Gateway Children's Center
Downstairs Classroom

10225 E. Burnside, Portland

Host: Commissioner Naito

Community Forum #2

Thursday, October 14, 2004

6:00 – 8:00 pm

Central Library
US Bank Meeting Room

801 SW 10th Ave., Portland

Host:

Commissioner Rojo de Steffey

Community Forum #3

Tuesday, October 19, 2004

6:00 – 8:00 pm

Portland Community College
Cascade Campus, Student Ctr. Cafeteria

705 N. Killingsworth Ave., Portland

Host: Commissioner Cruz

Community Forum #4

Tuesday, October 26, 2004

6:00 – 8:00 pm

Multnomah County East Building
Sharron Kelley Conference Room

600 NE 8th, Gresham

Host: Commissioner Roberts

These forums are designed to provide background information on the county's budget situation and the priority-setting process to address the upcoming short- and long-term financial challenges. Community members will have the opportunity to comment on priorities for spending county dollars. Forums are open to the public and will include time for questions.

Future Updates

As the work of the Priority Teams and Design Team progress over the next several weeks we will continue to share status reports with you. The MINT site and website on these activities and related information are regularly updated.

BOGSTAD Deborah L

From: BOYER Dave A
Sent: Tuesday, October 12, 2004 8:07 AM
To: BOGSTAD Deborah L
Subject: FW: Thursday bcc meeting status

fyi

Dave Boyer
 Chief Financial Officer
 501 SE Hawthorne Blvd Suite 531
 Portland, OR 97214
 (503) 988-3903
 e-mail dave.a.boyer@co.multnomah.or.us

-----Original Message-----

From: DARGAN Karyne A
Sent: Monday, October 11, 2004 4:43 PM
To: LINN Diane M; CRUZ Serena M
Cc: CARROLL Mary P; BALL John; BOYER Dave A
Subject: Thursday bcc meeting status

Hello All-

Just wanted to give you an update of where we are at for Thursday's BCC worksession.

- We are moving from the Boardroom to room 315 (consultant recommendation)
- The Board is available for additional discussion and has been scheduled in the afternoon from 2:00-3:00 pm.
- I see the AM session (10:00-12:00) running something like this....(I'll be developing an agenda, so stay tuned)
 - Introduction (DL)
 - This is affirmation of Step 3 in process (affirms that the bcc is accepting this work as part of their decision making....the strategy maps are one more piece of data in the data streams).
 - Bob Gravely is writing up talking points to address issue MCSO is trying to create with process
 - We'll have DL say the talking points at every Design Team Meeting and Every BCC worksession
 - What you'll be hearing today (SC)
 - What we asked priority teams to do
 - Here's how the results will help us
 - Here's what to look for
 - This is how we will use them
 - Presentation (DL) – hear from the team leaders and then answer questions AM SESSION
 - Education – this is very easy and straightforward and I think it'll take walking the bcc through one of these to figure them out. I want them to hear what safety net and safety groups have to say. This is why I think education should go first
 - Safety Net

10/12/2004

- Safety
- Accountability

PM Session (2:00-3:00) I suggest these two for the afternoon as they make more sense after you've heard the first four

- Thriving Economy
- Community

- Wrap up, Next Steps

Okay, that's it for the moment. Let me know if this gives you heartburn!

Thx

Karyne

Design Team Mid-Year Process 2005
MULTNOMAH COUNTY OREGON

10/14/2004

10:00 am – 12:00 pm

2:00 pm – 3:00 pm

Room 315



Agenda BCC Briefing

1. Opening Comments – Diane Linn
 2. Where We Left Off (9/30/04) and What We've Been Doing - Serena Cruz
 - a. Review of the Work Plan
 - i. Step 1 -Confirm Fiscal Parameters (9/14/04)
 - ii. Step 2 - Identify Priorities of Government – the Overarching Priorities that Citizens expect from their County Government (9/30)
 - iii. **Step 3 -Build Cause and Effect Strategy Maps for each Priority Area (10/14)**
 - iv. Step 4 - Link Existing Programs to Outcomes and Strategy Maps (10/26)
 - v. Step 5 - Program Options (10/26)
 - vi. Step 6 - Prepare Board to Rank Programs within Priority Areas (10/26)
 - vii. Step 7 - Rank the Programs in Each Priority Area (11/5)
 - viii. Step 8 - Decide What Programs will be funded and at What Level for the Remainder of the Fiscal Year (12/2) if Repeal Passes
 - b. Priority Team Assignment
 - c. How the Results will Help us
 - d. How to use the Strategy Maps and what to look for
 3. Affirm Step 3 – Accept Cause and Effect Strategy Maps for Each Priority Area, Dave Boyer, PSG
- 10:00 am -12:00 pm Presentation by Priority Team Leads, Q&A
- a. I want all children in Multnomah County to succeed in school. (Education Team – Pam Mindt)
 - b. I want all Multnomah County residents and their families to have their basic living needs met. (Safety Net Team – Wanda Yantis)
 - c. I want to feel safe at home, work, school, and at play. (Safety Team – Carol Ford)
 - d. I want my government to be accountable at every level (Accountability Team – Gary Oxman)
- 2:00 pm – 3:00 pm Presentation by Priority Team Leads, Q&A
- e. I want Multnomah County to have a thriving economy (Thriving Economy Team – Consuelo Saragoza)
 - f. I want to have clean, healthy neighborhoods with a vibrant sense of community. (Vibrant Community Team – Mindy Harris)
4. Next Steps – Diane Linn and Serena Cruz

Talking Points

Thursday October 14, 2004

Before we get started with today's agenda, I just want to remind people of the opportunities for everyone to participate in our priority setting.

We had the first of four public forums to discuss this process and allow residents to weigh in on Tuesday night and the second one is tonight at the Central Library downtown.

We have two additional forums in the coming weeks and I really encourage anyone who wants to learn more and participate to attend one of those events.

In addition, we've had a survey available for more than a week now that allows the public to express how they would rank major priority areas and offer other feedback.

We've already had nearly 1,000 people submit surveys.

The survey is easy to find on the County's website and is also now available in paper form in County libraries.

We have worked very hard to make this whole process transparent and to provide opportunities for public participation.

I just wanted to remind people of that and encourage them to participate.

BOGSTAD Deborah L

From: DARGAN Karyne A
Sent: Wednesday, October 13, 2004 10:10 AM
To: BOGSTAD Deborah L; LINN Diane M; CRUZ Serena M; ROJO DE STEFFEY Maria; ROBERTS Lonnie J; NAITO Lisa H
Cc: Laurie Ohmann (laurie@psg.us); 'Motssom@aol.com'; 'Connie Nelson'; SULLIVAN Theresa A; GIBBS Rodney B; WEST Kristen; AAB Larry A; Andreas, Valerie; BALL John; BOYER Dave A; CAMPBELL Mark; CARROLL Heather L; CRUZ Serena M; DARGAN Karyne A; ELKIN Christian; FARRELL Delma D; FLYNN Suzanne J; FORD Carol M; FULLER Joanne; GRAVELY Robert M; HAY Ching L; HEWITT Douglas B; JASPIN Michael D; KIRK Christine A; LINN Diane M; MARCH Steve J; MARCY Scott; MARTIN Chuck T; MATTIODA Gina M; NEBURKA Julie Z; NICE Matt L; ROMERO Shelli D; SIMPSON Thomas G; TINKLE Kathy M; LEAR Wendy R; COBB Becky; RITCHIE Brent T; GIBBON Cindy; SARAGOZA Consuelo C; KOCH David M; OXMAN Gary L; ROCHE Hector R; WOLF Jill; SCHAFFER Judy M; SCHILLING Karen C; TREB Kathleen A; SHIRLEY Lillian M; Michael Morris; HARRIS Mindy L; RAPHAEL Molly; WILTON Nancy L; Norm Monroe; MINDT Pam; PATE Patricia; THOMAS Bob C; MACK Robin M; COLDWELL Shaun M; LIDAY Steve G; MCGEE Tanya Colie; HANSELL Tom J; MOUNTS Tony D; YANTIS Wanda; LEBOW Wendy C

Subject: 10-14-04 BCC Briefing Materials; Final Draft of Strategy Maps and Narratives from Priority Teams

Attached please find the presentation materials for the 10-14-04 Board of County Commissioners briefing on our Priority Area Strategy Maps. Thanks to the teams for all of their hard work. You all are amazing!

See you all tomorrow.
Karyne

10/13/2004

Multnomah County Priorities & Indicators

October 14, 2004

Priority	Indicators of Success	Revised Indicators of Success
<ul style="list-style-type: none"> I want all children in Multnomah County to succeed in school. <p>(Education Team)</p>	<ul style="list-style-type: none"> Percentage of students who meet or exceed standards in each subject area tested. (PMB #37) <ul style="list-style-type: none"> Would prefer - % of students achieving a year's worth of learning in a year's time ("Under construction") Percentage of entering kindergarten students who meet specific development standards for their age (PMB #25) Percentage of school completion (i.e. GED, graduation, consider middle school) 	<ul style="list-style-type: none"> Percentage of entering kindergarten students who meet specific developmental standards for their age Percentage growth in school mastery (change in performance grades 3, 8, 10) Percentage of ninth grade cohorts who complete school
<ul style="list-style-type: none"> I want all Multnomah County residents and their families to have their basic living needs met. <p>(Safety Net Services Team)</p>	<ul style="list-style-type: none"> Percentage of people with incomes at or below the federal poverty level. (PMB¹ #6) Index of physical and mental health status (Pick from the Health of Multnomah County 2004 data) Percentage reduction of people who are homeless (using PMB#31 &/or night count) Perception of whether basic living needs are being met (self/others) 	<ul style="list-style-type: none"> Healthy People 2010 (NIH) and mental health indicator composite index Number of people paying no more than 30% of income for housing Percentage of residents with incomes at or above 185% of federal poverty level
<ul style="list-style-type: none"> I want to feel safe at home, work, school, and at play. <p>(Safety Team)</p>	<ul style="list-style-type: none"> Reported crime rate per 1,000 persons – pick crimes (PMB #87. Includes crimes against persons and property) Citizen perception of safety Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates) 	<ul style="list-style-type: none"> Reported crime rate per 1,000 persons – person, property, drug, behavioral and vehicle/DUI Citizen perception of safety Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates)

¹ Portland Multnomah Benchmark

Priority	Indicators of Success	Revised Indicators of Success
<ul style="list-style-type: none"> I want my government to be accountable at every level. <p>(Accountability Team)</p>	<ul style="list-style-type: none"> Perception of trust and confidence (citizen and internal survey) Satisfaction with service quality and price (citizen and internal survey) Price of Government (% of personal income spent to support county government) 	<ul style="list-style-type: none"> Perception of trust and confidence (citizen and internal) Satisfaction with service quality, effectiveness, and price (community and individual) Price of Government (% of personal income spent to support county government) – external Percent of county budget spent to provide internal services
<ul style="list-style-type: none"> I want Multnomah County to have a thriving economy. <p>(Thriving Economy Team)</p>	<ul style="list-style-type: none"> Employment rate * real mean wage (percent of working age people who are working * inflation adjusted average wage) Number of jobs in Multnomah County * real mean wage of those jobs 	<ul style="list-style-type: none"> Percentage of working age county residents who are employed Average annual wage of working Multnomah residents Average annual wage of employees working in Multnomah County
<ul style="list-style-type: none"> I want to have clean, healthy neighborhoods with a vibrant sense of community. <p>(Vibrant Communities Team)</p>	<ul style="list-style-type: none"> Percentage reduction in environmental health risks Perception of “sense of community” Access to information and technology Congestion (consider wait time, travel time, and accessibility) 	<ul style="list-style-type: none"> Citizen perception of sense of community Citizen perception of accessibility to services they need Composite index of economic, education, safety, and safety net measurements

Design Team Mid-Year Process 2005
MULTNOMAH COUNTY OREGON

10/14/2004

10:00 am – 12:00 pm

2:00 pm – 3:00 pm

Room 315



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4. Next Steps – Diane Linn and Serena Cruz



Education Team:

Wendy Lear, Health Department
Lillian Shirley, Health Department
Michael Jaspin, Budget Office
Robin Mack, Office of School and Community Partnerships
Tanya McGee, Department of County Human Services
Pam Mindt, Department of Community Justice

Priority – Result to be realized, as expressed by citizens: I want all children in Multnomah County to succeed in school.

Indicators of Success – How the County will know if progress is being made

- Percentage of entering kindergarten students who meet specific developmental standards of their age

Currently these assessments are voluntary. In order to determine whether kindergarten students are developmentally ready, identify any gaps and barriers that may inhibit all children entering kindergarten from being prepared to learn, it is recommended that these assessments be mandatory and conducted annually.

- Percentage of growth in school mastery (data de-aggregated based on demographics) as measured by standardized testing

This indicator is proposed as an alternate as to the Design Team's indicator a years worth of learning. Currently students are tested at grades 3, 8 and 10. These tests are used to determine individual student's mastery of a specific subject. These results are also used to benchmark a school's performance. The proposed indicator would measure the change in performance between the grades tested and provide a better indicator of school's impact on performance.

- Percentage of the cohort of ninth grade students who complete school (based on the synthetic drop out rate)

This indicator is proposed as an alternate to the Design Team's, percentage of school completion that measures the number of students who began 12th grade and completed it the same year. The proposed indicator provides the percentage of school completion based on the number of students entering in the ninth grade together. This data could also be de-aggregated based on demographics. This data is currently compiled by the each school and reported to the State Board of Education.

When using these indicators it is important that a baseline be established and that the last two indicators are evaluated together. The information provided by these measures will be more compelling and provide a more accurate picture of what is occurring for individual students within a specific educational setting.

Education is defined as a system that teaches and instructs. The system includes students being served by their families, caregivers, schools, communities, government, health care providers, and other interested/invested individuals. Those within the

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

system are united by the belief that all children/youth are one of our most valuable resources. In order to better serve all children/youth the educational system must adapt and respond to the individual needs of a diverse student population. Thus, school districts, principals, teachers, and staff must be able demonstrate the ability to differentiate their instruction and the school experience to this varied population. Three key components to a student's educational experience that must be present in order to facilitate success as identified in research and in focus groups with youth. The components are **rigorous** curriculum that is **relevant** to the student and taught in an environment where **relationships** between adults and students are encouraged and supported.

Strategy Mapping – Focused choices to realize results:

The attached map outlines strategies for three factors that the Education Team believes will result in "all children in Multnomah County succeeding in school" (in priority order):

1. Prepared to Learn at All Ages
2. Provide Minimum Schooling
3. Ensuring and Developing Success

In addition, the map includes barriers and gaps within the system that may inhibit and/or prohibit a student's success. When considering education one must be mindful of these gaps/barriers and provide a means for students to overcome them

Evidence – Proven or promising practice:

Prepared to Learn At All Ages

Experts and research agrees that preparing students to learn is the most crucial factor in the success of all students in Multnomah County. A child/youth's readiness to learn is multi-dimensional and the importance of the causal factors change based on the age of the student. However, one factor, **"ready parents (caregivers)"**, is **ranked high throughout the student's school experience**. Ready parents (caregivers) as defined in the report, Children's Readiness to Learn: Strategies for Improvement, are parents who are "knowledgeable about the importance of their role in child development and parents are supported in their efforts to provide their children with responsive, consistent, and nurturing care, appropriate stimulation and safe/stable environment."

While recognizing the importance of language and literacy, a child entering school that is unable to see the chalkboard or hear the teacher must have their physical needs addressed first before they can become proficient in understanding instructions and learning to read. Once a child is physically ready it is imperative that the child learn to read at grade level by third grade.

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

Provide Minimum Schooling

Minimum schooling provides for the three fundamentals in education. Reading, writing, and arithmetic are the identified cornerstones of all students educational experience. Over the years research has been conducted on factors that contribute and detract from the learning experience. The research on classroom size is inconclusive except for its importance in a child's early school experience. Reasonable classroom size is most critical for grades K – 3. Research revealed that students who were in smaller classrooms during those years fared better in larger classrooms later on in their school experience than those who had always been in larger classrooms. In the report, What Children and Youth Need to Succeed in their Education, the authors state that size reductions "do alter the environment and can set the stage for other modifications that can impact student learning, but only if qualified, committed teachers and administrators can seize the opportunity to teach and assess differently." Furthermore, a review of the research indicated, "While smaller classes can affect student learning, effects are more pronounced when other factors are met:

- Adequate supply of good teachers;
- Sufficient classroom space;
- Representative mix of students in each class; and
- Teacher access to adequate material and supplies."

When reviewing the literature and in discussions with the experts, all believed that the principal and teacher are crucial to all children succeeding. In addition, most believed that having teachers who are committed and caring coupled with the ability to teach subject matter to a wide range of students was more important than having a teacher that was reflective of the student population. The skills of conducting ongoing assessments of individual students and then creating an individual learning experience based on these assessments were seen as invaluable to both the success of individual students and in creating an environment that is responsive to student ability.

Ensuring and Developing Success

One cannot stop the aging process. Children grow into adolescents who grow into adults. Students do grow up and move on. Schools must partner with parents and be supportive of these developmental changes. Schools cannot do this alone and must reach out to members of the community to provide an environment that is responsive to all students. The importance of providing opportunities for students to connect and establish relationships with adults is a critical element in the student's life. In addition, youth report that having both an opportunity to contribute to the community and high expectations of them by adults is important to their success.

Assisting youth to succeed both in school and upon completion of school requires a broad range of academic offerings and advanced learning opportunities. Challenging the student throughout the academic experience reinforces the notion of success. Offering a range of classes provides the student with the opportunity to experience a

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

wide spectrum of life and plants the seeds to the range of possibilities that await them as they complete their high school experience.

Students who are prepared to learn is the first step to all children succeeding in schools. Throughout the child's educational experience a ready parent/caregiver is critical. The child's parent/caregiver must partner with the school and the community to create ways to engage and excite students to stay in school. Through this partnership the child must have access to a **rigorous** and **relevant** curriculum. Adults in the life of a student must have expectations of individual success and promote positive **relationships** with students.

Bridging Gaps and Barriers

Preparing students to learn, providing minimum schooling, and ensuring and developing success are universal to all students. Access to these factors is critical and at times may be difficult for individual students. Events occur that may inhibit or prohibit a student's access. Health problems, economic conditions, language barriers, transportation issues, family concerns, etc may interrupt the student's educational experience. As a result, families, schools, communities must work together to support these students and address the barriers. If left unattended quite often these students either become victims or perpetrators of crime. As a result, these students become less likely to gain access to succeed in school and risk being forgotten or labeled by the larger community. No child left behind means just that...no child left behind.

The Education Team met with a series of experts to assist strategy mapping:

Ellen Fader, Multnomah Library

Lorenzo Poe, Director Office of School and Community Partnerships and Portland School Board Member

Steffan Saifer, Ed.D, Director Child and Family Program Northwest Regional Educational Laboratory

Nanci Schneider, Senior Program Advisor, Oregon State Liaison Office of Planning and Service Coordination, Northwest Regional Educational Laboratory

Bruce Miller, Ed. D. Senior Associate in Evaluation, Child and Family Program. Northwest Regional Educational Laboratory

John Minor, Assistant Superintendent, Gresham-Barlow School District

Dianne Iverson, School Age Policy Framework, Office School and Community Partnerships

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

The Education Team also reviewed and referenced:

Educational Success for Youth" Aligning School, Family, Community, Report prepared for Portland Multnomah Progress Board and the Commission on Children, Families, and Community

Children's Readiness to Learn: Strategies for Improvement, Report prepared for the Portland Multnomah Progress Board

Diverting Children from a Life of Crime: Measuring Costs and Benefits, Peter Greenwood, Karyn Model, Peter Rydell and James Chiesa

Prototype Early Childhood Developmental Assets Framework: External Categories and Assets. Search Institute

Developmental Assets for Middle Childhood, Search Institute

40 Developmental Assets for Adolescents, Search Institute

A New Wave of Evidence: The Impact of School, Family and Community Connections on Student Achievement, Anne Henderson and Karen Mapp, Southwest Educational Developmental Laboratory

Increasing Student Engagement and Motivation: From Time-on-Task to Homework, October 2000, Northwest Regional Educational Laboratory

Increasing School Attendance: Strategies From Research and Practice, June 2004, Northwest Regional Educational Laboratory

Building Trust with School and Diverse Families: A Foundation for Lasting Partnerships, December 2003, Northwest Regional Educational Laboratory

Early Childhood Framework: Vision, Goals & Strategies, Multnomah County Commission on Children, Early Childhood Care and Education Council

Kids Intervention Investment Delinquency Solutions, Citizens Crime Commission

Cradle to Community: A System of Support for Children and Families

Rising Math Scores Suggest Education Reforms Are Working State Achievement Differences Tied to Spending, Policies Texas First, California Last in Test Scores Of Similar Students, Rand Corporation, July 2000

I want all children in Multnomah County to succeed in school/



Bridging Gaps & Barriers

Provide Minimum Schooling "The Three R's" (2nd)

- | | |
|--|---|
| H
i
g
h

M
e
d
i
u

L
o
w | Leadership/Principal
Competent Teachers
Diverse classrooms

All students have access to a rigorous and relevant curriculum
Buildings, books, and teaching materials
Safe school environment

Reasonable classroom size
Teachers reflective of population |
|--|---|

Ensuring & Developing Success (3rd)

- | | |
|--|---|
| H
i
g
h

M
e
d
i
u

L
o
w | Broad range of academic offerings (journalism, art, drama, etc.)
Caring, committed staff

Community involvement (Business, Non-profits, Government, Faith Communities)
Advanced learning opportunities
Extracurricular activities
Schools that allow for parental input, involvement and investment

Access to information
Vocational & technical training |
|--|---|

Thriving Economy

Bridging Gaps & Barriers

Specialized services for populations/individuals facing additional challenges to success-

- Addictions
- Cultural
- Disability
- Lack of parental/adult participation/support
- Language
- No alternative learning options
- School able to meet student at their learning level "Ready School"
- Students from migrant families
- Students w/kids
- Students who have dropped out
- Schools & support systems operating in isolation
- Students moving to other schools
- Transitions
- Transportation
- Unsafe environment outside of school

Attendance

Prepared to Learn at All Ages (1st)

Ready Parents/
Caregivers

Basic Needs (food, shelter, clothing)

Physical Health
Mental Health (social & emotional well being)

Language & Literacy
Cognition & Learning Approach

Safety Net

Indicators

1. Percentage of entering kindergarten students who meet specific developmental standards for their age.
2. Percentage of growth in school mastery (data de-aggregated based on demographic) as measured by standardized testing.
3. Percentage of the cohort of ninth grade students who complete school (based on the synthetic drop out rate.)



Safety Net Team:

Joanne Fuller, Wendy Lebow, Julie Neburka, Judy Schaffer, Nancy Wilton, David Koch
(Facilitator), Wanda Yantis (Team Leader)

Priority – Result to be realized, as expressed by citizens: All Multnomah County residents and their families are able to meet their basic living needs.

The fundamental premise of this priority is that residents and their families are able to meet their basic living needs, and that the county has a specific role assisting residents in this regard. Not surprisingly, three elements emerged as central to the definition of “basic living needs”; these are health care, shelter, and the income to obtain these. Three assumptions guided development of our key strategies:

- We define Health Care in the broadest sense. Our definition includes environmental, physical, dental, behavioral and mental health, and freedom from addictions.
- There is a certain constant percentage of the county’s population who will remain vulnerable and require ongoing, well-integrated community support to ensure their basic living needs are met. This population includes the frail elderly, developmentally disabled, chronically mentally ill, physically and mentally disabled, and anyone who experiences a major life crisis requiring intensive assistance. Vulnerable county residents and their families need more intensive supports and access to a wide array of services, many on a permanent basis. In addition to the “most vulnerable” population, there is recognition that the county has a responsibility to assist the general population – especially families – in meeting their basic living needs.
- We believe public social investments are necessary and contribute to healthy and successful families. Preventive investments, such as early intervention and prevention activities with youth and families yield significant system savings. For example, every dollar invested in effective early childhood programming returns over \$8 in benefits to the program participants and society as a whole. Absent necessary interventions during early childhood years, some children are more likely to drop out of school, require welfare benefits, and commit crime.

Indicators of Success – How the County will know if progress is being made:

- **Health indicator goals of Healthy People 2010 (National Institutes of Health report) and the County-based Mental Health indicator**

This indicator was modified slightly to incorporate the broad range of indicators contained in the above-referenced document, and to include an indicator of mental health.

- **Number of people who pay no more than 30% of income for housing**

The indicator is similar to the original though modified to capture reasonable costs for housing and utilities in relation to income.

- **Percentage of residents with incomes at or above 185 % of Federal Poverty Level**

Safety Net Team Strategy Mapping

PRIORITY: All Multnomah County residents and their families are able to meet their basic living needs

This indicator was modified slightly to establish an income standard consistent with federal guidelines and at least approaching what might be considered a living wage.

The fourth indicator contained in the Design Team recommendations – Perception of whether basic living needs are being met (self/others) – was dropped as each team was allowed only three indicators, and the first three are deemed stronger measures by the Safety Net Team.

While the above vary slightly from the indicators developed by the Design Team, we believe the desired intent remains consistent with the originals. These modified indicators were chosen because they: 1) are readily measurable; 2) contain data elements currently collected by the county; 3) allow comparison with other jurisdictions; 4) were consistently cited by experts and referenced in material we reviewed; and 5) are recognized as accepted national standards in the health and social service fields.

Strategy Mapping – Focused choices to realize results:

- **HEALTH** – Includes environmental, physical, dental, mental health and freedom from addictions.
- **Housing** – Increase access to stable, affordable, and decent housing.
- **Increase Economic Independence.**

Information gleaned from a variety of experts and research sources illuminated numerous themes. Support for these themes was quite consistent across multiple bases of evidence. One striking example is the critical necessity of stable/affordable housing. Time and again, commentary from the experts illustrated the interconnectedness of each defining element of basic living needs (food, shelter, health and source of income), and how interdependent these are. This is especially true from the standpoint of leveraging service delivery (through fiscal and program coordination), and thus maximizing benefits in relation to the investment of scarce county resources.

Evidence – Proven or promising practice:

An extraordinarily high congruency of trends and consistency of factors was revealed in our discussions with experts, and was confirmed through literature review. Emerging demographic trends, influencing our strategies, include:

- The migration of population and poverty to mid-county and East County.
- Dramatic increases in the County's ethnic diversity, led by the Latino population.
- A constant poverty rate over time, even during the economic boom of the 1990's. In other words, "a rising tide does not lift all boats".
- At the same time the county's population is aging dramatically, the number (and proportion) of younger people is shrinking, leaving relatively fewer people to support larger numbers of aged persons.
- More than half of the county's population has moved (inter or intra-county) during the past five years.
- The relationship between education and earning power, as well as the relationship between lack of education and unemployment, is strikingly correlated.

Safety Net Team Strategy Mapping

PRIORITY: All Multnomah County residents and their families are able to meet their basic living needs

- Housing costs have far outstripped increases in family income.
- The percentage of residents with health insurance is declining as health care costs spiral upwards.

The group used several sources of information to formulate our strategy maps, and evaluate the proposed success indicators. Over a period of several days we heard from a host of experts ranging from non-profit and private sector service providers, educators, CBAC teams, and city/county/state officials, on a multitude of topics. Subject areas included: health care; transportation; living wage; mental health; alcohol and drug abuse/treatment; developmental disabilities; population trends and demographics; housing and homelessness; child welfare and poverty; child/elder care; aging; and economic development. Other methods of obtaining information and perspective included: discussions between Safety Net Team members and community members and colleagues; knowledge and professional judgment of Team members; and input from the PSG consulting group.

Evidence supporting our strategies is listed below.

- Short-term rental assistance to prevent homelessness.
- Having a system of services that are integrated and comprehensive – some call this a single entry system. (National Governor's Association recent best practices study).
- Working strategically with partners to expand services beyond what government is able to do. (Older American's Act approach – expanding resources through volunteers, contributions, and community-based organizations, etc).
- Reaching people early before the crisis has happened to prevent more serious disability from occurring. (Prevention, early intervention and approaches that make it easy to access services).
- Creating partnerships with business, law enforcement and health care agencies that provide better outcomes than if we were working alone.
- Offering counseling and case management services early to help people plan for issues of aging or disability assures that needs are met and care plans are appropriate. This is done through the single entry system referenced above.

All Multnomah County residents and their families are able to meet their basic living needs.

	1 st Priority	2 nd Priority	3 rd Priority
	Improve HEALTH*	Increase Access to Stable, Affordable, & Decent Housing	Increase Economic Independence
Most Vulnerable Populations	Prescription Medications Addiction and Mental Health Treatment Protection from Victimization Address chronic, complex health needs	Housing Linked to Services Maintain Existing Housing	Employment Support for People with Disabilities or Other Barriers to Employment Assisted and Specialized Transportation
Families	Consistent Caregivers Parenting Skills Family Planning Prenatal Care Clean Sober, Law Abiding Parents Child & Elder Care Social Network	Availability of Family Housing Mixed Income Housing	Child Care Availability Educational Involvement
All Residents	Easy access to information and resources Adequate, nutritious food supply Abuse and neglect prevention Reduce Environmental Risk Have Basic Health and Behavioral Health Services Healthy Behaviors Reduce Violence Increase Access to Health Care	Easy Access to Information and resources Increase Permanent, low-cost housing	Easy Access to Information and resources Education and Job Training Ability to Develop Assets and Savings Transportation Living Wage Jobs and Benefits
	Health Indicator Goals of Healthy People 2010 and the County-based Mental Health Indicator.	Number of People who pay no more than 30% of Income for Housing.	Percentage of Residents with Incomes at or above 185% of Federal Poverty Level.

** Health is broadly defined including Behavioral Health, Physical Health, Mental Health, Dental Health, Environmental Health and freedom from Addictions.*

Mid-Year Process 2005 Strategy Mapping Narrative MULTNOMAH COUNTY OREGON



Safety Team:

Larry Aab, Sheriff's Office
Carol Ford, Health Department (Leader)
Steve Liday, Department of Community Justice
Scott Marcy, District Attorney's Office
Matt Nice, Budget Office
Molly Raphael, Library
Brent Ritchie, Sheriff's Office
Hector Roche, Health Department (Facilitator)

Priority – Result to be realized, as expressed by citizens: “I want to feel safe at home, work, school, and at play”.

Indicators of Success – How the County will know if progress is being made:

The Safety Team affirmed and refined the indicators suggested by the Board:

- Reported crime rate per 1,000 persons – Person, property, drug, behavioral and Vehicle/DUI crimes. (DSS Justice/PPB)

The data used for monthly Multnomah County Public Safety Briefs comes from the DSS Justice system and the Portland Police Bureau. It was selected because it provides the timeliest data in the areas that the strategies focus on. However, at this time it includes data for only the City of Portland, City of Fairview, and unincorporated areas, which is approximately 90% of reported crimes. The inclusion of Gresham and Troutdale data should be encouraged.

- Citizen perception of safety. (Multnomah County Auditor's Citizen Survey).

The Auditor's annual citizen survey collects data on a citizen's sense of safety in their neighborhood. Also, several of the Team's strategies focus on enhancing community involvement and partnership in community safety which may add ways to measure citizen perception of safety.

- Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates). (DOC)

This data is compiled by the Department of Community Justice as part of the statewide Department of Corrections and Juvenile Justice System.

Underlying Assumptions/Guiding Principles:

- Protections, prevention, and intervention is a recurring theme throughout the Safety Strategy Map, and each of the four factors
- Citizens' perception of crime and public safety is diverse, and is influenced by variables such as geography (rural, urban, and suburban); race; country of origin; identity as a business or neighborhood; etc.
- Prioritizes public safety resources, so each component of the system can respond to all offenders with a continuum of services and sanctions based on the risk of the offender to the community.

A word about our Process:

Acknowledging the challenges and gifts of the composition of the Safety Team (high representation from the current public safety system), team members developed a set of ground rules to ensure citizens' perspective, and operated from their brainstormed list of various citizens' stakeholder groups. Team members challenged each other to wear their citizens' hats, and used citizens' based evidence in creating the Strategy Map.

Safety Team Strategy Mapping

PRIORITY: I want to feel safe at home, work, school, and at play

Strategy Mapping – Focused choices to realize results:

The attached series of maps outline strategies for four factors that the Safety Team believes can best result in a citizen "feeling safe at home, work, school and at play" (in priority order):

Start with a basic system that goes into effect when a crime happens -

1. An Effective Public Safety System for Adults and Juveniles

Balance with factors and strategies that address crime prevention, harm reduction and getting ahead of crime -

2. Responsiveness to Communities' Crime Priorities
3. Creating Safe Communities
4. Improving Social Conditions (for Pre-Offenders)

The Safety Team found that all four of our factors and strategies link to strategies for Safety Net, Education, Thriving Economy, Vibrant Community and Accountability.

Evidence – Proven or promising practice:

- **Effective Adult and Juvenile Public Safety System:** The Safety Team met with a panel of experts in the current public safety system. Their discussion provided the Team with evidence that in order to create a sense of safety, citizens must first know that there is an effective public safety system in place to get offenders off the streets, moving through the system and reducing the chance that they will cycle back into the system. They also stressed that shared planning and cooperation maintains a balance that depends on each component being able to do its job.

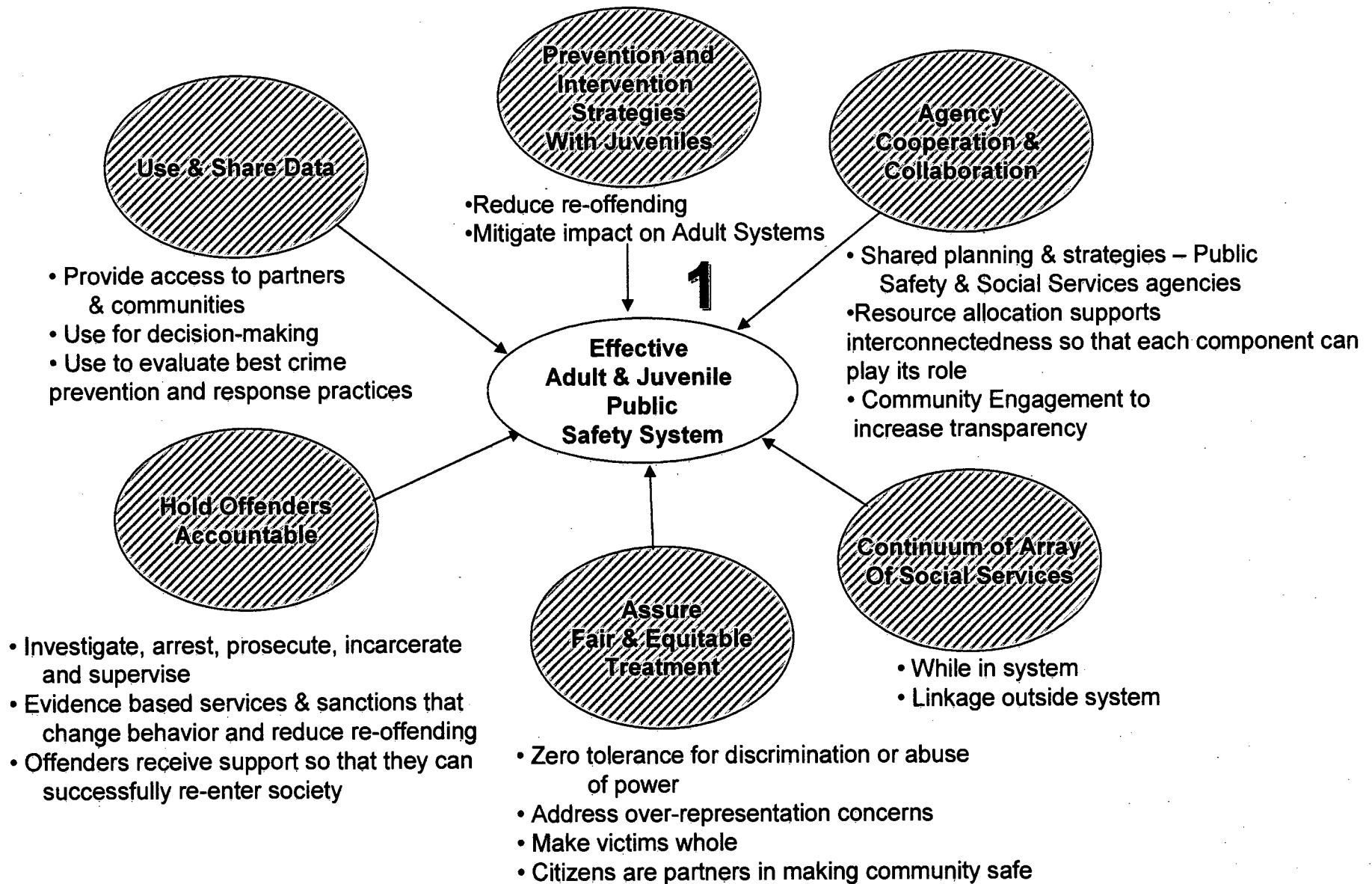
The expert panel included: Multnomah County Sheriff Bernie Guisto, District Attorney Mike Schrunk, Joanne Fuller, Director of Community Justice, Gresham Police Chief Carla Piluso, Portland Police Deputy Chief Jim Ferraris, Jim Hennings, Public Defender's Office and Maggie Miller, Citizens Crime Commission.

- Don Trapp, Department of Community Justice, presented information on social conditions as risk factors and the use of evidenced-based practices to reduce recidivism. Scott Keir, Department of Community Justice, presented adult and juvenile recidivism data and trends. This evidence emphasized a focus on best practices and on juvenile interventions as a significant strategy in "Effective Adult & Juvenile Public Safety System".
- **Community and neighborhood safety:** The Team met with Jimmy Brown, Director of the City of Portland's Office of Neighborhood Involvement. We discussed community involvement, what neighborhood associations are concerned about and how they are addressing their issues. This discussion provided the Team with evidence that creating a sense of citizens' safety needs the County to establish ways to partner with communities in addressing their dynamic crime issues. This supported the concept of making government more transparent, a public safety system where communities and neighborhoods know who to go to for information and supporting community involvement. This impacted several strategies in "Responsiveness to Communities' Crime Priorities" and "Creating Safe Communities."
- To affirm and refine Safety indicators, the Team reviewed the 2003 Service Efforts and Accomplishments on Public Safety (Multnomah County Auditor Suzanne Flynn), the November 2003 Portland Police Bureau Community Assessment Survey, and the 2004 Portland Multnomah Progress Board Benchmarks on Safety.

SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



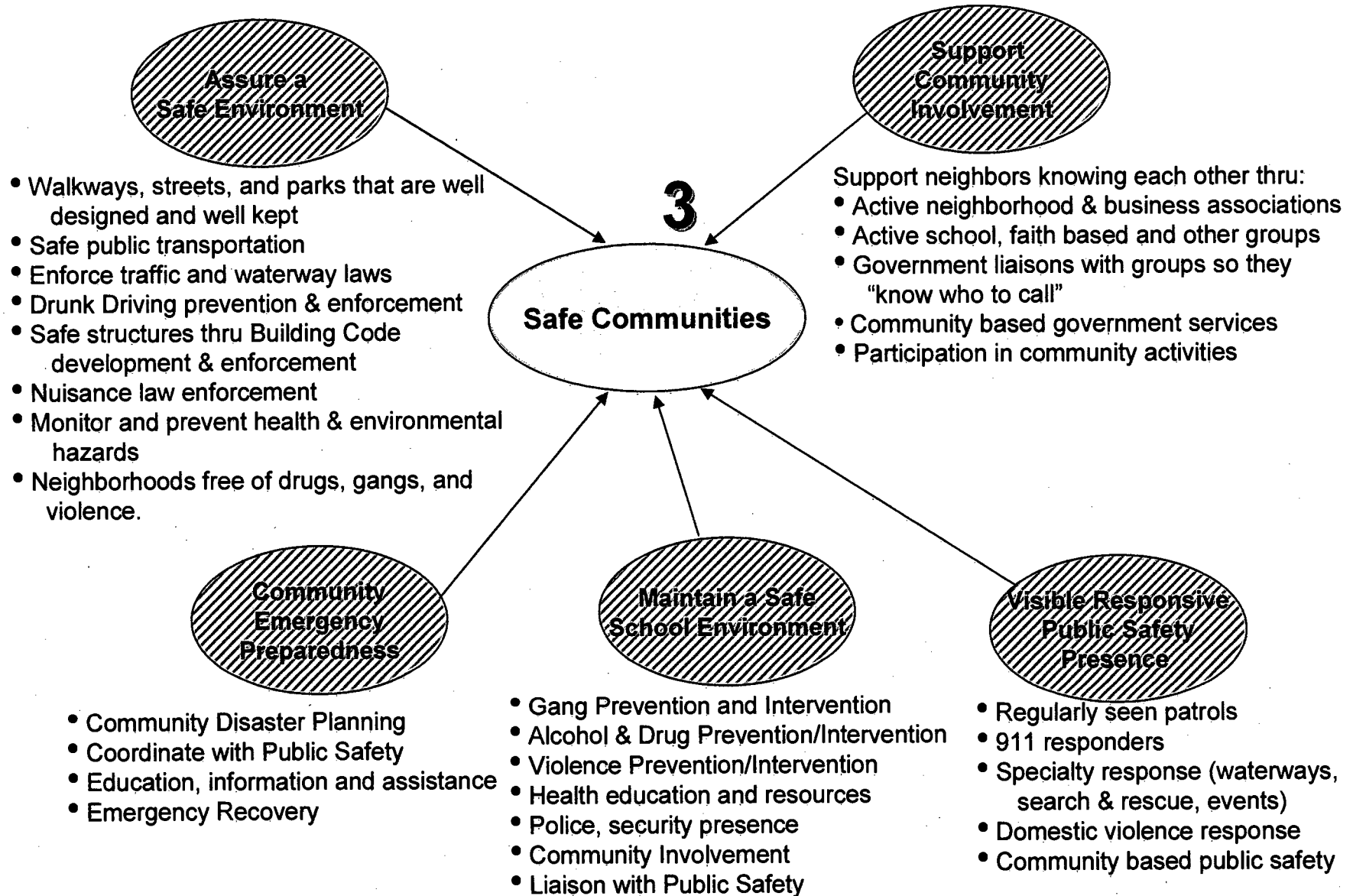
SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



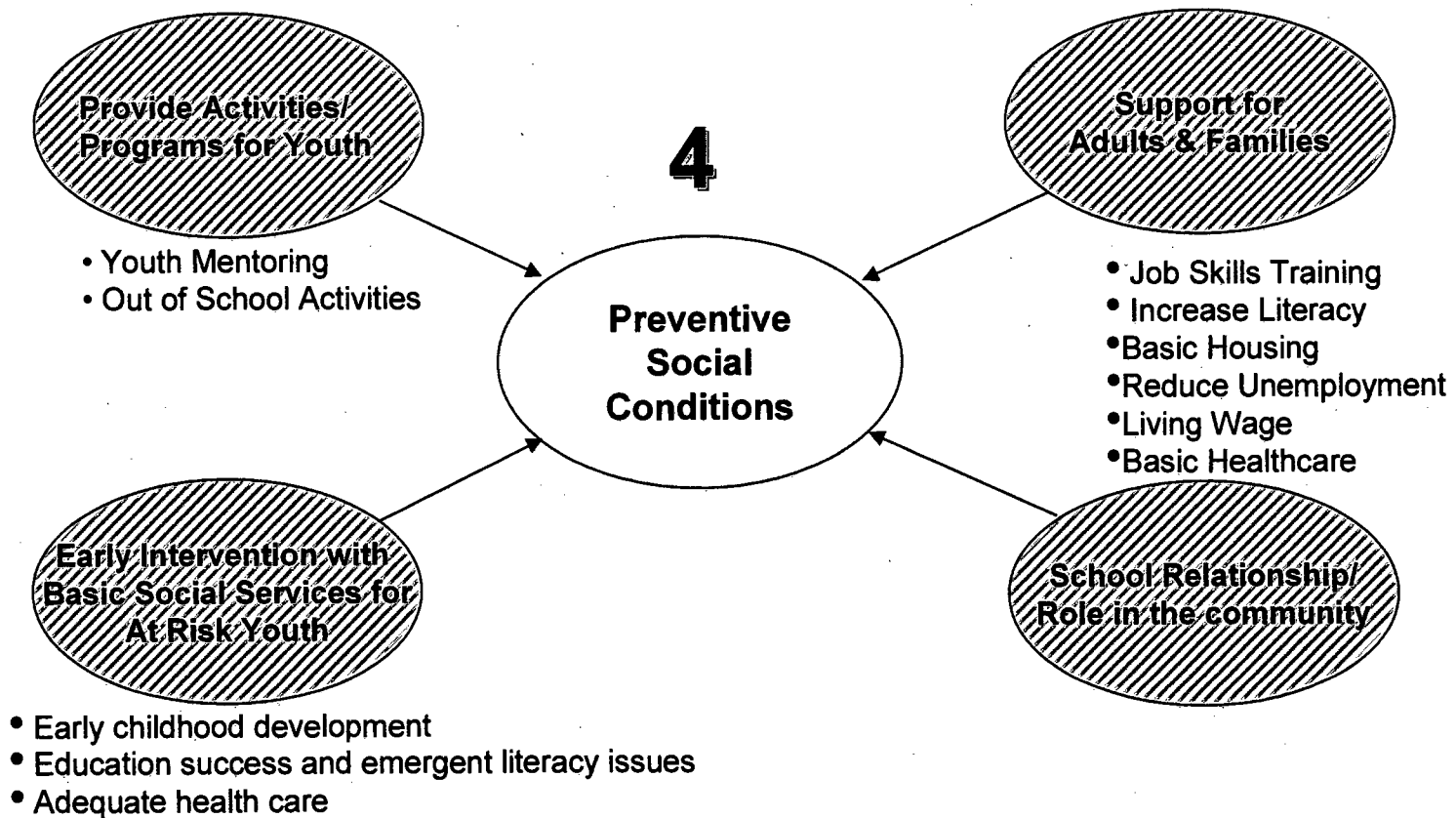
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SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”





Accountability Team:

Val Andreas, Becky Cobb, Christian Elkin, Mike Morris, Kathleen Treb (Facilitator), Gary Oxman (Team Leader)

Priority – Result to be realized, as expressed by citizens: I want my government to be accountable at every level.

This includes “external” accountability – to the citizens/community, and “internal” accountability – among county officials and employees.

Indicators of Success – How the County will know if progress is being made:

- **Perception of trust and confidence (community and internal)**

The Team felt that this indicator is acceptable.

- **Satisfaction with service quality, effectiveness and price (community and internal)**

The Team suggests modifying this indicator to include service effectiveness (as above).

- **Price of Government (community accountability only)**

The Team has reservations about the usefulness of this indicator in helping the community to understand the specific cost of county government, and in promoting accountability. We feel there are a variety of externalities that impact the indicator, and that the meaning of the indicator itself is not readily understandable.

At the same time, the Team recognizes the importance of having a quantitative or semi-quantitative financial indicator of accountability to the community. Unfortunately, we could not come up with a strong alternative.

- **Internal Services Costs - percent of the county budget that is spent to provide support services (internal accountability only). *Note: Specific contributing cost elements to be developed***

Strategy Mapping – Focused choices to realize results:

The nature of our priority required that we look at both accountability of county government to the community, and accountability of county officials and workers to each other. While these are interconnected, we felt it best to display them separately because the specific roles, responsibilities, actions and processes to improve accountability in these settings differ significantly in some important respects.

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

External/Community Accountability

NOTE:

After its meeting with Professor Phillip Cooper from PSU's Hatfield School of Government, the Team intentionally changed its terminology from "accountability to citizens" to "accountability to the community" for two reasons. First, "accountability to citizens" is not adequately inclusive of the diverse membership and participation of our community. Second, and more importantly, "accountability to citizens" implies that the business of government is to address the needs and wants of individual citizens, and that accountability is therefore primarily to individual citizens. We support the traditional view that the inherent authority and responsibility of government is to promote the general well being of the community.

The highest priority strategy for Multnomah County government to achieve accountability to the community is to consistently demonstrate responsible leadership. In a representative government, citizens appropriately feel that the primary government accountability relationship is between themselves their elected officials. Citizens exercise accountability directly by voting, and indirectly through expressing themselves to the government or to other community members. Their support for elected officials and policies is based on their understandings of government's work and results – understandings often derived from direct interactions with government and from communications with others (often through the media). From the evidence our group examined, three factors appeared to be critical:

- 1) Clear and accessible decision-making. Citizens want to know what the question is, who will make the decision, how they will make the decision, and what roles citizens and others have in the process. Multiple lines of evidence suggest that even when they disagree, people will see government as credible if decision making is clear and open.
- 2) Frequent, genuine-feeling interactions with government leaders. Evidence suggests that people want to feel that they have been listened to. They judge this in three ways:
 - Seeing government make decisions they agree with,
 - Feeling that a question is undecided, and that their input will impact the decision, and
 - Getting a clear explanation of the reasons behind the government's decision.
- 3) Having officials set clear directions and priorities for the work to be done, the methods to be used, and the climate in which the work is done.

The Accountability Team judged Providing Measurable Performance and Maintaining Sound Financial Management as important secondary strategies that assure the County's work is being done in an effective and accountable manner.

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

Internal Accountability

The Team believes that demonstrating effective management is the highest priority strategy to improve internal accountability. Effective management starts with elected officials setting broad policy frameworks on management approach and internal services. It results in: 1) clear translation of elected officials' policy and climate-setting into effective systems and actions, 2) having appropriate involvement of internal and external partners in decision-making, and 3) assuring that employees have the supports they need to do their work. Effective management requires that detailed strategy development and implementation are delegated to appropriate internal county leaders. To produce both effective management and measurable performance results, these leaders must work in partnership with employees.

The Accountability Team judged Achieving Measurable Performance as an important secondary strategy in that it is both the result of effective management, and serves as a feedback loop for improving performance. The Team felt that managing risks to employees and the county was also a secondary strategy. Managing risks results in appropriate conduct on the part of employees and the county as a whole. These, in turn, protect the county from negative events that adversely affect employees' and the community's sense that the county is accountable.

Evidence – Proven or promising practice:

The Team used evidence from several sources to craft our External and Internal causality maps, and evaluate the proposed Indicators of Success. The information from these various sources identified a number of themes; support for these themes was quite consistent across multiple bases of evidence. While we recognize that some specific issues and perceptions are bound to the current local climate and recent events, we believe our products are strongly based in current academic and practical evidence on governmental accountability. We found two lines of evidence regarding accountability particularly compelling.

The first was public input as represented by the Focus Group Research Report by the Metropolitan Group and discussions with members of the County's various budget advisory committees. Both these sources identified the importance of government listening to community members, communicating about its actions, and adhering to defined procedures to assure "transparent" process as critical for maintaining accountability to the public. These sources also identified a number of financial issues – a balanced budget, appropriate levels of funding, affordable taxes, and fiscal integrity – as supporting accountability.

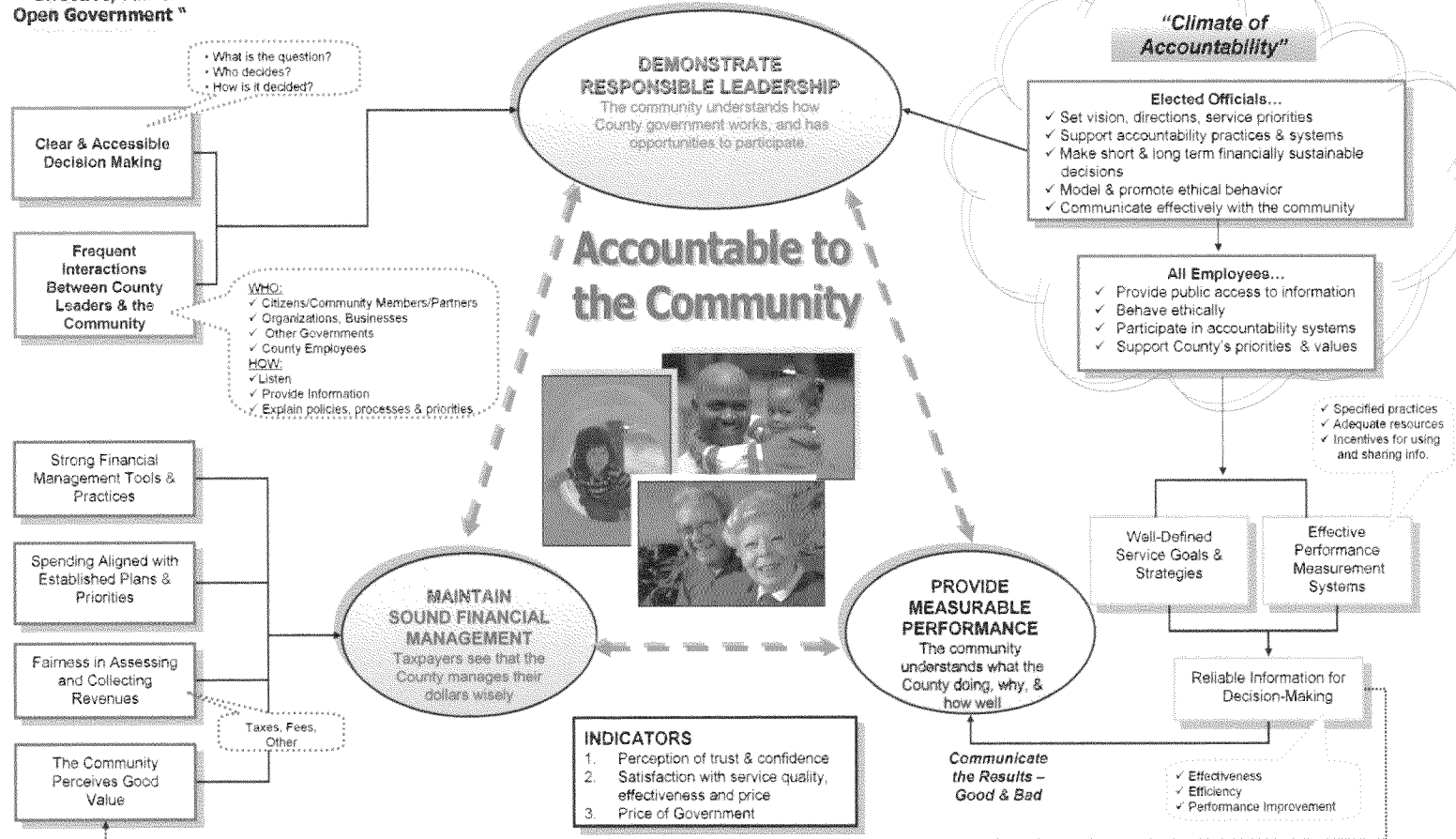
The second line of evidence is a body of theoretical and empiric literature from political science and public administration. This literature: 1) makes the tensions among competing views and values that impact accountability explicit, and 2) identifies general principles (especially on performance measurement and communication) that support accountability. One important tension is the need to constrain government from

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

arbitrary actions vs. ensuring that government does take action and provide necessary services. Similarly, there is tension when accountability is viewed as having multiple dimensions: using positive/motivating vs. negative/punishing approaches, utilizing the view from within vs. outside the organization, and emphasizing the roles of high-level leaders vs. regular employees as driving accountability. Two key points of this literature are: 1) there are certain baseline conditions necessary for accountability - e.g., the public's understanding of government's actions, processes, and results, and 2) a given government's approach to accountability may change over time, but depends on balancing various tensions among values in a way that is clear to the public at any point in time.

Multnomah County
"Effective, Fair & Open Government"



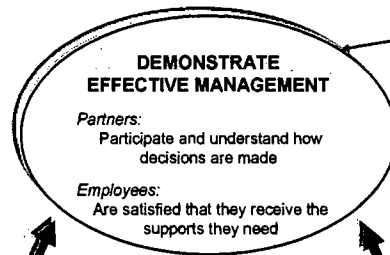
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Multnomah County
"Effective, Fair & Open Government"

INDICATORS

1. Internal perception of trust and confidence
2. Internal satisfaction with service quality, effectiveness and price
3. Amount spent on Internal Services as a % of total budget (*specific measures TBD and benchmarked against comparable counties*)

- Exercise Strong Internal Controls
- Maintain a Highly Qualified Staff
- Comply with Internal & External Standards and Regulations
- Evaluate, Improve, Streamline & Change Internal & External Regulations



- Elected Officials...
- ✓ Set countywide policy for management framework and internal services
 - ✓ Provide adequate resources
 - ✓ Encourage an environment for optimal employee-County relationships

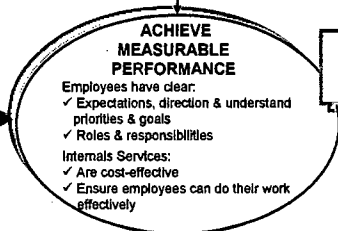
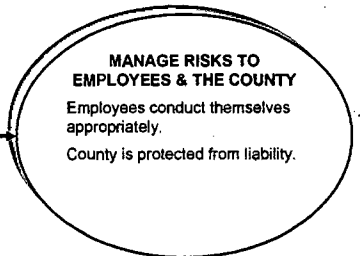
- Senior Leaders...
- ✓ Participate with Board in policy-setting
 - ✓ Successfully integrate objectives, opportunities and resources
 - ✓ Communicate with staff, stakeholders & community

- Optimal Employee-County Relationships
- ✓ Represented
 - ✓ Non-Represented

- Program Management...
- ✓ Implements the program management framework
 - ✓ Carries out strategic planning

- Internal Services Management...
- ✓ Develops strategies with partners and service users
 - ✓ Carries out strategic planning
 - ✓ Assures costs are reasonable

Accountable to the County



- Effective Management Systems
- Well-Defined Internal Service Strategies & Goals
- Performance Measurement Systems

Reliable Information for Decision-Making

Communicate the Results – Good & Bad

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Thriving Economy Team:

Consuelo Saragoza, Health Department (Team Leader)
Jill Wolf, Library (Team Facilitator)
Mark Campbell, Budget Office
Shaun Coldwell, Department of Community Justice
Tom Hansell, Community Services
Tony Mounts, County Business Services
Karen Schilling, Community Services

Priority – Result to be realized, as expressed by citizens:

I want Multnomah County to have a thriving economy.

Indicators of Success – How the County will know if progress is being made:

The indicators that were developed for this priority were originally stated as:

Employment Rate x Real Mean Wage; and
Number of Jobs in Multnomah County x Real Mean Wage of Those Jobs

We had extensive discussions with regard to the indicators as written. Were they the right ones? Could the average citizen understand what is being measured? We ultimately agreed that they were the measurements we wanted to capture. We rephrased the statements and split the first indicator into two component pieces.

*% of Working Age Multnomah County Residents Who Are Employed;
Average Annual Wage of Working Multnomah County Residents; and
Average Annual Wage of Employees Working in Multnomah County*

These indicators appear similar to the original statements but we felt it was important to word them in a way that the average citizen would be likely to understand.

Strategy Mapping – Focused choices to realize results:

The map we developed identifies four primary causal factors we believe influence this priority. The ability of Multnomah County government to provide support for these factors may be limited in some cases. For example, we heard from two regional economists that the cost of doing business in Portland and Multnomah County is higher than it is in surrounding jurisdictions. This is a fact of being a central city that is not unique to Portland. It is important, however, to note cost competitiveness as a way to develop a strategy around the creation of a favorable business environment.

We have identified four causal factors and prioritized them as follows:

- 1) Favorable Business Environment
- 2) Livability
- 3) Regional Infrastructure
- 4) Business Base

Favorable Business Environment

We had conversations with representatives from two local business groups - the Portland Business Alliance and the Gresham Area Chamber of Commerce - that suggested government can play a role in establishing a business friendly climate. The primary concerns we heard had to do with perceptions of fairness and equity, ease of doing business, and the efficiency of planning and development processes. It is our view that taxes, in particular the Business License Fee/Business Income Tax, are a more critical factor for small, local businesses than they are for businesses that are headquartered outside the region.

The ease of doing business, and the time it takes to get through bureaucratic "red tape", were cited consistently as aspects of creating a favorable business environment. There have been many recent examples where businesses chose to expand or locate outside of Multnomah County because it would take too long to get a project from the drawing board to completion. In some of the literature we reviewed, the concept that the development process should be efficient and transparent is stated in terms of improving customer service. Examples of possible strategies to address these concerns might include a review of best practices from other jurisdictions, better coordination between, and within, government agencies, and workflow/process improvement analysis.

As stated by Bob Whelan, a regional economist with ECONorthwest, the notion that government can play a role in establishing a favorable business environment can be summarized in the following three points:

- ◆ Establish clear rules;
- ◆ Enforce those rules consistently; and
- ◆ Stand back - allow businesses to succeed/fail of their own accord.

To further elaborate on this subject we would cite the City of Portland's "Strategy for Economic Vitality" document, which states, "(the) creation of a good business climate is a top priority that the City needs to address if it wants to facilitate economic development."

Rob Fussell, the former City Manager of Gresham, also highlighted the point that Multnomah County can play a role in fostering regional cooperation and collaboration. He noted that this role does not have to be one where the County does the work but, rather, that we can serve as a catalyst in fostering regional relationships.

Livability

Livability is a concept that permeates nearly every aspect of the priorities that citizens have expressed. It is so much a part of the social equation that we have incorporated a number of the other Multnomah County Priorities on our map. At first glance, it might not be readily apparent how livability contributes to a thriving economy.

Consider, though, the statement - "I want children to succeed in school." Our review of the evidence and conversations with the experts we consulted highlighted education as a critical factor in attracting and retaining businesses and innovative entrepreneurs. A good education system plays an important role in supplying the region with a sustainable, skilled workforce. Equally important, though, is the contribution that quality schools make in attracting new employees and their families to the region.

Other aspects of livability that impact economic vitality are, perhaps, less obvious. If we are not native to this part of the country it is safe to assume that Oregon's bountiful natural beauty, and the recreational opportunities it affords, was one of the factors that brought us here. The reputation we have for social tolerance, cultural richness, and an increasingly diverse community has also been cited as factors in the Portland metropolitan region's livability. Portland's openness to different ideas and lifestyles is a key component in attracting what regional economist Joe Cortright calls the "young and the restless" - a group of people aged 25-34 who have high educational attainment and who bring creative talent to the workforce.

Regional Infrastructure

Infrastructure consists of the transportation networks, utilities, and land resources that are necessary for business attraction and expansion. Our review of the evidence from various economic development reports suggests that there are two key components associated with the regional infrastructure.

There needs to be an adequate supply of development ready land within the region. A number of studies have highlighted the fact that there is a scarcity of land available for industrial development inside the Urban Growth Boundary (UGB). This is seen as a weakness in the region's attempts to attract new, or expand existing, businesses.

One possible strategy that could be employed to address this weakness would be to encourage redevelopment of existing sites. Redevelopment is often accomplished through the creation of urban renewal districts. Urban renewal is an example of a development tool that is available to local government as is the Strategic Investment Program (SIP). These tools, combined with effective application of land use and zoning regulations, can help to balance the goals of economic expansion and managed growth.

It is equally important that governments within the region commit to the maintenance and enhancement of existing transportation systems. Adequate transportation options (whether they be road networks, air freight, railways, or shipping ports) are crucial for businesses because an efficient, multi-modal system allows for quick delivery of products to markets. For example, this region has a competitive advantage in metals manufacturing because it has geographic proximity to several major markets on the west coast. The transportation infrastructure available here offers businesses in that sector a number of efficient options for delivering products to those markets.

Business Base

The region has an existing business inventory that employs roughly one million people. There are more than 50,000 businesses that have payroll expenses. This business base is very diverse - ranging from professional firms that employ a handful of people to multi-national corporations, such as Intel, with thousands of employees.

This distinction has been described by Joe Cortright as the "Traded Sector" - typically large businesses that sell their products outside the region - and the "Local Sector" - those businesses that, as the name implies, trade within the local economy. Examples of traded sector industries are high technology, lumber and wood products, and the manufacture of transportation equipment. The local sector is typified by retail, professional services, and government.

The evidence we reviewed suggest that it is the traded sector which drives the majority of economic growth within a region. We learned about the concept of industry "clusters" and why they are so important in assessing the region's potential for economic growth. "Clusters", as defined by economists, exist when a number of similar and related firms are concentrated in a small geographic area. The high technology cluster is one that most people would be familiar with.

Clusters are important because they enable a region to have a competitive advantage in those industries. In a report prepared for the Regional Connections Project, the authors cite the work of Harvard business professor Michael Porter who notes that "a cluster generates a dynamic process of ongoing improvement and innovation that can sustain . . . success for a prolonged period." Put another way, successful traded sector clusters bolster and support the local sector. Identifying clusters, particularly emerging clusters, can serve as a strategy for economic development. Specific strategies might involve the development of marketing and business recruitment programs.

Workforce development, and the ability of the region to attract and retain a sustainable workforce, is also a key aspect of the business base. As noted above, the identification of industry clusters can help guide strategies designed to foster a sustainable workforce. It is important, however, for the region to develop strategies to tailor educational programs, including vocational training, to the needs of both sectors of the economy.

Acknowledgements

Experts:

Joe Cortright, Impresa Consulting
Bob Whelan, ECONorthwest
Tom Weldon, Gresham Area Chamber of Commerce
Sandra McDonough, Portland Business Alliance
Rob Fussell, Former Gresham City Manager

Evidence:

"Progress Of A Region: The Metropolitan Portland Economy In The 1990's"
(Regional Connections Project, 1999)

"Regional Economic Strategy: Four Questions for Metropolitan Portland"
(Joe Cortright, 2002)

"Comparative Analysis of the City of Portland Business Operating Costs"
(Portland Development Commission, 1999)

"A Framework for Creating Shared Economic Priorities for the Portland-Vancouver
Metropolitan Area"
(Regional Economic Development Partners, 2003)

"Multnomah & Washington County Regional Investment Plan"
(Multnomah-Washington County Regional Investment Board, 2001)

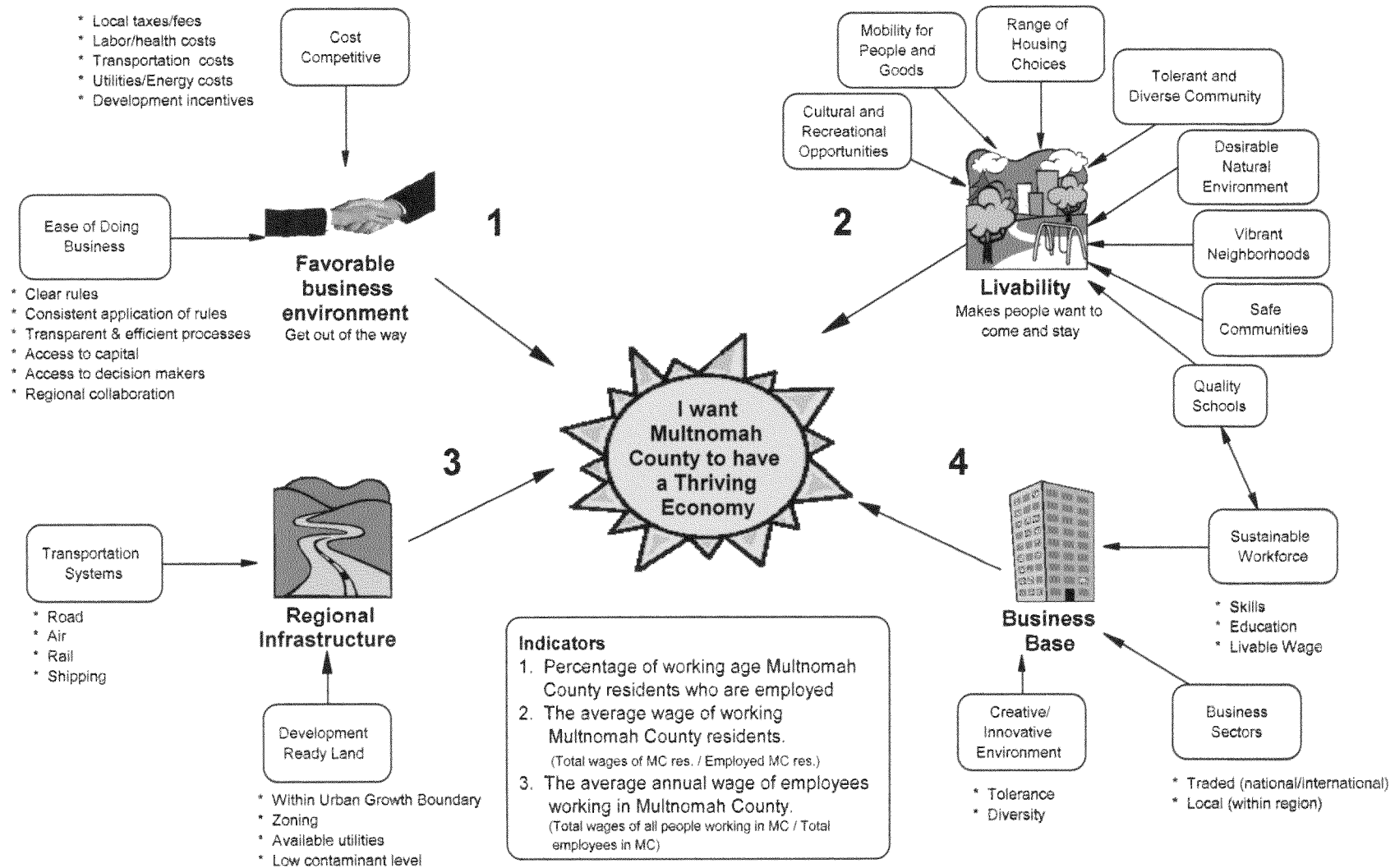
"Mayor's Economic Development Forum – A Community Action Plan"
(City of Gresham, 2000)

"Multnomah County Priorities Focus Group Report"
(The Metropolitan Group, 2004)

"Regional Industrial Land Study: Phase III"
(OTAK, 2001)

"Strategy For Economic Vitality"
(Portland Development Commission, 2002)

Thriving Economy





Vibrant Community Team:

Mindy Harris, Finance, Budget and Tax Office (Leader)
Bob Thomas, Finance, Budget and Tax Office (Facilitator)
Cindy Gibbon, Library Department
Ching Hay, Budget Office
Patricia Pate, County Human Services
Kathy Tinkle, School and Community Partnerships

Priority – Result to be realized, as expressed by citizens:

I want to have clean, healthy neighborhoods with a vibrant sense of community.

Indicators of Success – How the County will know if progress is being made:

- **Citizen perception of a *sense of community*** – this measure is currently used by the County Auditor in its Citizens Survey. We recommend that the sample be broadened to include data from vulnerable populations of the community that may not be surveyed using the current method. Further, we recommend that the questions asked of the survey respondents be expanded to evaluate citizen perception of the various aspects creating a sense of community.

We recommend development of two additional indicators to evaluate progress to achieving the priority:

- **Citizen perception of *accessibility to the services they need*** – A recurring subject in all factors for our priority was that of access: is the service available, can I get there, and when I get there can I use the service? For example, can I get in the door using my mobility device, do they speak a language I can understand, do they have adaptive technology if I need it, etc. We propose development of an indicator that would look at these aspects and measure the perception of equity by which services are provided to customers.
- **Use available indicators from other priority teams related to the areas of economics, education, safety, and safety net or a composite rating could be developed based on the success in having achieved the other related priorities.**

Three other indicators of success were proposed to us when the priorities were approved by the Board that we believe should not be used at this time:

- **Percentage reduction in environmental health risks** – this measure would need to be created, since individual environmental health risks are currently measured separately. This would need to be a measure of Health Department indicators and County-wide factors from other sources, such as air quality, water quality and other measures. We believe that a good indicator would be difficult to compile and

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

standardize since data would come from multiple agencies and have differing timelines.

- **Access to information and technology** – currently the Auditor's Office Citizen Survey asks people, "Do you have access to the Internet from home or other location?," and several questions about their satisfaction with the County's Library system. This is the extent of measures we found regarding information and technology. We believe that current questions would need to be rewritten and focus on all aspects of information and technology, which would be difficult to define and may not provide information of importance to policy makers.
- **Congestion (consider wait time, travel time, and accessibility)** – this proposed indicator is similar to two separate transportation related measures that are common in that industry, "Traffic Delay," and "Level of Service (traffic volume to capacity)." The team feels that a congestion measure would be too narrowly focused to be a marquee indicator for our priority. Congestion does relate to one of our minor strategies, "Provide Transportation Options," which is within the fourth and lowest ranked cause and effect factor.

Link to the Other Priorities and Indicators of Success:

Our team believes that people who live in clean, healthy neighborhoods with a vibrant sense of community will be able to experience hope, dignity, self determination and the ability to thrive. A community that encourages its members to succeed, that values their contributions, listens to their individual and combined needs, and equitably provides access to its systems and services, is a community that provides a future for its residents. Clearly, this priority is linked strongly to the other five priorities as affirmed by the Board. Achieving this priority is largely dependent upon success in meeting the priorities examined by the other teams.

Strategy Mapping – Focused choices to realize results:

Our team has been charged with addressing the priority statement, "I want a clean healthy neighborhood with a vibrant sense of community." Our strategy map shows four major factors we believe are necessary to reach this priority. Those factors are

- We live in a healthy & safe environment
- We are valued and responsible members of the community
- We benefit from learning, cultural, and recreational opportunities
- We have equal opportunity for economic success

The greater the number of community members who can answer, "Yes," to these statements, the closer we will be to achieving this priority.

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

Each factor is broken down into two or three major contributing sub-factors or categories. We believe that the strategies described for each category will best contribute to the success of this initiative.

Healthy and Safe Neighborhoods – Primary Factor

A primary factor for whether a community will achieve this priority is the degree to which citizens experience, "Health and Safety," in their daily lives. In the health category, we identified the community's environmental systems and control of communicable disease as areas that must be addressed in order to achieve clean, healthy neighborhoods. Witnessing events such as the Florida hurricanes underscores the need for strong sanitation systems and clean water and air. Managing West Nile Virus through identification, treatment and public education about prevention is an example of communicable disease prevention that supports our strategies.

A healthy neighborhood is also a safe neighborhood. We identified two aspects of neighborhood safety: physical environment and preparation and response. We create a safe physical environment by controlling traffic and maintaining our transportation infrastructure, providing sidewalks and street lighting and controlling hazards. People feel safer and are safer when we work to control violence, prepare for emergencies and encourage neighbors to interact.

Valued and Responsible Community Members – Primary Factor

As the foundation for a vibrant community, we recognize that people and the community as a whole have responsibilities to each other. A vibrant community is based on partnerships between government and the people it serves. When residents, businesses, and other organizations feel accepted, heard and equitably served by government, they are more likely to pay their taxes willingly, vote, volunteer and become involved in the community.

Learning, Cultural and Recreational Opportunities – Additional Factor

Residents of a vibrant neighborhood have access to educational, cultural, and recreational opportunities that honor diversity and serve their needs from infancy through the retirement years.

The County Auditor's February 2004 Report on Service Efforts and Accomplishments notes, "One of the ways Multnomah County programs attempt to more effectively deliver services is by showing a presence in communities. The County has school-based programs, senior centers, and family centers located throughout the County. The County wants citizens to be aware of its presence and to be accessible to those who need services." We will be most effective in these strategies when we provide access across the county by optimizing the use of community facilities, breaking down cultural and economic barriers and ensuring that activities reflect the diverse needs of individuals and neighborhoods.

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

Opportunities for Economic Success – Additional Factor

Finally, in a safe, healthy and vibrant community, people have equal opportunity for economic success. Economic success can be divided into two sub factors: individual and business success. Individuals need a reasonable cost of living and affordable decent housing, as well as access to education and technology, to achieve economic success.

Individual success and business success are interdependent. We must create a climate where businesses of all sizes can thrive in order to attract and retain a diverse industry and employment base. The business community looks for an equitable tax structure and a system of planning, standards and zoning that is easy to understand and easy to navigate.

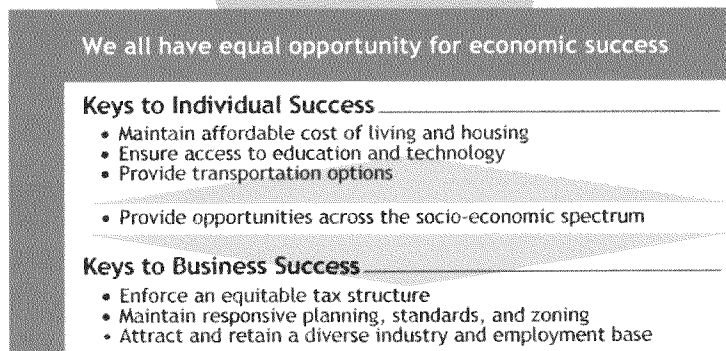
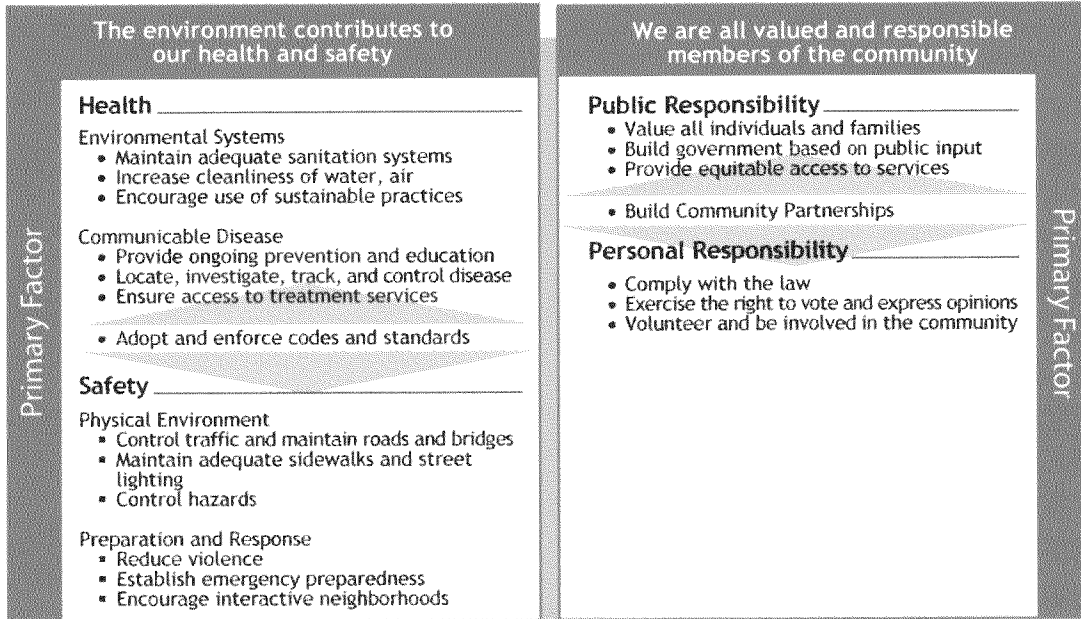
Evidence – Proven or promising practice:

Our strategy map grew first from our own opinions of what makes a clean, healthy neighborhood with a vibrant sense of community. To corroborate our own thinking, we consulted a variety of resources. We reviewed a variety of web sites of organizations that attempt to define and rate vibrant communities. We consulted the Auditor's Office regarding the citizen survey that attempts to assess citizen's sense of community. We conducted literature searches and used the expertise of the librarian at the PSU School of Urban and Public Affairs. We also benefited from the advice of Ralph Holcomb, DCHS's staff expert on evaluation and measurement.

Factors and strategies we have described for this priority are similar to those proposed by the State Progress Board, County/City Progress Board and State Department of Human Services as being elements of a healthy community. Key factors from these sources include: financial independence ("self sufficiency"), air quality, educational attainment, health (including prevention), reported crime rates, safe, caring and engaged communities, and healthy, sustainable surroundings.

The research around *sense of community* is still in its infancy; however, a few common themes are beginning to emerge. People that are active in their community, feel safe as they lead their lives, benefit from educational and cultural opportunities, have decent housing and a job, and have a higher sense of community than those that live in communities where these elements are not as prominent.

I want to have clean, healthy neighborhoods with a vibrant sense of community



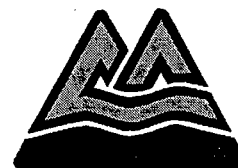
Design Team Mid-Year Process 2005
MULTNOMAH COUNTY OREGON

10/14/2004

10:00 am – 12:00 pm

2:00 pm - 3:00 pm

Room 315



Agenda BCC Briefing

1. Opening Comments – Diane Linn
 2. Where We Left Off (9/30/04) and What We've Been Doing - Serena Cruz
 - a. Review of the Work Plan
 - i. Step 1 -Confirm Fiscal Parameters (9/14/04)
 - ii. Step 2 - Identify Priorities of Government – the Overarching Priorities that Citizens expect from their County Government (9/30)
 - iii. **Step 3 -Build Cause and Effect Strategy Maps for each Priority Area (10/14)**
 - iv. Step 4 - Link Existing Programs to Outcomes and Strategy Maps (10/26)
 - v. Step 5 - Program Options (10/26)
 - vi. Step 6 - Prepare Board to Rank Programs within Priority Areas (10/26)
 - vii. Step 7 - Rank the Programs in Each Priority Area (11/5)
 - viii. Step 8 - Decide What Programs will be funded and at What Level for the Remainder of the Fiscal Year (12/2) if Repeal Passes
 - b. Priority Team Assignment
 - c. How the Results will Help us
 - d. How to use the Strategy Maps and what to look for
 3. Affirm Step 3 – Accept Cause and Effect Strategy Maps for Each Priority Area, Dave Boyer, PSG
- 10:00 am -12:00 pm Presentation by Priority Team Leads, Q&A
- a. I want all children in Multnomah County to succeed in school. (Education Team – Pam Mindt)
 - b. I want all Multnomah County residents and their families to have their basic living needs met. (Safety Net Team – Wanda Yantis)
 - c. I want to feel safe at home, work, school, and at play. (Safety Team – Carol Ford)
 - d. I want my government to be accountable at every level (Accountability Team – Gary Oxman)

2:00 pm - 3:00 pm Presentation by Priority Team Leads, Q&A

- e. I want Multnomah County to have a thriving economy (Thriving Economy Team – Consuelo Saragoza)
- f. I want to have clean, healthy neighborhoods with a vibrant sense of community. (Vibrant Community Team – Mindy Harris)

4. Next Steps – Diane Linn and Serena Cruz

I want all children in Multnomah County to succeed in school



Bridging Gaps & Barriers

Provide Minimum Schooling "The Three R's" (2nd)

- | | |
|---|--|
| H | Leadership/Principal |
| i | Competent Teachers |
| g | Diverse classrooms |
| n | |
| M | All students have access to a rigorous and relevant curriculum |
| e | Buildings, books, and teaching materials |
| d | Safe school environment |
| i | |
| u | |
| m | |
| L | Reasonable classroom size |
| o | |
| w | Teachers reflective of population |

Ensuring & Developing Success (3rd)

- | | |
|---|--|
| H | Broad range of academic offerings (journalism, art, drama, etc.) |
| i | Caring, committed staff |
| s | |
| h | |
| M | Community involvement (Business, Non-profits, Government, Faith Communities) |
| e | Advanced learning opportunities |
| d | Extracurricular activities |
| i | Schools that allow for parental input, involvement and investment |
| u | |
| m | |
| L | Access to information |
| o | |
| w | Vocational & technical training |

Thriving Economy

Bridging Gaps & Barriers

Specialized services for populations/individuals facing additional challenges to success-

- Addictions
- Cultural
- Disability
- Lack of parental/adult participation/support
- Language
- No alternative learning options
- School able to meet student at their learning level "Ready School"
- Students from migrant families
- Students w/kids
- Students who have dropped out
- Schools & support systems operating in isolation
- Students moving to other schools
- Transitions
- Transportation
- Unsafe environment outside of school

Attendance

Bridging Gaps & Barriers

Prepared to Learn at All Ages (1st)

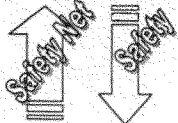
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|------------------|------------------------------|---|------------------|
| H
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Caregivers | → Basic Needs (food, shelter, clothing) | H
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| | | → Physical Health | |
| | | → Mental Health (social & emotional well being) | |
| | | → Language & Literacy | |
| | | → Cognition & Learning Approach | |

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Safety Net

Indicators

1. Percentage of entering kindergarten students who meet specific developmental standards for their age.
2. Percentage of growth in school mastery (data de-aggregated based on demographic) as measured by standardized testing.
3. Percentage of the cohort of ninth grade students who complete school (based on the synthetic drop out rate.)





Education Team:

Wendy Lear, Health Department
Lillian Shirley, Health Department
Michael Jaspin, Budget Office
Robin Mack, Office of School and Community Partnerships
Tanya McGee, Department of County Human Services
Pam Mindt, Department of Community Justice

Priority – Result to be realized, as expressed by citizens: I want all children in Multnomah County to succeed in school.

Indicators of Success – How the County will know if progress is being made

- Percentage of entering kindergarten students who meet specific developmental standards of their age

Currently these assessments are voluntary. In order to determine whether kindergarten students are developmentally ready, identify any gaps and barriers that may inhibit all children entering kindergarten from being prepared to learn, it is recommended that these assessments be mandatory and conducted annually.

- Percentage of growth in school mastery (data de-aggregated based on demographics) as measured by standardized testing

This indicator is proposed as an alternate as to the Design Team's indicator a years worth of learning. Currently students are tested at grades 3, 8 and 10. These tests are used to determine individual student's mastery of a specific subject. These results are also used to benchmark a school's performance. The proposed indicator would measure the change in performance between the grades tested and provide a better indicator of school's impact on performance.

- Percentage of the cohort of ninth grade students who complete school (based on the synthetic drop out rate)

This indicator is proposed as an alternate to the Design Team's, percentage of school completion that measures the number of students who began 12th grade and completed it the same year. The proposed indicator provides the percentage of school completion based on the number of students entering in the ninth grade together. This data could also be de-aggregated based on demographics. This data is currently compiled by the each school and reported to the State Board of Education.

When using these indicators it is important that a baseline be established and that the last two indicators are evaluated together. The information provided by these measures will be more compelling and provide a more accurate picture of what is occurring for individual students within a specific educational setting.

Education is defined as a system that teaches and instructs. The system includes students being served by their families, caregivers, schools, communities, government, health care providers, and other interested/invested individuals. Those within the

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

system are united by the belief that **all** children/youth are one of our most valuable resources. In order to better serve all children/youth the educational system must adapt and respond to the individual needs of a diverse student population. Thus, school districts, principals, teachers, and staff must be able demonstrate the ability to differentiate their instruction and the school experience to this varied population. Three key components to a student's educational experience that must be present in order to facilitate success as identified in research and in focus groups with youth. The components are **rigorous** curriculum that is **relevant** to the student and taught in an environment where **relationships** between adults and students are encouraged and supported.

Strategy Mapping – Focused choices to realize results:

The attached map outlines strategies for three factors that the Education Team believes will result in “all children in Multnomah County succeeding in school” (in priority order):

1. Prepared to Learn at All Ages
2. Provide Minimum Schooling
3. Ensuring and Developing Success

In addition, the map includes barriers and gaps within the system that may inhibit and/or prohibit a student's success. When considering education one must be mindful of these gaps/barriers and provide a means for students to overcome them

Evidence – Proven or promising practice:

Prepared to Learn At All Ages

Experts and research agrees that preparing students to learn is the most crucial factor in the success of all students in Multnomah County. A child/youth's readiness to learn is multi-dimensional and the importance of the causal factors change based on the age of the student. However, one factor, “**ready parents (caregivers)**”, **is ranked high throughout the student's school experience.** Ready parents (caregivers) as defined in the report, Children's Readiness to Learn: Strategies for Improvement, are parents who are “knowledgeable about the importance of their role in child development and parents are supported in their efforts to provide their children with responsive, consistent, and nurturing care, appropriate stimulation and safe/stable environment.”

While recognizing the importance of language and literacy, a child entering school who is unable to see the chalkboard or hear the teacher must have their physical needs addressed first before they can become proficient in understanding instructions and learning to read. Once a child is physically ready it is imperative that the child learn to read at grade level by third grade.

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

Provide Minimum Schooling

Minimum schooling provides for the three fundamentals in education. Reading, writing, and arithmetic are the identified cornerstones of all students educational experience. Over the years research has been conducted on factors that contribute and detract from the learning experience. The research on classroom size is inconclusive except for its importance in a child's early school experience. Reasonable classroom size is most critical for grades K – 3. Research revealed that students who were in smaller classrooms during those years fared better in larger classrooms later on in their school experience than those who had always been in larger classrooms. In the report, What Children and Youth Need to Succeed in their Education, the authors state that size reductions "do alter the environment and can set the stage for other modifications that can impact student learning, but only if qualified, committed teachers and administrators can seize the opportunity to teach and assess differently." Furthermore, a review of the research indicated, "While smaller classes can affect student learning, effects are more pronounced when other factors are met:

- Adequate supply of good teachers;
- Sufficient classroom space;
- Representative mix of students in each class; and
- Teacher access to adequate material and supplies."

When reviewing the literature and in discussions with the experts, all believed that the principal and teacher are crucial to all children succeeding. In addition, most believed that having teachers who are committed and caring coupled with the ability to teach subject matter to a wide range of students was more important than having a teacher that was reflective of the student population. The skills of conducting ongoing assessments of individual students and then creating an individual learning experience based on these assessments were seen as invaluable to both the success of individual students and in creating an environment that is responsive to student ability.

Ensuring and Developing Success

One cannot stop the aging process. Children grow into adolescents who grow into adults. Students do grow up and move on. Schools must partner with parents and be supportive of these developmental changes. Schools cannot do this alone and must reach out to members of the community to provide an environment that is responsive to all students. The importance of providing opportunities for students to connect and establish relationships with adults is a critical element in the student's life. In addition, youth report that having both an opportunity to contribute to the community and high expectations of them by adults is important to their success.

Assisting youth to succeed both in school and upon completion of school requires a broad range of academic offerings and advanced learning opportunities. Challenging the student throughout the academic experience reinforces the notion of success. Offering a range of classes provides the student with the opportunity to experience a

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

wide spectrum of life and plants the seeds to the range of possibilities that await them as they complete their high school experience.

Students who are prepared to learn is the first step to all children succeeding in schools. Throughout the child's educational experience a ready parent/caregiver is critical. The child's parent/caregiver must partner with the school and the community to create ways to engage and excite students to stay in school. Through this partnership the child must have access to a **rigorous** and **relevant** curriculum. Adults in the life of a student must have expectations of individual success and promote positive **relationships** with students.

Bridging Gaps and Barriers

Preparing students to learn, providing minimum schooling, and ensuring and developing success are universal to all students. Access to these factors is critical and at times may be difficult for individual students. Events occur that may inhibit or prohibit a student's access. Health problems, economic conditions, language barriers, transportation issues, family concerns, etc may interrupt the student's educational experience. As a result, families, schools, communities must work together to support these students and address the barriers. If left unattended quite often these students either become victims or perpetrators of crime. As a result, these students become less likely to gain access to succeed in school and risk being forgotten or labeled by the larger community. No child left behind means just that...no child left behind.

The Education Team met with a series of experts to assist strategy mapping:

Ellen Fader, Multnomah Library

Lorenzo Poe, Director Office of School and Community Partnerships and Portland School Board Member

Steffan Saifer, Ed.D, Director Child and Family Program Northwest Regional Educational Laboratory

Nanci Schneider, Senior Program Advisor, Oregon State Liaison Office of Planning and Service Coordination, Northwest Regional Educational Laboratory

Bruce Miller, Ed. D. Senior Associate in Evaluation, Child and Family Program. Northwest Regional Educational Laboratory

John Minor, Assistant Superintendent, Gresham-Barlow School District

Dianne Iverson, School Age Policy Framework, Office School and Community Partnerships

Education Strategy Mapping

PRIORITY: I want all children in Multnomah County to succeed in school.

The Education Team also reviewed and referenced:

Educational Success for Youth" Aligning School, Family, Community, Report prepared for Portland Multnomah Progress Board and the Commission on Children, Families, and Community

Children's Readiness to Learn: Strategies for Improvement, Report prepared for the Portland Multnomah Progress Board

Diverting Children from a Life of Crime: Measuring Costs and Benefits, Peter Greenwood, Karyn Model, Peter Rydell and James Chiesa

Prototype Early Childhood Developmental Assets Framework: External Categories and Assets. Search Institute

Developmental Assets for Middle Childhood, Search Institute

40 Developmental Assets for Adolescents, Search Institute

A New Wave of Evidence: The Impact of School, Family and Community Connections on Student Achievement, Anne Henderson and Karen Mapp, Southwest Educational Developmental Laboratory

Increasing Student Engagement and Motivation: From Time-on-Task to Homework, October 2000, Northwest Regional Educational Laboratory

Increasing School Attendance: Strategies From Research and Practice, June 2004, Northwest Regional Educational Laboratory

Building Trust with School and Diverse Families: A Foundation for Lasting Partnerships, December 2003, Northwest Regional Educational Laboratory

Early Childhood Framework: Vision, Goals & Strategies, Multnomah County Commission on Children, Early Childhood Care and Education Council

Kids Intervention Investment Delinquency Solutions, Citizens Crime Commission

Cradle to Community: A System of Support for Children and Families

Rising Math Scores Suggest Education Reforms Are Working State Achievement Differences Tied to Spending, Policies Texas First, California Last in Test Scores Of Similar Students, Rand Corporation, July 2000

All Multnomah County residents and their families are able to meet their basic living needs.

	1 st Priority	2 nd Priority	3 rd Priority
	Improve HEALTH*	Increase Access to Stable, Affordable, & Decent Housing	Increase Economic Independence
Most Vulnerable Populations	Prescription Medications Addiction and Mental Health Treatment Protection from Victimization Address chronic, complex health needs	Housing Linked to Services Maintain Existing Housing	Employment Support for People with Disabilities or Other Barriers to Employment Assisted and Specialized Transportation
Families	Consistent Caregivers Parenting Skills Family Planning Prenatal Care Clean Sober, Law Abiding Parents Child & Elder Care Social Network	Availability of Family Housing Mixed Income Housing	Child Care Availability Educational Involvement
All Residents	Easy access to information and resources Adequate, nutritious food supply Abuse and neglect prevention Reduce Environmental Risk Have Basic Health and Behavioral Health Services Healthy Behaviors Reduce Violence Increase Access to Health Care	Easy Access to Information and resources Increase Permanent, low-cost housing	Easy Access to Information and resources Education and Job Training Ability to Develop Assets and Savings Transportation Living Wage Jobs and Benefits
	Health Indicator Goals of Healthy People 2010 and the County-based Mental Health Indicator.	Number of People who pay no more than 30% of Income for Housing.	Percentage of Residents with Incomes at or above 185% of Federal Poverty Level.

** Health is broadly defined including Behavioral Health, Physical Health, Mental Health, Dental Health, Environmental Health and freedom from Addictions.*



Welcome multforest\jaspinmd

Vibrant Communities I want to have clean, healthy neighborhoods with a vibrant sense of community. Examples: Library, Land Use Planning, Vector & Nuisance Control, Regional Arts & Culture Council, Animal Control	Budget		Programs	
			Count	Expenditures
	\$34,220,090		8	\$3,116,911

Program #	Name	Department	Total Expenditures	Rank	Score	Votes Received		
						H	M	L
750701	<u>Animal Services</u>	Community Services	\$558,300	1	6	2	0	0
750701b	<u>Animal Services - Shelter Services</u>	Community Services	\$659,901	1	6	2	0	0
750908a	<u>Land Use Planning</u>	Community Services	\$701,137	1	6	2	0	0
404203	<u>Vector & Nuisance Control</u>	Health	\$482,301	4	5	1	1	0
750904b	<u>Public Land Corner Preservation</u>	Community Services	\$457,429	5	4	1	0	1
404207	<u>Vital Records</u>	Health	\$178,271	6	4	0	2	0
100505	<u>Soil & Water Districts</u>	Non-County Agencies	\$12,587	7	3	0	1	1
100502	<u>Regional Arts & Culture Council</u>	Non-County Agencies	\$66,985	8	2	0	0	2

☐ = Programs that received a high/low vote disparity



Safety Net Team

- Our assigned priority is:
 - “All Multnomah County residents and their families are able to meet their basic living needs”
- Our team defined “basic living needs” as health care, shelter and the income to obtain these needs

10/14/04

1



Safety Net Team

- Our priority is very broad
 - Provide a safety net for the most vulnerable
 - Focus on prevention for everyone else
- The team defined “most vulnerable” as the frail elderly, developmentally disabled, chronically mentally ill, physically and mentally disabled, and anyone who experiences a major life crisis requiring intensive assistance

10/14/04

2



Safety Net Team

- Our Basic Assumptions:
 - **HEALTH** is defined in the broadest sense, including environmental, physical, dental, behavioral and mental health, and freedom from addictions
 - There is a certain percentage of the county's population who are vulnerable and require ongoing well integrated community support
 - We believe social investments are necessary and contribute to healthy and successful families

10/14/04

3



Safety Net Team

- We have refined our 3 key indicators of strategy success:
 - **HEALTH** indicator goals of Healthy People 2010 and a Multnomah County based Mental Health Indicator from the SEA
 - Number of people who pay no more than 30% of Income for Housing
 - Percentage of residents with incomes at or above 185% of Federal Poverty Level

10/14/04

4



Safety Net Team

- We refined the Design Team indicators and believe ours meet the following criteria:
 - These indicators were cited by our experts and appeared in our literature review
 - All are accepted as national standards
 - The Indicators are readily measurable
 - Data currently (and historically) collected by Multnomah County
 - Indicators allow comparison with other jurisdictions

10/14/04

5



Safety Net Team

- Our three key strategies are:

Improve HEALTH	Increase Access to Stable, Affordable, Decent Housing	Increase Economic Independence
--------------------------	--	--------------------------------------

10/14/04

6

Safety Net Team

- Our strategy map uses the left axis to represent residents in differing needs categories:

	Improve HEALTH	Increase Access to Stable, Affordable, Decent Housing	Increase Economic Independence
Most Vulnerable Populations	FACTORS		
Families			
All Residents			

10/14/04

7

Safety Net Team

- Our strategy map (handed out separately) contains over 30 factors, some examples are:
 - Access for everyone to services
 - Housing linked to services
 - Availability of Family Housing
 - Addressing chronic, complex, health needs
 - Child Care availability

10/14/04

8



Safety Net Team

- Central to all strategies:
 - Access to services that produce results and use taxpayer money wisely
 - Programs across departments prioritize populations, share resources and cooperate in service delivery
 - Increased social/cost benefits are achieved by leveraging services (A \$1 spent on prevention can yield \$8 in social benefit)
 - Services must be culturally and developmentally appropriate as well as responsive to gender and age differences

10/14/04

9



Safety Net Team

Our team listened to experts from City, County, State, Non-profit & Private service providers, CBAC teams as well as other agencies on:

- | | |
|------------------------------|---------------------|
| ■ Transportation | ■ Population Trends |
| ■ Living Wage | ■ Housing |
| ■ Mental Health | ■ Homeless |
| ■ Alcohol and Drug | ■ Health Care |
| ■ Developmental Disabilities | ■ Aging |

10/14/04

10



Safety Net Team

- Our team identified these trends:
 - During the economic boom of the 90's the poverty rate remained constant
 - There has been significant low-income population migration to east County
 - The County's population is aging dramatically while the number of young people is shrinking
 - The County's population is becoming more diverse led by increases in the Latino community

10/14/04

11



Safety Net Team

- Trends Continued...
 - More than half the County has moved in the past 5 years (both inter or intra-county)
 - Housing costs have far outstripped increases in family income
 - The percentage of residents with health insurance is declining as health care costs are spiraling upward
 - Relationships between education and earning power as well as lack of education and unemployment are strikingly correlated

10/14/04

12



Safety Net Team

- Last thoughts:
 - By making investments in the safety net the community avoids long term and higher costs of school failure, crime and dependency on public assistance
 - Through focused leadership, alignment of resources and community partnerships all County residents can have basic needs met

10/14/04

13



Safety Net Team

- Safety Net Priority Team Members:

■ Joanne Fuller	team member
■ David Koch	team facilitator
■ Wendy Lebow	team member
■ Julie Neburka	team member
■ Judy Schaffer	team member
■ Nancy Wilton	team member
■ Wanda Yantis	team leader

10/14/04

14



Safety Net Team:

Joanne Fuller, Wendy Lebow, Julie Neburka, Judy Schaffer, Nancy Wilton, David Koch
(Facilitator), Wanda Yantis (Team Leader)

Priority – Result to be realized, as expressed by citizens: All Multnomah County residents and their families are able to meet their basic living needs.

The fundamental premise of this priority is that residents and their families are able to meet their basic living needs, and that the county has a specific role assisting residents in this regard. Not surprisingly, three elements emerged as central to the definition of “basic living needs”; these are health care, shelter, and the income to obtain these. Three assumptions guided development of our key strategies:

- We define Health Care in the broadest sense. Our definition includes environmental, physical, dental, behavioral and mental health, and freedom from addictions.
- There is a certain constant percentage of the county’s population who will remain vulnerable and require ongoing, well-integrated community support to ensure their basic living needs are met. This population includes the frail elderly, developmentally disabled, chronically mentally ill, physically and mentally disabled, and anyone who experiences a major life crisis requiring intensive assistance. Vulnerable county residents and their families need more intensive supports and access to a wide array of services, many on a permanent basis. In addition to the “most vulnerable” population, there is recognition that the county has a responsibility to assist the general population – especially families – in meeting their basic living needs.
- We believe public social investments are necessary and contribute to healthy and successful families. Preventive investments, such as early intervention and prevention activities with youth and families yield significant system savings. For example, every dollar invested in effective early childhood programming returns over \$8 in benefits to the program participants and society as a whole. Absent necessary interventions during early childhood years, some children are more likely to drop out of school, require welfare benefits, and commit crime.

Indicators of Success – How the County will know if progress is being made:

- **Health indicator goals of Healthy People 2010 (National Institutes of Health report) and the County-based Mental Health indicator**

This indicator was modified slightly to incorporate the broad range of indicators contained in the above-referenced document, and to include an indicator of mental health.

- **Number of people who pay no more than 30% of income for housing**

The indicator is similar to the original though modified to capture reasonable costs for housing and utilities in relation to income.

- **Percentage of residents with incomes at or above 185 % of Federal Poverty Level**

Safety Net Team Strategy Mapping

PRIORITY: All Multnomah County residents and their families are able to meet their basic living needs

This indicator was modified slightly to establish an income standard consistent with federal guidelines and at least approaching what might be considered a living wage.

The fourth indicator contained in the Design Team recommendations – Perception of whether basic living needs are being met (self/others) – was dropped as each team was allowed only three indicators, and the first three are deemed stronger measures by the Safety Net Team.

While the above vary slightly from the indicators developed by the Design Team, we believe the desired intent remains consistent with the originals. These modified indicators were chosen because they: 1) are readily measurable; 2) contain data elements currently collected by the county; 3) allow comparison with other jurisdictions; 4) were consistently cited by experts and referenced in material we reviewed; and 5) are recognized as accepted national standards in the health and social service fields.

Strategy Mapping – Focused choices to realize results:

- **HEALTH** – Includes environmental, physical, dental, mental health and freedom from addictions.
- **Housing** – Increase access to stable, affordable, and decent housing.
- **Increase Economic Independence.**

Information gleaned from a variety of experts and research sources illuminated numerous themes. Support for these themes was quite consistent across multiple bases of evidence. One striking example is the critical necessity of stable/affordable housing. Time and again, commentary from the experts illustrated the interconnectedness of each defining element of basic living needs (food, shelter, health and source of income), and how interdependent these are. This is especially true from the standpoint of leveraging service delivery (through fiscal and program coordination), and thus maximizing benefits in relation to the investment of scarce county resources.

Evidence – Proven or promising practice:

An extraordinarily high congruency of trends, and consistency of factors was revealed in our discussions with experts, and was confirmed through literature review. Emerging demographic trends, influencing our strategies, include:

- The migration of population and poverty to mid-county and East County.
- Dramatic increases in the County's ethnic diversity, led by the Latino population.
- A constant poverty rate over time, even during the economic boom of the 1990's. In other words, "a rising tide does not lift all boats".
- At the same time the county's population is aging dramatically, the number (and proportion) of younger people is shrinking, leaving relatively fewer people to support larger numbers of aged persons.
- More than half of the county's population has moved (inter or intra-county) during the past five years.
- The relationship between education and earning power, as well as the relationship between lack of education and unemployment, is strikingly correlated.

Safety Net Team Strategy Mapping

PRIORITY: All Multnomah County residents and their families are able to meet their basic living needs

- Housing costs have far outstripped increases in family income.
- The percentage of residents with health insurance is declining as health care costs spiral upwards.

The group used several sources of information to formulate our strategy maps, and evaluate the proposed success indicators. Over a period of several days we heard from a host of experts ranging from non-profit and private sector service providers, educators, CBAC teams, and city/county/state officials, on a multitude of topics. Subject areas included: health care; transportation; living wage; mental health; alcohol and drug abuse/treatment; developmental disabilities; population trends and demographics; housing and homelessness; child welfare and poverty; child/elder care; aging; and economic development. Other methods of obtaining information and perspective included: discussions between Safety Net Team members and community members and colleagues; knowledge and professional judgment of Team members; and input from the PSG consulting group.

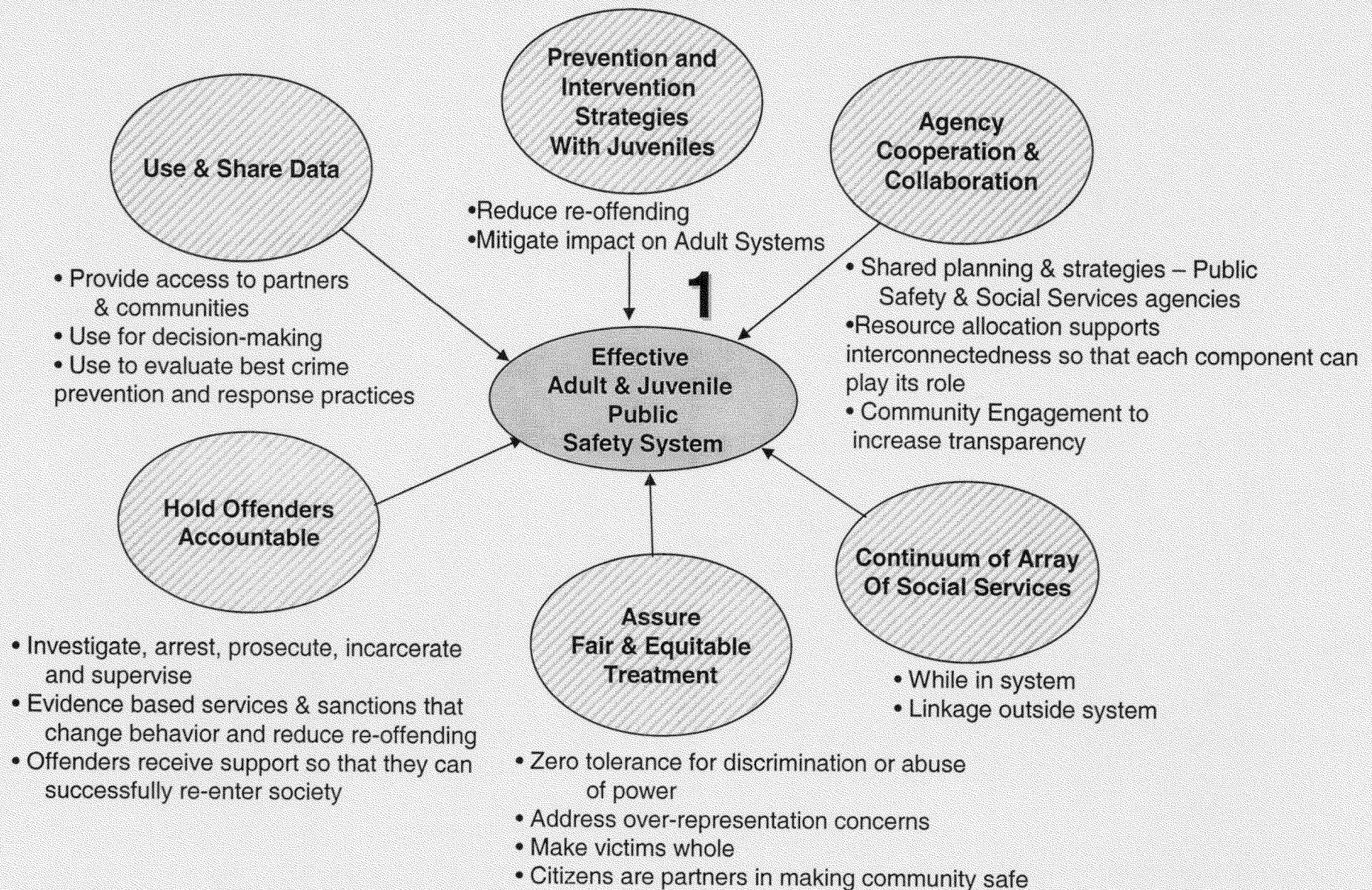
Evidence supporting our strategies is listed below.

- Short-term rental assistance to prevent homelessness.
- Having a system of services that are integrated and comprehensive – some call this a single entry system. (National Governor's Association recent best practices study).
- Working strategically with partners to expand services beyond what government is able to do. (Older American's Act approach – expanding resources through volunteers, contributions, and community-based organizations, etc).
- Reaching people early before the crisis has happened to prevent more serious disability from occurring. (Prevention, early intervention and approaches that make it easy to access services).
- Creating partnerships with business, law enforcement and health care agencies that provide better outcomes than if we were working alone.
- Offering counseling and case management services early to help people plan for issues of aging or disability assures that needs are met and care plans are appropriate. This is done through the single entry system referenced above.

SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



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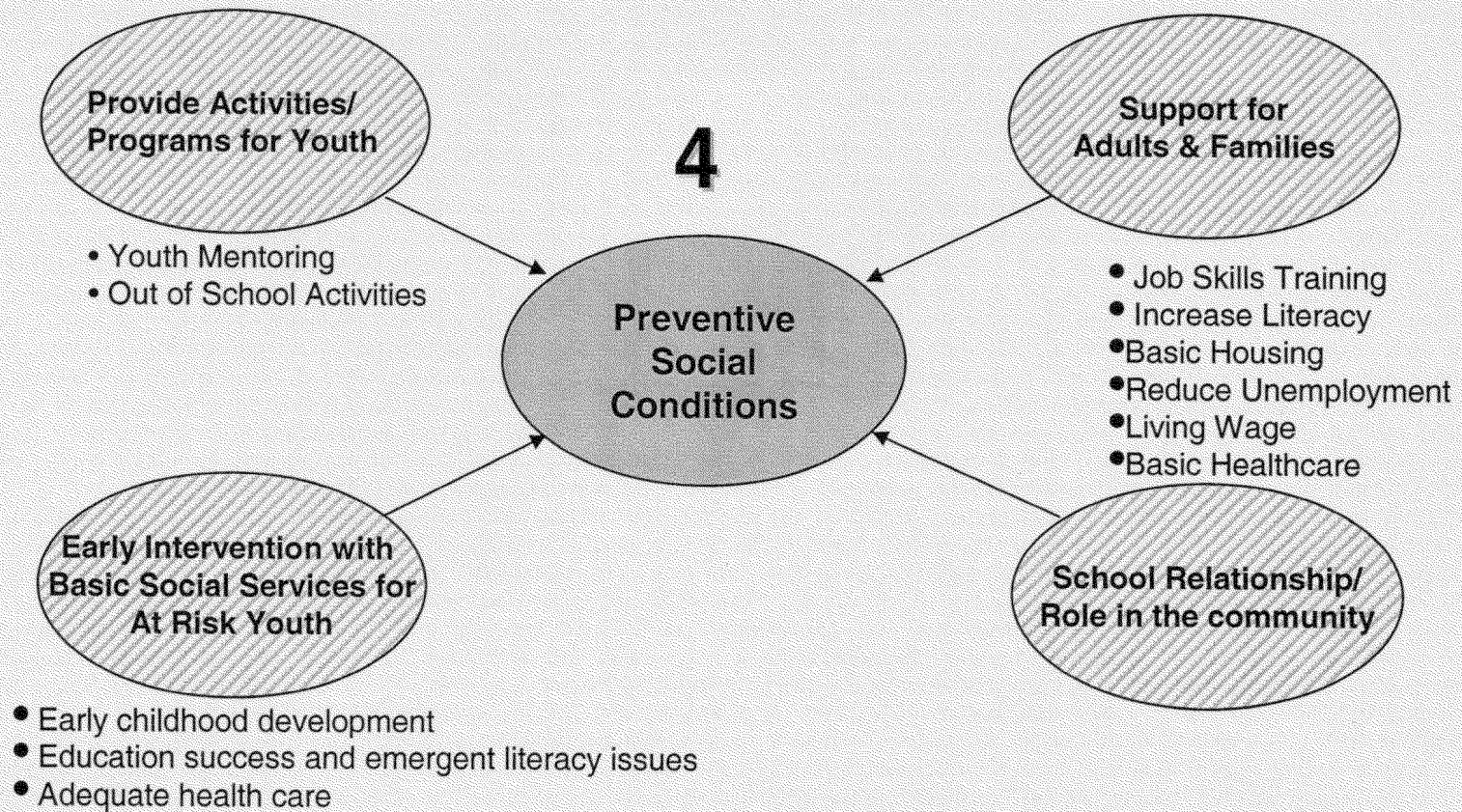
SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



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SAFETY TEAM STRATEGY MAP — “I want to feel safe at home, work, school, and at play.”



Mid-Year Process 2005 Strategy Mapping Narrative MULTNOMAH COUNTY OREGON



Safety Team:

Larry Aab, Sheriff's Office
Carol Ford, Health Department (Leader)
Steve Liday, Department of Community Justice
Scott Marcy, District Attorney's Office
Matt Nice, Budget Office
Molly Raphael, Library
Brent Ritchie, Sheriff's Office
Hector Roche, Health Department (Facilitator)

Priority – Result to be realized, as expressed by citizens: “I want to feel safe at home, work, school, and at play”.

Indicators of Success – How the County will know if progress is being made:

The Safety Team affirmed and refined the indicators suggested by the Board:

- Reported crime rate per 1,000 persons – Person, property, drug, behavioral and Vehicle/DUI crimes. (DSS Justice/PPB)

The data used for monthly Multnomah County Public Safety Briefs comes from the DSS Justice system and the Portland Police Bureau. It was selected because it provides the timeliest data in the areas that the strategies focus on. However, at this time it includes data for only the City of Portland, City of Fairview, and unincorporated areas, which is approximately 90% of reported crimes. The inclusion of Gresham and Troutdale data should be encouraged.

- Citizen perception of safety. (Multnomah County Auditor's Citizen Survey).

The Auditor's annual citizen survey collects data on a citizen's sense of safety in their neighborhood. Also, several of the Team's strategies focus on enhancing community involvement and partnership in community safety which may add ways to measure citizen perception of safety.

- Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates). (DOC)

This data is compiled by the Department of Community Justice as part of the statewide Department of Corrections and Juvenile Justice System.

Underlying Assumptions/Guiding Principles:

- Protections, prevention, and intervention is a recurring theme throughout the Safety Strategy Map, and each of the four factors
- Citizens' perception of crime and public safety is diverse, and is influenced by variables such as geography (rural, urban, and suburban); race; country of origin; identity as a business or neighborhood; etc.
- Prioritizes public safety resources, so each component of the system can respond to all offenders with a continuum of services and sanctions based on the risk of the offender to the community.

A word about our Process:

Acknowledging the challenges and gifts of the composition of the Safety Team (high representation from the current public safety system), team members developed a set of ground rules to ensure citizens' perspective, and operated from their brainstormed list of various citizens' stakeholder groups. Team members challenged each other to wear their citizens' hats, and used citizens' based evidence in creating the Strategy Map.

Safety Team Strategy Mapping

PRIORITY: I want to feel safe at home, work, school, and at play

Strategy Mapping – Focused choices to realize results:

The attached series of maps outline strategies for four factors that the Safety Team believes can best result in a citizen “feeling safe at home, work, school and at play” (in priority order):

Start with a basic system that goes into effect when a crime happens -

1. An Effective Public Safety System for Adults and Juveniles

Balance with factors and strategies that address crime prevention, harm reduction and getting ahead of crime -

2. Responsiveness to Communities’ Crime Priorities
3. Creating Safe Communities
4. Improving Social Conditions (for Pre-Offenders)

The Safety Team found that all four of our factors and strategies link to strategies for Safety Net, Education, Thriving Economy, Vibrant Community and Accountability.

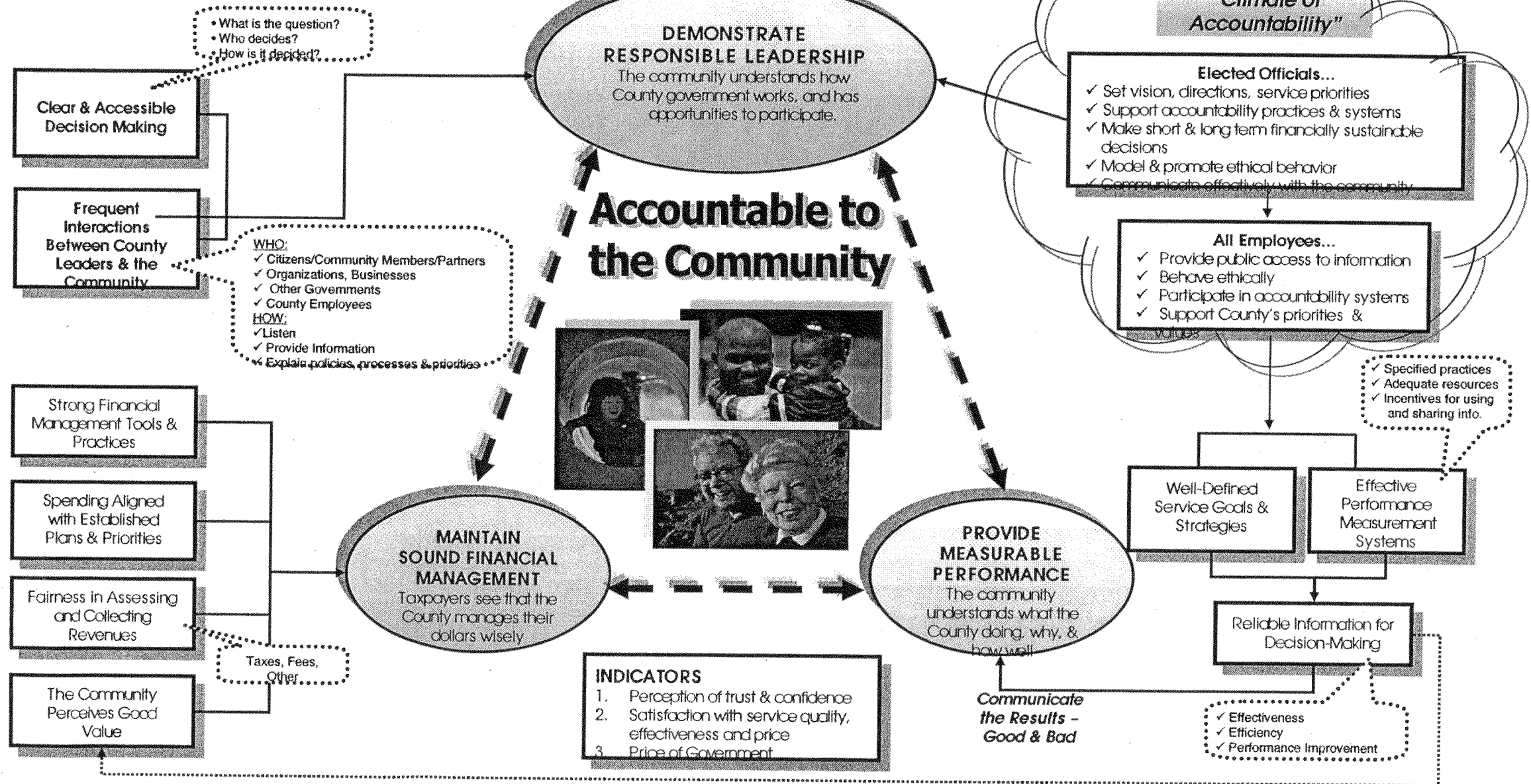
Evidence – Proven or promising practice:

- **Effective Adult and Juvenile Public Safety System:** The Safety Team met with a panel of experts in the current public safety system. Their discussion provided the Team with evidence that in order to create a sense of safety, citizens must first know that there is an effective public safety system in place to get offenders off the streets, moving through the system and reducing the chance that they will cycle back into the system. They also stressed that shared planning and cooperation maintains a balance that depends on each component being able to do its job.

The expert panel included: Multnomah County Sheriff Bernie Guisto, District Attorney Mike Schrunk, Joanne Fuller, Director of Community Justice, Gresham Police Chief Carla Piluso, Portland Police Deputy Chief Jim Ferraris, Jim Hennings, Public Defender’s Office and Maggie Miller, Citizens Crime Commission.

- Don Trapp, Department of Community Justice, presented information on social conditions as risk factors and the use of evidenced-based practices to reduce recidivism. Scott Keir, Department of Community Justice, presented adult and juvenile recidivism data and trends. This evidence emphasized a focus on best practices and on juvenile interventions as a significant strategy in “Effective Adult & Juvenile Public Safety System”.
- **Community and neighborhood safety:** The Team met with Jimmy Brown, Director of the City of Portland’s Office of Neighborhood Involvement. We discussed community involvement, what neighborhood associations are concerned about and how they are addressing their issues. This discussion provided the Team with evidence that creating a sense of citizens’ safety needs the County to establish ways to partner with communities in addressing their dynamic crime issues. This supported the concept of making government more transparent, a public safety system where communities and neighborhoods know who to go to for information and supporting community involvement. This impacted several strategies in “Responsiveness to Communities’ Crime Priorities” and “Creating Safe Communities.”
- To affirm and refine Safety indicators, the Team reviewed the 2003 Service Efforts and Accomplishments on Public Safety (Multnomah County Auditor Suzanne Flynn), the November 2003 Portland Police Bureau Community Assessment Survey, and the 2004 Portland Multnomah Progress Board Benchmarks on Safety.

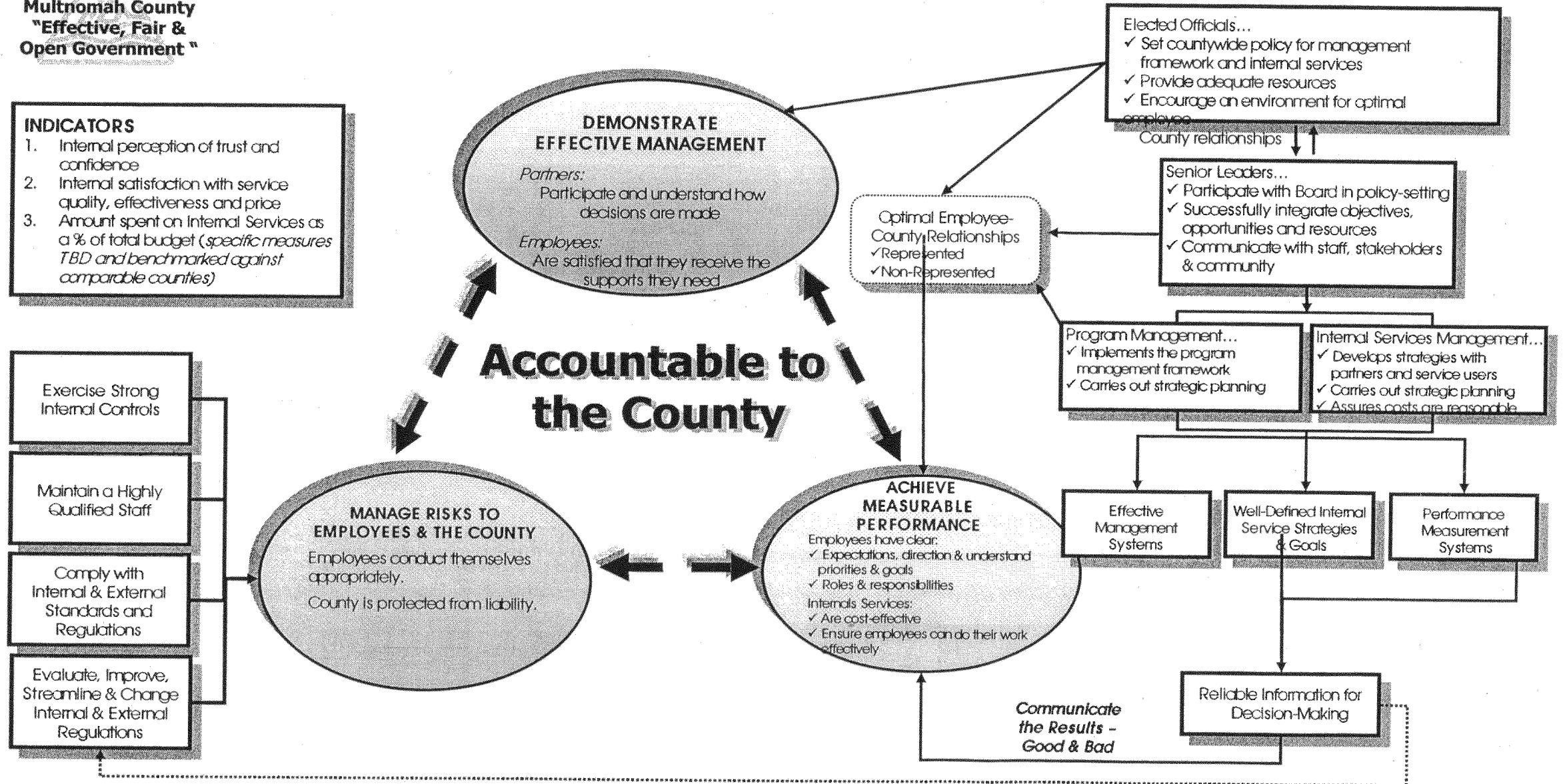
Multnomah County
"Effective, Fair & Open Government"



Multnomah County
"Effective, Fair & Open Government"

INDICATORS

1. Internal perception of trust and confidence
2. Internal satisfaction with service quality, effectiveness and price
3. Amount spent on Internal Services as a % of total budget (*specific measures TBD and benchmarked against comparable counties*)





Accountability Team:

Val Andreas, Becky Cobb, Christian Elkin, Mike Morris, Kathleen Treb (Facilitator), Gary Oxman (Team Leader)

Priority – Result to be realized, as expressed by citizens: I want my government to be accountable at every level.

This includes “external” accountability – to the citizens/community, and “internal” accountability – among county officials and employees.

Indicators of Success – How the County will know if progress is being made:

- **Perception of trust and confidence (community and internal)**

The Team felt that this indicator is acceptable.

- **Satisfaction with service quality, effectiveness and price (community and internal)**

The Team suggests modifying this indicator to include service effectiveness (as above).

- **Price of Government (community accountability only)**

The Team has reservations about the usefulness of this indicator in helping the community to understand the specific cost of county government, and in promoting accountability. We feel there are a variety of externalities that impact the indicator, and that the meaning of the indicator itself is not readily understandable.

At the same time, the Team recognizes the importance of having a quantitative or semi-quantitative financial indicator of accountability to the community. Unfortunately, we could not come up with a strong alternative.

- **Internal Services Costs - percent of the county budget that is spent to provide support services (internal accountability only).** *[Note: Specific contributing cost elements to be developed]*

Strategy Mapping – Focused choices to realize results:

The nature of our priority required that we look at both accountability of county government to the community, and accountability of county officials and workers to each other. While these are interconnected, we felt it best to display them separately because the specific roles, responsibilities, actions and processes to improve accountability in these settings differ significantly in some important respects.

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

External/Community Accountability

NOTE:

After its meeting with Professor Phillip Cooper from PSU's Hatfield School of Government, the Team intentionally changed its terminology from "accountability to citizens" to "accountability to the community" for two reasons. First, "accountability to citizens" is not adequately inclusive of the diverse membership and participation of our community. Second, and more importantly, "accountability to citizens" implies that the business of government is to address the needs and wants of individual citizens, and that accountability is therefore primarily to individual citizens. We support the traditional view that the inherent authority and responsibility of government is to promote the general well being of the community.

The highest priority strategy for Multnomah County government to achieve accountability to the community is to consistently demonstrate responsible leadership. In a representative government, citizens appropriately feel that the primary government accountability relationship is between themselves their elected officials. Citizens exercise accountability directly by voting, and indirectly through expressing themselves to the government or to other community members. Their support for elected officials and policies is based on their understandings of government's work and results – understandings often derived from direct interactions with government and from communications with others (often through the media). From the evidence our group examined, three factors appeared to be critical:

- 1) Clear and accessible decision-making. Citizens want to know what the question is, who will make the decision, how they will make the decision, and what roles citizens and others have in the process. Multiple lines of evidence suggest that even when they disagree, people will see government as credible if decision making is clear and open.
- 2) Frequent, genuine-feeling interactions with government leaders. Evidence suggests that people want to feel that they have been listened to. They judge this in three ways:
 - Seeing government make decisions they agree with,
 - Feeling that a question is undecided, and that their input will impact the decision, and
 - Getting a clear explanation of the reasons behind the government's decision.
- 3) Having officials set clear directions and priorities for the work to be done, the methods to be used, and the climate in which the work is done.

The Accountability Team judged Providing Measurable Performance and Maintaining Sound Financial Management as important secondary strategies that assure the County's work is being done in an effective and accountable manner.

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

Internal Accountability

The Team believes that demonstrating effective management is the highest priority strategy to improve internal accountability. Effective management starts with elected officials setting broad policy frameworks on management approach and internal services. It results in: 1) clear translation of elected officials' policy and climate-setting into effective systems and actions, 2) having appropriate involvement of internal and external partners in decision-making, and 3) assuring that employees have the supports they need to do their work. Effective management requires that detailed strategy development and implementation are delegated to appropriate internal county leaders. To produce both effective management and measurable performance results, these leaders must work in partnership with employees.

The Accountability Team judged Achieving Measurable Performance as an important secondary strategy in that it is both the result of effective management, and serves as a feedback loop for improving performance. The Team felt that managing risks to employees and the county was also a secondary strategy. Managing risks results in appropriate conduct on the part of employees and the county as a whole. These, in turn, protect the county from negative events that adversely affect employees' and the community's sense that the county is accountable.

Evidence – Proven or promising practice:

The Team used evidence from several sources to craft our External and Internal causality maps, and evaluate the proposed Indicators of Success. The information from these various sources identified a number of themes; support for these themes was quite consistent across multiple bases of evidence. While we recognize that some specific issues and perceptions are bound to the current local climate and recent events, we believe our products are strongly based in current academic and practical evidence on governmental accountability. We found two lines of evidence regarding accountability particularly compelling.

The first was public input as represented by the Focus Group Research Report by the Metropolitan Group and discussions with members of the County's various budget advisory committees. Both these sources identified the importance of government listening to community members, communicating about its actions, and adhering to defined procedures to assure "transparent" process as critical for maintaining accountability to the public. These sources also identified a number of financial issues – a balanced budget, appropriate levels of funding, affordable taxes, and fiscal integrity – as supporting accountability.

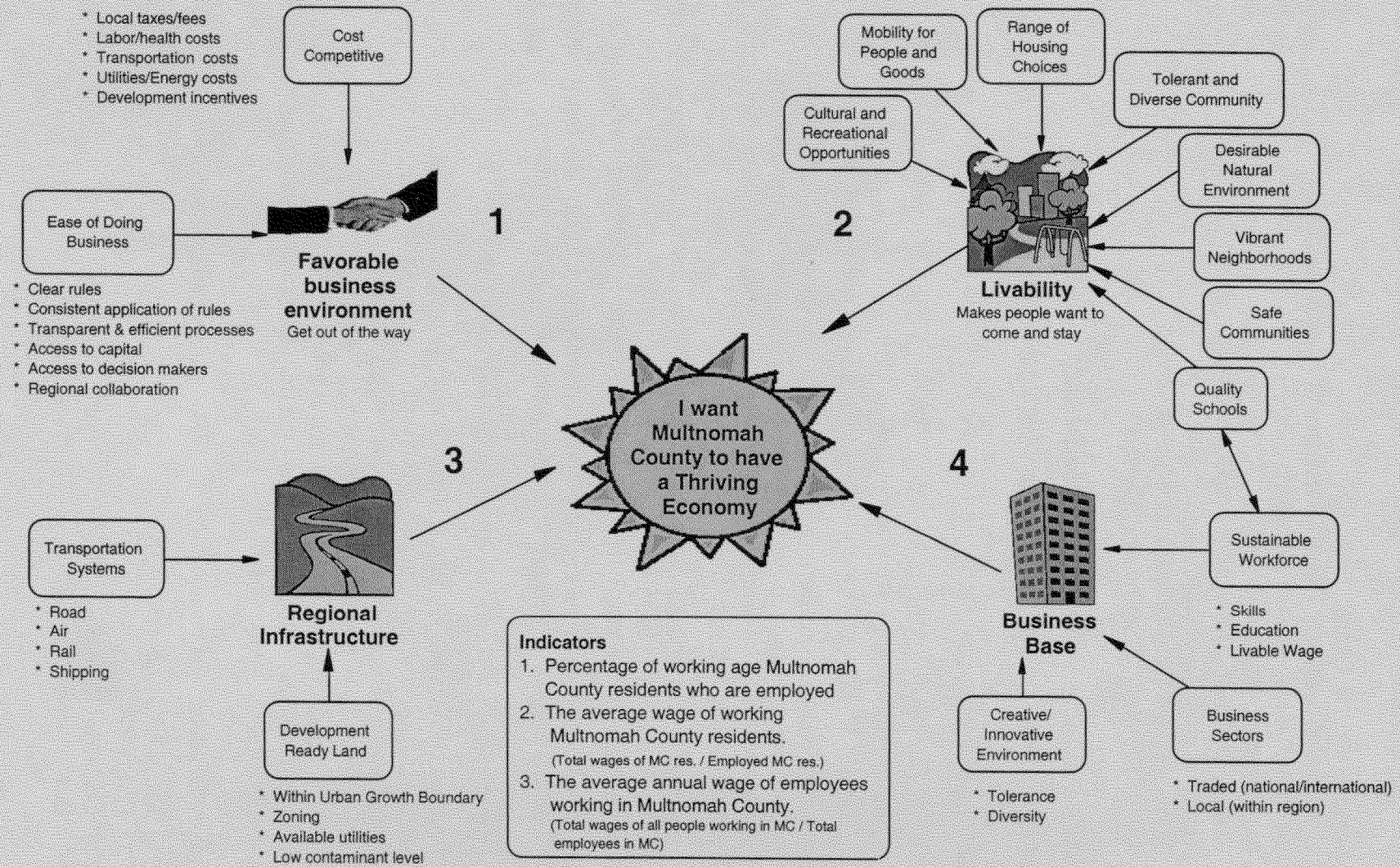
The second line of evidence is a body of theoretical and empiric literature from political science and public administration. This literature: 1) makes the tensions among competing views and values that impact accountability explicit, and 2) identifies general principles (especially on performance measurement and communication) that support accountability. One important tension is the need to constrain government from

Accountability Team Strategy Mapping

PRIORITY: I want my government to be accountable at every level.

arbitrary actions vs. ensuring that government does take action and provide necessary services. Similarly, there is tension when accountability is viewed as having multiple dimensions: using positive/motivating vs. negative/punishing approaches, utilizing the view from within vs. outside the organization, and emphasizing the roles of high-level leaders vs. regular employees as driving accountability. Two key points of this literature are: 1) there are certain baseline conditions necessary for accountability - e.g., the public's understanding of government's actions, processes, and results, and 2) a given government's approach to accountability may change over time, but depends on balancing various tensions among values in a way that is clear to the public at any point in time.

Thriving Economy



Mid-Year Process 2005 Strategy Mapping Narrative MULTNOMAH COUNTY OREGON



Thriving Economy Team:

Consuelo Saragoza, Health Department (Team Leader)
Jill Wolf, Library (Team Facilitator)
Mark Campbell, Budget Office
Shaun Coldwell, Department of Community Justice
Tom Hansell, Community Services
Tony Mounts, County Business Services
Karen Schilling, Community Services

Priority – Result to be realized, as expressed by citizens:

I want Multnomah County to have a thriving economy.

Indicators of Success – How the County will know if progress is being made:

The indicators that were developed for this priority were originally stated as:

Employment Rate x Real Mean Wage; and
Number of Jobs in Multnomah County x Real Mean Wage of Those Jobs

We had extensive discussions with regard to the indicators as written. Were they the right ones? Could the average citizen understand what is being measured? We ultimately agreed that they were the measurements we wanted to capture. We rephrased the statements and split the first indicator into two component pieces.

*% of Working Age Multnomah County Residents Who Are Employed;
Average Annual Wage of Working Multnomah County Residents; and
Average Annual Wage of Employees Working in Multnomah County*

These indicators appear similar to the original statements but we felt it was important to word them in a way that the average citizen would be likely to understand.

Strategy Mapping – Focused choices to realize results:

The map we developed identifies four primary causal factors we believe influence this priority. The ability of Multnomah County government to provide support for these factors may be limited in some cases. For example, we heard from two regional economists that the cost of doing business in Portland and Multnomah County is higher than it is in surrounding jurisdictions. This is a fact of being a central city that is not unique to Portland. It is important, however, to note cost competitiveness as a way to develop a strategy around the creation of a favorable business environment.

We have identified four causal factors and prioritized them as follows:

- 1) Favorable Business Environment
- 2) Livability
- 3) Regional Infrastructure
- 4) Business Base

Favorable Business Environment

We had conversations with representatives from two local business groups - the Portland Business Alliance and the Gresham Area Chamber of Commerce - that suggested government can play a role in establishing a business friendly climate. The primary concerns we heard had to do with perceptions of fairness and equity, ease of doing business, and the efficiency of planning and development processes. It is our view that taxes, in particular the Business License Fee/Business Income Tax, are a more critical factor for small, local businesses than they are for businesses that are headquartered outside the region.

The ease of doing business, and the time it takes to get through bureaucratic "red tape", were cited consistently as aspects of creating a favorable business environment. There have been many recent examples where businesses chose to expand or locate outside of Multnomah County because it would take too long to get a project from the drawing board to completion. In some of the literature we reviewed, the concept that the development process should be efficient and transparent is stated in terms of improving customer service. Examples of possible strategies to address these concerns might include a review of best practices from other jurisdictions, better coordination between, and within, government agencies, and workflow/process improvement analysis.

As stated by Bob Whelan, a regional economist with ECONorthwest, the notion that government can play a role in establishing a favorable business environment can be summarized in the following three points:

- ◆ Establish clear rules;
- ◆ Enforce those rules consistently; and
- ◆ Stand back - allow businesses to succeed/fail of their own accord.

To further elaborate on this subject we would cite the City of Portland's "Strategy for Economic Vitality" document, which states, "(the) creation of a good business climate is a top priority that the City needs to address if it wants to facilitate economic development."

Rob Fussell, the former City Manager of Gresham, also highlighted the point that Multnomah County can play a role in fostering regional cooperation and collaboration. He noted that this role does not have to be one where the County does the work but, rather, that we can serve as a catalyst in fostering regional relationships.

Livability

Livability is a concept that permeates nearly every aspect of the priorities that citizens have expressed. It is so much a part of the social equation that we have incorporated a number of the other Multnomah County Priorities on our map. At first glance, it might not be readily apparent how livability contributes to a thriving economy.

Consider, though, the statement - "I want children to succeed in school." Our review of the evidence and conversations with the experts we consulted highlighted education as a critical factor in attracting and retaining businesses and innovative entrepreneurs. A good education system plays an important role in supplying the region with a sustainable, skilled workforce. Equally important, though, is the contribution that quality schools make in attracting new employees and their families to the region.

Other aspects of livability that impact economic vitality are, perhaps, less obvious. If we are not native to this part of the country it is safe to assume that Oregon's bountiful natural beauty, and the recreational opportunities it affords, was one of the factors that brought us here. The reputation we have for social tolerance, cultural richness, and an increasingly diverse community has also been cited as factors in the Portland metropolitan region's livability. Portland's openness to different ideas and lifestyles is a key component in attracting what regional economist Joe Cortright calls the "young and the restless" - a group of people aged 25-34 who have high educational attainment and who bring creative talent to the workforce.

Regional Infrastructure

Infrastructure consists of the transportation networks, utilities, and land resources that are necessary for business attraction and expansion. Our review of the evidence from various economic development reports suggests that there are two key components associated with the regional infrastructure.

There needs to be an adequate supply of development ready land within the region. A number of studies have highlighted the fact that there is a scarcity of land available for industrial development inside the Urban Growth Boundary (UGB). This is seen as a weakness in the region's attempts to attract new, or expand existing, businesses.

One possible strategy that could be employed to address this weakness would be to encourage redevelopment of existing sites. Redevelopment is often accomplished through the creation of urban renewal districts. Urban renewal is an example of a development tool that is available to local government as is the Strategic Investment Program (SIP). These tools, combined with effective application of land use and zoning regulations, can help to balance the goals of economic expansion and managed growth.

It is equally important that governments within the region commit to the maintenance and enhancement of existing transportation systems. Adequate transportation options (whether they be road networks, air freight, railways, or shipping ports) are crucial for businesses because an efficient, multi-modal system allows for quick delivery of products to markets. For example, this region has a competitive advantage in metals manufacturing because it has geographic proximity to several major markets on the west coast. The transportation infrastructure available here offers businesses in that sector a number of efficient options for delivering products to those markets.

Business Base

The region has an existing business inventory that employs roughly one million people. There are more than 50,000 businesses that have payroll expenses. This business base is very diverse - ranging from professional firms that employ a handful of people to multi-national corporations, such as Intel, with thousands of employees.

This distinction has been described by Joe Cortright as the "Traded Sector" - typically large businesses that sell their products outside the region - and the "Local Sector" - those businesses that, as the name implies, trade within the local economy. Examples of traded sector industries are high technology, lumber and wood products, and the manufacture of transportation equipment. The local sector is typified by retail, professional services, and government.

The evidence we reviewed suggest that it is the traded sector which drives the majority of economic growth within a region. We learned about the concept of industry "clusters" and why they are so important in assessing the region's potential for economic growth. "Clusters", as defined by economists, exist when a number of similar and related firms are concentrated in a small geographic area. The high technology cluster is one that most people would be familiar with.

Clusters are important because they enable a region to have a competitive advantage in those industries. In a report prepared for the Regional Connections Project, the authors cite the work of Harvard business professor Michael Porter who notes that "a cluster generates a dynamic process of ongoing improvement and innovation that can sustain . . . success for a prolonged period." Put another way, successful traded sector clusters bolster and support the local sector. Identifying clusters, particularly emerging clusters, can serve as a strategy for economic development. Specific strategies might involve the development of marketing and business recruitment programs.

Workforce development, and the ability of the region to attract and retain a sustainable workforce, is also a key aspect of the business base. As noted above, the identification of industry clusters can help guide strategies designed to foster a sustainable workforce. It is important, however, for the region to develop strategies to tailor educational programs, including vocational training, to the needs of both sectors of the economy.

Acknowledgements

Experts:

Joe Cortright, Impresa Consulting
Bob Whelan, ECONorthwest
Tom Weldon, Gresham Area Chamber of Commerce
Sandra McDonough, Portland Business Alliance
Rob Fussell, Former Gresham City Manager

Evidence:

"Progress Of A Region: The Metropolitan Portland Economy In The 1990's"
(Regional Connections Project, 1999)

"Regional Economic Strategy: Four Questions for Metropolitan Portland"
(Joe Cortright, 2002)

"Comparative Analysis of the City of Portland Business Operating Costs"
(Portland Development Commission, 1999)

"A Framework for Creating Shared Economic Priorities for the Portland-Vancouver
Metropolitan Area"
(Regional Economic Development Partners, 2003)

"Multnomah & Washington County Regional Investment Plan"
(Multnomah-Washington County Regional Investment Board, 2001)

"Mayor's Economic Development Forum – A Community Action Plan"
(City of Gresham, 2000)

"Multnomah County Priorities Focus Group Report"
(The Metropolitan Group, 2004)

"Regional Industrial Land Study: Phase III"
(OTAK, 2001)

"Strategy For Economic Vitality"
(Portland Development Commission, 2002)

**The environment contributes to
our health and safety**

Health

Environmental Systems

- Maintain adequate sanitation systems
- Increase cleanliness of water, air
- Encourage use of sustainable practices

Communicable Disease

- Provide ongoing prevention and education
- Locate, investigate, track, and control disease
- Ensure access to treatment services

- Adopt and enforce codes and standards

Safety

Physical Environment

- Control traffic and maintain roads and bridges
- Maintain adequate sidewalks and street lighting
- Control hazards

Preparation and Response

- Reduce violence
- Establish emergency preparedness
- Encourage interactive neighborhoods

We are all valued and responsible members of the community

Public Responsibility

- Value all individuals and families
- Build government based on public input
- Provide equitable access to services

- Build Community Partnerships

Personal Responsibility

- Comply with the law
- Exercise the right to vote and express opinions
- Volunteer and be involved in the community

We all benefit from learning, cultural, and recreational opportunities

-Learning Opportunities

- Support schools, students, families, and caregivers
- Teach relevant job and life skills
- Provide formal and self directed opportunities across lifespan
- Break down barriers

-Cultural Opportunities

- Value diversity and diverse contributions
- Strengthen community based organizations
- Encourage a thriving arts community
- Ensure that activities reflect community

-Recreational Opportunities

- Maintain and increase parks and greenspace
- Provide options for safe healthy individual and group activities
- Offer options regardless of ability

Optimize use of community facilities

We all have equal opportunity for economic success

Keys to Individual Success

- Maintain affordable cost of living and housing
- Ensure access to education and technology
- Provide transportation options

- Provide opportunities across the socio-economic spectrum

Keys to Business Success

- Enforce an equitable tax structure
- Maintain responsive planning, standards, and zoning
- Attract and retain a diverse industry and employment base





Vibrant Community Team:

Mindy Harris, Finance, Budget and Tax Office (Leader)
Bob Thomas, Finance, Budget and Tax Office (Facilitator)
Cindy Gibbon, Library Department
Ching Hay, Budget Office
Patricia Pate, County Human Services
Kathy Tinkle, School and Community Partnerships

Priority – Result to be realized, as expressed by citizens:

I want to have clean, healthy neighborhoods with a vibrant sense of community.

Indicators of Success – How the County will know if progress is being made:

- **Citizen perception of a *sense of community*** – this measure is currently used by the County Auditor in its Citizens Survey. We recommend that the sample be broadened to include data from vulnerable populations of the community that may not be surveyed using the current method. Further, we recommend that the questions asked of the survey respondents be expanded to evaluate citizen perception of the various aspects creating a sense of community.

We recommend development of two additional indicators to evaluate progress to achieving the priority:

- **Citizen perception of *accessibility to the services they need*** – A recurring subject in all factors for our priority was that of access: is the service available, can I get there, and when I get there can I use the service? For example, can I get in the door using my mobility device, do they speak a language I can understand, do they have adaptive technology if I need it, etc. We propose development of an indicator that would look at these aspects and measure the perception of equity by which services are provided to customers.
- **Use available indicators from other priority teams related to the areas of economics, education, safety, and safety net or a composite rating could be developed based on the success in having achieved the other related priorities.**

Three other indicators of success were proposed to us when the priorities were approved by the Board that we believe should not be used at this time:

- **Percentage reduction in environmental health risks** – this measure would need to be created, since individual environmental health risks are currently measured separately. This would need to be a measure of Health Department indicators and County-wide factors from other sources, such as air quality, water quality and other measures. We believe that a good indicator would be difficult to compile and

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

standardize since data would come from multiple agencies and have differing timelines.

- **Access to information and technology** – currently the Auditor's Office Citizen Survey asks people, "Do you have access to the Internet from home or other location?," and several questions about their satisfaction with the County's Library system. This is the extent of measures we found regarding information and technology. We believe that current questions would need to be rewritten and focus on all aspects of information and technology, which would be difficult to define and may not provide information of importance to policy makers.
- **Congestion (consider wait time, travel time, and accessibility)** – this proposed indicator is similar to two separate transportation related measures that are common in that industry, "Traffic Delay," and "Level of Service (traffic volume to capacity)." The team feels that a congestion measure would be too narrowly focused to be a marquee indicator for our priority. Congestion does relate to one of our minor strategies, "Provide Transportation Options," which is within the fourth and lowest ranked cause and effect factor.

Link to the Other Priorities and Indicators of Success:

Our team believes that people who live in clean, healthy neighborhoods with a vibrant sense of community will be able to experience hope, dignity, self determination and the ability to thrive. A community that encourages its members to succeed, that values their contributions, listens to their individual and combined needs, and equitably provides access to its systems and services, is a community that provides a future for its residents. Clearly, this priority is linked strongly to the other five priorities as affirmed by the Board. Achieving this priority is largely dependent upon success in meeting the priorities examined by the other teams.

Strategy Mapping – Focused choices to realize results

Our team has been charged with addressing the priority statement, "I want a clean healthy neighborhood with a vibrant sense of community." Our strategy map shows four major factors we believe are necessary to reach this priority. Those factors are

- We live in a healthy & safe environment
- We are valued and responsible members of the community
- We benefit from learning, cultural, and recreational opportunities
- We have equal opportunity for economic success

The greater the number of community members who can answer, "Yes," to these statements, the closer we will be to achieving this priority.

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

Each factor is broken down into two or three major contributing sub-factors or categories. We believe that the strategies described for each category will best contribute to the success of this initiative.

Healthy and Safe Neighborhoods – Primary Factor

A primary factor for whether a community will achieve this priority is the degree to which citizens experience, "Health and Safety," in their daily lives. In the health category, we identified the community's environmental systems and control of communicable disease as areas that must be addressed in order to achieve clean, healthy neighborhoods. Witnessing events such as the Florida hurricanes underscores the need for strong sanitation systems and clean water and air. Managing West Nile Virus through identification, treatment and public education about prevention is an example of communicable disease prevention that support our strategies.

A healthy neighborhood is also a safe neighborhood. We identified two aspects of neighborhood safety: physical environment and preparation and response. We create a safe physical environment by controlling traffic and maintaining our transportation infrastructure, providing sidewalks and street lighting and controlling hazards. People feel safer and are safer when we work to control violence, prepare for emergencies and encourage neighbors to interact.

Valued and Responsible Community Members – Primary Factor

As the foundation for a vibrant community, we recognize that people and the community as a whole have responsibilities to each other. A vibrant community is based on partnerships between government and the people it serves. When residents, businesses, and other organizations feel accepted, heard and equitably served by government, they are more likely to pay their taxes willingly, vote, volunteer and become involved in the community.

Learning, Cultural and Recreational Opportunities – Additional Factor

Residents of a vibrant neighborhood have access to educational, cultural, and recreational opportunities that honor diversity and serve their needs from infancy through the retirement years.

The County Auditor's February 2004 Report on Service Efforts and Accomplishments notes, "One of the ways Multnomah County programs attempt to more effectively deliver services is by showing a presence in communities. The County has school-based programs, senior centers, and family centers located throughout the County. The County wants citizens to be aware of its presence and to be accessible to those who need services." We will be most effective in these strategies when we provide access across the county by optimizing the use of community facilities, breaking down cultural and economic barriers and ensuring that activities reflect the diverse needs of individuals and neighborhoods.

Vibrant Community Strategy Mapping

PRIORITY:

I want to have clean, healthy neighborhoods with a vibrant sense of community

Opportunities for Economic Success – Additional Factor

Finally, in a safe, healthy and vibrant community, people have equal opportunity for economic success. Economic success can be divided into two sub factors: individual and business success. Individuals need a reasonable cost of living and affordable decent housing, as well as access to education and technology, to achieve economic success.

Individual success and business success are interdependent. We must create a climate where businesses of all sizes can thrive in order to attract and retain a diverse industry and employment base. The business community looks for an equitable tax structure and a system of planning, standards and zoning that is easy to understand and easy to navigate.

Evidence – Proven or promising practice:

Our strategy map grew first from our own opinions of what makes a clean, healthy neighborhood with a vibrant sense of community. To corroborate our own thinking, we consulted a variety of resources. We reviewed a variety of web sites of organizations that attempt to define and rate vibrant communities. We consulted the Auditor's Office regarding the citizen survey that attempts to assess citizen's sense of community. We conducted literature searches and used the expertise of the librarian at the PSU School of Urban and Public Affairs. We also benefited from the advice of Ralph Holcomb, DCHS's staff expert on evaluation and measurement.

Factors and strategies we have described for this priority are similar to those proposed by the State Progress Board, County/City Progress Board and State Department of Human Services as being elements of a healthy community. Key factors from these sources include: financial independence ("self sufficiency"), air quality, educational attainment, health (including prevention), reported crime rates, safe, caring and engaged communities, and healthy, sustainable surroundings.

The research around *sense of community* is still in its infancy, however, a few common themes are beginning to emerge. People that are active in their community, feel safe as they lead their lives, benefit from educational and cultural opportunities, have decent housing and a job, have a higher sense of community than those that live in communities where these elements are not as prominent.

Multnomah County Board of Commissioners

Discussion Notes/Feedback to Priority Teams October 14, 2004

Education Team

- Re: First indicator (Percentage of entering kindergarten students who meet specific developmental standards for their age), Education Team invited the Commissioners to use their influence with the State to encourage that pre-Kindergarten assessments are made mandatory, not voluntary.
- Clarify that “assessments” referred to in the team’s narrative on page 1, paragraph immediately following the first indicator, are “school assessments.”
- BCC requests information from the team: What does evidence tell us about when the critical point is for students dropping out of school, i.e., which grade or age is significant?

Safety Net Services Team

- Clarify housing indicator. Believe it should be “% of county residents paying more than 30% of income for housing.”
- How does the housing indicator inform us about homelessness? Homeless don’t pay anything for housing so this measure could underestimate the problem of affordable housing if homeless residents are counted.
- BCC requests that the team acknowledge that while the team’s strategy map shows factors important to all residents, it is the county’s role to limit its support to only portions of the county population.

Safety Team

- Acknowledgement by the Team that data currently gathered on the first indicator, Reported Crime Rate per 1,000 persons, does not include data from Gresham or Troutdale.
- Future conversations on indicators could focus on degree to which Board can influence perception of safety.

Accountability Team

- BCC appreciated improvement of results statement to reflect accountability to “Community,” to reflect public, as opposed to individual (i.e., “citizen”) accountability
- BCC accepts addition of fourth indicator re: percent of county budget spent to provide internal services

Thriving Economy

- BCC recorded preference for an indicator regarding net job growth versus average annual wage of employees working in Multnomah County
- What does cause-effect theory tell us about the upward mobility for youth? Are we able to tell whether job growth and expansion is of the type to attract and retain youth as they transition beyond initial jobs and into careers?
- Could benefit from understanding more about how to balance the need to articulate standards to which business must comply with the need to provide incentives and a competitive environment for business retention and growth.

Vibrant Communities

- Retain citizen perception of sense of community and consider incorporating into it perception of accessibility to services
- Need to develop additional indicators. Consider those previously offered, % of citizenry registered to vote vs. % who actually vote, composite of service utilization or others recommended by team
- BCC recognizes that other team measures will reflect on the vibrancy of Multnomah communities; therefore, no need to create composite measure

Multnomah County Priorities & Indicators

Updated following Board Discussion - October 14, 2004

Priority	Revised Indicators of Success
<p>I want all children in Multnomah County to succeed in school.</p> <p>(Education Team)</p>	<ul style="list-style-type: none"> ● Percentage of entering kindergarten students who meet specific developmental standards for their age ● Percentage growth in school mastery (change in performance grades 3, 8, 10) ● Percentage of ninth grade cohorts who complete school
<p>I want all Multnomah County residents and their families to have their basic living needs met.</p> <p>(Safety Net Services Team)</p>	<ul style="list-style-type: none"> ● Healthy People 2010 (NIH) and mental health indicator composite index ● Percent of people paying more than 30% of income for housing ● Percentage of residents with incomes at or above 185% of federal poverty level
<p>I want to feel safe at home, work, school, and at play.</p> <p>(Safety Team)</p>	<ul style="list-style-type: none"> ● Reported crime rate per 1,000 persons – person, property, drug, behavioral and vehicle/DUI ● Citizen perception of safety ● Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates)
<p>I want my government to be accountable at every level.</p> <p>(Accountability Team)</p>	<ul style="list-style-type: none"> ● Perception of trust and confidence (community and internal) ● Satisfaction with service quality, effectiveness, and price (community and internal) ● Price of Government (% of personal income spent to support county government) – community ● Percent of county budget spent to provide internal services
<p>I want Multnomah County to have a thriving economy.</p> <p>(Thriving Economy Team)</p>	<ul style="list-style-type: none"> ● Percentage of working age county residents who are employed ● Average annual wage of working Multnomah residents ● Annual net job growth in Multnomah County
<p>I want to have clean, healthy neighborhoods with a vibrant sense of community.</p> <p>(Vibrant Communities Team)</p>	<ul style="list-style-type: none"> ● Citizen perception of sense of community and access to services ● Additional indicators (max of 3) to be recommended by team (could include ones previously recommended in addition to potential composite measure of service utilization)