Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

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NOVEMBER 30, 2006 BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:00 a.m. Executive Session
Pg 3	9:30 a.m. Proclamation Honoring Bill Hancock
Pg 4	10:15 a.m. Public Hearing to Consider/Possibly Act Upon a Measure 37 Claim by Tomasz Fijak
Pg 4	10:30 a.m. Public Hearing to Consider/Possibly Act Upon a Measure 37 Claim by Wayne and Eliza Miller
Pg 4	10:55 a.m. Briefing/Work Session to Discuss Recommendations from the Independent Review of Correctional Facilities Operated by the Sheriff
Pg 5	11:55 a.m. Resolutions and Budget Modification Relating to the Review of Policies and Procedures of Correctional Facilities
	December 21 & 28 Board Meetings Cancelled

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Thursday, 9:30 AM, (LIVE) Channel 30
Saturday, 10:00 AM, Channel 29
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Tuesday, 8:00 PM, Channel 29

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Thursday, November 30, 2006 - **9:00 AM**
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners will meet in Executive Session Pursuant to ORS 192.660(2)(d),(e) and/or (h). Only Representatives of the News Media and Designated Staff are allowed to attend. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by County Attorney Agnes Sowle. 15-30 MINUTES REQUESTED.

Thursday, November 30, 2006 - **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 Appointment of Joe Smith to the PORTLAND INTERNATIONAL AIRPORT CITIZEN NOISE ADVISORY COMMITTEE

DEPARTMENT OF COMMUNITY SERVICES

C-2 RESOLUTION Authorizing the Repurchase of a Tax Foreclosed Property by the Former Owner, BRAD R. BRAMAN

SHERIFF'S OFFICE

C-3 RESOLUTION Authorizing Annual Designation of a Portion of Compensation as a Housing Allowance for Chaplains Serving Inmates and Employees of Multnomah County Sheriff's Office

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 Recognizing Bill Hancock for His Life Long Health Care Advocacy in Association with Proclaiming Friday December 1, 2006 as World AIDS Day in Multnomah County, Oregon

DEPARTMENT OF COUNTY HUMAN SERVICES - 9:40 AM

R-2 Budget Modification DCHS-05 Appropriating $246,391 in Additional Local Administration Funding from the State of Oregon as a Result of the Medicaid Administrative Match Proposal

R-3 Budget Modification DCHS-15 Transferring $26,000 from the Strategic Investment Program (SIP) Community Resource Fund to the Bridges to Housing Program

R-4 NOTICE OF INTENT to Apply for a Grant from the Department of Justice, Justice and Mental Health Collaboration Program

DEPARTMENT OF COUNTY MANAGEMENT - 9:50 AM

R-5 Budget Modification DCM-04 Reclassifying Positions in Assessment and Taxation and Facilities and Property Management, as Determined by the Class/Comp Unit of Central Human Resources

R-6 NOTICE OF INTENT to Apply for an Oregon Department of Environmental Quality Grant for a Green Roof on the Central Library

R-7 Reallocation of Facilities Capital Project Funds FPM 07-04, Multnomah County Inverness Jail Kitchen/Wall Floor Repair

R-8 RESOLUTION Approving a Land Exchange with Laurelview Condos, LLC, at the Penumbra Kelly Building, 4747 East Burnside Street, Portland, Oregon, and Authorizing County Chair to Execute Appropriate Documents to Complete an Exchange

SCHOOL AND COMMUNITY PARTNERSHIPS - 10:05 AM

R-9 Budget Modification OSCP-07 Adding 1 FTE Weatherization Inspector Position to the Department of School and Community Partnerships Energy Services Program

DEPARTMENT OF COMMUNITY SERVICES - 10:10 AM

R-10 RESOLUTION Authorizing the County to Make an Internal Loan from the Risk Fund to the Dunthorpe-Riverdale Service District No. 1 in the Amount of $400,000 to Complete Required Capital Maintenance at Tryon Creek and Riverview Pump Stations

R-11 ORDER Setting a Hearing of Objections to the Assessment for the NW 8th Avenue Bridge Replacement Project and Directing Notice to Property Owners Under ORS 371.645

R-12 Public Hearing to Consider and Possibly Act Upon a Measure 37 Claim by Tomasz Fijak for $497,700 in Compensation or Relief from Regulations to Allow a Three Parcel Land Division and the Development of Two Additional Single Family Residences on Property Located at 22740 NW Rocky Point Road, Scappoose [T3N, R2W, SEC 34, TL 12] (Case File T1-06-027)

R-13 Public Hearing to Consider and Possibly Act Upon a Measure 37 Claim by Wayne and Eliza Miller for $400,000 in Compensation or Relief from Regulations to Allow for the Development of a Single Family Residence on Property Located at 38775 SE Trout Creek Road, Corbett [T1S, R4E, SEC 13, TL 500] (Case File T1-06-021)

NON-DEPARTMENTAL - 10:45 AM

R-14 RESOLUTION Approving an Amended 2005-2007 Regional Investment Strategy of the Multnomah-Washington Regional Investment Board

R-15 Briefing/Work Session to Discuss Recommendations from the Independent *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff.* Presented by Commissioner Lisa Naito, District Attorney Michael Schrunk, Special Counsel to the District Attorney John Bradley and Senior Deputy District Attorney Chuck French and Invited Others. 1 HOUR REQUESTED.

R-16 RESOLUTION Accepting the *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff's Office* by the Multnomah County District Attorney's Office and Creating a Permanent Work Group to Advise the County Commission and Assist the Sheriff on Jail Policies and Procedures - Commissioner Lonnie Roberts

R-17 RESOLUTION Accepting the *Review of Policies and Procedures of Correctional Facilities Operated by the Multnomah County Sheriff's Office* by the Multnomah County District Attorney's Office and Creating a Permanent Work Group to Advise the County Commission on Jail Policies and Procedures - Commissioner Lisa Naito

R-18 RESOLUTION Appointing the Chair and Members of the Permanent Work Group to Advise the County Commission on Jail Policies and Procedures for a Term of One Year, Commencing on December 1, 2006

R-19 RESOLUTION Adopting a Policy Regarding Annual Board Inspections of County Correctional Facilities

DISTRICT ATTORNEY'S OFFICE - 12:15 PM

R-20 Budget Modification DA-03 Requesting General Fund Contingency Transfer of $61,852 for the Costs Associated with the Independent Review of Jail Policies and Procedures as Outlined in Resolution 06-094

Friday December 1, 2006 - **8:00 AM to 4:00 PM**
Hillsdale Library Conference Room
1525 SW Sunset Boulevard, Portland

BOARD RETREAT

The Multnomah County Board of Commissioners, consisting of Chair-Elect Ted Wheeler, Commissioners Lisa Naito, Lonnie Roberts and Maria Rojo de Steffey and Commissioner-Elect Jeff Cogen will participate in a facilitated retreat to discuss the County's values, and protocols for working together and with Departments.

Monday, December 4, 2006 - **8:00 to 11:30 AM and 1:30 to 4:00 PM**
Multnomah Building, Third Floor Conference Room 315
501 SE Hawthorne Boulevard, Portland

ELECTED OFFICIALS RETREAT

The Multnomah County Board of Commissioners, consisting of Chair-Elect Ted Wheeler, Commissioners Lisa Naito, Lonnie Roberts and Maria Rojo de Steffey and Commissioner-Elect Jeff Cogen, Auditor-Elect LaVonne Griffin-Valade, District Attorney Michael Schrunk and Sheriff Bernie Giusto will participate in a facilitated retreat to discuss the Chair's general budget approach, upcoming budget strategies and priorities, and priority issues and assignments for elected officials.

BOARD RETREAT

DECEMBER 4 MONDAY MULTNOMAH BUILDING ROOM 315

Sheriff, District Attorney, Auditor invited to participate
Department Managers and Board staff invited to observe

TIME	ACTIVITY	LINK TO OUTCOMES
8 AM	DISCUSS OUTCOMES - #1 Team building; understanding each other - #2 Shared values and protocols - #3 Roles of Chair and Board - #4 Priorities and budget approach	Confirm understanding and goals
8:15	REVIEW FRIDAY'S OUTCOMES - Shared values - Chair and Board Roles - Protocols	#1, #2, #3
8:45	BUDGET APPROACH - Two/ three year scenario - Major areas to concentrate on to balance budget - Major issues identified by Board - Draft Joint Program Offers Draft Major issues by Department	#4
10:15	BREAK	#4
10:30	BUDGET PROCESS - Outcome Teams – brief presentations - Feedback to Outcome Teams and CBACs - Calendar	
11:30 to 1:30	LUNCH – ON YOUR OWN (Crime Commission lunch for some electeds)	
1:30	COMPLETE BUDGET DISCUSSION	#4
2:30	CHAIR AND BOARD Boards and Commissions . Assignments ; Joint Meetings with other jurisdictions	#3
3:00	Organizational Morale (if time allows)	#4
3:30	DEBRIEF and EVALUATE THE DAY	

- #1 Team building; understanding each other

Board members will feel and act as a team. They will understand what is important to each other in their work and support each other in fulfilling those goals.

- #2 Shared values and protocols

Board members will develop and work from shared values. Board members will turn those values into action by developing protocols or ground rules that govern how they work with each other and with Department Directors and county staff and members of the public.

- #3 Roles of Chair and Board

Board members will agree on appropriate roles of Chair and Board. Board members will turn that shared understanding of role into specific protocols or ground rules that govern how they work together.

- #4 Issue Priorities and budget approach

Board members will identify and share major issues for the Board's consideration. Board members will agree on the general framework governing Board budget deliberations for 20078-08.

Board members will work together to seek common understanding on and resolution of those major issues. Specific assignments to the Board and/or County staff will be made to speed action on those major priorities.

BOARD TEAM BUILDING

December 1 Hillsdale Library
December 4 Mult. Bldg., Room 315

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Agenda – Day 1

1. Who We Are; What we want to accomplish – 60 minutes
2. Ted's Vision – 15 minutes
3. What is our Mission – 30 minutes
4. How we will work together and what are our values – 60 minutes
5. Board and Chair roles – 60 minutes
6. How Board will work with Departments- 60 minutes

2

Agenda – Day 2

1. Summarize Day 1 results for DA and Sheriff
2. Budget
   - Chair's and Board's draft priorities / program offers
   - Overall approach – Outcome Teams and process; follow up with teams and CBACs

3

Agenda – Day 2

Lunch break 11:30 – 1:30

3. Complete budget work
4. Chair and Board Assignments
5. Joint jurisdictional meetings
6. Organizational development / morale

4

1. Who we are?

- Introductions
- Two events that shaped your life
- What are you passionate about in your work
- What you want to accomplish as a team

5

2. Ted's Vision

- Restore faith in government; pride in Multnomah County and services it provides
- Effective, open government
- Two way communication on a well functioning Board policy team
- Specific issues to reengage public in our work

6

3. What is our mission?

- The County has committed to providing quality services to improve:
  - Public safety
  - Basic living needs/health/poverty
  - Accountability
  - Thriving economy
  - Vibrant communities
  - Education

7

4. How we work – values.

- What Board members said in our organizational assessment
  - Respect
  - Professional - business like
  - Openness – transparency; no surprises
  - Share information that is needed to do the work together

8

How we work – values.

- Policy discussions/debate
- No micro-management; no controlling behavior
- Disagree, but move on
- Inclusion – involvement in policy work
- Teamwork – share credit and blame
- Speak for ourselves; do not represent others positions without explicit OK

9

Board Values – Brainstorm

10

Possible Values - draft based on interviews

- Leadership and employees commit to the following values
  - Respect
  - Integrity
  - Responsiveness
  - Quality customer and client centered service
  - Accountable
  - Teamwork
  - Diversity
  - Inclusion
  - Transparency

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When we stray from our values.

- How do we support each other/ uphold our values?
- Unlearning "bad behavior"? Examples??
- Ted's role as Chair

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5. Board Role

- Brainstorm

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Board Role – draft based on interviews

- Leadership – internal and external
- Policy and budget direction
  - Policy development projects as mutually agreed to by the Chair and Board member
  - Community Leaders and Representatives of district
  - County assignments to Boards and Commissions
  - Eyes and Ears

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Chair Role

- Leadership – internal and external
- Implementation of Policy
- Quality workforce
- Performance evaluations
- Tracking performance measures and quality of services
- Reporting significant trends to Board

15

What the Chair's Office will do.

- Provide opportunity on agenda to discuss policy, initiatives, (priority budget area) and Boards and Commissions work (perhaps each Commissioner once a month)
- Report periodically on
  - Budget note implementation; spending patterns
  - Litigation trends (not specific settlements)
  - Trends in employee costs/reclassifications (not specific reclassifications)
  - Mult Stat outcomes

16

What the Chair's Office will do.

- Look for opportunities to give Board members the lead on policy issues and district based issues
- Be available for input and ideas at all times (open door for Commissioners)
- Be open to hearing from you about what you are hearing and what you are concerned about

17

What the Chair's Office will do.

- Coordinate constituent response and customer service on 6th floor (share reception?)
- Try to let you know what you need to know to do your job well

18

6. Working with Departments – DRM DRAFT VALUES

- Governed by these values
  - Respect
    - Professional expertise
    - Personal
    - Role as Departmental Leader
  - Honesty
  - Integrity

19

DRM DRAFT VALUES

- Governed by these values
  - Inclusiveness
  - Communication
  - Transparency
  - Permission to take risks
  - Consistent Standards
  - Teamwork around a common vision
  - Stewardship

20

DRM DRAFT PROTOCOLS

- Policy Leadership
- Two Way Communication
- Operational/personnel concerns
- Workplans
- Citizen comments

21

DRM DRAFT PROTOCOLS

- Agenda calendaring
- Press/ Media
- Legal
- Employee reclassifications
- Board staff
- Board meetings

22

Evaluation

23

DIRECT REPORT MANAGERS VALUES – 11-30

1. RESPECT EACH OTHER
   - FOR EXPERTISE/ PROFESSIONALISM ; FOR THEIR JUDGMENT AND DIFFERENT OPINIONS
   - FOR BEING AN ADULT
   - FOR THEIR ROLE

2. HONESTY

3. INTEGRITY
   - FULFILL PUBLIC MISSION, NOT POLITICAL AGENDA
   - ETHICAL BEHAVIOR IN ALL PUBLIC SERVICE WORK

IMPLICATIONS OF THESE VALUES

4. INCLUSIVENESS
   - NO SECRETS THAT HARM MY ABILITY TO DO MY WORK
   - ALL MEANS ALL – CLIENTS, EMPLOYEES, COMMUNITY
   - DIVERSE OPINIONS FROM DIVERSE BACKGROUNDS IMPROVE DECISIONS

5. COMMUNICATION
   - CHAIR'S PRIORITIES/INITIATIVES IN ADVANCE
   - CLEAR, TIMELY COMMUNICATION AMONG MANAGERS ABOUT CROSS DEPARTMENTAL ISSUES

6. TRANSPARENCY
   - RATIONALE FOR DECISIONS

7. PERMISSION TO TAKE RISKS

- IF NO MISTAKES, AREN'T TRYING HARD ENOUGH
- OWN YOUR MISTAKES; TAKE ACTION
- BE COURAGEOUS; SUPPORT THE COURAGE OF OTHERS

8. CONSISTENT STANDARDS

- PREDICTABLE ACCOUNTABILITY MEASURES
- REGULAR EVALUATIONS

9. TEAMWORK AROUND A COMMON VISION, BUILT TOGETHER

- HAVE FUN
- HOLD EACH OTHER ACCOUNTABLE TO VALUES AND VISION
- SUCCESSION PLANNING AT ALL LEVELS

10. STEWARDSHIP OF PUBLIC TRUST

- SACRED OBLIGATION TO THE PUBLIC
- STEWARDS OF PUBLIC'S LIMITED FINANCIAL RESOURCES ; COST EFFECTIVENESS

2007 COUNTY BOARDS AND COMMISSIONS ASSIGNMENTS 12-1

Mandated by statute or ordinance; established by resolution; mandatory for county business
Items in italics are not done on behalf of the entire Board.

ASSIGNMENT	2006	2007
COUNTY POLICY BOARDS		
Priority budget setting design team	Serena, co-chair Diane, co-chair	Ted, chair
Mt Hood Cable Regulatory Commission	Serena	Lonnie
Multnomah County Library Advisory Board	Serena	Maria
Multnomah County Audit Committee	Lisa Diane (represented by staff)	Jeff Ted (represented by staff)
Union/labor leadership meetings	Diane	Ted
PUBLIC SAFETY		
LPSCC	Lisa – chair	Lisa – chair Ted
Persons with Mental Illness in Criminal Justice System	*Lisa – co chair with Judge Franz*	*Lisa*
CHILDREN/EDUCATION		
CCFC – (Commission on Children, Families & Community)	Diane	Jeff
Children's Initiative Fund allocation committee	Lisa Diane	Ted
HEALTH		
Tri-County Health Care Safety Net Enterprise Board	Serena	Jeff
ENVIRONMENTAL		
Sustainable Development Commission	Maria	Jeff
Food Policy Council	Maria – co-chair	Jeff
ECONOMIC DEVELOPMENT		
Workforce Investment Board	Lonnie	Lonnie
TRANSPORTATION		
JPACT member	Maria	Maria
JPACT alternate	Lonnie	Lonnie
EMCTC (East Multnomah County Transportation Committee)	Lonnie	Lonnie

ASSIGNMENT	2006	2007
HUMAN SERVICES		
Elders in Action	Lonnie	Maria
Council on Homelessness	Serena	Jeff
ARTS		
RACC (Regional Arts and Culture Council)	Maria	Maria
POVA	Diane	Maria
Visitors Development Fund	Maria	Maria
LOCAL/REGIONAL PARTNERSHIPS		
Metro Policy Advisory Committee	Diane	Jeff Ted alternate
Portland Multnomah Progress Board	Diane, co-chair with Mayor Potter	Ted
ASSOCIATION OF OREGON COUNTIES (AOC)		
Board of Directors	Diane	Ted
Alternative for District 8		Jeff
Legislative Committee	Lisa	Lisa
Special Operations Committee		Lisa
Law and Public Safety Steering	Lisa (two year appointment)	
Other Committees : Transportation, Communications, Public Lands, Human Services, Community Development		
NACO (NATIONAL ASSOCIATION OF COUNTIES)		
NACO Justice and Public Safety Subcommittee	*Lisa – national appointment*	*Lisa* *Lonnie*
Large Urban Caucus	*Lisa- national appointment*	*Lisa*

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
501 S.E. HAWTHORNE BLVD., Room 600
PORTLAND, OREGON 97204
(503) 988-5217

LISA NAITO ● DISTRICT 3 COMMISSIONER

December 1, 2006

TO: Chair-Elect Ted Wheeler
Commissioner Maria Rojo de Steffey
Commissioner Lonnie Roberts
Commissioner-Elect Jeff Cogen

FR: Commissioner Lisa Naito

RE: A Proposal for Joint Meetings

I would like to propose the Chair, on behalf of the Board, institute regular joint meetings with our Board and the various jurisdictions within Multnomah County.

First, **multi-jurisdictional tax coordination**. I formally proposed in April 2004 "a resumption of the regular meetings we once held with our local government counterparts to ... [consider] the overall tax burden being placed on the community." In short, the original outgrowth of those meetings was the passage of Ballot Measures 5 and 50 and the tax coordination necessary to consider how compression from local option levies would bear on each of the other jurisdictions. My original memo and proposal is attached.

Secondly, **annual joint meetings with our regional partners, Washington County and Clackamas County.** In March 2004 the three counties that make up Oregon's tri-county metropolitan area met to discuss the pressing issue of mental health services. At that meeting we learned the value of sitting down together to discuss each of our efforts in mental health and human services, and the value of coordinating our efforts in the future. Public safety, health services and transportation could easily be added to future topic lists for discussion. The three counties again discussed the merit of joint meetings at the annual 2005 Association of Oregon Counties Conference, District 8 meeting.

Thirdly, **semi-annual joint meetings with the City of Portland**. In recent years Portland and Multnomah County have launched several shared initiatives, ranging from participation in a joint planning and budgeting process to help identify the community's public safety priorities (Resolution No. 05-163) to sustainability initiatives and strategies (Resolution No. 04-140, 02-058, 01-052.) In addition the City and the County share mutual concerns over emergency preparedness, homeless, affordable housing and business taxation issues. A joint work session to discuss a variety of issues was held in September 2005. The intent of the work session was to discuss "potential levies for November 2005 and 2006, joint budgeting; public safety; 10 Year Plan to End Homelessness; Bridges to Housing; Project Homeless Connect; and healthcare coverage." However, the session was preempted by emergency preparedness and readiness discussions due to that day's more immediate concern over the arrival of Hurricane Katrina evacuees from Louisiana. A re-scheduled meeting has not yet occurred.

Fourthly, **an annual joint meeting with the City of Gresham**. With a population of over 95,000 people, Gresham is the County's second largest city and the fourth largest in Oregon. Recognizing our many shared interests, the two jurisdictions held a joint meeting in December 2005 to discuss the pending transfer of County roads to Gresham, the closure of LSI Logic's chip-manufacturing plant, the Rockwood-West Gresham Urban Renewal Plan, and public safety joint budgeting. New leadership at both the County and the City of Gresham especially warrants new discussions on topics of mutual concern.

Fifth, **annual briefings and/or work sessions with the Cities of Troutdale, Fairview, Wood Village, and Maywood Park.** With approximately 25,000 of the County's residents living in these four cities, the services we provide are integral to the services these citizens access. As with all the jurisdictions, public safety, transportation, libraries, and health and human services are important topics of mutual concern.

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
501 S.E. HAWTHORNE BLVD., Room 600
PORTLAND, OREGON 97204
(503) 988-5217

LISA NAITO • DISTRICT 3 COMMISSIONER

April 29, 2004

TO: Chair Diane Linn, Multnomah County
Maria Rojo de Steffey, Multnomah County
Commissioner Serena Cruz, Multnomah County
Commissioner Lonnie Roberts, Multnomah County
Mayor Vera Katz, City of Portland
Commissioner Jim Francesconi, City of Portland
Commissioner Randy Leonard, City of Portland
Commissioner Dan Saltzman, City of Portland
Commissioner Erik Sten, City of Portland
Mayor Charles J. Becker, City of Gresham
Council President Jack Horner, City of Gresham
Councilor Jacquenette McIntire, City of Gresham
Councilor Jack Hanna, City of Gresham
Councilor Dave Shields, City of Gresham
Councilor Larry Haverkamp, City of Gresham
Councilor Shane Bernis, City of Gresham

FR: Commissioner Lisa Naito, Multnomah County

RE: Multi-Jurisdictional Tax Coordination

Following voter passage of Ballot Measure 5 in 1990 and Ballot Measure 50 in 1997 it was apparent that tax coordination among the various jurisdictions within Multnomah County was essential. As local options became a financial tool, we needed to make certain that each of the major jurisdictions within the County considered how compression would bear on each of the other jurisdictions. Regular meetings were instituted between Multnomah County and the Cities of Portland and Gresham to discuss these mutual concerns. Attendees included elected officials and finance directors from each of the jurisdictions.

As a result, over a decade-long period, Multnomah County, Portland and Gresham worked on several joint taxation issues that impacted each of their jurisdictions. These projects included the various local option levies that have been placed on the ballot, the Strategic Investment Program, Urban Renewal, the Personal Income Tax, the Business Income Tax, PERS, visitor development initiatives and many others.

Now, with both the passage of the property tax limitations and current economic conditions exerting serious financial pressures on each of our individual budgets, it makes sense for our jurisdictions to once again coordinate efforts.

I propose a resumption of the regular meetings we once held with our local government counterparts to make certain that we work in tandem to provide quality services to our citizens while genuinely considering the overall tax burden being placed on the community. I look forward to further discussion with each of you on my proposal.

DRAFT PROTOCOLS FOR DIRECT REPORT MANAGERS WITH CHAIR'S OFFICE AND BOARD 12-1

WITH CHAIR'S OFFICE AND BOARD

Policy Leadership

1. Leadership by Board members on policy areas on behalf of the Board should flow from Boards and Commission assignments and mutually agreed upon policy areas. Board members will continue to initiate work on policy issues that are of importance to their constituencies.
2. Board members and staff are encouraged to visit County service locations and employees, either on their own or with other Board members and staff.
3. Informal, personal communication works best.

Two Way Communication

1. Departments will keep Chair and board apprised of critical issues with planned briefings or immediate information if critical nature of issue dictates.
2. Chair and Board should involve Department Directors in all issues that may affect their area of responsibility, including those raised by community-based organizations.
3. Departments will initially go to Chair's Office with policy initiatives.
4. On major policy initiatives, Departments will brief Commissioners in advance of requested Board action.
5. To streamline the workflow and get the most effective response, Board members should generally consult first with the Chair or COO about what assistance Departmental staff can provide on Board policy initiatives. If not possible, the Board member should discuss with Chair's office after initial Departmental contact.
6. Board members and staff should contact Department Directors with inquiries about policy concerns and questions. Department managers will share with the Chair's office the substance of the request and the information provided.

Operational/Personnel Concerns

1. Board members and staff should refer operational/personnel-employee concerns to the Department Director. Board members or staff will receive a response within 24 hours concerning the steps being taken to consider the concern.
2. Board members or staff should refer concerns from union officials directly to Labor Relations or the Deputy COO. On matters under negotiation, Board members should continue the practice of listening without making commitments outside of the bargaining process.

Work Plans; Departments will develop two work plans

1. A Departmental Work Plan corresponding to the fiscal year will be developed with the Chair's COO and shared with the Board. Its progress with be evaluated as part of the Mult Stat process and presented twice a year to Board.

2. A DRM work plan will include at least one shared annual goal. (e.g. citizen engagement)
3. A Department Director Work Plan corresponding to the fiscal year will be developed with the Chair's COO and used as the basis for performance evaluation purposes with the Chair's office only. (A sixth month plan covering the last year of the 2006-07 will also be developed).

Agenda Calendaring

1. Agenda items from Departments will be routed through the Deputy COO. The Deputy will review the current review process and reduce the time for Departments to get properly submitted agenda items before the Board. Agenda items will be reviewed by central budget, departmental human resources, and county counsel.
2. Department Directors will continue to use the notice of intent (NOI) process in applying for grants. The Board will review the NOIs for their education, for cross departmental connections, and for potential ongoing financial commitments implied in the application.
3. A master Board calendar will be maintain by the Board Clerk, under supervision by the Deputy COO.

Press/Media

1. Significant inquiries from the press/media should be shared with other members of the Board, the Communications staff in the Chair's office and the PAO.
2. The Communications staff or PAO will email the Board in advance of any press contact to the Chair's office that may result in a print or TV story.
3. Significant outreach to media by Departments should be coordinated through the Chair's Office and PAO.
4. The Communications/Policy staff and the PAO are available to assist with developing talking points or joint statements. They will operate on a 24 hour turnaround.
5. The County's communications plans will be coordinated jointly by the Chair's Communications Director and the Public Affairs Office.
6. Crisis issues (not related to emergency management) should be directed to the COO, Deputy, or Communications/Policy staff, as available.

Legal Issues

1. Lawsuits and potential settlements will be handled using the current process, with a potential increase in the threshold to $50,000.
2. Legal trends will be reported to the Board twice a year as part of the management report.

Employee Reclassifications and Compensation Plans

1. The current process on approving reclassifications will be followed, but the items will be placed on the County consent calendar.

2. Reclassification trends will be reported to the Board twice a year as part of the management report. HR will recommend class compensation studies as appropriate.
3. The Board will approve the County's non-represented compensation plan and non-represented COLA once a year with the adoption of the budget. Any changes made to the compensation plan during the fiscal year will be handled by Central Human Resources and the Deputy COO.

Board Staff meetings

1. Departments will brief Board staff on substantive agenda items.
2. Deputy COO will attend from Chair's office. Board members will designate a lead staff person for purposes of regular attendance at Board staff meetings.
3. Board staff will share agenda discussions with Board members and give feedback, as needed, to Deputy COO.
4. After consultation with their Elected Official, Board staff should provide feedback directly to Departments Directors or designee for agenda items coming to the Board staff for review.
5. Facilitation of the Board staff meetings will continue to rotate, with District 1 assuming the responsibility for 2007. The Deputy COO will fulfill the collaborative agenda setting and facilitation if the District office so chooses for that year.

Board Meetings

1. Board members will treat citizens and staff testifying before them in accordance with the agreed upon values of the Board. Computer use will be limited to reading agenda items and presentations and emergency communications.
2. Board meetings will include a non-agenda time for discussion at the end of Board meetings. During that time, Board members will have an opportunity to share information from their Boards and Commission assignments, or their major policy work.

PROTOCOLS BETWEEN DEPARTMENTS AND CHAIR'S OFFICE

Regular Communication

1. Until the Mult Stat process is in place, the COO will have a monthly check in meeting with each Department Manager. Deputy will be involved as needed. Need for monthly meeting reevaluated after six months.
2. Chair's office will hold quarterly senior managers meetings. (e.g. Department Managers and their direct reports).
3. Chair's office will hold monthly union leadership meetings. Information from these meetings will be emailed to Department Directors.

Chair visits

1. Chair will visit some aspect of County programs at least once a week.
2. Regular employee brown bags will be held.

Operating Council

1. The Departments will support at least monthly meetings of their deputies to work as an Operating Council on issues of shared concern. These meetings will include representation of the Sheriff's and District Attorney's offices.

Out of State travel for Professional conferences and trainings

1. Approval at the discretion of the Department Director or designee. For out of state travel there must be a plan in advance of how to share the learnings within the Department and, if appropriate, within the County.

Citizen Comments to Chair's Office

1. Monthly reports will document patterns of complaints and questions.
2. Citizen or employee comments coming to the Chair's office will be referred to the Department Director (or designee). If the comment involves the Director, the Deputy COO will handle the concern. Complaints will be logged, without assumptions about correctness of County staff action. Timely response should come from the Department whenever possible with copy to Chair's office.
3. Chair's office or PAO will install a comment tracking system for comments coming to the Chair, to be used by all Departments.

2007-08 BUDGET 12-1 draft

- Budget Situation
- Assumptions
- Key areas to examine
- Cross departmental budget/policy issues
- Departmental issues

1

Budget Situation - 1

- County is facing a shortfall next year of
  - $30.7 (conservative)
  - $24.2 (most likely)
  - $13.8 (optimistic)

  largely as a result of the end of the ITAX ($34 million)

2

Budget Situation - 2

- County expects additional one time only money of almost $17 million
- With that cushion, County can plan to reduce ongoing expenses (or increase revenues) by $12 million next year (half of "most likely" deficit. We can use $12 million additional OTO money to fill "most likely" deficit - will use more or less depending on actual revenues and spending)

3

Budget Situation - 3

- Reevaluate following the Governor's budget to determine possible extent of state assistance.
- Reevaluate whether the state revenue picture and local BIT projections make a three year glide path feasible.
- Reevaluate in light of potential of establishing a "rainy day fund" above the reserve.

4

Budget Situation – 4

- Revaluate next winter, 07-08. May need to cut more or less than $12 to reach $24.
- Variables
  - Business income tax – very volatile
  - State legislature – big unknown on 1145 and human services (backfills)
  - Our efforts to increase revenue (e.g. federal); work smarter with employee assistance

5

Budget Assumptions - 1

- Do a glide path, based on fairly certain needs and ability to implement over two (or three) years.
- Must pick a target and do it. Credibility issue within organization. Too painful to put off decisions again.

6

Budget Assumptions - 2

- Priority based budgeting is our framework. Improve through
  - Greater departmental participation
  - More cross departmental work
  - Greater Board involvement in development of Chair's budget
  - Using measures in program offers to help gauge performance throughout the year. (Mult Stat pilot starting in August)

7

Key Areas for Cost Savings/Revenue generation - Draft

- OTO designated areas from 06-07
- Maximize state and federal revenues. (e.g. children's mental health; expansion of health clinic capacity)
- Effective state advocacy based on jointly agreed to legislative agenda. State assumption of proper level of funding. (e.g. 1145 funding

8

Key Areas for Cost Savings/ Revenue Generation – 2 – Draft

- Corrections overtime/comp time/ sick leave.
- Corrections Health. Reexamine current operation first. Study comparisons with contracted options.
- Law enforcement services. Assess reasonable cost of providing rural services.
- Portland and Gresham Partnerships. (e.g. mental health; homeless; jails)

9

Key Areas for Cost Savings/ Revenue Generation – 3 – Draft

- Energy efficiencies potential. Internal study and wind energy potential.
- Employee Benefits Board. Examine the benefit package. Cost containment.
- Internal Services charges.
- Efficiency investments – one time investments that pay off in future years (e.g. IT in DHS).

10

Draft Board Work Plan – Strategic Direction

- Public Safety
  - Public Safety Plan
  - Wapato
  - State alternatives for mentally ill treatment
  - Alternatives to Incarceration
    - Electronic monitoring
    - Alcohol and drug treatment
    - Mental health treatment
    - Restorative justice

11

Draft Board Work Plan – Strategic Direction

- Infrastructure
  - Downtown Courthouse
  - East County Courthouse
  - Bridge system funding
  - Transportation funding
  - Facilities Plan review
  - Emergency Management
  - Environmental projects – e.g. Green roof; wind energy

12

Draft Board Work Plan – Strategic Direction

- Human Services
  - Early Childhood Services (e.g. "0 to 5 to Thrive")
  - Homeless Families
  - Health care – uninsured children
  - Elders Plan
  - SUN system

13

Draft Board Work Plan – Strategic Direction

- Human services (con't)
  - Increased A and D treatment through Beer and wine tax
  - Health, Mental Health, Alcohol and Drug joint records and notification system
  - Culturally competent services
  - One stop Domestic violence Center
  - Domestic violence fatality reviews

14

Draft Board Work Plan – Strategic Direction

- Intergovernmental
  - Business income tax reexamination – greater stability
  - Business income tax pass through to cities
  - Mental health emergency services

15

Rationale for Joint Program Offers — Why do one?

- Cost efficiency
- Improved services
- Improve quality of policy discussions and choices; ability to show range of options
- More understandable to public; better departmental alignment
- Improved departmental relationships

16

Joint Program Offers and Key Issues – Board and Electeds Brainstorm

17

Joint Program Offers/ Planning Efforts – draft 1

- Public Safety Plan
- Wapato options
- A and D Prevention Plan
- Senior Community Planning
- Economic development strategies
- With City of Portland
  - Sobering - Crisis center (s) - Homeless planning
  - Law Enforcement - P57 beds

18

Joint Program Offers – draft 2

- Between Human, Health, and Community Justice
  - Adult residential alcohol and drug services
  - Mental health sub acute care system (with City of Portland)
  - Chronic users of human and justice systems
  - Services funded with beer and wine tax
  - Prevention services (e.g. focused on specific cultural community)

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Joint Program Offers – 3

- Between Human, Health, and Community Justice
  - Children's mental health
  - School based services, including SUN
  - 10 year homeless plan
  - High risk youth
- Administrative services
  - Birth/marriage/death licenses – DCM and Health
  - Emergency management and special needs
  - Public access to information – Library, IT, PAO

20

Joint Program Offers – 4

- Coordinated with Commission on Children and Families
  - Child Abuse Prevention (Basic Needs)
  - A and D Prevention (Education)
  - Earned Income Tax Credit – (Basic Needs)
  - Readiness to Learn (Education)
  - Social Capital in Underrepresented Groups – Citizen/ Parental Involvement (Vibrant Communities)

21

DRAFT ISSUES

- Chair
- Management Services
- Community Services
- Health
- Human/ School and Community Partnerships
- Community Justice
- Library
- Sheriff
- District Attorney
- Auditor

22

CHAIR'S OFFICE

- Improved Board and Electeds relationships; protocols and values
- Monthly employee Chair brown bags/ roundtables; managers meetings
- Quarterly progress reports to County residents
- Omnibus local government report annually
- Review business income tax with City of Portland, Gresham, and East County cities
- Small business initiative with cities

23

MANAGEMENT SERVICES (Accountability)

- Federal financial participation expertise
- 3/6/12 month planning
- Mult Stat
- Strengthened citizen involvement function
- Sustainability initiatives with City of Portland

24

MANAGEMENT SERVICES- 2

- Car Sharing pilot contracts
- Capital planning/facilities
- Open Source Software opportunities
- Information Technology investments
- Constituent tracking system (IT/PAO – Chair, Board, and Departments)

25

COMMUNITY SERVICES (Accountability/ Vibrant Community/Thriving Economy)

- Bridge Authority planning
- Emergency Management consolidated office (e.g. regional approach)
- New Animal Control shelter planning

26

HEALTH (Basic Needs)

- Increase access to affordable health insurance (e.g. shared healthcare pool with other governments, non-profits, and small businesses)
- Expand coverage and improve delivery of health care to uninsured (e.g. Kaiser model with homeless; other partnerships with HMOs; implications of new state health care plan and impact on County General Fund).
- Increased children's access to health care.
- Regional health emergency preparedness.

27

HEALTH -2

- Review role and potential of School Based health clinics
- Mental health joint program offers with DCHS
- Federal financial participation
- Process with local health care providers
- Corrections health – levels of service and/or contracted
- Vector control

28

HUMAN SERVICES/ Alcohol and Drug and Mental Health (Basic Needs)

- Coordination of Alcohol and Drug services and program offers (with DCJ and Health)
- Coordination of Mental Health program offers (with DCJ and Health); crisis bed capacity; Center; housing; Hooper Detox; psychiatric holds
- Culturally competent services (and Bienstar program offers)

29

Youth / School and Community Partnerships

- SUN task force implementation; clarify County/School support role
- Early childhood focus with CHIF
- Alcohol and Drug Prevention
- Children's Assessment Center

30

Families in Need

- 10 Year Homeless Plan – Housing (with City)
- Workforce development
- Anti Poverty agenda (CCFC)

31

Seniors

- Work After Work; Opportunities for volunteering at County, in non-profits, Hands on Portland.
- Expand home sharing program
- Expand in-home care opportunities
- Public Education on elder abuse
- Training family caregivers
- Creative Aging Commission

32

COMMUNITY JUSTICE (Public Safety)

- Public Safety Plan
- Wapato options; Alcohol and Drug treatment beds for probationers; reentry model)
- Sentencing alternatives to reduce use of jail beds
- OTO package review

33

LIBRARY (Vibrant Community)

- Library district planning
- Desk audit of work of librarians and other staff; what customer services are most time intensive?
- New branch planning

34

SHERIFF (Public Safety)

- Public Safety Plan
- Law Enforcement Transition Plan ; Services to East County Cities
- Movement from Hansen Bldg.
- Wapato alternatives (with DCJ and DA)
- Grand Jury implementation project; Comp time, Overtime and sick leave controls (with DA)
- Civil Process (fees and current model)

35

DISTRICT ATTORNEY (Public Safety)

- Public Safety Plan
- Grand Jury report implementation

36

AUDITOR (Accountability)

- Ombudsman
- Additional Auditors

37

Court Facilities (Accountability; Public Safety)

- Approval of new East County Courtroom facility – Jan and Feb.
- Plan to replace downtown Courthouse in five years

38

Other Innovations

39

Possibilities based on OTO list

- Continue with General Fund
- Eliminate the service or function
- Local government assumption of funding
- State assumption of funding

40

BOARD TEAM BUILDING

December 1 Hillsdale Library
December 4 Mult. Bldg., Room 315

Agenda – Day 1

1. Who We Are; What we want to accomplish – 60 minutes
2. Ted's Vision – 15 minutes
3. What is our Mission – 30 minutes
4. How we will work together and what are our values – 60 minutes
5. Board and Chair roles – 60 minutes
6. How Board will work with Departments- 60 minutes

Agenda – Day 2

1. Summarize Day 1 results for DA and Sheriff
2. Budget
   - Chair's and Board's draft priorities / program offers
   - Overall approach – Outcome Teams and process; follow up with teams and CBACs

Agenda – Day 2

Lunch break 11:30 – 1:30

3. Complete budget work
4. Organizational development / morale

1. Who we are?

- Introductions
- Two events that shaped your life
- What are you passionate about in your work
- What you want to accomplish as a team

2. Ted's Vision

- Build faith in government; pride in Multnomah County and services it provides
- Effective, open government
- Two way communication on a well functioning Board policy team
- Specific issues to reengage public in our work

3. What is our mission?

- The County has committed to providing quality services to improve:
  - Public safety
  - Basic living needs/health/poverty
  - Accountability
  - Thriving economy
  - Vibrant communities
  - Education

7

4. How we work – values.

- Respect – for each other and those that we work with; respectful disagreement
- Honesty and Integrity
- Professional, business like behavior
- Openness – transparency - surprises
- Effective two way communication - Share information needed to do the work together

8

How we work – values.

- Fairness
- Teamwork – involvement of others in policy work – share credit and blame
- Speak for ourselves; do not represent others positions without explicit OK
- Provide sense of hope
- Pursue your passion

9

5. Board Role

- Leadership – internal and external
- Policy and budget direction
  - Policy development projects for the Board as mutually agreed to by the Chair and Board member
  - Community Leaders and Representatives of district
  - County assignments to Boards and Commissions
  - Eyes and Ears

10

Chair Role

- Leadership – internal and external
- Implementation of Policy
- Quality workforce
- Performance evaluations
- Tracking performance measures and quality of services
- Reporting significant trends to Board

11

What the Chair's Office will do.

- Provide opportunity on agenda to discuss policy initiatives, (priority budget area) and Boards and Commissions work (perhaps each Commissioner once a month)
- Report periodically on
  - Budget note implementation; spending patterns
  - Litigation trends (not specific settlements)
  - Trends in employee costs/reclassifications (not specific reclassifications)
  - Mult Stat outcomes

12

What the Chair's Office will do.

- Look for opportunities to give Board members the lead on policy issues and district based issues
- Be available for input and ideas at all times (open door for Commissioners)
- Be open to hearing from you about what you are hearing and what you are concerned about

13

What the Chair's Office will do.

- Coordinate constituent response and customer service on 6th floor; pursue shared reception function
- Try to let you know what you need to know to do your job well

14

6. Working with Departments – DRM VALUES

- Governed by these values
  - Respect
  - Honesty
  - Integrity

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DRM DRAFT VALUES

- Implication of these values
  - Inclusiveness
  - Communication
  - Transparency
  - Permission to take risks
  - Consistent Standards
  - Teamwork around a common vision
  - Stewardship

16

DRM DRAFT PROTOCOLS

- Policy Leadership
- Two Way Communication
- Operational/personnel concerns
- Workplans
- Agenda calendaring

17

DRM DRAFT PROTOCOLS

- Press/ Media
- Legal
- Employee reclassifications
- Board staff
- Board meetings

18

#1

Outcome Team
Safety

Date March 10, 2006

Team Members: Becky Porter, Hector Roche, Steve Liday, Scott Marcy, Mary Li, Ray Hudson, Larry Aab, Dave Boyer, Doug Bray, Laurie Abraham, Jim Lasher, Matt Nice

I. Priority – *Result to be realized, as expressed by citizens* –

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

II. Indicators of Success – *How the County will know if progress is being made on the result*

The Safety Team re-affirmed the indicators suggested by the Board of County Commissioners to measure safety within our community. These indicators have been discussed and validated with Suzanne Flynn, County Auditor, who will collect the measurement data. The marquee indicators are a sufficient start to measuring the effectiveness of program outcomes that contribute to citizen's feeling safe at home, school, work, and at play. They each have reliable and readily available data sources, are available on a timely basis, and have historical data for analysis and future comparison. It is also expected that programs contributing to these marquee indicators will have lower level indicators and measures which will provide more insights into their movement up or down. We also acknowledge that these indicators do not measure non-public safety contributors to a citizen's feeling of safety, such as emergency preparedness or well maintained neighborhoods, but they are the most relevant to overall sense of safety. The marquee indicators and their data sources are as follows.

- **Reported index crime rate per 1,000 persons – Person and Property**

  The data used for monthly Multnomah County Public Safety Briefs comes from the DSS Justice system and the Portland Police Bureau, and the Gresham Police Dept. because it provides the most current data in the areas of strategic focus. Person offences include murder, assault, rape, and robbery. Property offences include larceny, motor vehicle theft, burglary, and arson. Future data will include DUII and Drug measures.

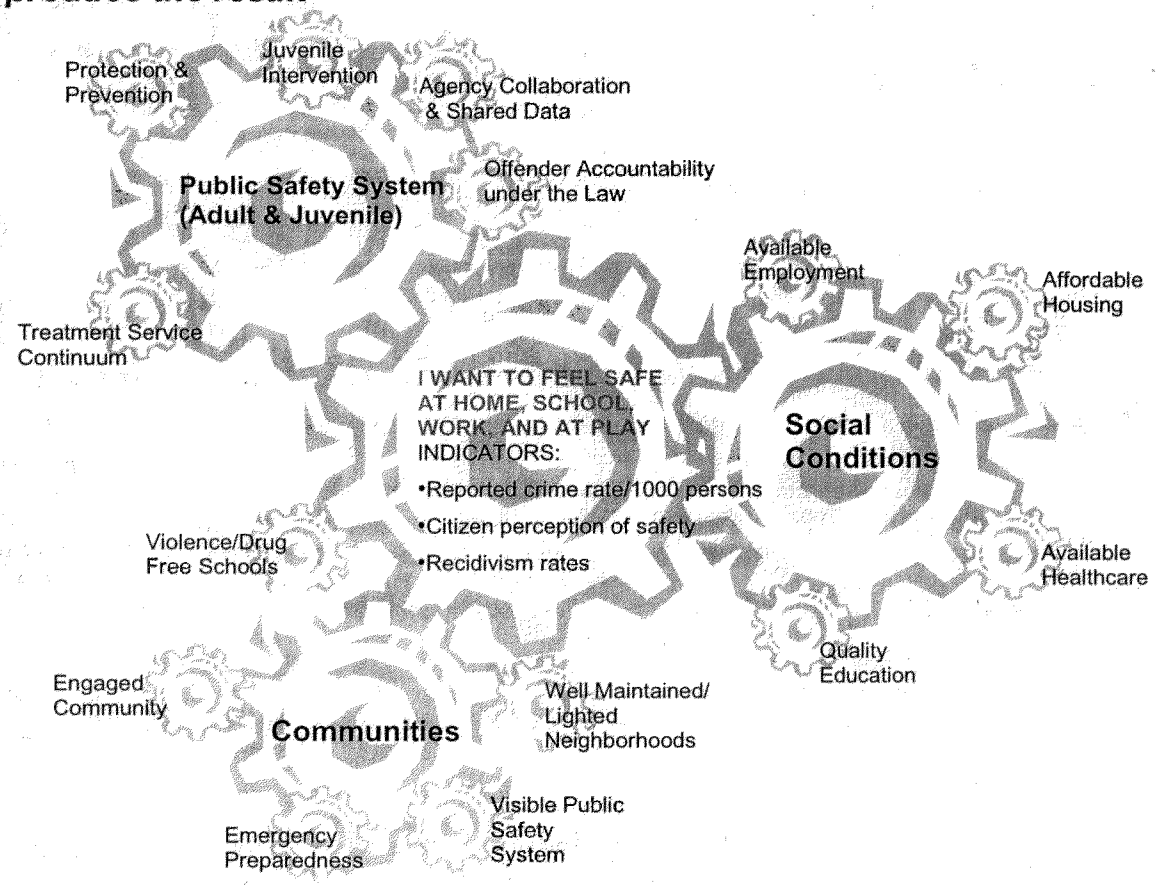
- **Citizen perception of safety. (Multnomah County Auditor's Citizen Survey).**

  The Auditor's annual citizen survey collects data on a citizen's sense of safety in their neighborhood. This will be reported for both day and night time. In addition, data will be gathered on student sense of safety from the Oregon Department of Human Services Annual Oregon Health Teens Survey of 11th graders in Multnomah County.

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

  This data is compiled by the Department of Community Justice as part of the statewide Department of Corrections and Juvenile Justice System, and will be reported for Multnomah County.

III. Map of Key Factors – *Cause-effect map of factors that influence/ produce the result*



Based on evidence, the safety team identified three key factors that significantly contribute to achieving citizens' priority of feeling safe at home, school, work, and play. The recognition of both short and long term needs and impacts is reflected in two equally dominant factors: A **public safety system** which has the ability to immediately prevent and intervene in crime; and **social conditions** which reflect more long term issues that involve complex societal factors. To illustrate this point, a common characteristic of an offender entering the criminal justice system is the lack of one or more basic needs related to adequate, affordable housing, education, or health care. For example, 29%-37% of offenders report unstable housing conditions prior to committing their offense. While the public safety system is needed for immediate, short term response, affordable housing for offenders (indeed, all citizens) has been shown to decrease crime and recidivism. The third, less dominant but nevertheless critically important, factor in realizing the safety priority is **communities**.

It is essential to recognize how all three factors are interconnected, and must work together for citizens to feel safe at home, school, work, and at play.

In selecting these factors, evidence was evaluated from local expert interviews and panel discussions, focus group results, national best practices and, where available, local research. The Safety Outcome Team also represents many collective years of professional experience and wisdom in discrete areas affecting the safety of the community.

A **Public Safety "System"** describes multiple discrete functions which must exist to both prevent crimes, and to then respond when a crime is committed. The system responds by assisting in victims' recovery, while holding offenders accountable. **Multiple agencies from multiple jurisdictions** work together to ensure policing (patrol and investigations), arrest (pre-trial incarceration; cite and release, and community supervision), prosecution, disposition (imprisonment and/or sanctions/supervision including post prison supervision) all occur to create safer communities. An effective system must be a balanced, unified whole. For example, when we put more officers on the street, we also ensure increased capacity in courts, treatment programs, jails and other programs.

It is critical that the Public Safety System provide effective practices for both **adult** and **juvenile** offenders. While a number of practices are similar for the adult and juvenile systems, it is important to note that these are different populations and juveniles should not be treated simply as "little adults." **Early juvenile intervention** and proper treatment of youth is essential to creating safe communities.

Other factors contributing to a well functioning public safety system include:

- **Offenders** are held **accountable under the law.** They must be responsible for their actions and appropriate, timely consequences must be applied. This must be done under the rule of law affording the accused due process protections.
- Intra and inter-jurisdictional **agencies must collaborate** and work cooperatively across and between agencies in order to ensure that offenders are arrested, prosecuted, and receive appropriate sanctions and services. Collaboration is the willingness to pursue shared goals, sometimes against self interest.
- A **continuum of treatment services** must be available to address a range of offenders with treatment appropriate to the needs of the offender. For example, illicit drug use is a factor in 72%-82% of all arrests. It is essential that addiction and other treatment services are available to offenders in order to reduce recidivism.

Social conditions are an equally dominant factor in citizen's feeling safe at home, school, work, and at play. Evidence shows that for those at-risk individuals with criminal attitudes and beliefs, declining social conditions such as **available employment, quality education, available health care, and affordable housing**, can increase crime and recidivism. In a more broader sense, a community's declining social conditions affect the population's general sense of safety.

Evidence shows that **Communities** who are regularly **engaged with each other,** and with their government, help define problems and solutions, and create a greater sense of safety and government accountability amongst its citizens. Community can be broadly defined as all county citizens, or may encompass a more narrow group of stakeholders, such as providers, vendors, neighborhood associations, victims, etc. For a citizen to feel safe in their community there is a need for a **visible public safety presence, well maintained and lighted neighborhoods, emergency preparedness** on the part of government as well as individual citizens, and schools free of **gangs, violence and drugs.**

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

IV. Selection Strategies – Focused choices to realize results

The Safety Team identified three principles that are the foundation for the selection strategies and are important when considering any program offer.

- Citizens expect **fair and equitable** treatment for all citizens, victims, and offenders. This includes **culturally competent** staff, and culturally responsible services and sanctions.
- **Evidence** shows that programs have a high probability of contributing to the desired outcomes.
- **Innovation** that leverages existing resources and brings organizations together to improve services and/or reduce costs

Program offers that contribute to the achievement of the following six strategies should be given highest prioritization.

1. **<u>Hold offenders responsible for their actions and apply appropriate consequences</u>**

   Evidence suggests that the most effective public safety system is a balanced public safety system. A 'Streams of Offenders' model provides a system that can address a continuum of crimes and offenders within a stream (e.g. dangerous, violent felons; firearms; misdemeanor property offenders; gangs; alcohol and drugs; etc.) with an appropriate and proportional level of response across the system.

   The County seeks Program Offers that:

   - Explicitly identify which population (stream of offenders) it serves
   - Provide alternatives to incarceration by holding offenders other than violent felons, accountable for repairing harm done to victims and communities (restorative justice)
   - Reduce re-offense and recidivism

- Demonstrate system balance by:
  - Clearly identifying other system components required to achieve its stated outcomes
  - Clearly identifying that sufficient capacity and resources exist within the system to support this program

2. Safety system components work effectively together

Evidence demonstrates that agency collaboration improves the use of available resources and information, maximizes the range of services available, and eliminates redundant investments in similar programs. Collaboration values shared vision and common purpose amongst key stakeholders, over territorial rights to services and programs. It assumes a willingness to operate against self-interest in service to the larger goal.

The County seeks Program Offers that:

- Demonstrate a collaborative approach that benefits service delivery and/or reduces cost of service delivery without regard to which agency provides the service
- Develops a foundation for future multi-jurisdictional collaboration to provide a sustainable safety system for the benefit of the entire community
- Provide a continuum of funding for the treatment during transition between programs or back into the community, Example: If an offender is receiving mental health treatment before they come into the public safety system, they need to continue to get treatment from the same source while in jail or probation and in the community afterwards
- Use shared resources and information to develop programs that support streams of offenders and present the program offers jointly

3. Intervene early to keep juveniles out of the public safety system

Experts testified that juveniles differ from adults in core ways, and interventions and programs across all factors should address those differences. Intervention needs to occur both in ways that prevent initial criminal involvement and avoid further penetration into the criminal justice system. Successful intervention reduces criminal activity and re-offense and decreases the number of juveniles who end up in the adult public safety system.

The County seeks Program Offers that:

- Provide treatment and interventions effective for juvenile populations
- Have been successful at prevention of crime
- Reduce delinquency and recidivism
- Involve families and caregivers in addressing the conditions that put youth at risk

4. **Treat drug/alcohol addiction and mental health issues**

Evidence shows that crime rates and recidivism increase when individuals with criminal attitudes and beliefs experience problems such as alcohol/drug addiction, and/or mental illness.

The County should look for alcohol/drug, and dual diagnosis (addiction and mental health needs) treatment program offers that serve people at risk of committing or recommitting crimes, and especially value those that include an emphasis on connecting these offenders with available housing.

The County seeks Program Offers that:

- Deliver evidence based addiction treatment addressing factors that result in a person being criminally involved, such as criminal thinking/attitudes, substance abuse, criminally involved associates, stable housing, employment, etc. and when successfully addressed, result in an individual making lifestyle changes that result in law abiding behavior
- Address the mental health needs of addicted clients
- Demonstrate an ability to place clients into housing
- Reliably and accurately identify and report alcohol and drug use/ abuse characteristics at entry into the criminal justice system

5. **Prepare, prevent, and respond to emergencies**

The county should invest in emergency prevention, preparedness, and response, and should ensure that the roles of government and citizens are understood should a real emergency occur.

The County seeks Program Offers that:

- Engage in emergency prevention processes and strategies
- Plan for appropriate, proportionate and coordinated response to emergencies
- Provide education on the role of government and citizens in the event of emergency

6. **Identify and engage relevant communities in defining public safety needs and developing crime prevention and protection programs.**

Evidence shows that communities feel safer when they share the responsibility and ownership of programs with government. Communities can be broadly defined as all county citizens, or may encompass a more narrow group such as providers, neighborhood associations, vendors, business associations, stakeholders, victims, etc. which may vary by relevance. Therefore, the program offers should encourage appropriate community involvement in promoting safety, preventing crime, and protecting communities through processes and services.

The County seeks Program Offers that:

- Incorporate a system or process which identifies relevant key stakeholders in program design and decisions
- Consider relevant key stake holder participation in program design and execution in the areas of:
  - Crime prevention
  - Community protection
  - Safety promotion

V. Program Ranking (Composite Report)

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
15010	Felony Trial Unit C- Robbery, Weapons, Gangs	DA	1	30	10	0	0
15011	Felony Trial Unit D- Violent Person Crimes	DA	1	30	10	0	0
50030A	Adult Field Services - Felony Supervision	DCJ	1	30	10	0	0
60021A	MCSO MCDC Offer A	MCSO	1	30	10	0	0
60021B	MCSO MCDC Offer B	MCSO	1	30	10	0	0
60021C	MCSO MCDC Offer C	MCSO	1	30	10	0	0
60021D	MCSO MCDC Offer D	MCSO	1	30	10	0	0
60021E	MCSO MCDC Offer E	MCSO	1	30	10	0	0
60021F	MCSO MCDC Offer F	MCSO	1	30	10	0	0
50023A	Juvenile Detention Services - 48 Beds	DCJ	10	29	9	1	0
60021G	MCSO MCDC Offer G	MCSO	10	29	9	1	0
60022A	MCSO MCIJ Offer A	MCSO	10	29	9	1	0
60021H	MCSO MCDC Offer H	MCSO	13	28	9	0	1
15015A	Domestic Violence Trial Unit	DA	14	28	8	2	0
50023B	Juvenile Detention Services - 32 Beds	DCJ	14	28	8	2	0
50034	Adult Sex Offender Treatment and Management	DCJ	14	28	8	2	0
40025A	Corrections Health - Detention Center - 46 Beds 4th floor...	HD	14	28	8	2	0
60021I	MCSO MCDC Offer I	MCSO	14	28	8	2	0
60022C	MCSO MCIJ Offer C	MCSO	14	28	8	2	0
60022D	MCSO MCIJ Offer D	MCSO	14	28	8	2	0
15016	Child Abuse Team- MDT	DA	21	27	7	3	0
50014	Juvenile Formal Probation Services	DCJ	21	27	7	3	0
40027A	Corrections Health - Donald E. Long 60 Beds	HD	21	27	7	3	0
60016A	MCSO Booking: Booking and Release	MCSO	21	27	7	3	0

Safety

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60022B	MCSO MCIJ Offer B	MCSO	21	27	7	3	0
50019	Juvenile Sex Offender Residential Treatment	DCJ	26	26	7	2	1
50035	Adult High Risk Drug Unit	DCJ	26	26	7	2	1
15014	Juvenile Court Trial Unit	DA	28	26	6	4	0
40028A	Corrections Health - Inverness - 160 Beds 10,11,18 & Med Clinic...	HD	28	26	6	4	0
60022E	MCSO MCIJ Offer E	MCSO	28	26	6	4	0
60022F	MCSO MCIJ Offer F	MCSO	28	26	6	4	0
60022G	MCSO MCIJ Offer G	MCSO	28	26	6	4	0
15009	Felony Trial Unit B- Drugs	DA	33	25	6	3	1
50015	Juvenile Gang Resource Intervention Team (GRIT)	DCJ	33	25	6	3	1
40025B	Corrections Health - Detention Center - 78 beds 5th floor A&B...	HD	33	25	6	3	1
40025C	Corrections Health - Detention Center - 156 beds 7th floor...	HD	33	25	6	3	1
40025E	Corrections Health - Detention Center - 78 beds 6th floor C&D...	HD	33	25	6	3	1
40025F	Corrections Health - Detention Center - 78 beds 7th floor A&B...	HD	33	25	6	3	1
60024A	MCSO LE: Civil Process	MCSO	33	25	6	3	1
50042	Adult Offender Mental Health Services	DCJ	40	25	5	5	0
50052B	Addiction Services-Adult Offender Residential Maintain Current Service Level...	DCJ	41	24	6	2	2
50021	Juvenile Secure Residential A&D Treatment (RAD)	DCJ	42	24	5	4	1
50053	Addiction Services-Adult Women Residential	DCJ	42	24	5	4	1
40025D	Corrections Health - Detention Center - 156 Beds 8th floor...	HD	42	24	5	4	1
40025G	Corrections Health - Detention Center - 78 Beds 7th floor C&D...	HD	42	24	5	4	1
40025H	Corrections Health - Detention Center - 78 beds 8th floor A&B...	HD	42	24	5	4	1
40028B	Corrections Health - Inverness - 140 Beds Dorm 12 & 13...	HD	42	24	5	4	1
50028A	Adult Offender Housing	DCJ	48	24	4	6	0
50047	Addiction Services-Adult Drug Court Program	DCJ	48	24	4	6	0
60018A	MCSO Court Services - Courthouse	MCSO	48	24	4	6	0
60018B	MCSO Court Services: Justice Center	MCSO	48	24	4	6	0
60022H	MCSO MCIJ Offer H	MCSO	48	24	4	6	0
50018	Juvenile Sex Offender Probation Supervision	DCJ	53	23	5	3	2
50052A	Addiction Services-Adult Offender Residential	DCJ	53	23	5	3	2
15008	Felony Trial Unit A- Property	DA	55	23	4	5	1
15012	Felony Pre-Trial	DA	55	23	4	5	1

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25077	Sexual Offense and Abuse Prevention Program	DCHS	55	23	4	5	1
40025I	Corrections Health - Detention Center - 78 Beds 8th floor C&D...	HD	55	23	4	5	1
40026	Corrections Health - Detention Center - Reception...	HD	55	23	4	5	1
60015	MCSO Transport	MCSO	55	23	4	5	1
60022I	MCSO MCIJ Offer I	MCSO	55	23	4	5	1
50032A	Adult Domestic Violence/Deferred Sentencing	DCJ	62	23	3	7	0
60016B	MCSO Booking: Classification	MCSO	62	23	3	7	0
50049A	Addiction Services-Adult Offender Outpatient	DCJ	64	22	3	6	1
40027B	Corrections Health - Donald E. Long 40 Beds	HD	64	22	3	6	1
40028C	Corrections Health - Inverness - 285 Beds	HD	64	22	3	6	1
40028D	Corrections Health - Inverness - 54 beds Dorm 16&17...	HD	64	22	3	6	1
40028E	Corrections Health - Inverness - 116 beds dorm 6&7...	HD	64	22	3	6	1
40028F	Corrections Health - Inverness - 116 beds Dorm 8&9...	HD	64	22	3	6	1
15015B	Domestic Violence Trial Unit- Elder Abuse and Gun DV...	DA	70	21	4	3	3
50010	Juvenile Early Intervention Unit (EIU)	DCJ	70	21	4	3	3
50036	Adult Day Reporting Center	DCJ	70	21	4	3	3
15017	Misdemeanor Trial, Intake, Community Court	DA	73	21	3	5	2
50030B	Adult Felony Supervision-Restore Current Staffing Level...	DCJ	73	21	3	5	2
10019	DSS-Justice	NonD	73	21	3	5	2
15013	District Attorney's Office- Investigations	DA	76	20	3	4	3
50020	Juvenile Multi-Systemic Treatment Therapy Team (MST)...	DCJ	76	20	3	4	3
50030C	Adult Felony Supervision - Maintain Community Supervision...	DCJ	76	20	3	4	3
50032B	Adult Domestic Violence Court	DCJ	79	20	2	6	2
50033	Adult Family Supervision Unit	DCJ	79	20	2	6	2
40028G	Corrections Health - Inverness - 57beds Dorm 3	HD	79	20	2	6	2
50022	Juvenile Accountability Programs	DCJ	82	19	3	3	4
50025	Adult Pretrial Supervision Program	DCJ	82	19	3	3	4
50068	Adult Recog Program	DCJ	82	19	3	3	4
60024C	MCSO LE: Countywide Investigations	MCSO	85	19	2	5	3
60024D	MCSO LE: River Patrol	MCSO	85	19	2	5	3
60024E	MCSO LE: Patrol East	MCSO	85	19	2	5	3
25082	A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services...	DCHS	88	19	1	7	2
40016	Emergency Medical Services	HD	88	19	1	7	2

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40028H	Corrections Health - Inverness - 114 beds 4 & 5	HD	88	19	1	7	2
40028I	Corrections Health - Inverness - 114 beds 1&2	HD	88	19	1	7	2
60025	MCSO Corrections Work Crews	MCSO	88	19	1	7	2
50028B	Adult Offender Housing Alternative Incarceration Transition Program...	DCJ	93	18	2	4	4
50038	Adult Community Service - Formal Supervision	DCJ	93	18	2	4	4
60020A	MCSO Population Management Unit	MCSO	93	18	2	4	4
50054	Addiction Services-Housing Services for Dependent Children...	DCJ	96	18	1	6	3
21009	Youth Gang Prevention	OSCP	96	18	1	6	3
21023A	Homeless Youth System	OSCP	96	18	1	6	3
15007	Medical Examiner	DA	99	17	2	3	5
15018	Neighborhood DA	DA	99	17	2	3	5
50027	Adult Transition and Re-Entry Services	DCJ	99	17	2	3	5
91009A	Emergency Management	DCS	99	17	2	3	5
60037	MCSO Digital Booking Recording System	MCSO	99	17	2	3	5
50061	Addiction Services-DUII Services	DCJ	104	17	1	5	4
60024F	MCSO LE: Detectives	MCSO	104	17	1	5	4
60039	MCSO Additional Court Guards	MCSO	104	17	1	5	4
60019	MCSO Inmate Welfare & Commissary	MCSO	107	16	2	2	6
60029	MCSO Domestic Violence/Elder Abuse Protection	MCSO	107	16	2	2	6
50011	Juvenile Assessment & Treatment for Youth and Families...	DCJ	109	16	1	4	5
50017	Juvenile Communities of Color Partnership	DCJ	109	16	1	4	5
50031	Adult Field Services - Misdemeanor Supervision	DCJ	109	16	1	4	5
50049B	Addiction Services-Adult Offender Outpatient Alternative Incarceration Program...	DCJ	109	16	1	4	5
50062	Addiction Services-Jail/Community Transition Program ...	DCJ	109	16	1	4	5
40023	Public Health Emergency Preparedness	HD	109	16	1	4	5
60024G	MCSO LE: Special Investigations Unit	MCSO	109	16	1	4	5
60031	MCSO Gang Task Force	MCSO	109	16	1	4	5
60038	MCSO Wapato Jail: Mothball Costs for Facility	MCSO	117	15	2	1	7
50026	Adult Electronic Monitoring	DCJ	118	15	1	3	6
50037	Adult Londer Learning Center	DCJ	118	15	1	3	6
60036	Drug and alcohol testing for inmates	MCSO	118	15	1	3	6
50039	Adult Community Service - Community Court & Bench Probation...	DCJ	121	15	0	5	5
21011	DV Gang Intervention Project	OSCP	121	15	0	5	5
60024H	MCSO LE: Patrol West	MCSO	123	14	2	0	8

60020B	MCSO Population Management Unit: Furlough Supervision...	MCSO	124	14	1	2	7
10045	Court Appearance Notification System	NonD	124	14	1	2	7
60023	MCSO Transport Vehicle	MCSO	126	14	0	4	6
50013	Juvenile Informal Intervention	DCJ	127	13	1	1	8
50024	Juvenile Latino Shelter Beds	DCJ	127	13	1	1	8
50040	Adult and Juvenile Forest Project	DCJ	127	13	1	1	8
72097	Public Safety Bond Fund - Completion of Bond Fund Program Projects...	DCM	127	13	1	1	8
10019B	DSS-Justice Enhanced	NonD	127	13	1	1	8
40045	Regional Emergency Preparedness	HD	132	13	0	3	7
60008	MCSO Recog at Classification	MCSO	132	13	0	3	7
60020C	MCSO Population Management Unit: Mental Health	MCSO	132	13	0	3	7
60027A	MCSO School Resource Officers	MCSO	132	13	0	3	7
10013A	Local Public Safety Coordinating Council	NonD	132	13	0	3	7
10018	Courtroom Facilities Costs	NonD	132	13	0	3	7
21010	Diversion	OSCP	132	13	0	3	7
91009B	Emergency Management - Business Continuation Plan...	DCS	139	12	0	2	8
40051	Corrections Health - Nurse Training	HD	139	12	0	2	8
60016C	MCSO Booking: Gresham Temp Holding	MCSO	139	12	0	2	8
60024B	MCSO LE: Concealed Handgun Permits	MCSO	139	12	0	2	8
60032	MCSO Human Trafficking Task Force	MCSO	139	12	0	2	8
21014	Court Care	OSCP	139	12	0	2	8
50041	Adult Restorative Justice	DCJ	145	11	0	1	9
60026A	MCSO Wapato Jail Offer A	MCSO	145	11	0	1	9
60026B	MCSO Wapato Jail Offer B	MCSO	145	11	0	1	9
60027B	MCSO School Resource Officer: Corbett School District...	MCSO	145	11	0	1	9
60030	MCSO TriMet Transit Police	MCSO	145	11	0	1	9
60033	MCSO Metro Services	MCSO	145	11	0	1	9
50067	DCJ Weed & Seed Pass Through	DCJ	151	10	0	0	10
60026C	MCSO Wapato Jail Offer C	MCSO	151	10	0	0	10
60026D	MCSO Wapato Jail Offer D	MCSO	151	10	0	0	10
60026E	MCSO Wapato Jail Offer E	MCSO	151	10	0	0	10
60028	MCSO False Alarm Reduction Program	MCSO	151	10	0	0	10

VI. Program Ranking Discussion

There was a high degree of congruence amongst the Safety Outcome team in ranking. We ranked only once and had 98% alignment, differing significantly on only 3 out of 155 offers . The offers where we differed included:

- Patrol West – some members felt that the investment was too low for the program to be effective. With only one patrol car covering a large geographic area, the response times to critical needs are at risk.
- Wapato – There are 2 points of view. One is if jail beds are ranked low, "mothballing" must be ranked high. Some believed that the "mothballing" option should not have been assigned to Safety but instead should have been assigned to Accountability. The other is if jail beds are ranked low, alternative ways to deal with the liability should be developed (sell or lease the facility)
- MCSO investigations – Some members felt that investigations could be moved to large cities (Portland and Gresham), and small cities should partner with large cities
- After discussion, the team aligned on "High" ranking for offer #60021H MCSO MCDC Offer H

The ADAM (Alcohol and Drug Testing for inmates #60036) program was the highest ranked new program. This is due to the necessity of having timely and accurate information to understand the relationship between illegal drugs and alcohol and crime, so that effective strategies can be developed address this issue effectively.

General comments on ranking approach:

- The nature of the forced ranking (H/M/L) resulted in fostering maintenance of existing programs rather than innovation.
- Offers providing accountability of high and medium risk offenders were ranked higher than prevention and treatment offers. Prevention and treatment offers, though important and solicited in Requests For Offers, were forced into lower rankings. Prevention programs are often more cost-effective than intervention programs.
- Though the team generally ranked "new" program offers lower than existing programs, this is because the new programs were seen as requiring potential elimination of a successful program currently contributing to desired outcomes, or there was a resulting system imbalance by removing an existing program. These are often where the County's innovative programs exist, ones that may allow us to provide services more effectively than current practice.
- This team believes that cultural competency is something achieved over a period of years, not overnight. At some point, general population programs that can effectively deal with culturally specific needs are the goal. However; in the interim, providing programs that serve overrepresented and high risk populations is essential, as long as they are not exclusionary or duplicative.
- The team ranked on contribution to outcome. We did not consider financial information except in the Wapato comment noted above about opening jails vs. mothballing.

VII. Policy Recommendations

- Develop an investment strategy that allocates funds specifically for innovation.
- Develop a mechanism that leverages the expertise of outcome teams developed during the budget process throughout the year
- Develop measures or benchmarks that allow for cross program comparisons, such as cost per client served or cost per successful outcome/ result.
- Develop county position on subsidies for unfunded state and federal mandates
- Develop and apply a consistent policy for COLA for providers. Is it for social service providers only or does it also include other services such as telecommunications?
- Restorative justice needs to be a foundational part of Multnomah County's approach to public safety
- There may be challenges due to scope differences between the county and city/county definition of "safety"

#2

Outcome Team Accountability

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

March 10, 2006

Team Members: Carol Ford (Team Leader), Mindy Harris (Co-Facilitator), Shaun Coldwell (Co-Facilitator), Bob Thomas, Christian Elkin, Gary Sinnen, Helen Williams

I. Priority – *Result to be realized, as expressed by citizens –*

I want my Government to be accountable at every level

"Responsibility is the obligation to act whereas accountability is the obligation to answer for an action."

Treasury Board of Canada

II. Indicators of Success – *How the County will know if progress is being made on the result*

The indicators are meant to be high-level measurements of success for achieving the related outcome; they are not intended to be specific measures for particular programs.

Indicators 1 and 2[1]

1. **Perception of trust and confidence**
2. **Satisfaction with service quality, effectiveness and price**

The indicators for Accountability are subjective. The above were developed as proxy measures to reveal the accountability relationship between citizens and their government. Both measures are qualitative and based on citizen perception.

Currently, data gauging citizen perceptions of trust and satisfaction with government are not being collected. The team recommends use of the questions proposed by the Auditor to be included in the next Citizen survey.

Indicator 3

3. **Price of Government**[2]

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[1] The team anticipates that an internal employee survey will also be developed to measure accountability within the organization.

[2] Definition taken from the book, Price of Government, www.psgrp.com.

Accountability

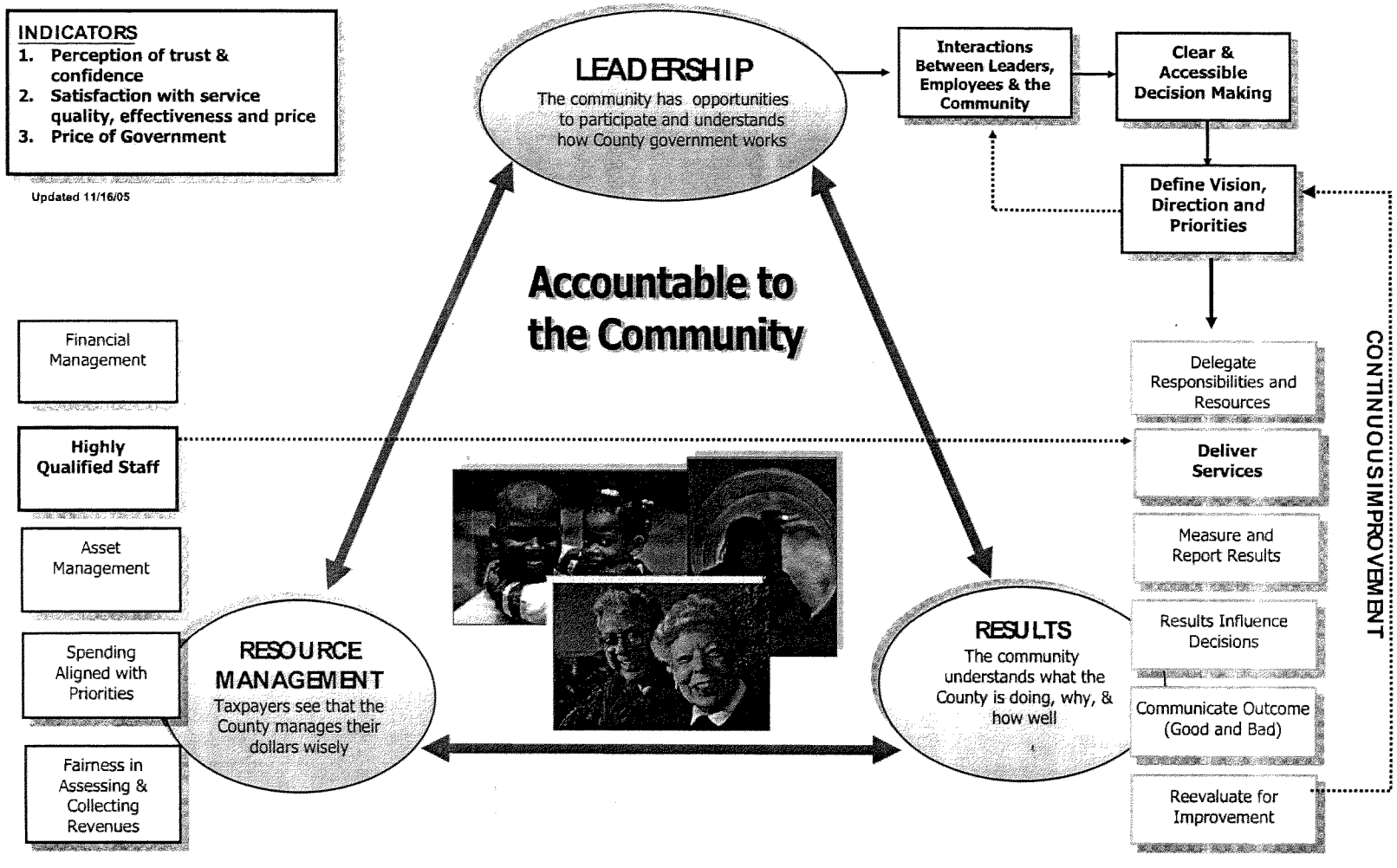
www.multnomah.or.us/priorities

The Price of Government is a quantitative measure calculated as the sum of taxes, fees and charges divided by the total personal income of the community. The price represents the number of cents out of every dollar in the community committed to pay for government services.

This is an important measure because citizens demand the greatest value they can get for the price they pay. Citizens are constantly assessing the relationship between value and price as they judge their governments. If the value / price relationship improves they favor the work of government. If the value / price relationship worsens, that is, if the price rises too fast or if the value of services falls, citizens demand drastic action.

Data has already been collected for this indicator and can be historically measured.

III. Map of Key Factors – *Cause-effect map of factors that influence/ produce the result*



Responsible Leadership – Primary Factor

The community has opportunities to participate and understands how County government works.

The primary requisite to achieve accountability with the community is to consistently demonstrate responsible leadership. In a representative government, citizens appropriately feel that the primary government accountability relationship is between themselves and their elected officials. A less direct but important relationship exists between public employees and the community.

Citizens exercise accountability directly by voting, and indirectly through expressing themselves to the government or to other community members. Their support for elected officials, public employees 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 appear to be critical:

- **Interactions between leaders, employees, and the community – Secondary Factor**

  Frequent interactions between community members, elected officials, and public employees promote understanding of government's workings and issues. Depending on the types and outcomes of these interactions, they can also increase or reduce trust and confidence in government.

  Community members need contact with government leaders to help guide them toward shared visions and priorities. Employees need contact with government leaders and community members to clearly understand the visions, directions, and priorities in order to achieve the desired results through service delivery.

  People want to feel that they have been listened to. They judge this in three ways:
  - Seeing government leaders make decisions they agree with;
  - Feeling when a question is undecided that their input will impact the decision; and
  - Getting a clear explanation of the reasons behind the government's decision.

- **Clear and accessible decision making – Secondary Factor**

  The Community and employees want to know what the question is, who will make the decision, how they will make the decision, and what roles citizens, employees and others have in the process. Evidence suggests that even when they disagree, people will see government as credible if decision making is clear and open.

- **Defined vision, direction, and priorities - Secondary Factor**

  Community members expect their government to work toward a shared vision and to follow the decisions and priorities that have been established and communicated. Also, leaders need to clearly communicate the vision, directions and priorities so that employees understand them and can reach the desired outcomes.

The Priority Budget process is a prime example of a program that links to all factors for Responsible Leadership. It develops well defined directions and strategies to ensure programs that align with priorities identified by citizens and the Board of County Commissioners. It engages citizens and County employees at many levels of the organization and provides access to a large amount of information about service delivery and performance measurements. It reinforces a public service approach to program delivery.

Results – Primary Factor

The community understands what the County is doing, why, and how well.

As described above, Leadership has responsibility for using interactions, clear and accessible decision making, and defined vision, direction and priorities to generate results. Once actions have been taken based on these factors, it is the results and the response to the results that produces accountability. The community relies on the County to deliver services and to communicate outcomes (good or bad) about those services. The results of these services influence the community's confidence in the organization. Governments' response to these results impacts the community's trust in the organization, its leaders, and its employees.

- **Continuous Improvement – Secondary Factor**

  Delivering services requires utilizing various resources (people, tools, procedures, methods, etc.) to produce the "what" in our definition of Results – (*The community understands what the County is doing, why, and how well.)* It is the vision, direction, and priorities that are the "why". The definition's "how well" is derived from our success in using continuous improvement processes. Our accountability will be perceived by how we measure, communicate, and adjust to the outcomes that are produced.

  The team believes improved results will come from a process whereby:

  - Leadership delegates responsibilities and resources to deliver services;
  - Programs deliver services;
  - Results are measured and reported;
  - Results are used to influence decisions;
  - Outcomes of our efforts are communicated good and bad; and

- Results are evaluated to adjust the direction and vision to improve the "how well".

Resource Management – Primary Factor

Taxpayers see that the County manages its resources and public dollars wisely.

Sound resource management focuses on development of a qualified workforce and financial management and asset management. To deliver quality services, the County needs employees at all levels that have the skill, abilities and tools to perform their jobs well.

- **Financial Management – Secondary Factor**
  Generating revenues, managing debt, appropriate spending controls, effectively sized reserves and contingencies, and control processes that balance risk and costs, are all aspects of financial management. Taxpayers place a high level of importance on how well these functions are executed, since it directly affects their pocketbook. While they want conservative measures to prevent fraud, they don't want so much caution that it costs more to manage. We believe that they want a balance between risk and innovative approaches.

- **Highly Qualified Staff – Secondary Factor**
  It is critical that the County has a diverse, well-developed, competent workforce to implement its plans and achieve results. Significant money is spent to recruit, train and retain the employee workforce.

- **Asset Management – Secondary Factor**
  To deliver services effectively, the County needs the right mix and quantity of assets (buildings, cars, computers, software, telephones, etc.) to match the need. The types and quantities of assets, as well as, the methods of buying, deploying, maintaining, and replacing them is important to achieving results.

- **Spending aligned with Priorities – Secondary Factor**
  The community wants good spending plans that follow established priorities and are designed for long term financial stability.

- **Fairness in Assessing and Collecting Revenues – Secondary Factor**
  The community wants to know that everyone is being taxed fairly and that they are not paying more than their fair share.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

1. Create and communicate a clear vision and direction for County government, its programs, and its partnerships through an open and understandable decision making process.

Accountability in the County requires responsible leadership, responsible management, and responsible employees achieving quality results. Key to achieving results is everyone knowing what results are desired. A common vision and direction is essential to accomplishing this effectively.

Evidence supports the will of the community to have a clear and accessible decision making process that encapsulates basic principles as; who will make the decision, what will the decision making process entail e.g., will there be meaningful opportunities for citizen involvement allowing for dialogue between the decision maker and the community? Finally, the decision must be communicated in a manner that is consistent regardless of the outcome.

A decision making process, based on these findings, is a critical foundation to maintaining accountability to the public. Evidence suggests that even when citizens disagree with the decision they will see government as credible as long as decision making is clear and open.

This strategy links to Leadership factors –

Interactions Between Leaders, Employees and the Community
Clear and Accessible Decision Making
Define Vision, Direction and Priorities

This strategy impacts the Indicators of –

Perception of trust and confidence
Satisfaction with service quality, effectiveness and price

We are looking for program offers that:

- Establish clear and accessible processes to set vision, direction and priorities for County programs and services so that citizens receive quality services that achieve the desired results.
- Increase the community's understanding of and involvement in the County's programs and decision-making.
- Create a County identity through more uniform county administrative practices with consistent operations that allow citizens, contractors and employees to experience the same operational culture. Examples include: consistency in human services contracting; signage; employee appreciation programs.

Across All Offers – Across All Priorities

- Using best practices, educate and inform citizens about the results and price of county government by taking service discussions out to the community.
- Fit County services into a continuum of government services across departments and jurisdictions so that citizens experience a seamless system.
- Provide direct customer voice into program direction.

2. Manage resources and service delivery costs effectively.

To deliver quality services, it is critical that the County has a diverse, well-developed, competent workforce with the tools needed to perform their jobs well in order to achieve priority-based results. Significant money is spent to recruit, train and retain the employee workforce. Significant money is also spent to acquire, maintain, upgrade, and replace the facilities, vehicles, equipment, computer hardware, telephone systems, information systems, and other tools that County employees use to deliver services to the public. These resources need to be effectively managed to get the right type and mix of tools matched with the needs of the County's workforce and clients. An inadequately developed workforce and too few tools result in less efficient service delivery.

This strategy links to:

Leadership factor – Interactions Between Leaders, Employees and the Community
Resource Management factor – Highly Qualified Staff
Results factor – Service Delivery

This strategy impacts the Indicators of –

Satisfaction with service quality, effectiveness and price
Price of Government

We are looking for program offers that:

- Maximize use of existing assets by sharing tools rather than duplicating them, and match asset capacity with need by eliminating excess capacity where possible or increasing utilization where capacity cannot be reduced (facilities, IT hardware, motor pools, employee development).
- Define measurable performance expectations for each employee that should be linked to the county's priorities.
- Develop staff competencies (technical, leadership, cultural, supervisory, professional, career development) to improve the quality of customer service.
- Ensure a "safe" work environment (physically safe, avenues for "safe" communication, culturally "safe," etc.), such as an employee satisfaction and environment survey.

Across All Offers – Across All Priorities

- "Get more bang for the local buck". Demonstrate innovations to reduce community costs. Partner with others to reduce overall service delivery costs or deliver more value for the same cost.

3. Evaluate and streamline delivery of service and County operations through the Continuous Improvement Process.

Internal processes and external services have significant opportunities for improvement. If the improvements could be implemented, long term costs could be reduced. Some method of incentive or investing to support streamlining could yield significant returns.

This strategy links to –

Results factor – Continuous Improvement

Resource Management factors –

Financial Management
Spending Aligned with Priorities

This strategy impacts the Indicators of –

Satisfaction with service quality, effectiveness and price
Price of Government

We are looking for program offers that:

- Establish results based processes that promote continuous process improvement and result in streamlined service delivery.
- Provide support and incentives to develop and implement innovative approaches to streamline processes and create savings:
  - Provide "seed money" to support development and implementation of innovative approaches that will produce future savings.
  - Provide a "gain sharing incentive" that would return actual savings with the department. Example: 50% of documented savings returned to the department for one-time employee development project.
- Implement new ways to provide interactive electronic access to County Services and information in order to increase customer service satisfaction. Examples:
  - Online service provider reporting into a single database. This would help contractors – if they have multiple contracts with different departments, they would be able to enter performance and reporting data only once in one format. For Departments, it would increase the reliability of evaluation data and performance monitoring. Departments could draw their

information from the database and also be able to view performance data for other contracts.
  - Online County payments, online complaint process with follow-up and wireless work orders for internal services.
- Implementing efficiencies and streamlined processes:
  - Regulatory enforcement
  - Transactional actions within internal processes
  - Contract management approaches

4. Provide reliable information for decision-making, improving results, and reporting results.

Clear and accessible Information is essential to decision-making and allows the community to understand services and that the County's resources are being managed wisely. Additionally, priority based budgeting depends upon effective performance measurement to make informed decisions, improve results, and clearly report results.

This strategy links to the Results factors –
Measure and Report Results
Results Influence Decisions

This strategy impacts the Indicators of –
Perception of trust and confidence
Satisfaction with service quality, effectiveness and price
Price of Government

Across All Priorities, we are looking for program offers to include:

- Measurable results and performance evaluation that can be easily quantified and will be used in decision making to close the loop of continuous process improvement.
- Reporting results and follow-up to the community.
- Focusing evaluation efforts on potentially high impact areas.
- Collaborative approaches to share measurement and performance reporting capacity.
- New techniques to increase reliability and efficiency in data collections, such as online one-stop performance reporting (see interactive electronic access under #3).

V. Program Ranking (Composite Report)

Accountability

www.co.multnomah.or.us/FY2007_Budget

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
72018A	Budget Office	DCM	1	21	7	0	0
91008A	Elections	DCS	1	21	7	0	0
10000	Chair's Office	NonD	1	21	7	0	0
10001	BCC District 1	NonD	1	21	7	0	0
10002	BCC District 2	NonD	1	21	7	0	0
10003	BCC District 3	NonD	1	21	7	0	0
10004	BCC District 4	NonD	1	21	7	0	0
72004A	General Ledger	DCM	8	20	6	1	0
72005	Accounts Payable	DCM	8	20	6	1	0
72006A	Payroll	DCM	8	20	6	1	0
72023	A&T- Property Tax Collection	DCM	8	20	6	1	0
72029	A&T-Property Assessment - Residential	DCM	8	20	6	1	0
72041	Treasury	DCM	8	20	6	1	0
72090	Central Human Resources Employee and Labor Relatior	DCM	8	20	6	1	0
10007	Auditor's Office	NonD	8	20	6	1	0
10014	County Attorney's Office	NonD	8	20	6	1	0
72010	Employee Benefits	DCM	17	19	5	2	0
72015	Loss Prevention/Safety	DCM	17	19	5	2	0
72051	Facilities Capital - Asset Preservation (AP Fund)...	DCM	17	19	5	2	0
72027	A&T-Property Assessment - Commercial	DCM	20	18	5	1	1
10032	PERS Pension Bond Sinking Fund	NonD	20	18	5	1	1
72008	Retirement Programs	DCM	22	18	4	3	0
72013	Liability Risk Program	DCM	22	18	4	3	0
72014	Workers' Compensation	DCM	22	18	4	3	0
72025	A&T-Board of Property Tax Appeals	DCM	22	18	4	3	0
72000B	Deputy Department Director	DCM	26	17	4	2	1
72044	Facilities Maintenance & Operations	DCM	26	17	4	2	1
72049	Facilities Capital Improvement Program (CIP Fund)...	DCM	26	17	4	2	1
10020	Tax Revenue Anticipation Notes	NonD	26	17	4	2	1
72012	Property Risk Program	DCM	30	17	3	4	0
72035	SAP Integrated Information System	DCM	30	17	3	4	0
72058	Fleet Services	DCM	30	17	3	4	0
72087	Central Human Resources Talent Development	DCM	30	17	3	4	0
91012	County Surveyor's Office	DCS	30	17	3	4	0
72028	A&T-Property Assessment - Business Personal Property	DCM	35	16	3	3	1
72068	IT - Desktop Services & Helpdesk	DCM	35	16	3	3	1
72088	Central Human Resources Affirmative Action, Diversity, I	DCM	35	16	3	3	1
72091	Central Human Resources Unemployment Insurance	DCM	35	16	3	3	1
10011A	Public Affairs Office	NonD	35	16	3	3	1
72007	Central Procurement & Contracts Administration	DCM	40	16	2	5	0
72046	Facilities Real Estate Portfolio Management	DCM	40	16	2	5	0
72047	Facilities Property Management	DCM	40	16	2	5	0

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
72067	IT - Telecommunications Services	DCM	40	16	2	5	0
72069	IT - Wide Area Network Services	DCM	40	16	2	5	0
10015A	Citizen Involvement Committee	NonD	40	16	2	5	0
10030	Capital Debt Retirement Fund	NonD	46	15	3	2	2
72026	A&T-Property Assessment- Special Programs	DCM	47	15	2	4	1
72089	Central Human Resources Classification, Compensation	DCM	47	15	2	4	1
72021	A&T- Records Management	DCM	49	15	1	6	0
72022	A&T- Document Recording & Records Storage/Retrieval	DCM	49	15	1	6	0
72060	Electronic Services	DCM	49	15	1	6	0
72004B	General Ledger - Enhanced Fiscal Compliance	DCM	52	14	2	3	2
72018B	Performance Measurement and Planning	DCM	52	14	2	3	2
72037	Tax Administration (Non-Itax)	DCM	52	14	2	3	2
72071A	IT - Application Services	DCM	52	14	2	3	2
10031	General Obligation Bond Sinking Fund	NonD	52	14	2	3	2
72061	Distribution Services	DCM	57	14	0	7	0
72045	Facilities Operations - Pass Through Expenses	DCM	58	13	3	0	4
72070	IT - Customer Advocacy	DCM	59	13	2	2	3
10009A	CCFC Community Engagement	NonD	59	13	2	2	3
10012	Cultural Diversity Conference	NonD	59	13	2	2	3
72024	A&T- Marriage License / Domestic Partner Registry...	DCM	62	13	1	4	2
40020	Vital Records	HD	62	13	1	4	2
10056	BIT Stabilization Fund	NonD	64	12	2	1	4
10022	Elders in Action	NonD	65	12	1	3	3
10035	Revenue Bonds	NonD	65	12	1	3	3
10055	Strategic Investment Fund	NonD	65	12	1	3	3
10058	211 Information & Referral	NonD	65	12	1	3	3
72059	Records Section	DCM	69	12	0	5	2
72074	IT - Information Security	DCM	70	11	2	0	5
10009B	Youth Commission Enhancement	NonD	71	11	1	2	4
72062	Materiel Management	DCM	72	11	0	4	3
10015B	Citizen Accountability- Additional Citizen Voices in Count	NonD	72	11	0	4	3
72006B	Payroll - Enhanced training and auditing	DCM	74	10	1	1	5
72075	IT - Public Access to County Services	DCM	74	10	1	1	5
25005	DCHS Electronic Client Information System	DCHS	76	10	0	3	4
72032A	A&T Business Application Systems Enhancements	DCM	76	10	0	3	4
72072	IT - Asset Management	DCM	76	10	0	3	4
72073A	IT - Disaster Recovery (Option 1)	DCM	76	10	0	3	4
60002	MCSO Professional Standards	MCSO	76	10	0	3	4

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
10011B	PAO - Legislative Assistance	NonD	81	9	1	0	6
72032B	A&T Business Application Systems Upgrade	DCM	82	9	0	2	5
80023	Theft Detection System	LIB	82	9	0	2	5
10008	Tax Supervising & Conservation Commission	NonD	82	9	0	2	5
10009C	Youth Engagement & Cultural Competency Training	NonD	82	9	0	2	5
10033	Equipment Acquisition Fund	NonD	82	9	0	2	5
95000B	Contingency - ITAX Sunset	NonD	82	9	0	2	5
72011	Health Promotion	DCM	88	8	0	1	6
72050	Facilities Capital Improvement Program (CIP Fund) OTC	DCM	88	8	0	1	6
72052	Facilities Capital Improvement Program (CIP fund) OTO	DCM	88	8	0	1	6
72071B	IT-Application Services Enhanced	DCM	88	8	0	1	6
40050	Corrections Health - EMR	HD	88	8	0	1	6
60001	MCSO Executive Budget	MCSO	88	8	0	1	6
10029	Centralized Boardroom Expenses	NonD	88	8	0	1	6
10038	Public Accountability -- Ombudsman Program	NonD	88	8	0	1	6
72036	Personal Income Tax Collection (ITAX)	DCM	96	7	0	0	7
72073B	Diaster Recovery (Option 2)	DCM	96	7	0	0	7
72073C	Disaster Recovery (Option 3)	DCM	96	7	0	0	7
72093	Central Human Resources Process Automation	DCM	96	7	0	0	7
10037	Progress Board Parity	NonD	96	7	0	0	7
10052	Debt Reserve Cash Transfer	NonD	96	7	0	0	7

VI. Program Ranking Discussion

The rankings provided by the Accountability Team are based on: how well the program offers tied to the Request for Offers, Strategies, Accountability Map and Factors, the team's knowledge and understanding of program effectiveness.

Divergent Rankings

Overall, the team had agreement on 96% of the program offer rankings. There were four program offers that were identified by the ranking tool as divergent (those highlighted in yellow above).

- **Facilities Operations – Pass Through Expenses (72045)** – Rank 58 of 101. This program offer pays for utilities, debt service on facilities and Capital cash transfers. These expenses are then charged internally through the buildings and passed through to the respective tenants in those facilities. All pass-through expenses are allocated amongst facilities to pay for actual debt, actual utility expenses (including an overhead charge of 6%), as well as, Tiers 1, 2, and 3 Capital projects.

Some members of the team ranked this low because they felt it did not contribute directly to service delivery as a pass-through function. Other members ranked it high because it contributed to Accountability by managing finances and also added to the Vibrant Community priority by decreasing the County's energy consumption and playing a role in the County's sustainability effort.

- **BIT Stabilization Fund (10056)** – Rank 64 of 101. This program offer sets aside $3,500,000 in the General Fund to be maintained as a Stabilization Reserve against the year-over-year fluctuations in the Business Income Tax.

  In general the team believes this is a good idea; however, members did not agree that we needed a "separate" contingency fund. Team members discussed whether the general reserves policy should be revised, increasing it by the stated amount ($3.5 million) to minimize the fluctuations in the BIT. This would allow use of the reserves against fluctuations in other revenues sources.

- **IT – Information Security (72074)** – Rank 70 of 101. This program offer is responsible for making sure the County complies with all security mandates and requirements including HIPAA, Payment Card Industry (PCI) Security Requirements and Criminal Justice Information Systems (CJIS) regulations, as well as industry best practices. The program will coordinate consistent security policies across all county entities, including the DA and MCSO.

  In general, most team members ranked this low because they were unsure of how this program coordinated with the Departments' HIPAA compliance efforts. Initially this program offer came to the team as a New Program; however, right before ranking it was resubmitted as an Existing Program. This caused some confusion.

- **PAO Legislative Assistance – (10011B)** – Rank 81 of 101. This program offer proposes hiring a temporary, part-time office assistant to enhance the county's role in Salem during the 2007 Legislative Session.

  The team had a variety of thoughts about this program offer including:
  - The offer appears to be productive and good idea that could make the office more efficient.

- This would allow lobbyists more time to focus on leveraging additional funding for the County thus increasing "the bang for the buck" and possibly increasing intergovernmental revenues to the County.
- Team members felt the services could be absorbed within existing program costs or the responsibilities could be shared with another department or the Chair's office.

Other Comments
The Team felt that it was important to comment on a few other rankings:

- **Centralized Boardroom Expenses (10029)** and **MCSO Executive Budget (60001)** were ranked low. The Team felt both program offers contained significant portions that were support or administration and should have been submitted as such with costs spread to operating programs. In order to meet the Priority Based Budgeting objective of identifying the true costs of a program these offers would need to be reexamined to determine how much of the costs could be spread to operating programs.

- **Public Accountability – Ombudsman Program (10038)** is an interesting idea. It is a program that could potentially contribute strongly to the Accountability priority by increasing the overall perception of trust & confidence, both internally and externally, and by contributing to interactions between leaders, employees and the community. However, the team ranked it low because the following items were unclear:
  - Need and workload estimate. How many current situations could have benefited from an Ombudsman program?
  - How it fits in with the Departments' customer service efforts
  - How it aligns with other ombudsman programs around the state/county (for example the City of Portland's program)
  - Program implementation strategy

- **Facilities (72044 – 72052)**. These program offers include Facilities' operations, pass through, property management, capital improvement, and asset preservation programs and services. The team's rankings ranged widely for Facilities program offers. Some were ranked among the top third of all Accountability offers, some in the middle and some very low. This is because we had a hard time understanding how they align with each other and if they align with the Facilities Strategic Plan. For example, how should the reduction of the County property footprint in offer 72046 Facilities Real Estate Portfolio Management (21 sites in FY 2007)

affect Maintenance Operations? Does this mean that the County would redeploy efforts, resize operations, etc? We would encourage Facilities to reexamine their offers to incorporate and align them with the Facilities Strategic Plan.

- **Assessment & Taxation (72021 – 72032).** These program offers include A & T's records, assessment and tax collection services. The team's rankings for A&T's offers are widely spread. The Team ranked higher those offers that demonstrated innovation, increased efficiency, or had greater impact on tax collections and revenues. For instance 72023 A&T-Property Tax Collection showed innovation by creating an online payment for tax payers within existing resources.

- **Contingency/Reserves**

  In discussing the following program offers concerning contingency and reserves, the team struggled with how to balance appropriate financial and asset management with the ability to provide needed services through additional one-time only funds.

  - Debt Reserve – Cash Transfer (10052) This program offer reverses the supplemental budget Resolution 06-009 that transferred $6 million from the General Fund to the Capital Debt Retirement Fund, providing $5 million additional resources for the General Fund to support County programs purchased with one-time-only funds. The team ranked this low because we felt it was important to maintain the Capital Debt Retirement Fund's capacity to use one-time-only funds to pay off debt for the Juvenile Justice Complex.

  - Capital Improvement, Asset Preservation Loan (10053) This program offer reverses a portion of the supplemental budget Resolution 06-009 that transferred $8,000,000 from the General Fund to the Bridge Fund and transfers $350,000 from the Capital Improvement Fund and $2,050,000 from the Asset Preservation Fund to the General Fund. This provides an additional one-time-only resource to the General Fund of $2,400,000. Due to a technical issue this program did not show up during the teams ranking; however, we talked about this program and unanimously determined that we would have ranked the program low because we felt that it was important not to diminish the County's capacity to manage assets.

- ITAX Sunset Contingency (95000B) This program offer provides for the $10 million ITAX Sunset reserve that was established in the FY05-06 Budget. The team ranked this low because we felt that creating this contingency would significantly reduce the County's ability to purchase and provide direct services to the community in FY06-07. Moreover, this program does not tie directly to the Accountability area. Depending on how the Board decides to spend these funds will determine to which of the priorities the offer is tied.

- **Personal Income Tax Collection (ITAX) (72036)** – This program offer manages the administrative functions for the Multnomah County three year personal income tax (ITAX) for the tax years 2003, 2004 and 2005. The primary responsibility in FY 2007 will be the collection of delinquent taxes. After ITAX sunsets in tax year 2005, they anticipate there will be about $25 million outstanding in delinquent taxes from 20,000 accounts. According to the program offer, in FY 2007 the County is spending $3.5m (31% of the total to collections expected) to collect $11m in ITAX returns, the team encourages the BCC to follow this very closely to determine when the County is experiencing diminishing returns.

- A number of well run programs were ranked low only because of the limited tie to Accountability map, factors, and strategies. A few that we wanted to point out were the **Health Promotion (72011)**, and **Elders in Action (10022)** program offers.

- **New Program Offers** – Accountability strategies emphasized innovation, use of technology to increase efficiency and connecting with the community and clients. Several new program offers addressed these strategies and merit further research/understanding before implementation. The team ranked these low because we wanted to have a better understanding of ongoing costs (ongoing costs for many offers were not adequately described and the team had concerns over the reliability of the financial information provided) and future commitments.

  The team wants to highlight new program offers for:
  - Youth Commission Enhancement (10009B)
  - Youth Engagement & Cultural Competency (10009C)
  - Citizen Accountability- Additional Citizen Voices in County Government (10015B)
  - DCHS Electronic Client Information System (25005) - Please note that there are some funds available from the state to support this effort

- A&T Business Application Systems Upgrade (72032B)
- IT - Public Access to County Services (72075)
- IT Disaster Recovery (72073A-C)
- IT Application Services Enhanced (72071B)
- Corrections Health EMR (40050)

If the BCC feels strongly about one of these program offers, it may be useful to identify them in a budget note and ask the departments to provide more information during FY 2007.

VII. Policy Issues

Opportunities – the team felt that these were areas that could be examined in the future for potential opportunities (including efficiencies and cost effectiveness)

- Materiel Management (72062) – look at policy to increase department purchases through central stores which will reduce overhead costs and reduce the burden on departments to engage in purchasing.
- Consider potential benefits of merging Vital Records (40020) and Marriage Licenses (72024)
- Audit follow-through and coordination, whereby the auditor's office reports and recommendations are tracked and results are reported for several years following issuance of the report.
- Increase reserves to 15% to work toward the highest possible bond rating thereby reducing the cost of funds.

#3

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

Outcome Team
Vibrant
Communities

March 10, 2006

Team Members:

Doug Butler	Becky Cobb
Mark Campbell	Mike Oswald
Molly Chidsey	Tom Weldon

I. Priority – *Result to be realized, as expressed by citizens –*

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

II. Indicators of Success – *How the County will know if progress is being made on the result*

1. Environmental and Health Index – Available late 2006

Source: The Sustainable Development Commission, a citizen advisory board to Multnomah County and the City of Portland, is planning to work with Portland State University to develop and present a "Sustainable Community Report Card" to elected officials and the community. This set of indicators will be used to measure progress toward a sustainable future. It will also measure county progress to supporting "clean, healthy neighborhoods with a vibrant sense of community". It will be a visible communication tool to inform residents, businesses, and local government about how we are doing as a community related to a specific set of sustainability indicators. An example of this kind of indicator can be found in the Cascadia Scorecard www.northwestwatch.org/scorecard/. This report card is tentatively scheduled to be available in late Fall 2006.

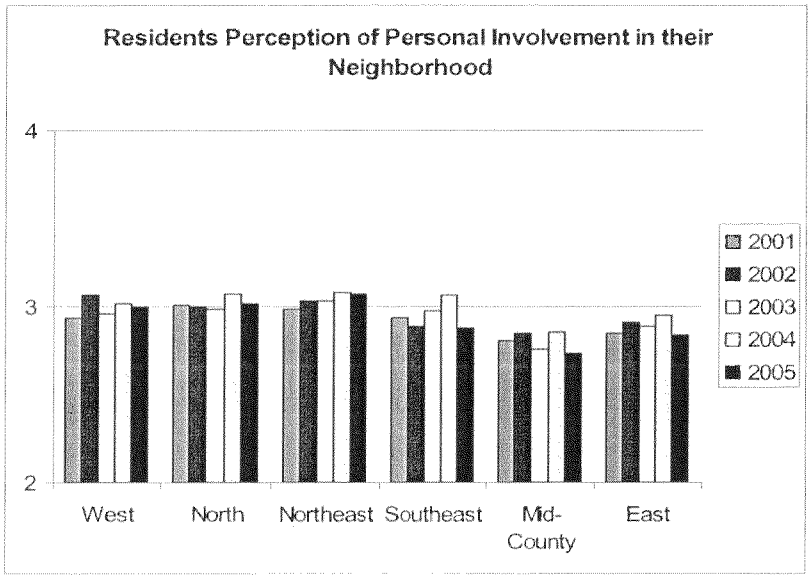
2. Citizen Perception of Personal Involvement in Neighborhoods

This chart shows data by area of the county taken from the Auditor's Office's annual Citizen Survey. It is an average of responses to these three questions:

1. Many of my neighbors know me.
2. I can recognize most of the people who live on my block.
3. I regularly stop and talk with the people in my neighborhood.

Responses are reported on a scale of 1-4, with 4 showing the strongest level of agreement with the statement.

There was generally little variation between areas of the county for this index. Residents in Mid-county and East county identify as slightly less personally involved in their neighborhoods than other areas of the county. The score was down slightly in 2005 for each district.

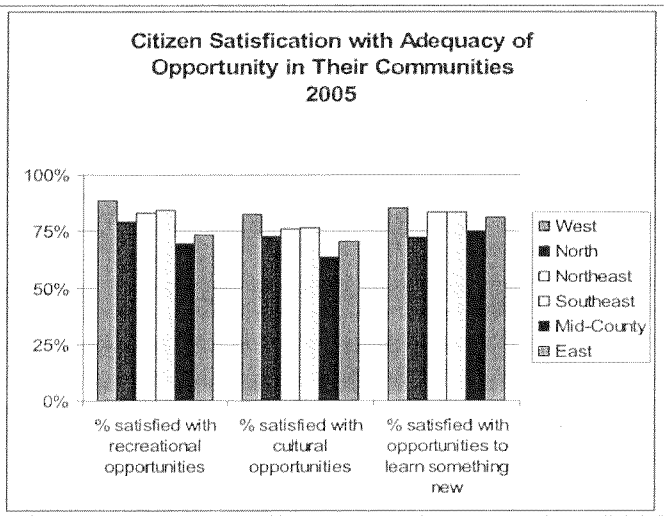


Source: Multnomah County Auditor's Office Citizen Survey

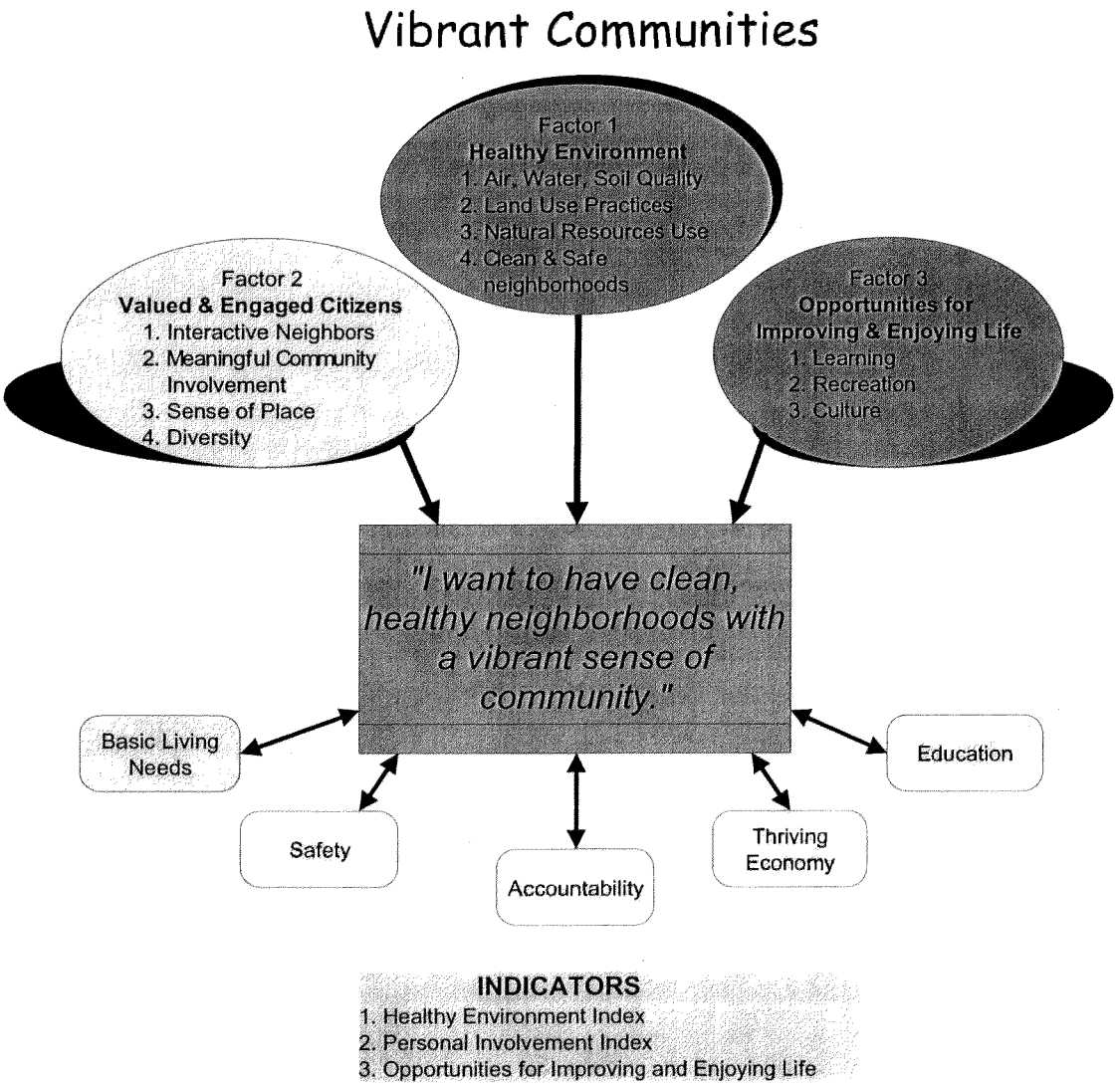
3. Citizen Perception of Adequacy of Cultural, Recreational, and Lifelong Learning Opportunities

Beginning in 2005, the annual Citizen Survey asked residents to rate their satisfaction with cultural, recreational, and lifelong learning opportunities in their communities.

Respondents were highly satisfied with these opportunities. Generally, residents in West, Northeast, and Southeast noted the highest level of satisfaction on all three questions, with East county noticeably higher on learning opportunities. Residents in North and Mid-County expressed slightly lower levels of satisfaction.



III. Map of Key Factors – *Cause-effect map of factors that influence/ produce the result*



INDICATORS

1. Healthy Environment Index
2. Personal Involvement Index
3. Opportunities for Improving and Enjoying Life

As the FY07 Outcome Team reviewed the strategy map, we found ourselves using the terms "community" and "neighborhood" interchangeably, yet the priority differentiates between clean, healthy neighborhoods and a sense of community. Therefore, we decided to define the terms and use them as defined throughout this report.

In our minds, a "neighborhood" is a physical location – the place people live. The "community" is a group of people with a common connection. Thus, a community could be based on a physical location, but it could also be a community of interests that brings individuals together from different neighborhoods. An individual has one neighborhood but could have multiple communities – all of which contribute to feeling connected and thus experiencing a vibrant sense of community.

Our team made only one change to the strategy map. Under factor #1, Healthy Environment, we deleted sub-factor #4 – Personal Choices, and replaced it with Clean and Safe Neighborhoods. We felt that this change more closely aligns the County's work in providing basic neighborhood systems (animal services, rodent and pest control, for example) with the map. It also ties more directly to the language of the priority itself.

We agree with the previous team's choice of factors and the strong impact of the other priorities on Vibrant Communities as reflected on the map. The map reflects the fact that many of the factors identified by the other five Priority Teams contribute to the relatively broad outcome of *"I want to have clean, healthy neighborhoods with a vibrant sense of community."* This relationship is represented on the map but with no further work around identifying factors, sub-factors, strategies, or indicators. This map reflects the three major factors that could be considered relatively unique contributors to this outcome.

The idea of measuring vibrancy is fairly new. Most of the evidence did provide consistent insight into the factors that build vibrant communities, but there was minimal guidance as to the relative importance of each individual factor. The model of factor dominance portrayed on the map is described below. We recognize that this dominance selection is at least in part influenced by the values that are manifested in Multnomah County in ways such as environmental awareness, land use decisions, and public support for education and libraries. Those values are the reason that many people choose to live here.

Healthy Environment is the dominant factor for clean, healthy neighborhoods.

The prioritization between Healthy Environment and the second highest factor, Valued and Engaged Citizens, was challenging. Ultimately we determined that the health of the environment is fundamental to the outcome. We are familiar with living in an environment that, with some notable exceptions, is clean and healthy. Careful planning has led to accessible transportation choices; clean air, water and soil; beautiful parks and greenspace (including the largest urban forest in the country) and bike paths. In addition, nuisance control and prevention of health hazards is critical in maintaining clean, healthy neighborhoods.

Valued and engaged citizens are the second most dominant factor for vibrant communities.

There is substantial evidence in the literature that interactive neighbors, meaningful community involvement, a sense of place and diversity within the population lead to a vibrant sense of community. People who recognize their neighbors and are recognized by them care about what happens to one another. When they feel a sense of place and a sense of belonging to a larger group, they're more likely to care about what happens to that place and those people. Feeling a part of their community and being actively engaged in decisions that directly affect their lives help people develop a sense of responsibility for what goes on in their neighborhoods.

There is further evidence that suggests that providing community places (such as libraries, community centers, and green spaces) where neighbors can interact and actively pursue their common interests also increases their sense of community. By meeting residents' need for human connection, synergies are formed that ultimately result in increased community activity and involvement.

Opportunities for improving and enjoying life are the third factor for vibrant communities.

Learning, recreation and involvement in cultural events are all strong contributors to improving and enjoying life. Residents of a vibrant community have access to educational, cultural, and recreational opportunities that honor diversity and serve their needs from infancy through the retirement years. Providing access to residents 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 will contribute to the community's vibrancy.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

Strategy #1: Champion a sustainable environment with clean, healthy neighborhoods.

Multnomah County recognizes that the top primary factor contributing to this priority area is the quality of the environment as it impacts neighborhoods, the places where people live, work, and play. For many residents, the sense of neighborhood and community is strongest in the several block area around their home.

Best management practices for sustainability can reduce the use of resources and energy to prevent the pollution of air, water, and land; to reduce wastes at the source; and to minimize risks to human populations and the environment. A sustainability framework recognizes the relationships among the economy, ecology, and community and requires that all agencies consider these inter-connected issues in their programs and policies. A sustainability framework can provide a means for dealing with the pressures in allocating scarce natural resources among competing needs. Sustainability can also break the cycle of crisis-driven issue management to a systematic approach that integrates environmental concerns with economic and social issues. This type of systematic, collaborative approach may result in better environmental and social outcomes at lower costs.

A community is only able to thrive when basic neighborhood systems are functioning such as the provision of clean water, rodent and pest control, animal services, and other infrastructure systems. As we've seen in the hurricane aftermath of recent months, there is no opportunity for a vibrant community when residents are struggling with basic survival needs. When these needs are consistently met, neighbors can turn their attention to connecting with others in the community and enjoying a sense of pride in the livability of their neighborhood.

Currently, Multnomah County has two primary roles in this effort:

1. As an employer, we can lead by adopting sustainable internal government business practices;
2. As a key stakeholder in the metropolitan area, we can be a regional partner and have a clear, consistent presence in processes where another agency is the lead player.

We are looking for program offers that:

- Promote sustainability in internal operations and as a stakeholder in regional partnerships.
- Support clean, healthy neighborhoods by assisting the public in resolving neighborhood nuisances involving animals and by preventing health hazards.

Strategy #2: Provide places and promote opportunities for neighbors to connect.

Community spaces make a substantial contribution to the overall quality of life in any community. Such places create a welcoming atmosphere of accessibility, vitality, and safety. They can connect people with resources that significantly enhance their lives and boost the well-being of the entire community.

In 2000, Harvard published a plan for rebuilding community ties. Among many strategies, the plan underlined the importance of day-to-day interaction among neighbors. Communities need places for residents to enjoy their leisure time, to share beliefs together, receive public services, broaden their knowledge of the world, as well as somewhere they can challenge their minds. Civic spaces where all citizens can meet, interact, access information that is meaningful to them, and develop life skills are essential in weaving the social fabric. Community facilities such as parks, places of worship, community centers and libraries are neighborhood assets that make it possible for residents to gather and promote a common identity of shared experiences.

Vibrant communities can benefit from processes that bring people together to explore issues, build solutions and take action. Research has shown that positive day-to-day interaction among neighbors develops understanding between them and leads to a higher sense of community than when people do not have regular contact with their neighbors. Organizations such as the World Bank and Fannie Mae have recognized the crucial role of community identity and "social capital" as critical in solving deep-seated problems such as poverty and housing.

We are looking for program offers that:

- Provide public opportunities and/or gathering spaces where neighbors can meet and interact.

Strategy #3: Promote literacy and a lifetime of learning.

Opportunities for improving the lives of citizens are important factors in supporting a vibrant community. These include the actions of supporting literacy and lifelong learning.

The connection between adult literacy and a vibrant community are clear: 43% of all adults who read at the lowest level of literacy are living in poverty, compared with only 4% of adults who read at the highest level. In Multnomah County, fully 15% of adults are reading at the lowest level. The county's Poverty Elimination Framework advocates for a skilled workforce, and literacy is critical to the identified goal of moving people from low wage to living wage jobs. Research shows that when older adults have strong literacy skills, they are more likely to be self-sufficient in meeting their basic needs. Literacy programs outside the realm of formal education offer an avenue for learning otherwise closed to many county residents.

Learning throughout life, from the cradle to the grave, is critical in helping people of all ages, backgrounds, and abilities to succeed. Lifelong learning is defined as all learning activity undertaken throughout life, with the aim of improving knowledge, skills and competence, within a personal, civic, social and/or employment-related perspective. It promotes the development of knowledge and competencies that will enable each resident to adapt to the knowledge-based society and actively participate in all spheres of social and economic life, taking more control of his or her future. Learning opportunities should be available to all residents on an ongoing basis, so that each person can have an individual learning pathway, suitable to his or her needs and interests at all stages of life.

We are looking for program offers that:

- Provide literacy education programs, especially in targeted low socio-economic neighborhoods.
- Provide opportunities and resources for lifelong learning.

Strategy #4: Provide a variety of cultural and recreational opportunities, particularly before and after school.

An important part of a vibrant community is the activities that citizens can engage in outside of work and school. These cultural and recreational activities make our community a fun place to live, and attractive to businesses. Activities that reflect the diverse needs of individuals and neighborhoods also break down cultural and economic barriers.

Cultural and recreational activities enrich the lives of members of our community and contribute to a community's sense of cultural and social diversity. For example, programs that fund and facilitate after-school arts education programs in schools use arts activities to teach tolerance, creative expression, and improve academic

performance. Arts and culture programs for youth help provide a critical alternative to delinquent youth behavior.

In addition, research by the organization Fight Crime: Invest in Kids shows that children who regularly attend high-quality out-of-school programs are more likely to be engaged in school and less likely to participate in delinquent or high risk activities such as experimentation with alcohol, drugs and sex. The Seattle Police Chief is quoted in their 2000 report as having said, "It's a lot cheaper to pay now for after school programs, than to pay later to put kids in jail." Since peak hours for juveniles to engage in community disturbance crimes are from 3 to 6PM, after-school programs help to prevent crime, as well as teach skills and values. These after school programs (and also before school programs) respond to the need for quality childcare, highlighted in the Early Childhood Framework. Through out-of-school activities, children can develop social skills, improve their academic performance, and establish strong relationships with caring adults.

We are looking for program offers that:

- Consistently and visibly support local programs that provide ongoing cultural and recreational opportunities for members of the county's communities.
- Provide a place and appropriate activities for school-age children during the critical after school hours.

V. Program Ranking (Composite Report)

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
80000B	Central Library-Current Service Level	LIB	1	18	6	0	0
80001B	Regional Libraries-Current Service Level	LIB	1	18	6	0	0
80002B	Neighborhood Libraries-Current Service Level	LIB	1	18	6	0	0
80000A	Central Library-Base Level	LIB	4	16	4	2	0
80001A	Regional Libraries-Base Level	LIB	4	16	4	2	0
91003A	Animal Services Shelter Operations - Reduced Service L	DCS	6	15	4	1	1
72003	Sustainability Team	DCM	7	15	3	3	0
91002A	Animal Services Field Services - Reduced Service Level	DCS	8	14	4	0	2
91020B	Land Use Planning - Current Service	DCS	9	14	2	4	0
80007A	Adult Outreach-Current Service Level	LIB	9	14	2	4	0
91020A	Land Use Planning - Reduced Service	DCS	11	13	3	1	2
91002B	Animal Services Field Services - Current Service Level...	DCS	12	13	2	3	1
91004	Animal Services Spay and Neuter Program	DCS	12	13	2	3	1
91003B	Animal Services Shelter Operations - Current Service Le	DCS	14	12	1	4	1
91005	Tax Title	DCS	15	11	1	3	2
80002C	Neighborhood Libraries-Restore FY 04 Level	LIB	15	11	1	3	2
72009	Bus Pass Program	DCM	17	10	1	2	3
72017	Recreation Fund Payment to Metro	DCM	17	10	1	2	3
10024	Regional Arts & Culture Council	NonD	17	10	1	2	3
80000C	Central Library-Restore FY 04 Level	LIB	20	9	0	3	3
80001C	Regional Libraries-Restore FY 04 Level	LIB	20	9	0	3	3
80024	Troutdale Neighborhood Library	LIB	22	8	0	2	4
10040	Parent Leadership/Community Organizing for Family Issı	NonD	23	7	0	1	5
80007B	Adult Outreach-Enhanced	LIB	24	6	0	0	6
80025	New Columbia Neighborhood Library	LIB	24	6	0	0	6

VI. Program Ranking Discussion

The Vibrant Communities team received 25 offers, with the largest number (11) coming from the Library. Five of the Library's offers (80000A & B, 80001A& B, 80002B) ranked in the top third, as these programs align with two of the Priority's three main factors: Valued & Engaged Citizens and Opportunities for Improving & Enjoying Life. Two Animal Services offers were in the top third (91003A, 91002A), along with Sustainability (72003) and Land Use Planning – Current Service (91020B). These offers support the Healthy Environment factor of the strategy map.

Animal Services Field Services/Reduced Service Level (91002A) and Land Use Planning/Reduced Services (91020A) were the only offers that received a split high/low vote. This was likely due to some confusion over the difference between reduced and current service level offers. Those offers were renamed (both are now shown as "Base") to avoid similar confusion when the Board ranks these programs.

Most (63%) of the offers that fell into the bottom third were restored, enhanced or new Library programs (80000C, 80001C, 80024, 80007B, 80025). Though it appears these would contribute strongly to the Priority, we felt it was critical to rank existing and proven Library programs higher.

Recreation Fund Payment to Metro (72017) also ranked low, primarily because there are no performance measures or indicators as to how Metro is using this money. Regional Arts & Culture Council (10024) ranked low due to a lack of performance measures.

Parent Leadership/Community Organizing for Family Issues (10040) is a new program offer that ranked low. We felt the offer did not adequately define the need that this program would meet or explain the outcomes that the program has achieved in its pilot project at Kelly School (through Portland Schools Alliance). There is also concern about what results could be demonstrated with one year of funding.

The Bus Pass Program (72009) ranked just above the bottom third. Though this program does support the Priority's Sustainability factor, there is concern about its cost effectiveness.

VII. Policy Issues

Though this Priority only received one pass through offer (Recreation Fund Payment to Metro, 72017), we agree with the Thriving Economy report that pass through payments should be reviewed and analyzed outside of the ranking process.

For the FY07 process the Thriving Economy and Vibrant Community priority areas were combined under one Outcome Team. The team observed an overlap in contributing factors, a limited number of Program Offers to be addressed in each area, and a relatively small number of discretionary General Fund dollars expended in these areas. In the future the County may wish to consider whether these should be separate priority areas. This could be a topic for the Design Team to address prior to undertaking the process for FY08.

#4

Outcome Team
Thriving Economy

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

March 10, 2006

Team Members:

Doug Butler	Becky Cobb
Mark Campbell	Mike Oswald
Molly Chidsey	Tom Weldon

I. Priority – *Result to be realized, as expressed by citizens* –

I want Multnomah County to have a thriving economy

II. Indicators of Success – *How the County will know if progress is being made on the result*

The indicators chosen for this priority reflect two aspects of how a Thriving Economy is traditionally defined – specifically jobs and wages. Indicators # 1 and # 3 reflect the job component in that they are measuring employment at an aggregate level as well as the annual change in the number of jobs within the county. Average annual wages, in theory, reflect the "quality" of the jobs that are held within the county.

The team obtained additional information from the Auditor to more clearly illustrate the relevance of the data in comparison with other benchmarks (e.g., wage averages for the rest of the state of Oregon.)

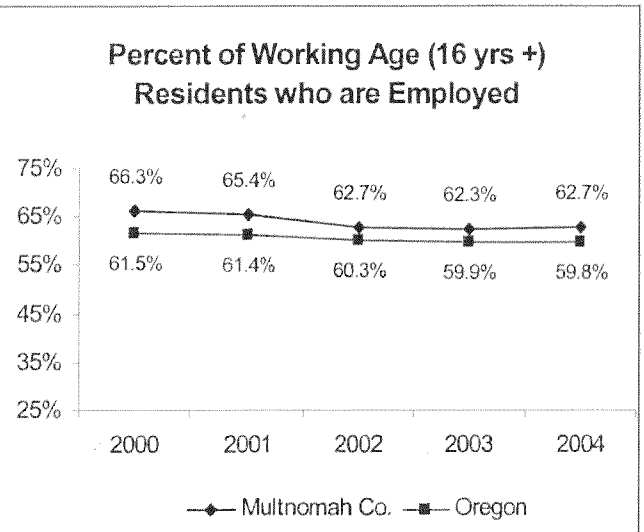
The FY06 team came to the conclusion that there is no accurate and consistent way to identify the wages of county residents. The data are simply not reported at that level. All the measures that specifically relate to county residents are based on either income or earnings. Those two terms are problematic because they include more than wages/salaries and, thus, can skew the average.

Therefore, indicator # 2 was modified to reflect the average wages paid by Multnomah County employers. This will, naturally, include non-county residents (and it does not capture the self-employed) but was believed to be a valid way to measure the health of the Multnomah County economy. It is also a measure that is also reported by the Oregon Employment Department on an annual basis.

1. Percent of working age Multnomah County residents who are employed.

Employment
This chart shows the rate of employment among Multnomah County residents who are 16 years and older. It includes those who are self-employed and who work part-time. The Census Bureau's annual American Community Survey is the source.

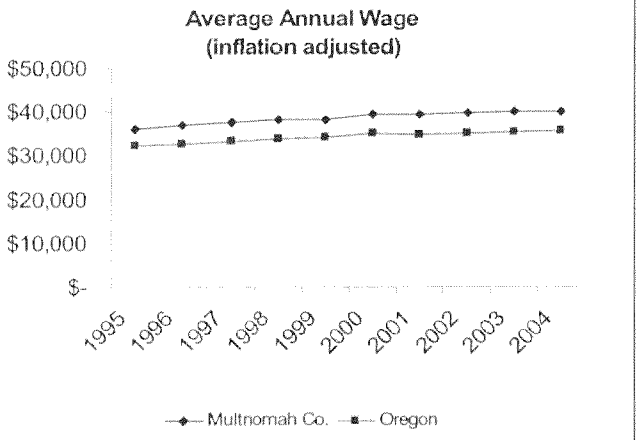
The rate of employment has been stable for the three most recent years of available data, but has dropped 5.4% since 2000. Multnomah County consistently employs a higher percentage of residents than the state as a whole.



Source: Census Bureau's American Community Survey

2. Average wage paid by Multnomah County employers.

Average wages
This chart shows the average annual wage per worker paid by employers, adjusted for inflation. In 2004, the average annual wage in Multnomah County was $40,199. The calculation is based on jobs and wages paid only by employers in the county, so it excludes county residents who work elsewhere or are self employed. It is intended to be an indicator of the health of the economy in Multnomah County, rather than an indication of average wages earned.



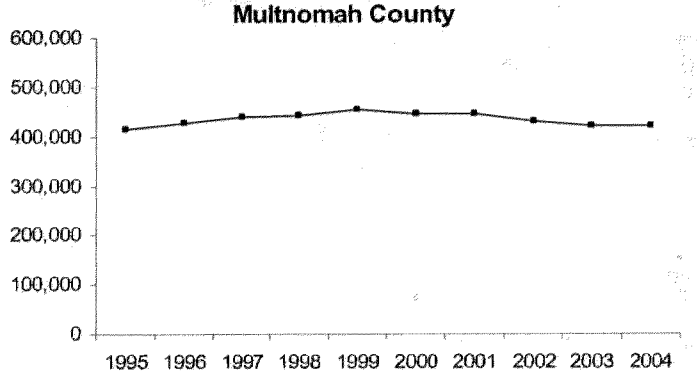
Source: Oregon Employment Department

The average annual wage has been relatively flat since 2000, but is up 11% over a decade ago. Multnomah County wages are, on average, $4,400 higher per year than statewide average wages.	

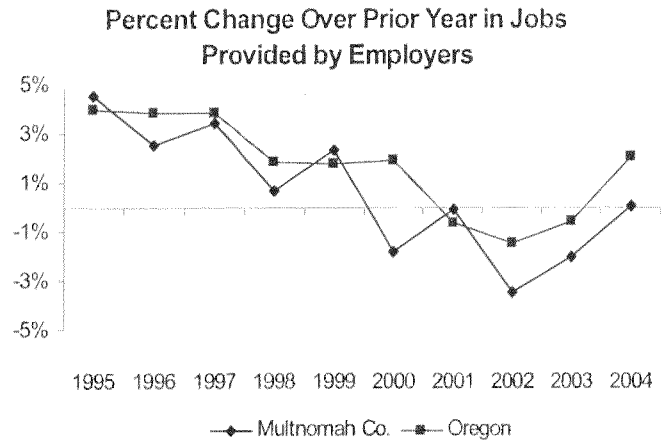
3. Number of jobs provided by Multnomah County employers.
These charts reflect the number of jobs provided by businesses in Multnomah County. They exclude individuals who are self-employed or work outside of the County and do not differentiate between part-time and full-time positions. They are intended to be an indicator of economic health rather than a complete picture of employment.

Total Jobs and Job Growth
Over the last decade, a total of 23,081 jobs were added in the aggregate. Between 2000 and 2003, 33,200 jobs were lost, but this trend was reversed in 2004.

Multnomah County employers lost jobs every year between 2000 and 2003, for a total loss of 33,200 jobs after years of gains. 249 jobs were added in 2004.

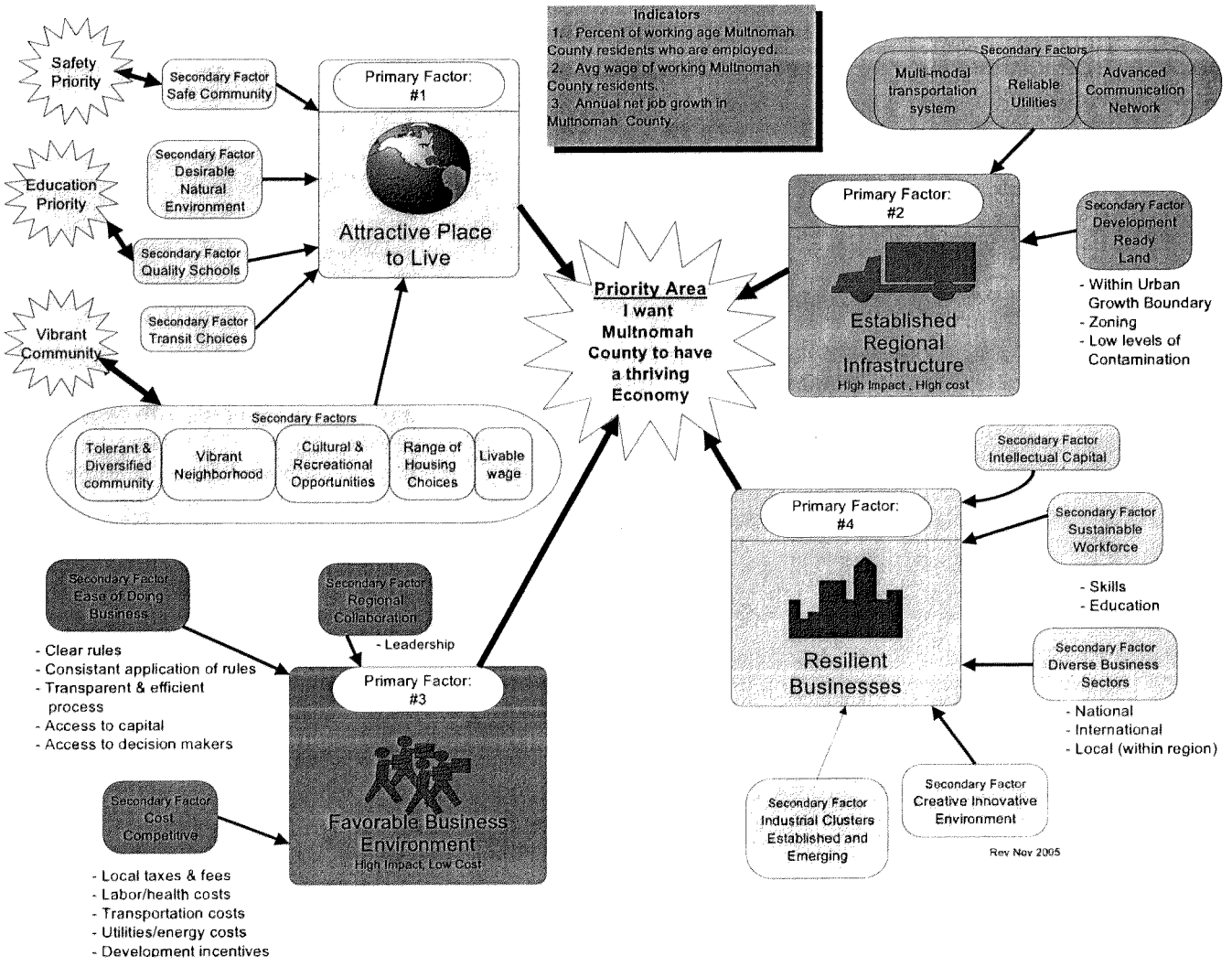


Source: Oregon Employment Department

The percent change over the prior year in the number of jobs provided fluctuated more dramatically in Multnomah County than it did in the state as a whole, although the overall trend of job loss and gain mirrors that of the state.	 Source: Oregon Employment Department

The data to support these indicators are readily available from a number of sources. Primary data sources used are the Oregon Employment Department (OED) and the American Community Survey (ACS). These data sources are current, reliable, and considered to be the standard for reporting in almost every medium. It is interesting to note, as well, that each of these indicators is also a benchmark that is tracked by the Portland/Multnomah Progress Board.

III. Map of Key Factors – *Cause-effect map of factors that influence/ produce the result*



The map 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.

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

1) Attractive Place to Live
2) Established Regional Infrastructure
3) Favorable Business Environment
4) Resilient Businesses

1. Attractive Place to Live

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 education priority area statement - "I want children to succeed in school." Our review of the evidence 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.

The State's economy began the shift in the 1980's from resource extracting to value added manufacturing (high tech). The economy has continued to shift since that time and the emerging industries are increasingly knowledge- rather than resource-based.

Regional economist Joe Cortright states, "Almost overlooked, metropolitan Portland's chief advantage in the competition among metropolitan regions has been its ability to attract and retain a group we call 'the young and the restless' –well-educated 25-34 year old adults. The regions principal assets for attracting this key group center on quality of life, and embrace everything from our natural resource inheritance to the urban amenities of a walkable, bikeable city, great transit, and a culture open to newcomers and new ideas."

2. Established Regional Infrastructure

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

First, 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. Obviously, the need for development-ready land is more critical for manufacturing industries than it is for knowledge-based industries. Since it is difficult for the County to effect supply of development-ready land, the Outcome Team felt that it would be important to target creative sector industries which generally require less land while continuing to support regional efforts to insure an adequate supply of industrial land.

Second, it is equally important that governments within the region commit to the maintenance and enhancement of existing transportation systems. Adequate transportation options (road networks, air freight, railways, and shipping ports) are crucial for businesses because an efficient, multi-modal system allows for quick delivery of products to markets both in and out of the metropolitan area.

Another, increasingly important, consideration is the contribution that communication networks make to the economy and the importance of being "wired." A report titled *"The Internet Backbone and the American Metropolis"* stresses how important the Internet is to the economics of regional areas. According to the authors, there is "...a strong relationship between the concentration of information industries and physical and virtual telecommunications infrastructure."

Technology, in general, has been cited as critical to economic development. We heard about local governments that have developed innovative programs in technology. For example, the City of Ashland recently developed a plan to provide broadband access to all businesses and residents. A similar approach is currently under consideration by the City of Portland. Initiatives such as this tend to separate those jurisdictions and regions from their competitors.

3. Favorable Business Environment

The ease of doing business, and the time it takes to get through regulatory "red tape", were cited consistently as aspects of creating a favorable business environment. There are many recent examples where businesses chose to expand or locate outside of Multnomah County because it takes too long to get a project from the drawing board to

completion. In the literature we reviewed, the concept that the development process should be efficient and transparent is stated in terms of improving customer service.
As stated by Bob Whelan, an 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, the City of Portland's "Strategy for Economic Vitality" 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."

We also had discussions regarding the relevance of the "Price of Government" (POG) concept to this priority. Here is how the equation is stated:

$$POG = \frac{\text{Sum of Fees, Taxes, Other Revenues}}{\text{Personal Income}}$$

There are two ways to lower the price. One way would involve a reduction in the total amount of revenue collected for County services. The other way the price can be lowered is through an increase in personal income. We submit that in a thriving economy, with plentiful job opportunities, personal income would tend to increase at a faster rate than tax and revenue collections. Viewed from that perspective, the County could influence this priority area by considering program offers that contribute to it in even minor ways.

4. Resilient Businesses

The Portland metropolitan statistical area (PMSA), an area that includes Clark County, WA, has an existing business inventory that employs roughly one million people. There are more than 50,000 businesses with payroll expenses. This business base is very diverse - ranging from firms that employ a handful of people to multi-national corporations, such as Intel, with thousands of employees.

The evidence suggests the national and international businesses (the so-called "traded sector") drive the majority of economic growth within a region. A number of existing and emerging industry clusters dominate the regional economy. "Clusters" exist when a number of similar and related firms are concentrated in a small geographic area. The high technology cluster is one that most of us are familiar with. Harvard business professor Michael Porter notes "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.

An example of a rapidly growing sector cluster in the region is sustainable industries. A 2003 report to the Portland Development Commission found that 1,247 businesses self-identified as fitting into this sector, supporting the green building, recycled products, and renewable energy businesses.

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 also important for the region to develop strategies to tailor educational programs, including vocational training, to the needs of both sectors of the economy.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

The team feels strongly that the county needs to focus its efforts on three areas that have an impact on the Thriving Economy:

1) Represent the County's interest by taking a seat at the regional economic table;
2) Do the county's business right. In those services and programs where the County can influence the health of the regional economy—lead by example; and,
3) Actively attract and recruit new business to the region.

Other factors are certainly important, but we believe these three strategies will have the greatest impact on this priority.

1. Champion the county's economic interests: "a seat at the regional table!"

The County has a significant stake in the health and vitality of the region's economy. County leaders can exert influence as a stakeholder to create, shape and advocate for a shared vision and strategies for realizing a thriving and sustainable economy in the region.

For the region to compete, we believe we need to emphasize and market the number one reason people and businesses seek out the Portland metro area—"it's an attractive place to live."

With representation in both regional and local economic development efforts, the County will expand its impact and will move from an isolated to a collaborative

approach and from a reactive to a proactive perspective. For example, in recent discussions about the potential extension of the Central Eastside Urban Renewal Area, staff has taken an assertive approach to gathering information, asking questions and challenging assumptions. The result has been a tangible shift in the direction and quality of the discussions and a notable increase in the County's influence over the outcome.

Many of the economic issues which this community must address can only be addressed effectively at a regional level. For example, land availability, taxing, permitting, urban renewal, industry recruitment, and legislation are all topics that cross political boundaries. In addition, other governments and agencies (e.g., the Portland Development Commission) are organized and funded to play a lead role in supporting and growing business in our community. The County's purpose should be to influence, leverage, and supplement the efforts of these organizations by acting as a full partner with these organizations.

Requests for Offers
We are looking for offers that:

1. provide for participation in regional economic development efforts. Offers should provide a clear strategy for improving the County's influence and impact on the region's economy. The development of an Economic Development Framework would be a logical element of this effort.
2. use the County's efforts in other areas (e.g., roads, libraries, taxing, facilities development and land sales, etc.) to strengthen and leverage its support of its economic goals. This effort might also consider ways to leverage and assist County Commissioners in their participation in various forums throughout the region.
3. include "living wage advocacy" as a core element of the proposed efforts. The retention and creation of jobs alone is not enough. These jobs must pay living wages in order to achieve our economic development goals and to reduce the demands on other County programs which provide for our residents basic living needs.

It is hoped that offers in this area could be funded from SIP administration funds or other non-General Fund sources to avoid competition with other essential County services.

2. Do County business right!

The County has control and responsibility over several important activities that contribute to the thriving economy priority area. Doing business "right" means the County leads by example to make the County a good place to do business. For

example, The County owns and maintains six of the major bridges in downtown Portland that span the Willamette River. These bridges are vital links in the regional transportation network which move people and freight. These regional assets are in need of significant maintenance and/or replacement and carry substantial financial liability. The County should, therefore, be proactive in its efforts to ensure the long-term viability of these structures.

The County's Strategic Investment Program is a partnership between business and government to strengthen workforce development and training programs. A quality workforce has been identified as being critical to business expansion and retention.

When Land Use Planning processes are consistent and predictable we contribute to the ease of doing business, which helps to make the county a good place to do business.

Requests for Offers
We are looking for offers that:

1. leverage local, state and private funds for needed capital improvements.
   a) actively seek solutions to major financial problems and liabilities rather than just programming current available funding.
   b) identify and target federal funding sources for necessary road and bridge projects.
   c) reduce the County's "footprint" through disposition of obsolete facilities and move those properties on to the tax roll.
2. streamline business processes and reduce the time it takes to review and permit development projects to facilitate the ease of doing business.
3. leverage the County's role to strengthen regional workforce development and training programs.

3. Retain existing and recruit new business

All of the stakeholders in the region need to develop every opportunity to market the number one reason people and businesses seek out the Portland metro area—"it's an attractive place to live." Our team is convinced that the quality of life in the area is the primary factor motivating people to come and stay in the region. All of the other priority areas are interconnected with the quality of life. The region's natural environment, safe communities, quality schools, transit choices, vibrant neighborhoods and living wage jobs are a wonderful enticement for the young, mobile, educated workforce—and emerging industries. These are the key components of a thriving economy.

Requests for Offers

We are looking for offers that:

1. support the efforts of lead agencies, such as the Portland Development Commission (PDC), in marketing Multnomah County and the Portland PMSA to new businesses. Offers in this area should consider what makes this area unique and target the businesses and individuals who would find these attributes most appealing. Two specific areas of uniqueness which we identified are independence of thought and action and connection and concern for the environment.
2. create incentives to attract businesses to the region. One idea we discussed that might be worthy of consideration is to create a local version of the Strategic Investment Program (SIP). The SIP, as currently created by State law has a limited application for very large firms which are making huge initial capital investment. Since much of the growth in our economy comes from smaller scale businesses, we wonder if it might be fruitful to consider using County Investment (one-time) funds to provide incentives (e.g., taxes, permitting, workforce development, daycare, etc.) for target businesses.
3. propose ways to mitigate costs that make Multnomah County less competitive to new and existing business sectors.

V. Program Ranking (Composite Report)

Program #	Name	Department	Rank	Score	es Recei		
					H	M	L
91015	Bridge Maintenance & Operations	DCS	1	18	6	0	0
91013	Road Engineering & Operations	DCS	2	17	5	1	0
91016	Bridge Engineering	DCS	2	17	5	1	0
91014	Road Maintenance	DCS	4	16	4	2	0
91017	Transportation Capital	DCS	4	16	4	2	0
91019	Transportation Planning	DCS	4	16	4	2	0
91025	Road Fund Transfer to Willamette River Bridge Fund...	DCS	7	14	2	4	0
10049	East Metro Economic Alliance Pass Through	NonD	8	12	1	4	1
91026	Road Fund Transfer to Bike & Pedestrian Fund	DCS	9	11	1	3	2
10016	Strategic Investment Program Contractual Obligations...	NonD	9	11	1	3	2
10021	State Regional Investment Program	NonD	9	11	1	3	2
91022	County Road Fund Payment to City of Gresham	DCS	12	10	1	2	3
10048	Oregon Science & Technolgy Partnership Pass Through	NonD	13	9	0	3	3
10027	Business Income Tax Pass-Through	NonD	14	8	1	0	5
91021	County Road Fund Payment to City of Portland	DCS	15	8	0	2	4
10028	Convention Center Fund	NonD	15	8	0	2	4
91023	County Road Fund Payment to City of Fairview	DCS	17	7	0	1	5
91024	County Road Fund Payment to City of Troutdale	DCS	17	7	0	1	5

VI. Program Ranking Discussion

The Thriving Economy team received a limited number of offers which fell into two distinct program areas. All of the direct service program offers could best be characterized as transportation/infrastructure related. There are also a number of offers that obligate the County to make pass-through payments on behalf of other jurisdictions or entities.

As our composite ranking list suggests, the team was virtually unanimous in their agreement on the 18 offers submitted to this priority area. The BIT Pass Through (offer # 10027) was the only offer where the team's rankings were divergent. This reflects an overall philosophical debate within the team about the value of ranking programs that are simply pass-through mechanisms where the County has no opportunity to direct the use of resources or monitor expected outcomes of the related expenditures. It is also questionable how this program contributes to a Thriving Economy as it has been defined on the strategy map.

In general, the team ranked direct, county provided service programs highly. Those programs have a strong relationship to the second primary factor – "Established Regional Infrastructure" – on the strategy map. The team was in agreement that those programs reflect the areas where the County has the greatest ability to influence the indicators established for this priority.

Program offers that budget pass-through payments were uniformly ranked toward the bottom of the list. One point the team noted with regard to those programs is that they did not include any performance measures. They tend to be governed by long term agreements that do not allow the County to direct the use of the resources. It is clear that these programs need to be purchased. However, team members expressed some frustration over the fact that the offers did not identify what is being purchased with the pass through funds.

One new program offer did rank relatively high. Program # 10049 - East Metro Economic Alliance Pass Through - proposes to use $25,000 of unallocated Strategic Investment Program (SIP) revenue to support economic development activities in east county. The team noted that job creation is one of the primary indicators for this priority area. It was felt that any effort the County could make to stimulate job growth could prove to be effective.

VII.Policy Issues

1. Overall Number of Programs and Response to RFOs – The offers submitted to this priority area are few in number and are in areas where funding discretion is limited.

- Offers are primarily associated with Transportation Division. These have little, if any, impact on how General Fund resources are allocated.
- There were no offers submitted in response to strategy # 3 (Retain Existing and Recruit New Businesses) and only a few submitted in response to strategy # 1 (Champion the County's Economic Interests)
- If this is truly one of the County's priority areas there should be greater emphasis and attention placed on it in the future. A few questions might help focus that discussion. What role should the County play in this arena? And, does the County have a specific economic development strategy or plan?

2. **Pass Through Payments – Exactly half the program offers associated with this priority area account for pass through payments.**

- None of these offers have performance measures associated with them. What is the County "buying" with these resources?
- The team questions the value of reviewing and ranking these programs as stand alone offers.
- Where the County acts as a "middle man" in passing through funds from one agency/jurisdiction to another the team believes it would be more efficient if those resources were transferred directly. Offer # 10021 – State Regional Investment Program - is one example of this type of pass through.

3. **Convention Center Fund – Transient Lodging Tax and Motor Vehicle Rental Tax are dedicated to debt retirement, operating costs, and a handful of other uses.**

- It appears that tax collections have improved over the past year or so. If the tax revenues are sufficient to fund the items listed in the agreement between the County, City of Portland, and METRO could some of the additional resources be dedicated to market Multnomah County and the OCC to organizations seeking convention locations?

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)

"Changing the Deal on Economic Development"
(Connie Nelson, Public Strategies Group, 2003)

#5

Outcome Team
Basic Living Needs

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

March 10, 2006

Team Members:

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Kathy Tinkle (leader)
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Dave Koch
Julie Neburka (Budget)
Xander Patterson (CBAC)
Chris Tobkin (labor)
Grace Walker (labor)

I. Priority – *Result to be realized, as expressed by citizens* –

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

We are fortunate to live in a community where most of people are able to meet their basic living needs. Health, housing, food, and the income to obtain and maintain these basic living needs provide the foundation for people to create a vibrant community, a thriving economy, and other societal benefits.

However, there will always be vulnerable people in our community and any one of us could fall victim to an accident or other misfortune. Our goal is to ensure that every member of our community is able to meet their basic living needs. Multnomah County government plays a vital role in providing access to information, assistance with temporary needs, and ongoing assistance to vulnerable people with no other means of support.

Several assumptions underlie the selection strategies that follow.

- "Care" is defined very broadly to include all aspects of physical, dental and mental health, and addictions treatment.
- Vulnerable community members are defined as people with physical and mental disabilities, people with chemical dependencies, the elderly, the seriously and persistently mentally ill, children with special needs and those at risk of neglect and abuse, low income individuals and families, and others needing ongoing care.
- Although each factor is listed as a column or band, the interconnectivity of each factor must be recognized as contributing to the goal of ensuring basic needs.
- Basic living needs are interconnected with the other priority outcome teams.
- Multnomah County has chosen to assume stewardship for the federal and state resources available for vulnerable individuals with no other means of support.

- Families are a key resource for vulnerable individuals; public social investments are necessary and contribute to healthy and successful families.
- Information and referral should be easily available to all.

II. Indicators of Success – *How the County will know if progress is being made on the result*

The following indicators were chosen last year because they: 1) were readily measurable; 2) contained data elements currently collected; 3) allowed comparison with other jurisdictions; 4) were consistently cited by experts and referenced materials reviewed; and 5) were recognized as accepted national standards in the health and social service fields.

1. ***We will measure the percentage of community members not living in poverty by using Census data to evaluate the number and percentage of people in Multnomah County with incomes above 185% of the Federal Poverty Level.***

   This indicator establishes an income standard consistent with federal guidelines and at least approaches what might be considered a living wage. The source of the data to track this indicator is the American Community Survey. The most current available information is from calendar year 2004, with 2005 data becoming available by mid-2006.

   Most social scientists believe that the federal poverty standards established in 1964 are too low to accurately gauge "poverty." Entitlement programs typically use the Federal Poverty Level (FPL) plus XX% to determine eligibility for services. For example, a commonly used measure of children living in poverty is statistics collected for the Free & Reduced Lunch Program. Children receive a free lunch at school if their family income level is below 130% of the FPL; they receive a reduced-price lunch if their family income level is below 185% of the FPL.

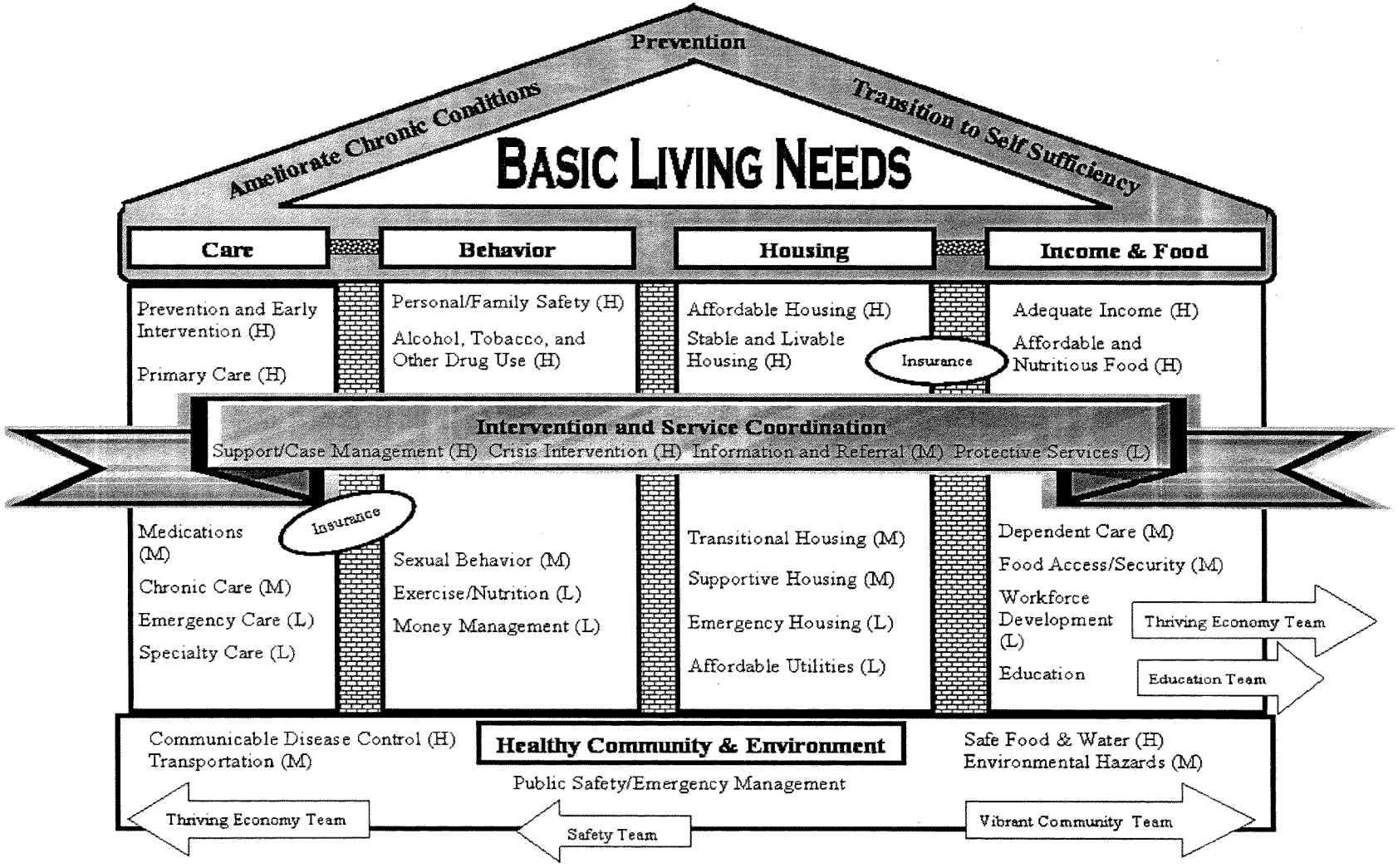
2. ***We will measure the number and percentage of renters who pay no more than 30% of income for housing and utilities***

   This indicator is designed to capture reasonable costs for housing and utilities in relation to an established income index. This measure enables us to make comparisons between Multnomah County and other jurisdictions, both local and national.

3. ***We will ask people to assess their own health through the Behavioral Risk Factor Surveillance System***

   This indicator measures an individual's perception of their health by asking them to rate their health as excellent, very good, good, fair or poor. It is a telephone survey conducted annually by Centers for Disease Control & Prevention and is broken out by county back to 1998. This measure was chosen for its specificity, comparability, and increased clarity.

III. Map of Key Factors – *Cause-effect map of factors that influence/ produce the result*



Our map represents a paradigm shift for how we understand basic living needs. It looks holistically at the needs of citizens who need assistance to prevent problems, to address a crisis, or for ongoing care. Implicit in this holistic approach is a focus on coordinated service that address the multiple and often complex needs of the whole person and families.

The Basic Needs factors are complex and interrelated because individual circumstances are complex and highly nuanced. The Basic Living Needs Priority Map represents six primary factors which are ***interconnected*** for the best outcomes. Within the primary factors, secondary factors are identified as contributing to the Basic Living Needs Priority result. At any given time, depending upon the needs of the individual or family, one or more of the factors may be most important to meeting a person's basic living needs. Those factors include:

- Intervention and Service Coordination
- Environmental and Community Health
- Care
- Behavior
- Housing
- Food and Income

Two of the primary factors are fundamentally associated with health (broadly defined): Care, and Behavior. Two are primarily focused on other basic sufficiency needs: Food and Income, and Housing. Environmental and Community Health and Intervention and Service Coordination cross both health and basic sufficiency.

Within each of the primary factors, there are secondary factors that suggest prevention, intervention/transition, and emergency approaches. Behavior is primarily a prevention focused factor. Care, housing, income and food balance intervention, transition, crisis approaches, as well as prevention. While on the map, our ideal is prevention or transition to self-sufficiency, our strategies suggest a mix of approaches to address realities of the community's needs.

Intervention and Service Coordination

Intervention and Service Coordination is the ribbon that binds the other factors together. This factor is represented as a horizontal band in the center of the map to represent its connectivity and importance to the other factors. The highest priority is given to support and case management because our most vulnerable community members frequently require assistance or support across multiple primary basic living needs.

Environmental and Community Health

Environmental and Community Health is the foundation at the bottom of the map upon which the basic needs factors are based. The highest priority is given to the prevention and control of communicable diseases because they are potential threats for which the whole community could be at risk.

Linkages are made within this priority to the Public Safety Team, Thriving Economy, and Vibrant Community.

Care

This factor represents all aspects of physical, dental and mental health care, and addictions treatment. The secondary factors reflect a continuum of care services for vulnerable individuals. This continuum applies to physical and behavioral health, as well as addictions treatment. The highest priority is given to prevention and early intervention because detecting risk factors and treating problems have a more substantial impact. Access to primary care is a priority because it helps assure integrated and accessible care, a partnership between providers and clients, and care provided in the context of family and community.

Behavior

Individual behaviors are responsible for about 70% of all premature deaths in the United States. By promoting positive personal behaviors we can reduce the burden of illness, enhance quality of life, and promote an individual's ability to meet their own basic living needs. Because behavior is a new factor on the Basic Living Needs map, we provide the explanation of the secondary factors:

Personal and family safety includes both interpersonal violence and unintentional injury. Injuries are the leading cause of death for children ages 1-9 years. Injuries, homicide, and suicide are the leading cause of death for adolescents and young adults between 10 – 24 years of age in Multnomah County.

Alcohol, illicit drug use, and cigarette smoking are associated with preventable disease and death, violence, injury, HIV infection and criminal activity. They are associated with child and spousal abuse; sexually transmitted diseases, teen pregnancy, school failure, motor vehicle crashes, escalating health care costs, low worker productivity, and homelessness.

Sexual behaviors can lead to unintended pregnancies and sexually transmitted diseases, including infection with HIV. Half of all pregnancies in the United States are unplanned or unwanted at the time of conception.

A **healthy diet and regular physical activity** reduce the risk of illness from high blood pressure, high cholesterol, type 2 diabetes, heart disease, stroke, arthritis, respiratory problems, and certain types of cancers, and may reduce the risk of depression and anxiety.

Money management is a critical factor in individuals being able to meet their basic living needs. Financial literacy skills can help people move out of poverty or keep them from falling into poverty during a time of crisis.

Housing

The highest priority is given to stable, livable, and affordable housing so that people don't have to choose between where they live and meeting their other basic living needs. According to HUD, housing is "affordable" when a household pays no more than 30 percent of its annual income on housing costs. Stable and livable housing is not only safe and has heat, water, cooking facilities, and proper plumbing for sanitation needs, but also allows a family or individual to maintain their residence without having to move.

Income and Food

The highest priority factors under the Income & Food factors were adequate income and affordable/nutritious food. "Adequate income" encompasses income from earnings, public entitlement programs, and tax credit programs. Affordable and nutritious food is a priority for addressing hunger and inadequate nutrition in our community. Dependent care includes care provided for children as well as aging family members.

Education and workforce development are vital to meeting basic needs. However, these factors are more thoroughly and appropriately addressed by the Education and Thriving Economy outcome teams.

Insurance

Insurance is identified twice on the map because they are important considerations in meeting or maintaining basic living needs. Insurance impacts all of the factors on the map.

The Roof!

The roof represents three approaches in meeting basic living needs. Ideally, we could focus on prevention and services that help people transition out of poverty and toward wellness. For some populations, self-sufficiency is not a realistic goal. Sometimes the best we can do is ameliorate conditions by offering services and supports that help people cope and not deteriorate. This map illustrates that together, these approaches assure Multnomah County residents meet their basic living needs.

IV. Selection Strategies and Request for Offers – *Focused choices to realize results*

Provision of basic living needs ensures that all Multnomah County residents have access to the economic, social, and educational resources of our community. The basic needs map reflects all of the factors that contribute to people and communities meeting their basic needs. Each factor on the basic needs map is vital to healthy people and healthy communities. Priority strategies do not directly match the highest priority factors on the map; rather, we are looking for program offers that maximize the contributions where the County exercises the most leverage. Program offers will be rated on their ability to meet basic needs addressing one or more of the following factors.

1. We are looking for program offers that provide intervention and coordination of services that meet basic needs.
Coordination and intervention is the ribbon that holds all of our strategies together. We will give priority to those program offers that combine the elements of intervention and service coordination.

- Provide support and case management to the most vulnerable members of our community
- Provide crisis intervention services so that individuals can move quickly from crisis to stability
- Provide information and referral services to the entire community
- Protect vulnerable people from abuse and neglect

2. We are looking for offers that maintain a Healthy Community and Environment. We recognize the importance of each of the factors related to healthy community and environment, but acknowledge that the County may not have great leverage in these areas and that other government agencies are responsible for these functions. Priority will be given to offers that:

- Focus on preventing or controlling the spread of communicable diseases
- Assure a safe supply of water and food
- Identify and reduce exposure to environmental hazards as related to safe housing conditions

3. We are looking for program offers that assure care for vulnerable members of the community.
Care is defined very broadly to include all aspects of physical, mental health, and oral health care and addictions treatment. We will give priority to program offers that:

- Provide access to care for vulnerable populations
- Emphasize prevention and early intervention to keep simple conditions from turning into emergencies and avoid more intensive and costly care

- Provide access to medications as an effective means to prevent more serious complications
- Address the chronic and urgent care needs of vulnerable populations.

4. We are looking for program offers that promote healthy behaviors. Priority will be given to program offers that:

- Empower people to avoid or escape victimization, violence, and unintended injury
- Address the use of alcohol, tobacco and other drugs given the negative impact misuse can have on a person's behavior and health
- Increase the skills and knowledge of individuals to manage and take advantage of financial strategies to eliminate poverty and avoid financial crises.

5. We are looking for program offers that assist vulnerable populations in obtaining permanent and livable housing. Priority will be given to offers that:

- Provide or link people to comprehensive supports and services that lead to and/or keep people in supportive, affordable, and permanent housing
- Help people stay in the housing they have by providing needed supports like rent assistance, utility assistance, and weatherization.

6. We are looking for program offers that provide access to income and food to every member of our community. Priority will be given to program offers that:

- Help individuals and families become self sufficient in achieving adequate income and providing affordable and nutritious food
- Provide ongoing food/income support for those who are unable to provide for their basic food and income needs
- Provide support in emergent situations

Program Ranking (Composite Report)

Program #	Name	Dept	Rank	Score	Votes Received		
					H	M	L
25055	Mental Health Crisis Call Center	DCHS	1	26	8	1	0
25056	Mental Health Urgent Care Walk-in Clinic and Mobile Outreach...	DCHS	1	26	8	1	0
21022	Homeless Families	OSCP	1	26	8	1	0
40043	Communicable Disease Prevention Control	HD	4	25	7	2	0
40044	STD, HIV and Hepatitis C Community Prevention Program...	HD	4	25	7	2	0
25062	Mental Health Outpatient Treatment Services - Verity...	DCHS	6	24	7	1	1
15020	Child Support Enforcement	DA	7	24	6	3	0
25020	ADS Community Access	DCHS	7	24	6	3	0
25023A	ADS Long Term Care	DCHS	7	24	6	3	0
25060	Mental Health Transitional Housing	DCHS	7	24	6	3	0
25080	Adult Outpatient Addiction Treatment	DCHS	7	24	6	3	0
25012	DD BASIC NEEDS	DCHS	12	23	6	2	1
25014	DD ACCESS & PROTECTIVE SERVICES	DCHS	12	23	6	2	1
25026	ADS Public Guardian/Conservator	DCHS	12	23	6	2	1
25081	A & D Community Based Services (CBS)	DCHS	12	23	6	2	1
40042	Health Inspections & Education	HD	12	23	6	2	1
21006	Energy Services	OSCP	12	23	6	2	1
25024A	ADS Adult Protective Services	DCHS	18	23	5	4	0
25040A	Domestic Violence Victim Services and Coordination...	DCHS	18	23	5	4	0
25087	A&D Residential Treatment - Women Designated	DCHS	18	23	5	4	0
40039	The Women, Infants and Children's (WIC) Program	HD	18	23	5	4	0
25058	Involuntary Commitment Investigators, Court Examiners...	DCHS	22	22	5	3	1
25061	Mental Health Residential Services	DCHS	22	22	5	3	1
25063	Mental Health Treatment and Medication for the Uninsured...	DCHS	22	22	5	3	1
25068	Early Childhood and School Aged Outpatient Mental Health Services...	DCHS	22	22	5	3	1
25074	Child Abuse Mental Health Services	DCHS	22	22	5	3	1
25103	Mental Health Inpatient Services - Verity	DCHS	22	22	5	3	1
50009	DCJ Family Court Services	DCJ	22	22	5	3	1
40030	Primary Care - Mid-County Health Clinic	HD	22	22	5	3	1
40031	Primary Care - East County Health Clinic	HD	22	22	5	3	1
40032	Primary Care - Northeast Health Clinic	HD	22	22	5	3	1
40034	Primary Care - LaClinica Health Clinic	HD	22	22	5	3	1
40035	Primary Care - North Portland Health Clinic	HD	22	22	5	3	1
21020	Emergency Services	OSCP	22	22	5	3	1
40024	Medicaid/Medicare Eligibility	HD	35	22	4	5	0
25092	Community Engagement Program (CEP)	DCHS	36	21	5	2	2
40022	HIV Care Services	HD	36	21	5	2	2
40033	Primary Care - Westside Health Clinic and HIV Clinic...	HD	36	21	5	2	2

25057	Mental Health Children's Sub-Acute Services	DCHS	39	21	4	4	1
25095	Youth Alcohol and Drug Outpatient Services	DCHS	39	21	4	4	1
40037	Dental Services	HD	39	21	4	4	1
15019	Victims Assistance	DA	42	21	3	6	0
25070	Children's Intensive Community Based Mental Health Services...	DCHS	42	21	3	6	0
25021A	ADS Community Safety Net	DCHS	44	20	4	3	2
25098	Family Involvement Team (FIT)	DCHS	44	20	4	3	2
25022	ADS Adult Care Home Program	DCHS	46	20	3	5	1
25094	A&D Youth Residential Treatment	DCHS	46	20	3	5	1
25113	A&D Supportive Housing	DCHS	46	20	3	5	1
21039	Bienestar Ortiz Site	OSCP	46	20	3	5	1
25093	A&D Adult Residential	DCHS	50	20	2	7	0
25075	Emergency Holds	DCHS	51	19	4	2	3
25099	Family Alcohol and Drug Free Housing Network (FAN)...	DCHS	52	19	2	6	1
25100	A&D Housing Services for Dependent Children	DCHS	52	19	2	6	1
21025	Housing Programs	OSCP	52	19	2	6	1
25090	A&D Detoxification	DCHS	55	18	3	3	3
25013	DD LIFELINE SERVICES	DCHS	56	18	2	5	2
25067	Family Care Coordination Team	DCHS	56	18	2	5	2
25069	Psychiatric Residential Treatment Services for Children...	DCHS	56	18	2	5	2
40041	Breast and Cervical Health Program	HD	56	18	2	5	2
25106	Mental Health Outpatient Services for African American Women...	DCHS	60	18	1	7	1
21024	Runaway Youth Services	OSCP	60	18	1	7	1
25025	ADS Adult Protective Services Financial Abuse Forensic Capacity...	DCHS	62	17	3	2	4
25083	A&D Recovery Supports	DCHS	63	17	2	4	3
25073	County Operated Early Childhood Mental Health Services...	DCHS	64	17	1	6	2
40018	Vector and Nuisance Control	HD	64	17	1	6	2
25096	African American Youth A&D Treatment	DCHS	66	16	1	5	3
25097	Methamphetamine Treatment Expansion and Enhancement...	DCHS	66	16	1	5	3
25102	Mental Health Respite Services	DCHS	68	16	0	7	2
25105	Mental Health Services for Transition Aged Youth	DCHS	69	15	2	2	5
10044	Tax Credit Outreach & Assistance	NonD	69	15	2	2	5
25059	Mental Health Commitment Monitors	DCHS	71	15	1	4	4
10051	Family Advocate Model	NonD	71	15	1	4	4
25064	State Hospital Waitlist Reduction Program	DCHS	73	14	2	1	6
91006	Housing Program	DCS	73	14	2	1	6
25078A	Culturally Competent Mental Health Services	DCHS	75	14	1	3	5
25040B	Centralized Crisis Line	DCHS	76	14	0	5	4
25071	Therapeutic School	DCHS	77	13	1	2	6
25072	Bienestar Mental Health Services	DCHS	77	13	1	2	6
25086	Alcohol and Drug Abuse Prevention	DCHS	77	13	1	2	6
25112	Warrior Down Project	DCHS	80	13	0	4	5

25004	Gateway Children's Receiving Center	DCHS	81	12	1	1	7
25023B	ADS Long Term Care Scaled Offer B	DCHS	81	12	1	1	7
25066	Mental Health Organization Provider Tax	DCHS	81	12	1	1	7
40040	Children's Assessment Center	HD	81	12	1	1	7
25091	A&D Sobering	DCHS	85	12	0	3	6
25110	Traumatic Brain Injury Client Systemic Coordination and Efficiency Program ...	DCHS	85	12	0	3	6
10023	Elders in Action Ombudsman Services	NonD	85	12	0	3	6
25078B	Culturally Competent Mental Health Services Scaled Offer...	DCHS	88	11	1	0	8
25042	DV Prevention and Early Intervention	DCHS	89	11	0	2	7
25085	Gambling Addiction Treatment	DCHS	89	11	0	2	7
10041	Summer Food Program Expansion Project	NonD	89	11	0	2	7
25024B	ADS Adult Protective Services - Add Mental Health Capacity...	DCHS	92	10	0	1	8
25041	Responding to Co-Occurring DV, Mental Illness, and Addiction...	DCHS	92	10	0	1	8
25101	Mental Health Beginning Working Capital	DCHS	92	10	0	1	8
10017	Strategic Investment Program Community Housing	NonD	92	10	0	1	8
10050	Child Care Quality Enhancement	NonD	92	10	0	1	8
25023C	ADS Long Term Care Scaled Offer C	DCHS	97	9	0	0	9
25065	Mental Health Outreach to the Public Health Clinics...	DCHS	97	9	0	0	9
25108	A & D Prevention - Youth Micro enterprise	DCHS	97	9	0	0	9
25109	A & D Prevention - School Curriculum	DCHS	97	9	0	0	9
25111	A & D Prevention - Parent Economic Support Pilot	DCHS	97	9	0	0	9
40049	Environmental Health - Vector Research	HD	97	9	0	0	9

V. Program Ranking Discussion

The Team only found it necessary to rank the program offers twice this year. With the revisions to the map and the discussions with departments we found that we had a better understanding of the direction the team was trying to convey as a whole. This made for very few disparities in ranking.

Overall, the team had agreement on 95% of the program offer rankings. There were 5 program offers that were identified by the ranking tool as divergent:

25075 - Emergency Hold - Some team members ranked this offer low because Emergency Care is a lower factor/strategy on our map. Other team members voted this offer high, arguing that it was crisis intervention which is a high factor on our map.

25025 -ADS Adult Protective Services Financial Abuse Forensic Capacity -Though this is a new offer, it ranked medium overall with the team spreading its rankings across all levels. While the dollars expected to be restored to financial abuse victims is high, the number of cases that would utilize forensic investigation is low.

25064 - State Hospital Waitlist Reduction Program - The majority of the team ranked this low, but several members ranked it high. Some team members thought it was related to crisis intervention/hospital utilization reduction so ranked it high. Others questioned the whether the clients were Multnomah County citizens or why this was the County's responsibility.

91006 - Housing Program - This offer may have been ranked more consistently if it demonstrated its linkage to the other housing offers where there is a coordination and case management function that helps clients move to permanent housing.

25078B - Culturally Competent Mental Health Services Scaled Offer - Though many team members support the concept of culturally specific mental health services, only one team member ranked it high. The program offer may have ranked higher if it clarified current need, how many clients would be served, and if the funding would address currently unmet need.

High & Low Rankings

Program offers that received the team's highest rankings addressed several of the primary and secondary factors on the Basic Living Needs map. The three highest-ranked programs in FY 2007 are:

- **25055 Mental Health Crisis Call Center**;
- **25056 Mental Health Urgent Care Walk in Clinics and Mobile Outreach**; and
- **21022 – Homeless Families**

Program offers that ranked highly in both FY 2006 and in FY 2007 include:

- **15020 – Child Support Enforcement**;
- **25023A – ADS Long Term Care**;
- **25055 – Mental Health Crisis Call Center**; and
- **21022 – Homeless Families**.

Of the 102 program offers that were submitted to the Basic Living Needs priority, six of them ranked at the bottom of our list. These programs are:

- **40049 – Environmental Health – Vector Research:** This small, one-time-only research program appeared to be one that the Vector Control could incorporate into its work plan for FY 2007 without additional resources.
- **25108 A&D Prevention – Youth Micro enterprise; 25109 A&D Prevention – School Curriculum; and 25111 A&D Prevention – Parent**

Economic Support Pilot: All three of these new program offers focus on prevention, which is one of the Basic Living Needs key factors; and all of these offers describe services that are applicable to County clients in several different programs and departments. However, our understanding of these program offers led us to believe that the service models as described would not significantly contribute to the priority. The team had questions about the extent of inter-departmental cooperation, and whether or not these offers duplicate efforts that are already underway.

- **25065 Mental Health Outreach to the Pubic Health Clinics:** This offer describes an activity that the team felt should be happening as a matter of course.
- **25023C ADS Long Term Care Scaled Offer C:** This program offer was the third scale of the Long Term Care program. The service described in this offer was to backfill for lost Medicaid revenue and fund three positions with responsibilities associated with the Medicare Modernization Act and Home Care Worker contract.

Joint Offers

After reviewing all of the offers, our team identified several that might better have been presented as joint offers. Specifically,

- Each department providing services at the Balthazar Ortiz site/Bienestar submitted a separate program offer. Our understanding about the services offered at this location is that they are integrated and targeted toward a particular population. The team agreed that the following programs would have fared better in the ranking process as a joint offer:
  - **40034 Primary Care – LaClinica Health Clinic**
  - **21039 Bienestar Ortiz Site**
  - **25072 Bienestar Mental Health Services**

  Notably, these separate offers ranked very differently, with rankings of 22, 46, and 77 respectively.

- The two departments providing services at the Gateway Children's Campus submitted individual offers that were at variance with each other in both financial and performance data. These programs are:
  - **25004 Gateway Children's Receiving Center** and
  - **40040 Children's Assessment Center**.

- The **Family Involvement Team (FIT, 25098)** and Department of Community Justice's **Family Court (50009)** programs are complementary and ranked well individually, and the team wondered whether or not these programs could be presented either jointly or in a different configuration in FY 2008.

- DCHS has two programs that seem nearly identical to each other. They are
  - **25092 Community Engagement Program (CEP)**
  - **25081 A&D Community Based Services.**

  Both programs target predominantly homeless "high-end users" of A&D and mental health services with intensive interventions, services, and treatment supports. From the team discussions with department staff, it was not clear if these program offers were coordinated with each other. The team felt that a coordinated effort would have given a stronger connection to the selection strategies

There were several program offers that our team thought could be incorporated into the County's ongoing activities. One such program is the **Tax Credit Outreach & Assistance Program (10044**, a new, one-time-only offer); we thought perhaps it could be incorporated into the County's many eligibility-determination activities. Likewise, the following program offers are good ideas that could be built into the County's existing programs in these areas.

- **25065, Mental Health Outreach to the Public Health Clinics,**
- **25041, Responding to Co-Occurring DV, Mental Health, and Addictions, and**
- **25110, Traumatic Brain Injury Client Systemic Coordination and Efficiency Program.**

VI. Policy Issues

The Team reviewed issues raised in last year's report as well as discussed new issues that it believed needed further attention.

- Last year an issue was raised regarding culturally specific/competent services and whether or not this should be built into existing contracts or programs. The Team continued the discussion and agreed that it is still an issue that needs to be addressed for the county as a whole. It would be helpful to have a policy framework that defines Multnomah County's intent and approach to serving a culturally diverse community. Using data and research, program offers should be able to document how their approaches to service (including both culturally specific and general service models) address the needs of diverse, culturally-defined communities.

- The team found it difficult to rank the six Primary Care Clinic offers. These programs were offered by site rather than by service level(s), and appeared to offer the same or very similar services at each site. The team and the department had a lively discussion as to whether or not primary care service

levels could be scaled in any way, and while a satisfactory agreement was eventually reached, the team observed that in an environment characterized by declining resources, it will eventually be helpful to have policy direction around how the different County services are provided "on the ground," whether in campus-based service centers or in individual buildings located throughout the County.

Procedural Suggestions

- A&D Sobering (Offer 25091) was submitted it the Basic Living Needs team this year and was ranked relatively low. Last year this offer was submitted to the Safety team and was ranked relatively higher by both the Board and the Safety Team. We believe that this offer should be in the safety area. Short-term sobering is more consistent with the safety priority, whereas the Basic Needs area is more concerned with prevention and longer-term treatment. Validation for this argument can be tested by asking what set of agencies would protest the loudest if this function were not funded.

- Performance Measures
    - Consistent format was found to be useful in identifying the measurements in each offer
    - Performance Measure Descriptions should be included to identify what percentage of the program the measurement is reflecting. This will reduce the confusion surrounding a unit of cost when comparing measurements to Program Offer cost.
    - Would be helpful to include a baseline measure to make it easier to identify the impact of the program on a result.

- Indicators of Success - The Team suggests that a review of the indicators may be helpful due to the revision of the map. There may be an opportunity for expanding on the type of indicator looked at since additional priorities were identified on this year's map.

#6

Outcome Team
Education

FY 07 Budget Priority Setting
MULTNOMAH COUNTY OREGON

Date: March 10, 2006

Team Members: Marian Creamer, Ching Hay, Vailey Oehlke, Satish Nath, Larry Randall, Peggy Samolinski, Mike Waddell

I. Priority – *Result to be realized, as expressed by citizens*

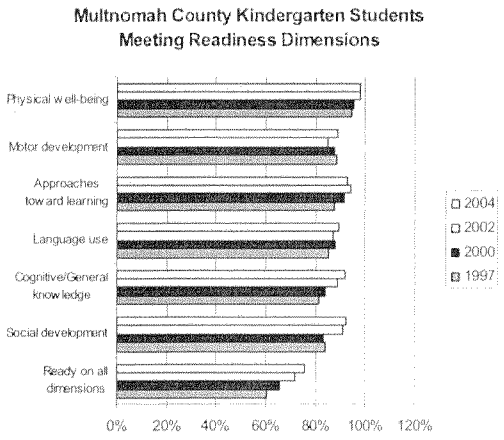
I want all children in Multnomah County to succeed in school

II. Indicators of Success – *How the County will know if progress is being made on the result*

While the indicators are dependent on data collected from public school districts in Multnomah County, it is important to stress that the intent is that ALL youth in Multnomah County will succeed regardless of the setting in which they receive their 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.

1. **Percentage of entering kindergarten students who meet specific developmental standards for their age**

   It is essential to determine whether kindergarten students are developmentally ready and identify any gaps and barriers that may inhibit all children entering kindergarten from being prepared to learn. Currently these assessments are conducted bi-annually and are voluntary. Some schools in Multnomah County do not participate. The team is again recommending Multnomah County partner with the school districts to make this an annual mandatory measure for all schools in Multnomah County.

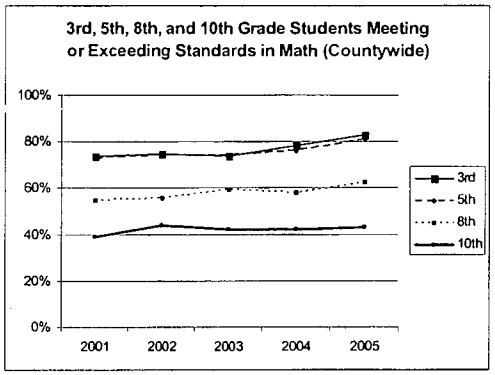


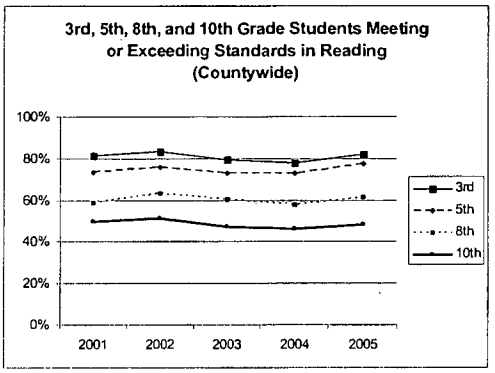
Source: Oregon Dept of Education

2. Percentage of students at 3rd, 5th, 8th, and 10th grade that meet or exceed standards on state assessments (reading and math)

Currently students are tested at grades 3, 5, 8 and 10. These tests are used to determine individual students' 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 a school's impact on performance. Last year the team recommended that growth in mastery be measured; however, that data is unavailable. Therefore we propose that the percentage of school mastery at the four grade levels be the stated indicator.

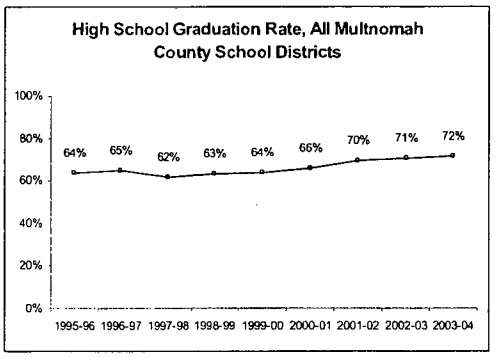
Table Source: Oregon Department of Education





3. Synthetic Four-Year Graduation Rate

The synthetic graduation rate is a formula (number of graduates divided by the number of graduates plus number of drop-outs) which counts all of the kids who graduate from the 12th grade or who get their GED; however the number of kids who have dropped out before reaching the 12th grade reduces the completion rate. The team believes this is the best measure for reporting school retention and student completion. The traditional 12th grade graduation rate only reports those kids who started and completed 12th grade. It does not capture the drop out rate occurring before a student enters 12th grade. The data for Oregon continues to show that the highest number of students drop out between 9th and 10th grade.



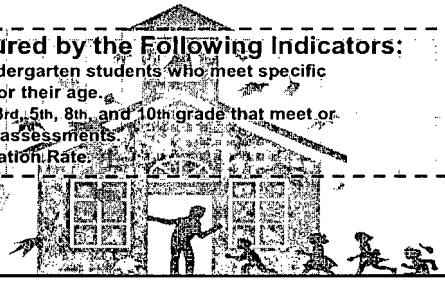
Source: Oregon Dept of Education

III. Map of key factors – "Cause-effect map of factors that influence / produce the result"

I want all children in Multnomah County to succeed in school

As Measured by the Following Indicators:

1. **Percentage of entering kindergarten students who meet specific developmental standards for their age.**
2. **Percentage of students at 3rd, 5th, 8th, and 10th grade that meet or exceed standards on state assessments.**
3. **Synthetic Four-Year Graduation Rate.**



+ Ensuring & Developing Success in School Completion (4th Factor)

High
- *Broad range of learning opportunities (i.e. journalism, art, drama, sports, **vocational and technical training**)
- *Caring, committed staff
- ***Student commitment** (responsible and motivated)

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

Low
- *Access to information

+ Basic Education "The Three R's" (3rd Factor)

High
- *Leadership/Principal
- *Competent Teachers
- *Diverse classrooms

Medium
- *Rigorous and relevant curriculum
- *Buildings, books, and teaching materials
- *Safe school environment

Low
- *Reasonable classroom size
- *Teachers reflective of population

- Gaps and Barriers (2nd Factor)

High
- *Student and Family Mobility
- *Addictions
- *Disability
- *Presence of Criminal Activity at home

Medium
- *Parental Literacy
- *Teen Parenting
- *Students who have dropped out

Low
- *Transportation
- *Poor Coordination Between Schools & Social Service Systems
- ***Poor Tracking & Analysis of Students Between School Districts**

+ Prepared to Learn at All Ages (1st Factor)

High *Ready Parents/ Caregivers

- *Basic Needs
  - *Food, stable housing, clothing
  - ***Physical Health**
  - ***Mental Health** (social & emotional well being)
- *Language & Literacy
- *Cognition & Learning Approach

High / Low

Education

www.co.multnomah.or.us/FY2007_Budget

The Education map illustrates the most important factors that result in "all children in Multnomah County succeeding in school." All three policy frameworks adopted by the Board of County Commissioners are strongly supported through this factor map. The Early Childhood Framework supports the priority placed on the first and second factors and provides additional successful strategies to meet the needs of children and their families. Once children enter school, the School Age Policy Framework further describes strategies for school-based and school linked service approaches to address many of the factors identified here. Finally, the Poverty Elimination Framework is underscored in all of the factors identified.

Factor 1: Prepared to Learn at All Ages

Experts and research agree that preparing children to learn is the most crucial factor in the success of all students in Multnomah County. A child'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 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's basic needs have to be addressed before he/she can focus on education. Once a child's basic needs are met, it is imperative that the child learn to read at grade level by third grade. Research shows that it is increasingly more difficult for children to make up for lost learning after the third grade.

Factor 2: Gaps and Barriers

Gaps and barriers are those factors that negatively influence all of the other factors, impeding a child's ability to enter school ready to learn, the student's ability to succeed throughout his/her academic career, and the parents' or caregivers' ability to support their children.

Family mobility, family or student addiction, criminal activity, health problems, language barriers, and a host of other issues can be barriers that interrupt the student's educational experience. In fact, the 2004-2005 School Year Report produced by the School Efficiency and Quality Advisory Council reports that Limited English Proficiency, Poverty, and Mobility are three significant factors that affect student achievement. As a result, families, schools, and communities must work together to support these students and address the barriers. If left unattended, these students become less likely to succeed in school.

Factor 3: Basic Education

The sub-factors within "Basic Education" are largely controlled by the school districts. Multnomah County may influence the sub-factors, but the final decision-making belongs with the districts. Despite the County's limited influence on this sub-factor, it has been included in the map because it is a pivotal factor in the overall scope of academic success. Basic education provides for the three fundamentals in education: reading, writing, and arithmetic and are the identified cornerstones of all students' educational experience. When reviewing the literature and in discussions with the experts, all believed that the principal and teacher are crucial to children succeeding. In addition, most experts 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 who was reflective of the student population. The ability to create an individual learning experience based on the specific needs of each student is invaluable to both the success of individual students and in creating an environment that is responsive to student ability.

Over the years, research has been conducted on other 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 reveals that students who are in smaller classrooms during those years fare better in larger classrooms later on in their school experience than those who were always in larger classrooms. The team ranked classroom size low as a sub-factor, but recognizes its ranking for K-3 should be high.

Factor 4: Ensuring and Developing Success in School Completion

Providing a rigorous and relevant curriculum and access to caring and committed adults is an essential factor in basic education, which overlaps into ensuring and developing successful students. Many of the factors in this area—broad academic offerings, advanced learning opportunities, extracurricular activities—are often what make school rigorous and relevant. Students also bear some responsibility for their academic success. They cannot succeed in school if they are not attending or are not fully engaged as an active participant in their learning while in school. Caring and committed teachers, staff and community members teaching, providing or supporting these programs are essential to student success. 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 wide spectrum of life and expose them to the range of possibilities that await them as they complete their high school experience.

Selection Strategies and Request for Offers – *Focused choices to realize results*

The Education team had considerable discussion about each of the factors and the five strategies. We are looking for program offers that support one or more of the strategies. Departments should consider the information below when preparing their program offers.

Strategy 1: Ensure the basic needs of children are met as they relate to school success

Strategy 2: Prepare children to learn, either directly or by assisting parents and caregivers.

Discussion: The broad range of basic needs and parents' ability to support their children in learning are the two most important factors in student success. If parents are not able to provide the minimum basic needs, they cannot focus their child's academic readiness or engagement. Program offers should provide or broker services in these areas, targeting children and their parents or caregivers. Direct services should be delivered to maximize their success and accessibility. Brokered services should have measurable and proven success in the child or family actually receiving the services. Offers that come to this team should be specifically focused on youth and have a strong tie to academic success.

We are looking for Program Offers that:

- Ensure the basic needs of children are met as they relate to food, housing, clothing and physical and mental health
- Support parents and caregivers in preparing their children to learn
- Educate parents and caregivers about what students need to succeed in school
- Are culturally appropriate and meet the school-related needs of English Language Learning youth (or their parents/caregivers)

Strategy 3: Promote reading at grade level by third grade

Discussion: According to a survey released in August 2004, commissioned by TD Waterhouse USA "a majority of respondents (51%) consider reading to be the most important skill in a child's development, more essential than listening (30%), speaking (12%), and writing (4%).

Furthermore, the lack of access to books was recognized as the leading cause of illiteracy in children by one out of five Americans (20%). In fact, according to the U.S. Department of Education, 61% of low-income families have no books in their homes for their children. Additionally, over 80% of the preschool and after-school programs serving at-risk children have no books at all."

According to the report "Educational Success for Youth," prepared for the Portland Multnomah Progress Board and the Commission on Children, Families and the Community, "...many studies have documented the impact on subsequent educational success of engaging children early in elementary school and ensuring that they can read by 3rd grade." Among the reports eight key strategies is: "Marshal resources within and outside of schools to ensure that all children read at grade level by the third grade. If we do nothing else, the research suggests that this would be the most cost-effective investment we could make as a community in increasing educational success."

We are looking for Program Offers that:

- Promote early reading by providing reading materials to youth who are at risk of not reading at grade level by third grade
- Provide opportunities for children to participate in developmentally appropriate activities that promote early reading
- Promote parent literacy

Strategy 4: Promote student performance beyond the fifth grade targeting students who are performing below standards

Discussion: While all of the evidence and research is clear on the importance of early childhood development and learning readiness in academic success, in Multnomah County it is also evident that children may succeed in elementary school, with a marked decline in performance once they enter middle school. The 2004-2005 School Year Report produced by the School Efficiency and Quality Advisory Council notes that the percentage of Multnomah County students who meet or exceed the reading benchmark goes from 73% at 5th grade, to 58% at 8th, and 46% at 10th.The research does not point to any one factor causing this decline for kids who were succeeding at grade level prior to middle school. However, the approach taken by the School Age Policy Framework and other educational research agree on the importance of supportive adult relationships between parent and child, and between the child and teacher, coach, staff, mentor, or other involved community member. It is essential throughout the child's academic life that they know that someone expects them to succeed and will support them in doing so. Expecting that all students want, need and have access to a rigorous curriculum is also important. Finally, the academic offerings, extracurricular activities or vocational training must be relevant to students' lives.

We are looking for Program Offers that:

- Foster supportive relationships that enhance the student's resilience and engagement in school
- Provide a broad range of additional learning opportunities and extra curricular activities that support academic success

Strategy 5: Bridge the gaps and breakdown the barriers to help all youth attend, engage, and succeed in school.

Discussion: Events may occur in an individual student's life that affects his/her ability to learn and remain in school. These social conditions, such as poverty, alcohol and drug abuse, or violence, must be addressed to ensure the success of all students. The research also shows that mobility creates an extra strain on these students which is likely to exacerbate the decline in student success. We are looking for program offers that either address multiple conditions, and/or are able to leverage other services, thereby recognizing the interplay of such conditions on the lives of students and their families. Additionally, we are also looking for program offers that address the negative effects of mobility on student achievement and promote alternative activities that "extend/expand" the school day for students so they can continue functioning in a positive and productive learning environment.

We are looking for Program Offers that:

- Mitigate the negative effects of mobility on student achievement
- Keep students in a productive and positive learning environment beyond the school day for the purpose of improving student academic performance

IV. Program Ranking (Composite Report)

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
40056B	Early Childhood Services – High Risk Infants and Children ...	HD	1	21	7	0	0
80005A	Books 2 U-Current Service Level	LIB	1	21	7	0	0
21031A	SUN Community Schools (41 sites)	OSCP	1	21	7	0	0
21031B	SUN Community Schools (5 schools)	OSCP	1	21	7	0	0
21032A	Touchstone 10 month and .5 FTE Current Service Level	OSCP	1	21	7	0	0
40038A	School Based Health Centers High Schools	HD	6	20	6	1	0
80003A	School Corps-Current Service Level	LIB	6	20	6	1	0
40056A	Early Childhood Services High Risk Prenatal	HD	8	19	5	2	0

21032B	Touchstone - 12 Month Staffing Enhanced	OSCP	8	19	5	2	0
21033	Social and Support Svcs for Educational Success	OSCP	8	19	5	2	0
21038	Standards Based Tutoring	OSCP	8	19	5	2	0
40038B	School Based Health Centers Middle Schools	HD	12	18	4	3	0
80006A	Early Childhood Resources Current Service Level	LIB	12	18	4	3	0
40021	Immunization	HD	14	17	3	4	0
25076A	County Operated School Based Mental Health Services	DCHS	15	16	2	5	0
40056C	Early Childhood Services At Risk Parents	HD	15	16	2	5	0
21037	Services for Sexual Minority Youth	OSCP	17	14	1	5	1
21015	Teen Parent Services	OSCP	18	14	0	7	0
21034	Child Development Services	OSCP	18	14	0	7	0
10060	Regional Arts & Culture Council Sun Arts	NonD	20	12	0	5	2
10026	Multnomah County Schools	NonD	21	11	1	2	4
80005B	Books 2 U-Enhanced	LIB	22	10	0	3	4
10059	School Funding support	NonD	22	10	0	3	4
21035	Alcohol, Tobacco, and Other Drug Svcs	OSCP	22	10	0	3	4
80003B	School Corps-Enhanced	LIB	25	9	0	2	5
80006B	Early Childhood Resources-Enhanced	LIB	25	9	0	2	5
21032C	Touchstone Full-Time FTE - Enhanced	OSCP	25	9	0	2	5
21036	Gender Specific Svcs for Girls	OSCP	25	9	0	2	5
40017	Students Today Aren't Ready for Sex (STARS)	HD	29	8	0	1	6
40019	Lead Poisoning Prevention	HD	29	8	0	1	6
80004A	Juvenile Justice Outreach-Current Service Level	LIB	29	8	0	1	6
10025	County School Fund	NonD	29	8	0	1	6
25076B	County Operated School Based Mental Health Services Scaled Offer	DCHS	33	7	0	0	7
50016	Juvenile Education Advocate	DCJ	33	7	0	0	7

V. Program Ranking Discussion

The Education Team received 34 program offers. Overall, the team had 100% agreement on 26% (9 of 34) of the program offer rankings. None of the team's program offer rankings were identified by the ranking tool as divergent. Throughout the ranking

process the team discussed the importance of maintaining the integrity of the priority-based budgeting process. This was accomplished by using the tools developed by the Team (the Marquee Indicators, Factors, Sub-factors, Strategies and RFOs) as the lens through which discussions were held and ultimately, individual rankings were made.

Prior to ranking the program offers the team reviewed all offers, made suggestions for improvement and then met with Department heads or representatives from each Department with offers to the Education priority. The team also reviewed the factor map and affirmed its determination of the importance of each factor and sub-factor. To aid in each member's consideration the team developed a matrix with which members could indicate the strategies each program offer addressed and whether the impact on the factors was high, medium or low. Each offer was discussed in terms of its relationship to the team's strategies and RFOs and its impact on academic success.

As was the case last year, the team was challenged by the grey area that is those programs that appear to primarily serve basic living needs but which, arguably, impact student academic success (e.g., Lead Poisoning Prevention). This year's challenge with these types of offers mirrors those presented last year. With rare exception the team ranked enhancement offers low. One exception is with Touchstone. The team believed that adding summer services to Touchstone's school year services maintains important connections and consistency for vulnerable students and families that might not exist otherwise.

In general, the team agreed that the performance measures are stronger this year than last. However, the team would like to see further evaluation in more offers that compares those served by the programs to those not served by the programs in order to have some context for the performance measures. In addition, many of the programs submitted to the Education team do not have measures that link directly to educational success. The team recommends that departments consider again whether such measures are reasonable and meaningful and, if not, highlight the connection between such services and educational success.

The team was also challenged by those offers that are pure funding offers, i.e., the funds are pass through money and/or a one-time-only request, the contributions of which do not clearly tie to specific strategies and/or seem most related to Factor 3. Some members of the team felt that while the money does not overtly link to specific strategies (or does so only weakly), additional school funding is likely to contribute more generally to school improvement and, in turn, student success.

VI.Policy Issues

The team had no policy issues to report this year.

BOGSTAD Deborah L

From: DARGAN Karyne A
Sent: Thursday, November 30, 2006 12:33 PM
To: BOGSTAD Deborah L
Subject: FW: 12/4/06 BCC Retreat - FY 2007 Outcome Team Encore Presentations
Follow Up Flag: Follow up
Flag Status: Flagged

Fyi, the latest email I sent out which further clarifies
Thx
k

-----Original Message-----
From: DARGAN Karyne A
Sent: Thursday, November 30, 2006 12:21 PM
To: DARGAN Karyne A; HARRIS Mindy L; FORD Carol M; TINKLE Kathy M; BURDINE Angela L; MORF Jenny M; OEHLKE Vailey; WADDELL Mike D; PORTER Rebecca L; ROCHE Hector R; BUTLER Douglas E - FPM; OSWALD Michael L; COLDWELL Shaun M; RYAN Sara; LANE Katie A; TODD Joshua L; BALLENTINE Pamela J; SAMOLINSKI Peggy L; SCHOLES Kenneth G; GONZALES Carla K
Cc: FARVER Bill; NEBURKA Julie Z; HAY Ching L; JASPIN Michael D; ELKIN Christian; NICE Matt L; CAMPBELL Mark; GIBBS Rodney B; TILLMAN Tricia
Subject: RE: 12/4/06 BCC Retreat - FY 2007 Outcome Team Encore Presentations

Dear Outcome Team Leaders and Facilitators –

Below is part of the agenda sent out by Bill Farver for the 12/4/06 BCC Retreat. I only included the segments for which we are invited to. I would like the Outcome Teams to present in the following order:

- Safety
- Accountability
- Vibrant
- Thriving
- Basic Living Needs
- Education

Just remember, we only have about 1 hour for everyone to make their presentations!

Thanks again for your time, call if you have any questions.

See you Monday
Karyne

8:45	BUDGET APPROACH - Two/ three year scenario	#4

	- Major areas to concentrate on to balance budget - Major issues identified by Board - Draft Joint Program Offers Draft Major issues by Department	
10:15	BREAK	#4
10:30	BUDGET PROCESS - Outcome Teams – brief presentations - Feedback to Outcome Teams and CBACs - Calendar	
11:30 to 1:30	LUNCH – ON YOUR OWN (Crime Commission lunch for some electeds)	
1:30	COMPLETE BUDGET DISCUSSION	#4

-----Original Message-----
From: DARGAN Karyne A
Sent: Tuesday, November 28, 2006 9:49 AM
To: HARRIS Mindy L; FORD Carol M; TINKLE Kathy M; BURDINE Angela L; MORF Jenny M; OEHLKE Vailey; WADDELL Mike D; PORTER Rebecca L; ROCHE Hector R; BUTLER Douglas E - FPM; OSWALD Michael L; COLDWELL Shaun M; RYAN Sara; LANE Katie A; TODD Joshua L; BALLENTINE Pamela J; SAMOLINSKI Peggy L; SCHOLES Kenneth G; GONZALES Carla K
Cc: FARVER Bill; NEBURKA Julie Z; HAY Ching L; JASPIN Michael D; ELKIN Christian; NICE Matt L; CAMPBELL Mark; GIBBS Rodney B; TILLMAN Tricia; DARGAN Karyne A
Subject: 12/4/06 BCC Retreat - FY 2007 Outcome Team Encore Presentations

Dear FY 2007 and FY 2008 Outcome Team Leaders & Facilitators –

As you all have heard from me either in person or via email, I am following up on the Board Retreat scheduled for 12/4/06. Chair Elect Wheeler's Office is requesting that the FY 2007 Team Leads and/or Facilitators present their reports to incoming Board at the retreat on Monday. We also believe that it would be beneficial for the FY 2008 Team Leads & Facilitators to hear the presentations and discussions. Below are the details, please note the time has changed from the original email:

Meeting:	Board of County Commission Retreat
Date:	12/04/06 (Monday)
Time:	8:45 am – 2:30 pm (you are on you own for lunch 11:30 am - 1:30 pm)
Location:	Room 315
Outcome Team Representation:	FY 2007 and FY 2008 Outcome Team Leaders & Facilitators

More specifically starting at 8:45 a.m. Bill Farver will be discussing the approach to the budget including focus areas and major issues. This should be very interesting and useful information for the FY 2008 teams. At 10:30 a.m. we will move into the FY 2007 Outcome Team presentations. There will be roughly 10 minutes or so per team. We will have large copies of your maps set up and we will provide advance copies to the Board of your final reports. You can find your final report at the link below. Just scroll down the site to "FY 07 Bidders Conference", the team's reports and presentations are located here:

http://mint.co.multnomah.or.us/dbcs/budget/

Below are the FY 2007 and FY 2008 Outcome Team Leads and Facilitators:

Outcome Team	**FY 2007 Team Leader(s) & Facilitator(s)**	**FY 2008 Team Leader & Facilitator**
Accountability	Carol Ford (L) Mindy Harris (F)	Shaun Coldwell (L) Sara Ryan (F)
Basic Living Needs	Kathy Tinkle (L); Tricia Tillman (L) Angela Burdine (F); Jenny Morf (F)	Doug Butler (L) Katie Lane (F)
Education	Vailey Oehlke (L) Mike Waddell (F)	Josh Todd (L) Pam Hiller (F)
Safety	Becky Porter (L) Hector Roche (F)	Peggy Samolinski (L) Ken Scholes (F)
Thriving Economy/Vibrant Communities	Doug Butler (L) Mike Oswald (F)	Kathy Tinkle (L) Carla Gonzales (F)

I am looking forward to seeing everyone and to hearing the encore presentations. Please do not hesitate to give me a call (x22457) if you have any questions.

Thanks!
Karyne

FY 2008 - Major Budget Milestones (draft)

MULTNOMAH COUNTY

November

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

January

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

☐ Indicates Holiday

*Last Updated 11-9-06

November 2006

Nov. 7th	Election Day
Nov. 9th	**Design Team** – FY 2008 Workplan, OT membership, role, Training, Timelines, FY 2007 Debrief, Role of PSG
Nov. 30th	**Design Team** – Communication Plan, Performance Measure Briefing, Program Offer Issues, ISR Rates, Reports

December 2006

Dec. 1st	Budget Manual Released, PCP Released
Dec. 4th	*Week Of:* Outcome Team Training
Dec 4th	BCC Retreat – Present FY 2007 OT Reports (*Tentative*)
Dec. 6th	Web Tool Available
Dec. 22nd	**OT** – Complete review maps, strategies, indicators, refine RFO's

January 2007

Jan. 3rd	**Design Team** – Fiscal Parameters, OT reports, Bidder's Conference
Jan. 9th–10th	**Steps 1-3 BCC Worksession** – Affirm Fiscal Parameters, Strategies, Maps, Indicators and RFO's
Jan. 11th	**Bidder's Conference**
Jan. 25th	2nd Quarter Report and GF Forecast Update

February 2007

Feb. 9th	**Step 4** – Depts. submit program offers
Feb. 13th	**Step 5** - Program Offers Released to OT and posted on Internet **OT** – begin reviewing program offers
Feb. 20th	**Design Team** - Budget Issues
Feb. 23rd	Program Offer revisions complete – repost to Web

March 2007

Mar. 6th	**Step 6 - OT** – Complete Ranking
Mar 7th–8th	**BCC Worksession** – Program Offer review, learnings
Mar. 16th	**Step 7 - BCC Ranking** – Round #1 Complete
Mar. 20th	**Design Team** – Comparative Rankings
Mar 21st-22nd	**BCC Ranking** – Composite Rankings (Outcome Teams compared to BCC Ranking)
Mar. 26th	**BCC Ranking** – Round #2 Complete
Mar. 28th	**BCC Worksession** - Program Offer Ranking Round #2

April 2007

April 2nd	Chair Finalizes decisions for Executive Budget
April 12th	3rd Quarter Report & General Fund Forecast Update
April 19th	**Step 8 – Executive Budget Released** – BCC Approve
April 24th – 25th	**Budget Worksessions**
April 27th	**TSCC** – Approved Budget Sent

February

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

FY 2008 - Major Budget Milestones (draft)

MULTNOMAH COUNTY

May

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

June

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2007

May 1st	**Budget Worksession**
May 10th	**BCC** – Complete Round #1 Selection
May 15th	**Budget Worksession**
May 18th	**BCC** – Complete Round #2 Selection
May 22nd	**Budget Worksession**
May 23rd	**Budget Worksession** - If Needed
May 29th	**Budget Worksession** - If Needed
TBD	Public Hearing: Multnomah County East, Kelley Conference Room, 6:00-8:00 p.m.
TBD	Public Hearing: North Portland Library Conference Room, 6:00-8:00 p.m.
TBD	Public Hearing: Multnomah Building Boardroom, 6:00-8:00 p.m.
TBD	Tax Supervising & Conservation Commission Hearing on County budget

June 2007

June 7th	**Step 9 - BCC Adopts FY 2008 Budget!**

*Last Updated 11-9-06