

MULTNOMAH COUNTY

Adopted Budget in Brief 1998-1999

Board of County Commissioners

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Gary Hansen, Commissioner District 2
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Sharron Kelley, Commissioner District 4

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Dan Noelle, Sheriff
Mike Schrunk, District Attorney

Appointed Officials

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Ginnie Cooper, Library
Vickie Gates, Support Services
Jim McConnell, Aging & Disability Services
Larry Nicholas, Environmental Services
Billi Odegaard, Health
Lorenzo Poe, Community & Family Services

MULTNOMAH COUNTY

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The drawing of the Hawthorne Bridge on the budget cover was graciously provided by Michael Beard. The drawing was reproduced from his poster [The Portland Bridges](#), which is available for sale through the Oregon History Center Store.

The Hawthorne Bridge, designed by John Alexander Low Waddell, opened December 19, 1910, and is the oldest operating vertical lift span bridge in the world. The bridge is, however, closed for approximately 12 months for painting and deck replacement.

Multnomah County Approved Budget

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Chair's Executive Budget Message

CHAIR'S EXECUTIVE BUDGET MESSAGE, FY 1998-1999

Presented by Chair Beverly Stein, April 23, 1998

Overview

Multnomah County services are essential for maintaining a high quality of life in our region. Our services are critical for healthy children and families, preparation for entry into the workforce and maintaining employment, and providing key ingredients for maintaining public safety and a strong economy.

After adopting a budget with an \$18M cut last year due to Measures 47 and 50, it is a pleasure to present a budget for Fiscal Year 1999 which continues all current services, including those funded last year with one time money. We are able this year to maintain our current services with approximately \$10M left for new projects.

Of the \$10M, over \$6.5M is designated for school related programs. This is consistent with our focus on our long-term benchmark goals of:

- school completion by all students which will prepare them for their future as skilled workers, competent parents, active citizens and compassionate people
- reduction of child poverty by assuring that all parents have the skills and social supports to get and keep living wage jobs, and
- reduction of crime through a continuum of services and sanction for juveniles and adult offenders.

Support to Schools

A healthy school system is a cornerstone for healthy communities, families and children. The County has recognized the critical nature of our schools in meeting our community vision of providing *an opportunity for all people to succeed*. Consistent with our mission I have included in this budget the following expenditures that will assist us in meeting all three of our long-term benchmarks:

- **Multnomah County School Attendance Initiative funded at nearly \$2,500,000 for truancy teams and support services for children and families focused on 4th to 9th graders in Portland and East County schools districts.** Truancy teams will identify students who have dropped out or have poor school attendance records and work to ensure the students return to a school setting where they can succeed. To increase the chances for success, the County will provide resources to support families and children with tutoring, mentoring, counseling, and skill classes. Additionally, we will fund a Lice Resource Center through our Health Department to help families avoid the loss of crucial school time this problem brings. We expect these to be ongoing programs that the County commits to for the future. We want to work with the schools to make sure they are prepared and committed to working with these youth when they return to school.

Chair's Executive Budget Message

If this school attendance program works schools will have more students, which will generate more state funding.

- **One time allocation to Portland Public Schools of \$1,300,000 pay for alternative school teachers who might otherwise be cut to assure returning students can succeed.** This allocation will stabilize funding in this area and can supplant current resources so the School Board can reduce the deficit in its 1998-99 year funding. This should result in saving approximately 25 teaching positions.
- **East County school districts would benefit from a short-term transition program for returning students to get them ready to reenter their home school.** This budget includes \$225,000 of one time money to the Multnomah Education Service District for this purpose with the hope that the East County school districts will continue this program if it is effective.
- **Resources from the recent passage of the BIT special education surcharge will not all be collected in time to be used this year by schools.** The County will pay schools the full amount this year and will be paid back when future receipts are collected. This amounts to a \$2.25M advance of one time money to schools.
- **Parental involvement with parent-friendly schools has proven to be an excellent way to improve school attendance and school success.** \$80,000 is included in the budget for a demonstration program of organizing parents. Research indicates that parental involvement is a critical element of keeping children in school. This has been funded and endorsed by the Multnomah Commission on Children and Families as consistent with building upon the strengths of students and parents in the community.

This budget includes funds for an additional school-based health clinic at Binnsmead Middle School and four new Touchstone sites. Touchstone social workers are assigned to schools to work with struggling families of school children, especially around alcohol and drug issues. In addition, the Multnomah Commission on Children and Families will have additional grant funding available for programs like the Buckman Community Partnership, developed in cooperation with SE Impact at the initiative of Buckman parents.

Of course, the passage of the recent library levy allows us to upgrade our library in hours and services that provide direct assistance to students such as the School Corps which connects children's librarians directly with schools.

I will ask the Board of County Commissioners to allocate an additional \$1.5M out of our reserves for local schools beyond what is already in my proposed budget. I am doing that with the hope that Mayor Katz will recommend that the Portland City Council add \$3M for Portland Public Schools.

Meeting Service Needs of an Increasingly Diverse Population

Every year I have tried to add programs and funding to meet the special cultural needs of the County's diverse ethnic populations. These have included the Asian Family Center, youth support services for African Americans and the NE Community, and neighborhood health access through Self Enhancement, Inc.

Chair's Executive Budget Message

Hispanics are the fastest growing minority population in Multnomah County. Our investments in schools will assist in reducing the disproportionately high number of dropouts among Hispanic youth.

This budget also responds to other needs of the Hispanic population by adding \$325,000 for increased mental health services for Hispanic children and families and \$100,000 for expanding mental health, health, youth services and outreach/organizing services in the new Cully Community Center being built at the Clara Vista and due to open after the first of the year. Commissioner Hansen and former Commissioner Saltzman have been specifically supportive of expanded services to the Hispanic population at the Clara Vista.

Public Safety Enhanced by Alcohol and Drug Treatment for Offenders

Commissioner Sharron Kelley and Commissioner Gary Hansen have led the way in their advocacy for alcohol and drug treatment programs for offenders. 48% of male and 45% of female inmates are dependent on alcohol or drugs. Dealing with the root causes of criminal acts is a more humane and effective solution for the safety and health of our community. A recent state study concluded that a dollar invested in alcohol and drug treatment saves \$5.60 in other services.

Commissioner Kelley, as the leader of a Local Public Safety Coordinating Council workgroup, has worked very hard to articulate a set of programs based on best practices. We are reprogramming some funds in order to provide funding for an alcohol and drug treatment relapse program, mental health treatment for dual diagnosis individuals, and for alcohol and drug free housing.

I have also provided funding to assume the ongoing costs of alcohol and drug programs for offenders funded through the Target Cities grant. These programs including uniform diagnosis, in jail services, emergency and basic needs, client tracking and evaluation, and training have laid a foundation for more effective public safety policy.

Finally, I am proposing funding for a pilot project for a home based alcohol and drug treatment program specialized for juvenile offenders with the hope additional State funding next year can expand our efforts.

We have added a significant number of jail beds over the last few years and a new jail is in the process of being sited. It is appropriate to turn our attention to alcohol and drug issues which have a tremendous possibility of reducing recidivism of offenders.

Community Building in Outer Southeast Portland

As a part of its welfare reform efforts, the State funded a number of services on a one time only basis in Outer Southeast Portland. Faced with the loss of considerable new capacity to assist their residents, advocates met with the County and other funders and convened a special neighborhood budget discussion. While I was unable to fully fund all aspects of the program, I did try to work with the State and City of Portland to assume funding for their efforts which linked most closely with the County's mission and benchmarks.

Chair's Executive Budget Message

I am recommending that the County begin funding the award winning Kelly House program with its cooperative pre-school, the GEARS outreach assistance program, and provide funding for the SE Works One Stop Workforce Center. I am also recommending that the County forgive the loan to the Brentwood Darlington Community Center, started through the leadership of former Commissioner Tanya Collier. I applaud the organizing work and advocacy of these citizens.

The beauty of the efforts of our citizen partners in Outer Southeast, the Clara Vista/Cully areas, and the Buckman neighborhood, is that each represents a distinct, grassroots community effort to improve the quality of life in that area of the County. I love the spirit and energy that comes with these community-building efforts and I am very excited to be able to allocate County revenues to help support them.

Homeless Youth

I am pleased to add funds in this budget to address the issue of homeless youth. Following up on our commitment to homeless youth and the Citizens Crime Commission, I have provided an additional \$100,000 for services and funding for a County homeless youth coordinator. The City will match the \$100,000 and I will continue to work closely with our private sector partners to provide matching funds for these public investments. I have appointed a diverse committee to redesign our system of response to the needs of homeless youth and look forward to their report.

In addition, I have expanded the voucher assistance with funding for homeless children and families.

Additional Programs Contributing to Increasing Opportunity for All

Citizens should be pleased to hear about the following additions in this budget:

- Funding for the District Attorney to add a deputy to assist with the community's gun violence reduction strategy advanced by Mayor Vera Katz.
- To assist the elderly struggling with increased housing costs, money put into a housing fund to provide temporary assistance.
- To assist the disabled population now served by the County, additional funds for a multi-disciplinary team.
- To assist Project Respond's loss of funding, almost \$70,000 added for this on-the-street mental health assistance.
- To assist the new Parkrose Community School Center, funding a health access clinic with evening hours.
- To help protect the investments of our "shareholders" – the taxpayers – in your government, we have:
 - improved the human resources system and County employee recruiting practices;
 - begun correcting the "infamous" Year 2000 problems that all computer users face;

Chair's Executive Budget Message

- developed a way to set aside funds to maintain new and remodeled County facilities; and
- provided additional support to County Counsel for prevention to avoid future liabilities.

Ongoing Programs Contribute to Quality of Life in Multnomah County

While I am pleased to announce important new investments and programs, I want to emphasize that the bulk of the County budget pays for ongoing programs and efforts which are continually evaluated, measured and refined, and which make a strong contribution to the quality of life in our community. These programs include those which:

- make sure elderly people can stay in their homes for as long as possible
- assist people with disabilities to find appropriate services and employment
- provide jail space, alcohol and drug treatment, community supervision and programs for both adult and juvenile offenders
- provide parent education, mental health services and assistance for homeless families and youth
- provide health services for people without health insurance, immunizations, and community health nurses who meet with newborns
- collect taxes, run elections, protect the Columbia River Gorge, operate the bridges, license dogs, do land use planning and transportation in unincorporated areas, and
- keep the libraries open and connected to schools and the information age.

Once again, I am deeply thankful for the hard work of Multnomah County department heads, our Operating Council, the Citizen Budget Advisory Committees, Bill Farver on my staff, Dave Warren and his Budget and Quality Office, and departmental budget teams who have brought this budget proposal together.

I also want to thank the many community people who provided ideas, a sense of urgency and passion for many of the initiatives described in this budget. As Multnomah County works closer with the community, our budget reflects more of their involvement. This has been a good year for community interaction and I am proud of the results of that effort.

Board Budget Notes

Use of General Fund Contingency

The Board will consider requests for transfers from General Fund contingency during 1998-99 to address the following issues as more information becomes available.

- Domestic violence programs after the Local Public Safety Coordinating Council completes its study and makes recommendations.
- STOP expansion for additional classes of offenders following completion of the Finnigan study
- Early alcohol and drug assessment in jails in conjunction with a review of the booking process.

Public Affairs Office

The Board requests that the Public Affairs Office communicate with other local governments about ways in which the cost of the Tax Supervising and Conservation Commission can be shared by all jurisdictions in Multnomah County so that a proposal can be presented to the 1999 Legislature.

In Jail Alcohol and Drug Services

The Board requests that the Sheriff, the Director of Community Justice Services, and the Director of Community and Family Services formally agree and report to the Board by June 25, 1998 to a program and operational structure for in-jail alcohol and drug services.

If an agreement is reached, the Sheriff and the Director of Community Justice Services are requested to report to the Board by September 10, 1998 on the implementation of the agreement. If the Board finds the implementation satisfactory, the Board will consider a request to transfer appropriations from General Fund Contingency to continue funding the program through June 30, 1999.

If no agreement is reached or if the Board finds the implementation unsatisfactory, the Board will consider a request to transfer appropriations from General Fund Contingency to the Department of Community Justice to implement an alcohol and drug service program for the period October 1, 1998 through June 30, 1999.

Building Codes Services

The Board requests the Director of Environmental Services to present an action plan and budget proposal no later than for the 1999-2000 budget to determine the feasibility of providing one stop permitting service to residents of rural Multnomah County. During the next fiscal year, the County will research and analyze options and discuss the options with the cities that currently provide these services on contract and residents who will be impacted by these changes.

YWCA Homeless School Program

The Board requests that the YWCA present a briefing on how this program will expand its services into East County.

Budget Manager's Message

Overview

1. Total Budget

The number most people want to know more than any other in a budget is the total. The next thing they ask is how much that total is more than or less than the previous year. The questions are easy to ask, but the answers need some explanation to make sense.

The direct revenues in the 1998-99 budget total \$755.5 million for all funds. This is \$55.8 million more than the 1997-98 budgeted amount of \$699.7 million. The 8.0 percent increase, however, includes some structural changes that are worth noting.

- The County has three general obligation bond issues, being spent down over time, a revenue bond fund, and a fund (the Lease Purchase Project Fund) to account for Certificate of Participation issues. The amounts in these funds fluctuate from year to year.
- In 1996 the State provided the County with \$43 million to construct jail and alcohol and drug treatment beds to use for felons sentenced to less than a year. This SB 1145 capital is being spent over time and as it declines will tend to conceal other revenue changes.
- In 1998-99 the County will issue a Certificate of Participation (COP) to address deferred maintenance in the inventory of County buildings. That issue is noted below.
- Finally, the voters approved a one year Business Income Tax to be collected by the County but passed on to school districts.

	1997-8	1998-9	
Total "Direct Resources" all funds	\$ 699,683,812	\$ 755,467,741	
Less bond fund revenues	(115,860,992)	(127,881,376)	
Less SB 1145 Capital	(42,081,475)	(27,481,475)	
Less deferred maintenance COP		(6,500,000)	
Less BIT surcharge		(10,404,672)	
Comparable Revenues	541,741,345	583,200,218	7.65%

By compensating for these relatively obvious and major structural changes, the budgets for the two years are more comparable. Direct revenues will increase approximately 7.7 percent.

2. General Fund and Levy Fund Expenditures

Many of the revenues managed by the County come from other governments (about \$278 million), or have strict limitations as to how they can be used (bond revenues, gas tax revenues, etc.). Locally generated revenues, however, over which the Board of Commissioners has discretion, also grew from 1997-98. The following table shows how local spending changes between the two years.

Budget Manager's Message

Local Discretionary Expenditures	1997-8	1998-9	Difference
General Fund Expenditure	\$ 124,995,092	\$ 150,851,444	\$ 25,856,352
Library Fund Expenditure	24,135,836	35,782,330	11,646,494
Public Safety Levy Expenditure	34,461,050	49,774,561	15,313,511
Total Expenditures	\$ 183,591,978	\$ 236,408,335	\$ 52,816,357

Here again it is worth pointing out some changes in the funding structure for the two years.

- In December, the Board proposed and in March the voters approved a one-year Business Income Tax (BIT) surcharge for schools. Expending this dedicated revenue is shown in the General Fund. It increases spending approximately \$12.5 million. There was no equivalent expenditure in 1997-98.
- In November the County received voter approval for a local option levy supporting the Library system. That approval adds approximately \$16 million to expenditures in the Library Fund and the General Fund in 1998-99.
- In the spring of 1998, 330 jail beds open at Inverness Jail to handle felons with sentences of 12 months or less. The operating cost of those beds is budgeted for part of 1997-98. In 1998-99 it is budgeted for the entire year. The annualized cost is \$2.9 million more than the partial year funding in 1997-98.
- Similarly, the Public Safety Levy Fund will cover the cost of 95 more beds at Inverness (budgeted in 1997-98 for five months), a full year of double bunking 200 additional jail beds in MCDC (the jail in the downtown Justice Center) which in 1997-98 were only open six months, and operating costs for approximately 100 supervised alcohol and drug treatment beds in leased space. Although reducing expenditures for 40 unfilled beds at the Multnomah County Restitution Center offsets these costs, they still add \$6.5 million to 1998-99 costs.
- Finally, 1996-97 unspent balances in the General Fund were higher than the budget anticipated in 1997-98. That revenue supports one-time-only expenditures in 1998-99. These \$3.7 million of expenditures are also above the 1997-98 level.

	1997-8	1998-9	
Local Discretionary Expenditures	\$ 183,591,978	\$ 236,408,335	
Less 1998-9 Items not comparable to 1997-98			
BIT surcharge for schools		(12,500,000)	
Library Levy		(16,000,000)	
Additional Public Safety Levy Expenditure		(6,500,000)	
SB 1145 covering cost of 330 beds at Inverness Jail		(2,900,000)	
Additional General Fund Carryover from 1996-97		(3,700,000)	
Comparable Base Expenditures	\$ 183,591,978	\$ 194,808,335	6.11%

Budget Manager's Message

Discretionary Revenues

1. Property Taxes

Multnomah County property taxes for 1998-99 will be levied under an entirely new system because of the passage of Measure 50 in June 1997. Although the changes from the prior property tax system are too complex to describe in detail, some crucial differences need to be summarized here.

- ***Assessed Value and Real Market Value***

Assessed value of real property is the dollar amount on which taxes are collected – the taxable value. Real market value is what the property could be sold for. In Oregon, under the property taxation system prior to 1997, the two things were the same thing. Properties paid taxes based on how much they were worth. A property that could be sold for \$200,000 paid twice as much tax as a property in the same city that could be sold for \$100,000.

Measure 50 disconnected assessed value of properties from their market value. Assessed value is now the *lowest* amount of the following:

- a. the property's July 1, 1995 assessed value minus 10% plus 3%, or
- b. the property's July 1, 1997 assessed value plus 3%, or
- c. the property's real market value.

If a property has been improved since July 1, 1995, then the value of the improvements may increase its assessed value, if those improvements:

- a. total \$10,000 or more since the last assessment date, or
- b. total \$25,000 or more over the last three years.

If a property is sold, its assessed value is not changed by the sale. If a property assessed at \$100,000 for purposes of taxation is sold for \$400,000, its assessed value remains \$100,000. Next year, its assessed value can grow no more than 3%.

Now, this situation (interesting though it is) presents only practical difficulties for the property tax collection process. It is clear enough to implement. However, it sacrifices taxation equity to predictability. The nature of real estate sales is that properties in some areas are more desirable than properties in other areas (and, therefore, become worth different amounts over time), and that some kinds of property attract buyers more readily than other kinds of property. Real market value tends to change from year to year. Those increases or decreases no longer affect assessed value. Therefore, taxes will not follow what property is worth. However, what the system loses in equity it gains back in predictability. If a property owner does not alter his or her property, he or she will know with a great deal of certainty what the taxes on that property will be – at least regarding the taxes levied to pay for government operations.

- ***Permanent Tax Rate***

Measure 50 provides governments a new kind of property tax authority. Under the previous system, voters generally authorized governments to collect a certain dollar amount of taxes.

Budget Manager's Message

Under the current system, governments are authorized to collect a tax rate, in perpetuity. This *permanent tax rate*, established retroactively effective July 1, 1997, combined all the authorized taxes for operations that each government had as of July 1, 1997, reduced that levying authority to provide a tax reduction to taxpayers, and converted the reduced authority into a permanent tax rate.

Multnomah County's permanent tax rate is \$4.3481. That is, the County is authorized to collect \$4.3481 for every thousand dollars of *assessed value* of every property in the county, every year. Because the permanent tax rate replaced a tax base and two serial levies as of July 1, 1997, the County proposes to segregate the revenue it produces into three "pots." The bulk of the revenue (69.7%) will be used for general purposes as the tax base was under the previous system. The revenue from the two "fossil levies" will be spent on library services (10.4%) and public safety (19.9%) as though the serial levies continued. This is not a legal requirement. It is a policy direction.

As assessed value grows, the taxes collected by Multnomah County will also grow. Assessed value will grow in two ways:

1. for the overwhelming majority of properties, it will grow 3% per year;
2. for properties that have new construction, it will grow more than 3%.

The 1998-99 Budget assumes overall growth in assessed value of 3.5%. We expect additional new construction worth approximately \$1.8 billion to be added to the tax roll in addition to the general 3% increase.

The combination of assessed value and the permanent tax rate will produce \$146,280,392 in property tax revenue for the operation of County programs.

- **Compression**

Compression is a relatively familiar concept in Oregon, being the mechanism whereby Measure 5 (the 1990 property tax limitation measure) reduced property taxes. However, Measure 50 deals with compression differently and requires some explanation.

As under Measure 5, under Measure 50 no property owner is subject to taxes in excess of \$10 per thousand of *real market value* for local government operations. (Notice that this factor in Measure 50 still requires that the County maintain records of real market value of property even though the taxable value, the assessed value, is computed independently of what the property can be sold for.)

Under Measure 5, property was taxed on its real market value. Every property in a city was taxed for local government operations either at a rate below \$10 per thousand (and hence not subject to compression) or above \$10 per thousand (and therefore had taxes "compressed" to \$10 per thousand). Under Measure 50, the taxable value and the real market value are disconnected. Therefore, it is possible for one property to have local government taxes that work out to less than \$10 per thousand while the same taxes on the property next to it are compressed.

Budget Manager's Message

How? Two computations are required. First, the tax rates for the various overlapping governments are applied to the *assessed value* of the properties. That produces a tax amount for each property. Then those tax amounts are divided by the *real market value* of each property. If the local government tax amount for a property works out to more than \$10 per thousand of real market value, then the taxes on that property are reduced to \$10 per thousand of real market value.

This is far from academic to Multnomah County. Compression means that revenues will be lower than the amount of taxes levied. To estimate how much lower, so that a reasonable budget can be put together, has turned out to be a very complex process. Every property must be computed individually. Moreover, if taxes are reduced for a taxpayer, there is a hierarchy to property taxes that causes the reduction to decrease revenue differently for different kinds of tax levies.

Levies for debt are compressed only after all other taxes on a property are reduced to zero. Permanent tax rates are affected by compression before levies for debt but are not reduced until all local option levies are reduced to zero on a property. Local option levies are compressed to zero on a property before any other taxes are affected.

There is only one local option levy in place in Multnomah County, and it is the County Library Levy.

- ***New Local Option Levy – Major Library Expansions***

While Measure 50 makes it impossible for a government to permanently increase property taxes, it allows governments to ask voters for approval of levies in addition to the permanent tax rate. The term of these levies, local option levies, cannot exceed five years.

As part of the response the County made to Measure 50, library hours, services, and material purchases were reduced. In November 1997, at a special election, voters approved a local option levy not merely to restore the cuts but to expand library services. The levy is authorized at \$0.5947 per thousand dollars of assessed value. It was expected to produce \$19.6 million of revenue in 1998-99. However, compression will reduce this to \$15.5 million. The General Fund will cover the resulting shortfall.

Budget Manager's Message

Expenditures

1. Continuation of Existing Services

- ***Health Clinics***

In 1997-98, the Adopted Budget was predicated on receiving approximately \$2.7 million of non-County revenue – from the State Emergency Board (which has an allocation available for safety net clinic services) and from private health care providers. Private health care providers have a stake in the County's provision of primary care to people who will otherwise access medical services through hospital emergency rooms.

The 1998-99 budget continues to assume \$500,000 from the State. However, keeping the primary care clinic system operating has required allocation of an additional \$2.5 million of General Fund support.

- ***Animal Control***

Animal Control continues to negotiate for funding support from pet food companies. The 1997-98 Adopted Budget assumed that by July 1998, such a revenue source would be available to extend services that were supported this year by a one-time-only allocation of carryover revenue from 1996-97. However, ongoing funding for Animal Control without general taxpayer subsidy may require imposition of an additional dedicated revenue source. To give time for further planning, \$1 million of General Fund support is allocated to continue Animal Control operations for another year.

- ***Assessment and Taxation***

The property tax system now in place in Oregon is remarkably complex. Many factors not clearly understood when the Legislature offered Measure 50 to the voters in 1997 have proven to be more expensive to implement than anticipated. This has resulted in a need for more ongoing General Fund support for Assessment and Taxation functions than was predicted in June 1997.

- ***Target Cities Alcohol and Drug***

The Board's policy on Federal/State Grant and Foundation Revenues recognizes that "decline or withdrawal of . . . grant/foundation revenue source" may create a budgetary problem for the County. Target Cities, a program dealing with the alcohol and drug dependency of prisoners in County jails, is an example of this problem.

Target Cities is finishing its fourth year of operation at the expense of the Federal government. Its 1997-98 cost was \$4 million. About a quarter of the final year of grant funding remains to carry the program through September 1998. At that point only evaluation funding remains available. The budget allocates \$1.8 million to continue most of the components of the program through the last three-quarters of next fiscal year. However, the In Jail Intervention Program, although funds to continue it at the current level of operation

Budget Manager's Message

are held in the General Fund Contingency account, will be reviewed by the Board before final allocations are determined.

2. Benchmark Support

Benchmarks provide quantified targets for specific quality of life conditions the County desires for the future. The following additions are grouped by the County benchmark they are intended to address.

- ***School Support***

Business Income Tax

In March 1998 the voters approved a one-year, temporary surcharge on Business Income Tax payments. This surcharge applies to businesses that pay taxes of \$100 or more. If they pay \$100 or more in regular County Business Income Tax (at a rate of 1.45% of net income), then they are assessed an additional 0.50% for one year. The revenue from this surcharge is dedicated to public schools in Multnomah County.

Current estimates are that this surcharge will produce approximately \$12.5 million. The Board, after receiving a recommendation from the school superintendents of Multnomah County school districts, has directed that the \$12.5 million be distributed as follows.

District	Percentage Distribution Formula	Estimated Amount
Centennial	3.70%	\$ 462,500
Corbett	0.50%	62,500
David Douglas	5.10%	637,500
Gresham-Barlow	6.20%	775,000
Parkrose	2.30%	287,500
Portland	76.50%	9,562,500
Reynolds	5.40%	675,000
Riverdale	0.20%	25,000
Sauvie Island	0.10%	12,500
Total	100.00%	\$ 12,500,000

Four other districts, Lake Oswego, Scappoose, Beaverton, and Hillsboro, reach into Multnomah County. To the extent that Multnomah County residents are enrolled in these districts, they will also receive payments. However, those numbers are not yet established.

Distributing the taxes to the school districts is contingent on districts providing the Board with a list of teacher or other State certified positions and materials directly related instruction that will be paid for with these revenues.

Budget Manager's Message

Student Retention and Associated Programs

Multnomah County believes that keeping children in school is a primary leverage point in enhancing the life of the community. One of the three long term County benchmarks is increasing school completion. Further, not only does school completion correlate with lower adult crime but attendance at school correlates with lower juvenile crime.

The County Community Justice Department and Portland Public Schools have collaborated for two years on truancy pilot projects aimed at keeping students in school. These programs have had positive results and some important secondary effects as well. They have increased attendance among the students referred to the project – their primary focus. They have identified families with social and economic issues that can be addressed by other public agencies. They have also had some impact on school enrollment, resulting in some State funding to the school district.

The budget includes \$2 million to continue and expand truancy efforts in the Portland Public School district and, through the Multnomah Education Service District, to provide a truancy effort in the east county districts as well. In addition, it provides \$500,000 for ‘wraparound’ services, such as tutoring, that will help the returned students succeed in school. It also includes \$157,000 in the Health Department to begin a head lice reduction program, addressing one of the most common reasons for children to miss school. This level of funding is expected to be continued in future years.

Alternative School Support

The overall school-funding problem is one that the Legislature must address. In the short run, however, no substitute for local financial support is available to keep class size manageable and sufficient teachers available, particularly in Portland Public Schools.

This budget provides \$1.5 million for teachers in alternative programs. The goal is to assure sufficient resources to handle students who would otherwise drop out and give them enough support to keep them in the education system. Of this amount, \$1.3 million is directed to Portland Public Schools. The rest will be made available to the Multnomah ESD to support the east county school districts. This funding, however, is not a continuing allocation. It is provided in the belief that the 1999 Legislature will agree to a formula that supplies sufficient resources to metropolitan area districts so that they can provide the quality education the State has mandated.

Finally, this budget provides \$1.5 million to school districts without restrictions on its use. Making this final one-time-only contribution required the Board to defer for one year the setaside of \$1.5 million in its General Fund Reserve.

- ***Access to Mental Health Care***

Hispanic Mental Health – \$325,000 ongoing – aimed at providing bilingual and multi-cultural resources for mental health services to the Hispanic community.

Touchstone – \$330,000 ongoing – four sites where schools can refer children believed to have family problems such as alcohol or drug use or domestic violence.

Budget Manager's Message

- ***Access to Health Care***

Parkrose Health Access Clinic – \$112,000 ongoing – keeps the Parkrose school clinic open after school hours for primary care to non-students.

Training for Oregon Health Plan eligibility screening – \$185,000 one time only – will train County staff outside the Health Department to identify and sign up clients who are eligible for Oregon Health Plan support but have not joined.

- ***Reduce Children Living in Poverty***

Services to homeless youth – \$175,000 ongoing – provides planning, coordination, and increased services and emergency housing in response to a joint Citizens Crime Commission / Association for Portland Progress report.

- ***Reduce Children Living in Poverty***

Homeless family housing vouchers – \$100,000 one time only – providing access to hotels or motels as transitional housing for families with children, a population the County focuses on.

- ***Increase Access to Alcohol and Drug Treatment***

Youth alcohol and drug assessment pilot project – \$200,000 one time only – a project to identify alcohol and drug affected youth and assign them to programs.

- ***Community Building***

Kelly House, GEARS, and Cully – \$368,000 ongoing – backfills behind State terminated funding for programs in the outer southeast Portland area, including information and referral, day care, and skill building.

Outer Southeast Partners coordination – \$25,000 ongoing – matches a City of Portland contribution to a coordinator for services in the outer southeast area.

Brentwood-Darlington loan write-off – \$137,000 – recognizes that a loan made to assist construction of the Brentwood-Darlington community center will not be repaid.

3. Investments in Infrastructure

- ***PC Flat Fee***

The 1998-99 budget continues the practice of collecting annual payments for every PC in the County so that:

- All County employees have access to the same software and electronic mail systems,
- All County employees have access to training funds to learn the standard software, and
- Computer equipment can be replaced on a four-year schedule so that the standard software is current.

The charge remains \$739 per PC per year.

Budget Manager's Message

- ***Asset Preservation Fee***

A parallel system is proposed for the County's inventory of buildings. While deferring maintenance expenses has resulted in a large unfunded liability over the years, it is nonetheless true that substantial useful life remains for many systems and components of County buildings. To prevent the continued deterioration, the proposal is to collect \$1.65 per square foot of space in County owned buildings for 1998-99. With this contribution, in the first year Facilities Management staff will undertake a systematic analysis of each of the County's buildings. That analysis will: establish the remaining useful life of components in each building, estimate replacement costs, and compute life cycle contribution levels for each individual facility. Beginning in 1999-2000, Facilities Management will charge revised rates based on this costing analysis. Most importantly, this funding source should make it possible to keep existing facilities from continuing to decline over time.

- ***Deferred Maintenance***

The second half of the problem of maintaining the County capital plant is to confront the deferred maintenance inherited from generations of predecessors. Estimates of the price to deal with deferred maintenance vary depending on which buildings are assumed to remain in the County's portfolio. However, excluding the Courthouse, the estimates range from \$25 million to \$50 million. Facilities Management has a long backlog of projects that can be started with reasonable assurance that the buildings are worth keeping and that they will continue to be County property in the near future. To begin to cut into that backlog, the 1998-99 budget authorizes issuing \$6.5 million of Certificates of Participation (COPs) and using the proceeds to fund the first increment of corrective construction. Converting the annual contribution to the Capital Improvement Fund into a principal and interest payment will cover repayment of these COPs.

4. New Capital Projects

- ***Library Branches***

In 1996, voters approved bonds for Library building renovation and technology. After considerable analysis these projects have been identified and planned. Construction will begin this summer to renovate library branches: St. Johns, Gregory Heights, and Albina.

- ***Jail and Alcohol and Drug Facilities Construction***

- New beds at Inverness

This spring, construction has been completed adding 420 jail beds at Inverness Jail. Funding from the State covered the cost of 330 of these beds, the remaining 90 beds were constructed with 1996 Public Safety bond revenue.

Budget Manager's Message

- **New Jail**

The 1996 Public Safety bond also included funding for a new 210 bed jail. A siting process has resulted in selection of a location for the proposed jail and the permit process is underway. The site for the 210-bed jail has been chosen with the idea of constructing 300 drug and alcohol treatment beds there as well.

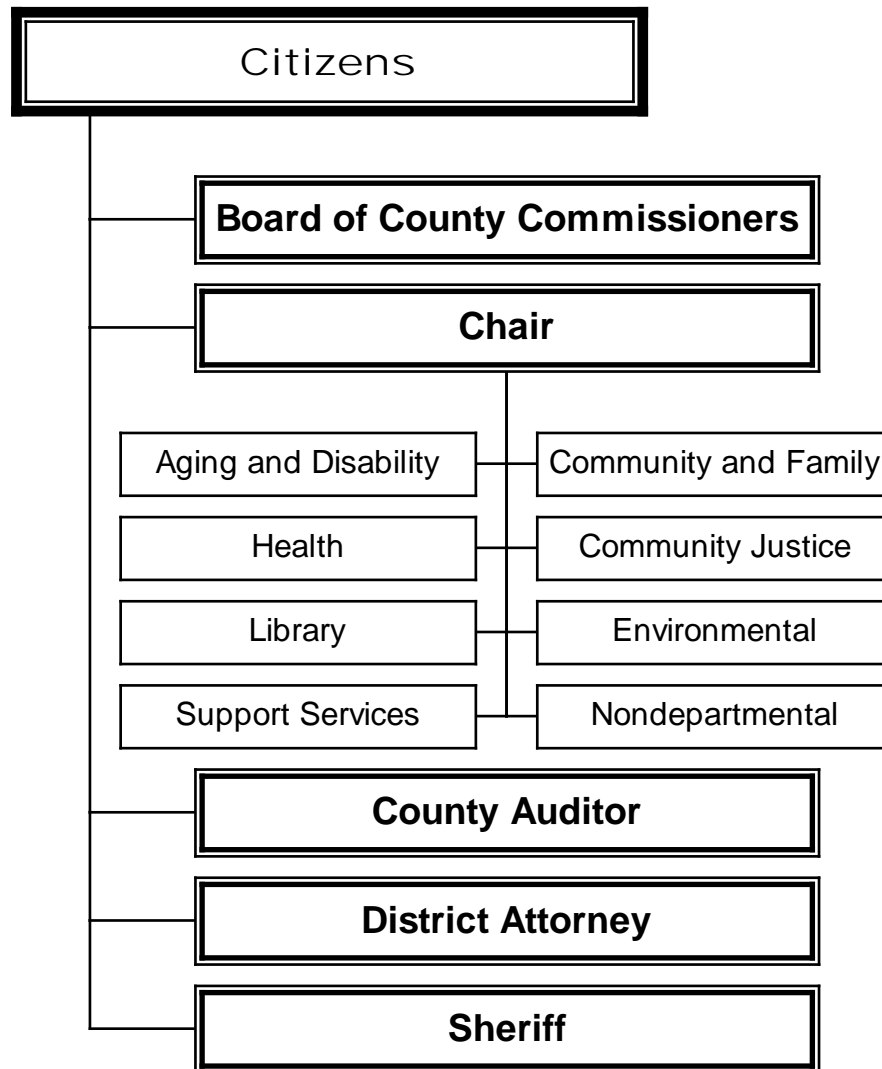
- **Alcohol and Drug Treatment Facility**

The Public Safety bond and State SB 1145 funding are also available for 300 drug and alcohol treatment beds. The original plan for these beds was to procure four 75-bed structures. Siting problems changed that plan to one where the beds would be consolidated into a single facility so that the location process could be completed more easily.

5. Reserve

The County's policy is to establish a five percent reserve in the General Fund. The Board has consistently allocated \$1.5 million annually to that reserve. The 1998-99 budget defers that allocation in order to supplement school revenues. By the end of 2000-2001, the reserve should reach the five percent goal.

Multnomah County Organizational Chart



Aging and Disability Services

Department Services

Aging and Disability Services offers the following services:

- Program development and advocacy
- Single entry/easy access to services through information and referral, gatekeepers and twenty-four hour phone help line
- Case management/need assessment, eligibility, case plan development and service monitoring for persons who are elderly and for persons with disabilities
- Adult care home regulation and licensing
- Public Guardianship/Conservatorship
- Protective services
- Minority services coordination
- Contract and service management
- District Centers
- Nutrition
- Transportation and special services
- In-home services
- Multi-disciplinary teams

Federal and State Medicaid policy, the Federal Older Americans Act, Oregon Project Independence statutes and agreements between Multnomah County and the City of Portland limit local policy discretion regarding services.

Elders in Action (a non-profit organization formerly constituted as the Portland/Multnomah Commission on Aging) provide advice and input on community needs, program and policy development and priorities for aging services. The Disability Services Advisory Council plays a similar role for the provision of disability services.

Budget Overview	1996-97	1997-98	1997-98	1998-99	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	193.68	339.40	345.30	354.40	9.10
Departmental Costs	\$17,570,946	\$26,233,916	\$25,495,958	\$27,936,521	\$2,440,563
Program Revenues	\$14,668,739	\$23,145,393	\$22,501,452	\$24,490,417	\$1,959,109
General Fund Support	\$2,902,207	\$3,088,523	\$2,994,506	\$3,446,104	\$481,454

Issues

Expand the Employment Initiative Program for people with disabilities by increasing placement and job retention activities by adding a fourth team member. Last year this program successfully employed 120 persons with disabilities who had been labeled “unable to work.” This initiative was started as a state funded pilot project. The pilot worked so well that ADS was awarded permanent funding by the State of Oregon for three Employment Initiative Case Managers. The Board recommended that ADS seek additional funding from the State legislature at its next session.

Aging and Disability Services

Establish an Emergency Housing Assistance Program for Elderly People and People with Disabilities. The loss of affordable and accessible housing in Multnomah County for the elderly and persons with disabilities is a crisis. Rents have gone beyond the reach of low-income people and Federal housing subsidies are expiring forcing many vulnerable people to make emergency moves. Included in the adopted budget is \$190,000 for the Emergency Housing Assistance Fund.

Establish a Multi-disciplinary Team for the Disability Service Offices. ADS requested a Multi-disciplinary Team (MDT) that would allow clients of the Disability Service Offices (DSO) to have enhanced services similar to those provided by the MDT at the Aging Services Offices. Included in the adopted budget is \$65,000 to be phased in beginning October 1, 1998. Combined with a match from Medicaid, two positions and additional contract services have been budgeted.

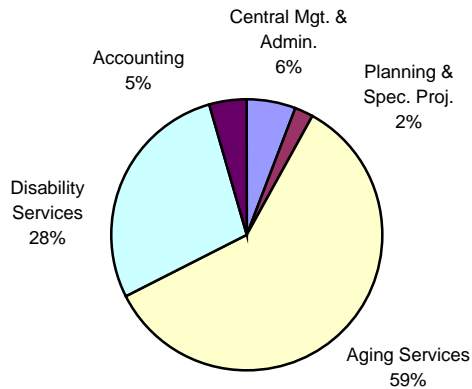
Budget Highlights

- This budget is based on the continuation of the FY 98 service levels. Federal funding for Title XIX, Medicaid funds, is primarily based on caseload. The caseload for Aging Services is expected to be relatively stable, while there is expected to be a minor increase in the caseload for Disability Services.
- In response to the shrinking amount of low-income and special need housing, the County General Fund will contribute \$50,000 to the Emergency Housing Assistance Fund.
- Funding from the Federal Older Americans' Act for FY99 is expected to remain flat. These funds are used for support services such as case management, as well as congregate and home-delivered meals.
- Oregon Project Independence funding is expected to remain flat. These funds are used for in-home services and case management in the District Centers. However, final decisions regarding funding will not be known until the Oregon Legislature completes the state budget.
- Funding of \$25,000 from the City of Gresham, and \$1,500 from the Cities of Troutdale and Fairview are expected to support services delivered from the district center located in east Multnomah County. This helps to provide greater accessibility to those who live in that area.
- This budget includes an increase of 8.1 FTE over the current year budget. This change includes three positions in Disability Services for an employment initiative program. It also includes three human resource positions reflecting the County decision to reengineer the recruitment and selection functions of the Human Resources Division. The creation of a multi-disciplinary team in Disability Services added two positions.
- The budget includes the creation of a new Planning and Special Projects Division. Transferring those positions responsible for planning and special projects from other parts of the organization to a centralized work group created this new division. This will enable the Department to better anticipate and plan for the changes that are occurring in aging and disability programs.

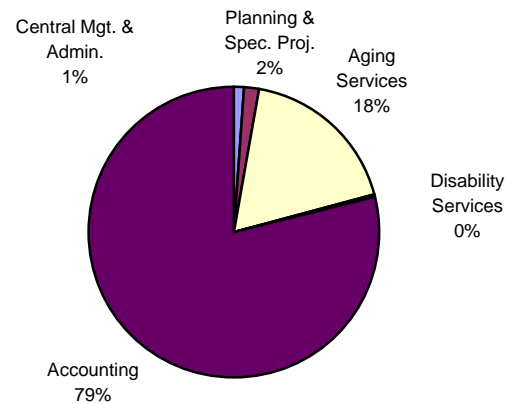
Aging and Disability Services

Expenditure Graphs

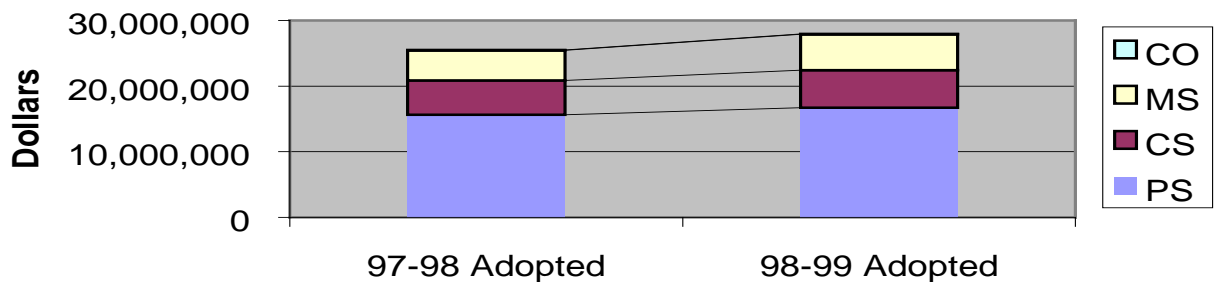
Expenditures: All Funds



Expenditures: General Fund



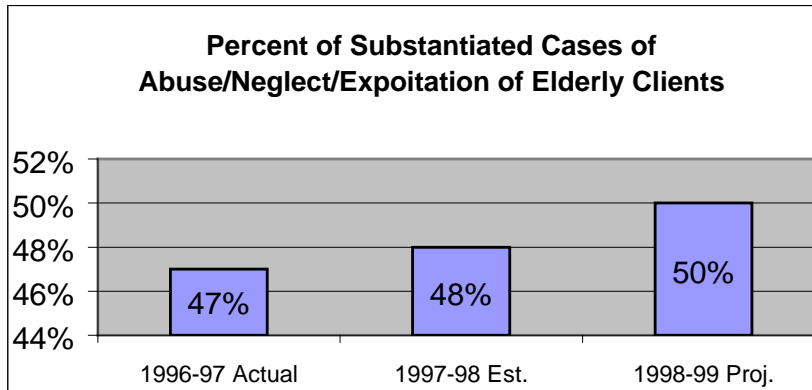
Budgeted Expenditures



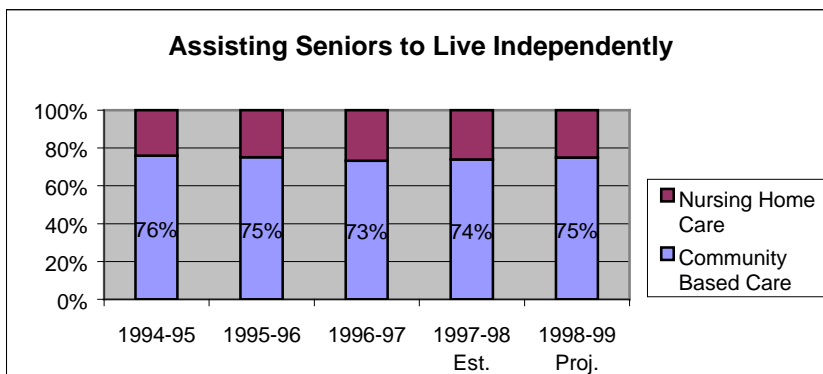
Key

- PS** is **Personal Services**, the cost of staff
- CS** is **Contractual Services**, the cost of contracts with other service providers.
- MS** is **Materials and Supplies**.
- CO** is **Capital Outlay**, the cost of items priced above \$5,000.

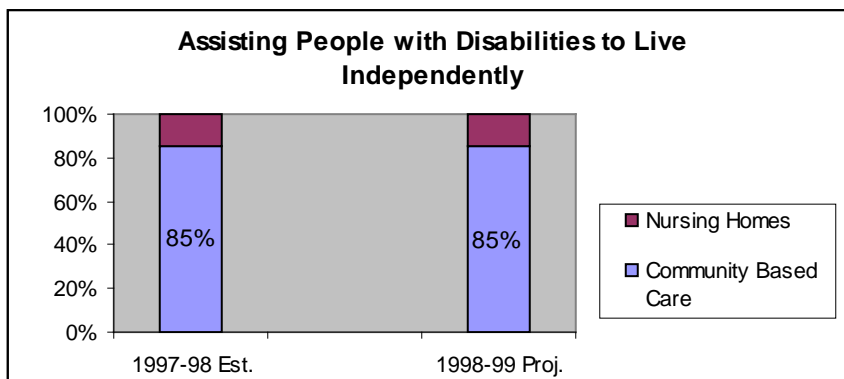
Aging and Disability Services



This trend compares substantiated cases reported to Aging Services with all cases reported. Through an interagency agreement with the Multnomah County Sheriff's Office, Portland Police Bureau, and the cities of Gresham, Fairview, and Troutdale we are making progress in our ability to investigate and determine when abuse has occurred.



More than ¾ of elderly case managed clients are living in supportive environments other than nursing homes. Community based care in one's own home, an adult foster care home or other assisted care is responsive to client choice and less expensive than a nursing home.



More than 5 out of 6 case managed clients with disabilities are living in supportive environments other than nursing facilities. Community based care includes help in one's home, residence in adult foster care, or other assisted care. This is responsive to client choice and is less expensive than nursing home care.

Community & Family Services

Department Services

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

- Alcohol and other drug screening, assessment, treatment and prevention services, serving approximately 58,000 persons.
- Anti-poverty programs providing advocacy, economic opportunities and self-sufficiency to over 22,000 individuals along with energy or weatherization assistance to over 14,000 households.
- Development of affordable housing and public works improvements.
- Services to over 3,700 individuals with developmental disabilities, including advocacy, service coordination, residential, vocational, respite, family support and emergency services.
- Mental Health screening and evaluation, treatment, family support and crisis services to over 7,250 adults and 7,000 children.
- A network of seven Family Centers located throughout the County provides a full spectrum of programs for youth and families. Over 3,100 youth and 325 families have used services ranging from prevention to intensive intervention programs.
- Services to children and youth, which promote the health, growth and development of children and invests in building resiliency from the earliest moments of their lives.
- Development of a comprehensive Domestic Violence program that includes support to staff members and clients who are victims and staff training designed to prevent domestic violence.

Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	333.81	338.53	352.63	382.67	30.04
Personal Services	\$16,848,187	\$16,481,396	\$18,030,703	\$20,366,546	\$2,335,843
Contractual Services	76,493,940	93,082,345	94,730,626	100,821,706	6,091,080
Materials & Supplies	4,123,371	5,549,584	5,558,193	6,295,137	736,944
Capital Outlay	<u>199,176</u>	<u>79,867</u>	<u>61,410</u>	<u>31,331</u>	<u>(30,079)</u>
Total Costs	\$97,664,674	\$115,193,192	\$118,380,932	\$127,514,720	\$9,133,788

Issues

Homeless Families: Shelter and Housing Services Continuum. The adopted budget includes \$100,000 of one-time-only money for family housing vouchers. This short-term response will allow CFS time to develop a long-term, inter-agency solution to the shelter and housing needs of homeless families.

Homeless Youth: Community Plan. The adopted budget includes \$175,000 to assist in a community-wide effort to deal with homeless youth. This allocation will provide service support, including \$25,000 for expanded winter shelter capacity, and cover the cost of a Homeless Youth Coordinator. It will also allow the County to participate in a partnership with the business community in funding an enhanced system of services, and it includes a \$50,000 grant for the YWCA Community Transition School.

Community & Family Services

Provision of coordinated services to Hispanic families throughout Multnomah County.

The adopted budget includes \$325,000 to phase-in the programs planned by Clara Vista, El Programa Hispano, and Migrant Head Start. This funding will not cover a full year's cost. CFS will include full funding in the 1999-2000 budget.

Interdepartmental Initiative for a Comprehensive System of Alcohol and Drug Abuse Services in Multnomah County. The adopted budget includes an appropriation of \$1,154,959 to continue through FY 1999 the work begun under the federal Target Cities grant, which ends in September, 1999. Representatives from CFS, the Sheriff's Office, Adult and Juvenile Justice, and the Health Department will continue to work together to develop a long-term plan for maintaining Target Cities services. \$573,000 will be placed in general fund contingency until service delivery issues surrounding the current configuration of the In Jail Intervention Program are resolved (see budget notes).

Community Building in Outer Southeast Portland. The adopted budget includes funding for the following programs begun with federal funds by the Outer Southeast Portland Community Project in 1996:

Kelly House \$135,000

Kelly House Pre-School Circle of Friends \$35,000

GEARS \$98,000

Portion of the Coordinator/Evaluation/Training \$25,000

Write-off Brentwood Darlington Community Center loan \$137,000

School Age Child Care \$60,000

Increased Rentals to Brentwood Darlington Center \$10,000

Budget Highlights

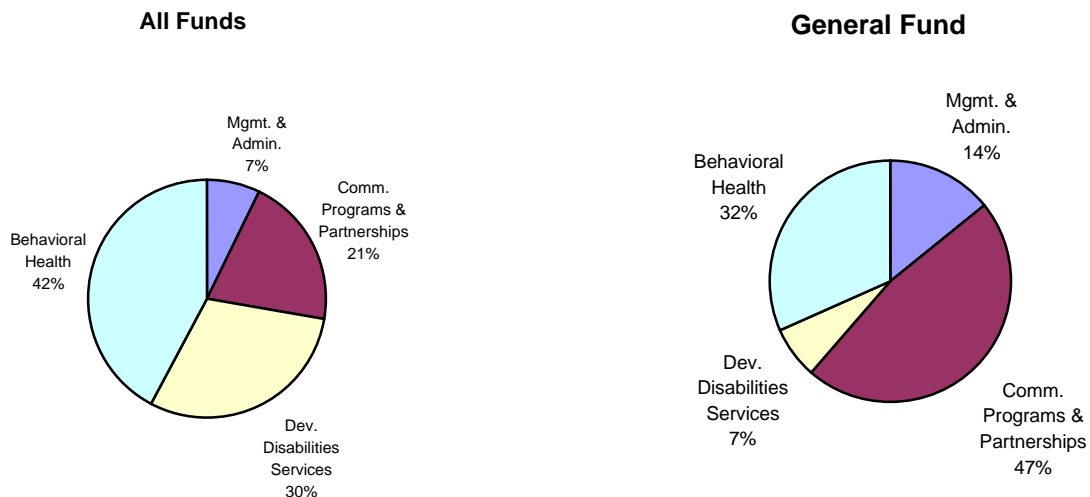
- The Human Resources reengineering and recruitment function will be performed at the department level starting July 1998. This shift required DCFS to add a personnel analyst and a personnel technician.
- As the DCFS budget and responsibilities have grown over the past few years, the infrastructure has not kept pace. A priority for the Department, as well as an objective of the Strategic Plan, is to have the infrastructure capacity to effectively support the business of the department. This budget request reflects that priority.
- Support for the Affordable Housing Development Program (AHDP). Multnomah County's AHDP is designed to address the housing needs of low-income individuals and families.
- The County has taken steps towards continuing a comprehensive system of alcohol and drug treatment for residents of Multnomah County. Funding of many treatment and evaluation services has been through a Federal "Target Cities" grant. These funds expire in September 1998 and programs will be funded by the County General Fund for 1998-99.
- The Division of Community Programs and Partnerships (CPP) is undertaking a community planning process to describe a continuum of services and resources designed to help homeless youth leave the streets, prevent juvenile delinquency, and meet basic needs.
- The Behavioral Health Division has been awarded a contract to provide capitated adult and children's mental health services under the Oregon Health Plan. Being a provider allows the

Community & Family Services

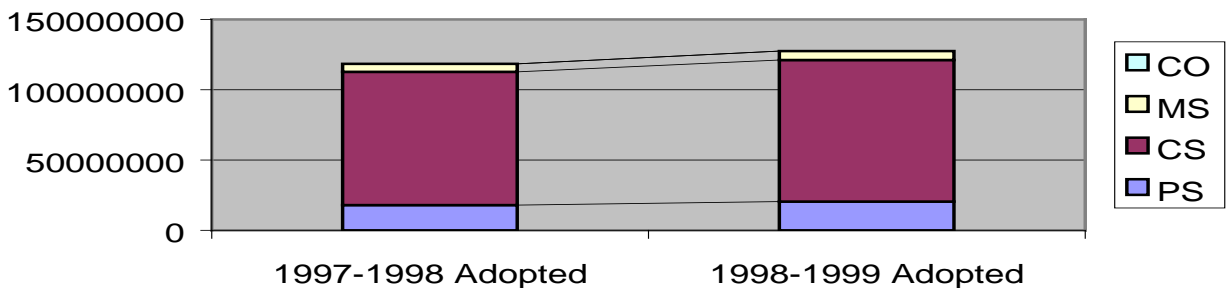
County to provide needed services to OHP members as well as influence the direction of mental health services in the region.

- CPP has begun a process to design a new service delivery system, incorporating best practices from the Family Centers and Community Action service systems. This planning process also includes the concepts and practices involved in Community Building Initiative.
- Community Building in Outer N.E. Portland will continue with \$100,000 of increased funding of services at Cully Community Center. The County plans to increase access of Hispanic clients to appropriate mental health service provided through the Cully Center.
- Community Building in Outer S.E. Portland will continue with \$440,000 targeted towards neighborhood programs, a pre-school, and the Brentwood Darlington Community Center.

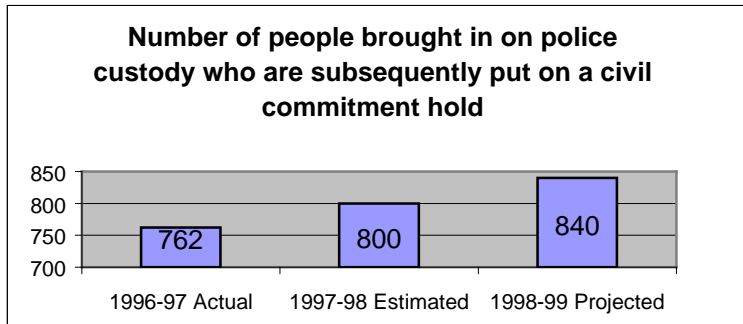
Expenditure Graphs



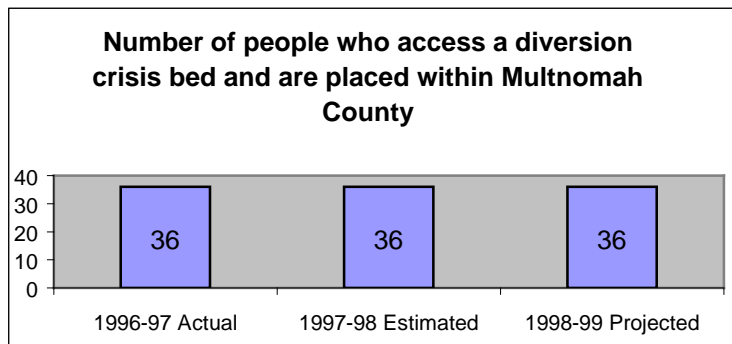
Budgeted Expenditures



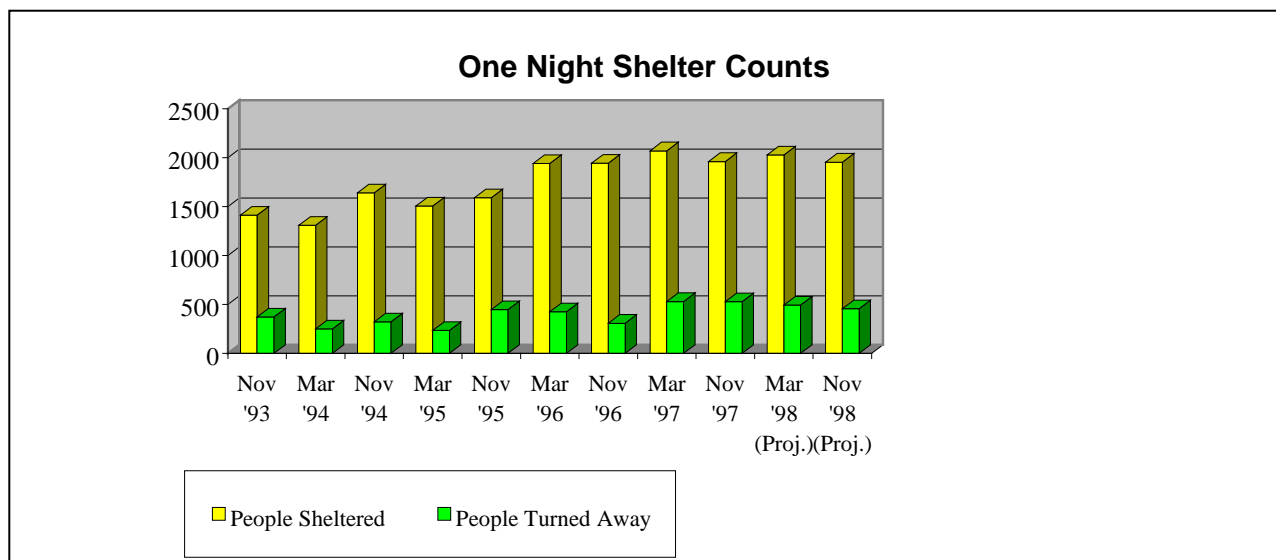
Community & Family Services



This trend demonstrates the community response to individuals experiencing a mental health crisis, and assists the BHD in determining the on-going needs of the population for both diversion and treatment services. It also points to areas that might require more evaluation such as the capacity of the community to serve these individuals. This trend also indicates costs to the County as payor of last resort for commitment-related costs.



The crisis bed program will enable people to receive appropriate services while remaining closer to home and maintaining involvement with current service providers. The average cost of a Multnomah County crisis bed is less than half the rate of crisis beds purchased outside the county.



Department of Community Justice

Department Services

The Department of Community Justice promotes public safety and strives to reduce recidivism among juvenile delinquents and adult offenders through a balance of supervision, services and sanctions.

Juvenile Justice responds to juvenile delinquency, abuse and neglect of children through:

- 35,000 nights of detention for youth awaiting adjudication, receiving secure mental health intervention, or being held as a sanction for parole violations;
- 1,200 youth supervised on probation including home visits, linking to treatment services, monitoring school attendance and intervention in gang behavior;
- 1,900 youth diverted from adjudication to complete community service, fulfill conditions of accountability agreements and appear before neighborhood accountability boards;
- Partnership with the community to educate the public regarding juvenile delinquency and to develop interventions for troubled youth and their families.

Adult Community Justice provides the following services:

- Intake and Court Services: centralized intake; pretrial release and supervision; presentence investigations; substance abuse and mental health assessment; administrative hearings;
- Offender Supervision: probation and parole supervision; centralized team supervision; and specialized units for sex offenders, gang-involved offenders and domestic violence cases;
- Offender Services: substance abuse and mental health treatment; transitional housing; adult education and vocational services; women's services; parole transition services;
- Offender Sanctions: community service; day reporting; forest work camp; electronic monitoring.

Local policy discretion regarding these services has been affected by recent legislation. Senate Bill 1145, passed in 1995, amended the Community Corrections Act to give counties greater autonomy in deciding how State community corrections funds will be used. Senate Bill 1145 also gave counties responsibility for managing offenders sentenced to 12 months or less, but consistent with a general shift to local control of correctional services, counties have discretion in determining how those sentences will be served in jail and community programs. Groups with oversight or advisory responsibility for the Department include the Local Public Safety Coordinating Council, the judiciary, the Multnomah County Commission on Children and Families, and the Citizen Budget Advisory Committee.

Budget Overview	1996-97	1997-98	1997-98	1998-99	Difference
	Actual	Current Estimate	Adopted Budget	Approved Budget	
Staffing FTE	545.61	606.34	606.34	628.34	22.00
Departmental Costs	\$47,851,674	\$51,264,670	\$56,501,033	\$65,847,356	9,346,323.00
External Revenues	\$27,433,599	\$24,839,554	\$24,839,554	\$29,363,902	4,524,348.00
General Fund Support	20,418,075	26,425,116	31,661,479	36,483,454	4,821,975.00

Department of Community Justice

Issues

Comprehensive alcohol and drug treatment services for adult offenders and the development of a secure residential treatment facility. The adopted budget appropriates \$4,183,969 for adult alcohol and drug treatment for adult offenders. \$3,190,093 is provided to rent residential beds for drug and alcohol treatment in a secure facility. The remaining \$993,876 includes: \$168,000 for contracted professional services to prevent relapse; \$483,072 for case management of alcohol and drug-free housing; and \$342,804 for mental health specialists, supervised housing, and mental health services for offenders dually diagnosed with substance abuse problems and mental illness. These additions are partially funded by a reduction of \$500,000 in underutilized contract funds.

Drug and Alcohol Treatment Services for Youth: Redesign and Enhancement. The adopted budget contains \$200,000 to begin a pilot project using multi-modal, multi-systemic intensive family therapy to treat juvenile substance abuse. This proposal contains three juvenile counselors trained in multi-systemic therapy, funds for "wrap-around" services and contract funds for evaluation of the pilot.

Reducing Truancy: Helping kids return to and stay in school. The adopted budget contains \$2,725,000 for case management, tracking services, and alternative education classrooms to expand school attendance efforts in Multnomah County schools. A portion of this amount is to continue a successful pilot truancy project at the Marshall and Jefferson school clusters, and a portion is targeted to east county school districts. \$157,000 for a Head Lice Resource Center is budgeted in the Health Department.

SB 1145 Offender Management: re-evaluation is necessary. The program configuration devised in 1997 will cost more than the revenue available in 1998-99. The proposed budget for SB 1145 programs should be seen only as a placeholder until reevaluation of the program can be completed. Therefore, reduce the budgets for community supervision to fit within the dollars available. Complete a thorough review of the population of felons being handled by the County and propose a plan for handling them that is consistent with the people being supervised. When the Board approves the revised plan, the budget will be revised.

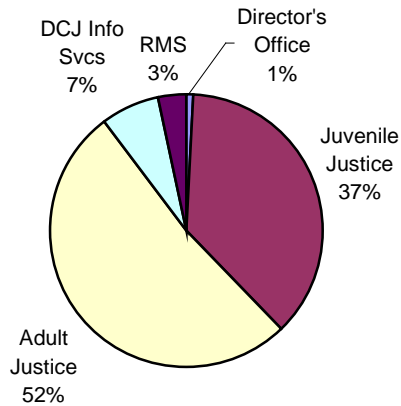
Department of Community Justice

Budget Highlights

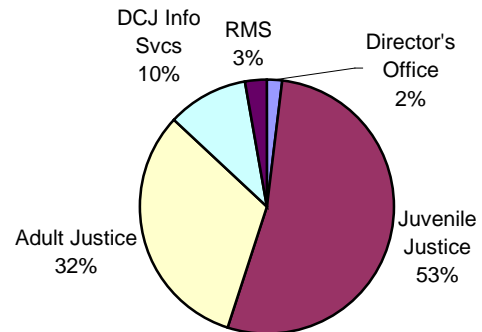
- Collaborative school attendance initiatives reach scale through: a) provision of County funds to continue a successful pilot program previously funded by a federal grant to Portland Public Schools -- \$394,809 and b) Countywide replication of this successful program model to include all those schools that have serious attendance problems -- \$2,330,191.
- Alcohol and drug treatment services for juveniles are expanded by: a) start-up of an innovative pilot program to provide home-based treatment services to juveniles who have become truant or are entering delinquency as a result of alcohol or drug abuse issues -- \$200,000
- Alcohol and drug treatment services for adult offenders are increased through: a) start-up of a new secure residential alcohol and drug [A & D] treatment program -- \$3,285,000; b) enhanced community-based alcohol and drug, and mental health services to provide relapse prevention and drug-free housing -- \$999,851 and c) annualization of the costs for 49 secure alcohol and drug treatment beds rented from Yamhill and Marion Counties -- \$771,511.
- Victims of juvenile property crimes are better served through expansion of youth mediation and restitution services so that more victims and offenders can go through mediation and more youth can be supervised to ensure that restitution is paid in full -- \$100,000.
- Phase-out of Annie E. Casey Foundation grant funding for the detention reform program in December 1998 resulted in County general fund pick-up of additional costs to continue community detention monitoring (\$257,500), day reporting (\$140,425) and shelter beds (\$33,000).
- County funding for services to adult women offenders previously involved in prostitution was increased mid-year after the City cut funding and is continued in 1998-99 -- \$122,339.
- Funding for community supervision of adult offenders serving less than one year is reduced pending the reconfiguration of supervision, sanction, and service programs for this group of offenders -- \$1,100,000 cut.
- To support the Countywide plan to increase departmental responsibilities for employee recruitment and selection, a Personnel Officer position added mid-year is continued -- \$68,519; and two employee specialist positions are created -- \$98,600.
- Evaluation capacity is increased by the addition of an evaluator position created mid-year with start-up funding through December 1998 from the Annie E. Casey Foundation -- \$34,000 general fund.
- Two additional Information Services staff are added to provide ongoing technical and user support for the Juvenile Justice Information System -- \$110,000.
- An additional Juvenile Counseling Assistant is added to the Sex Offender Unit -- \$42,185.
- Two additional Probation/Parole Officers, 1.5 FTE temporary Corrections Technicians and a Safety Officer added mid-year are continued -- \$196,882.

Department of Community Justice

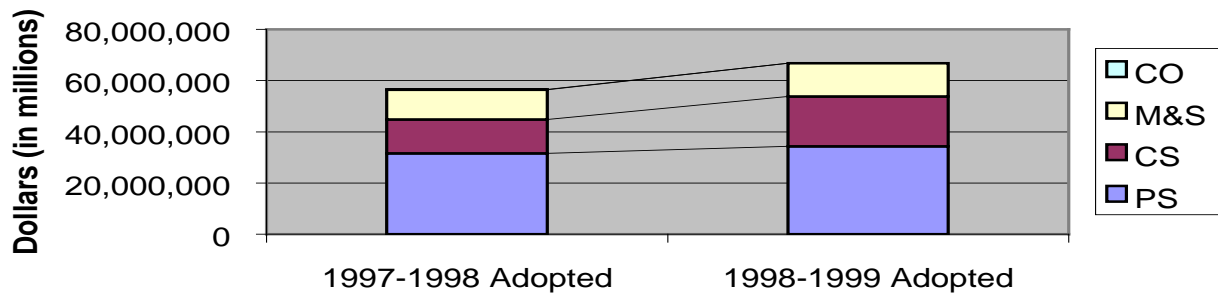
Expenditures by Division: All Funds



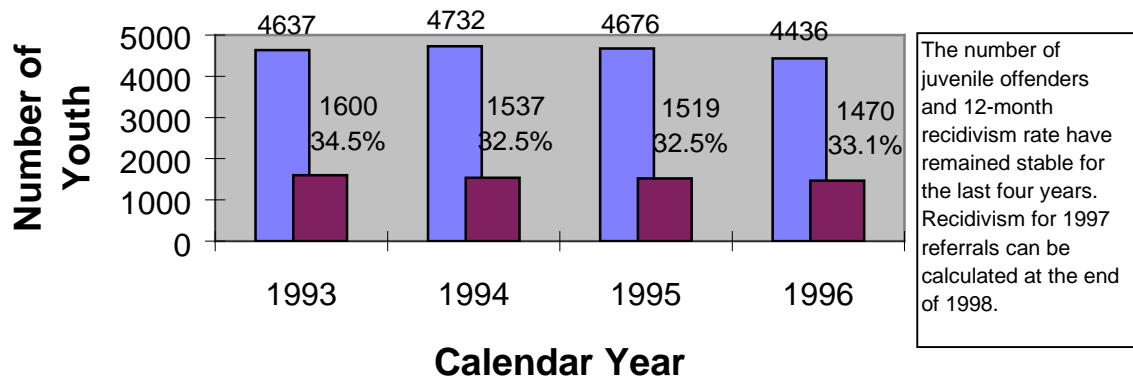
Expenditures by Division: General Fund



Budgeted Expenditures

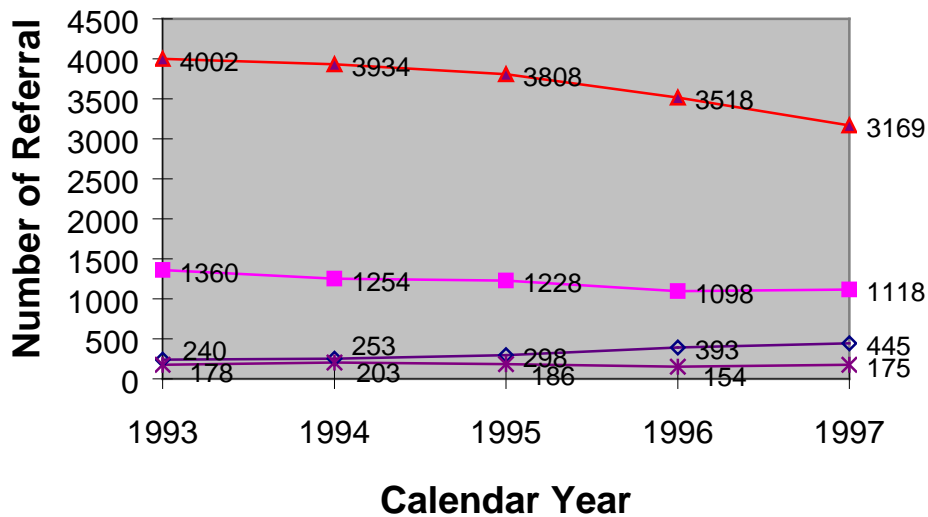


Recidivism Rate



Department of Community Justice

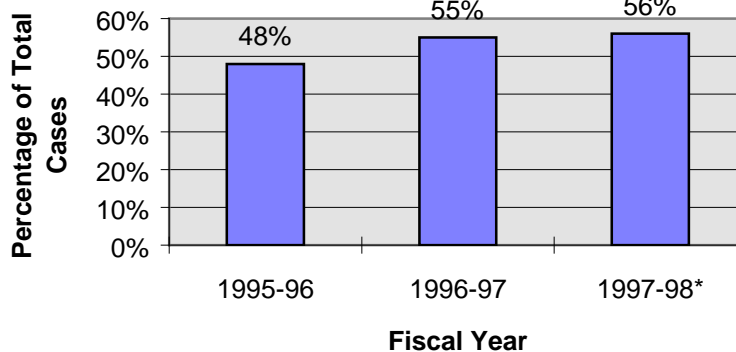
Juvenile Crime Trends



The number of person and property offenses has been declining for the last five years, while drug offenses have slightly increased and weapons offenses have remained stable. Person offenses include criminal homicide, sex offenses, robbery and assault. Property offenses include burglary, vandalism, fraud/forgery, theft, motor vehicle theft, and arson.

Property Offenses Person Offenses Drug Offenses Weapons Offenses

Adult Community Justice Percentage of Cases with Positive Closure



Positive Case Closure indicates expiration of the supervision term, Court ordered early termination, or Court ordered bench probation.

* Includes data from the first six months of the fiscal year (7/1/97 - 12/31/97).

District Attorney

Department Services

The District Attorney's Office provides:

- Felony Prosecution
- Targeted Crimes Prosecution (ROCN Task Force, Gang Unit, Forfeiture, Domestic Violence)
- Misdemeanor and Violation Prosecutions (DUII, Traffic Crimes)
- Multidisciplinary Child Abuse Team
- Juvenile Delinquency cases
- Juvenile Dependency cases
- Neighborhood DA Program
- Child Support Enforcement
- Victims Assistance

Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	200.58	196.00	201.29	219.14	17.85
Departmental Costs	\$15,268,123	\$15,305,538	\$15,857,764	\$17,547,346	\$1,689,582
Program Revenues	\$5,099,033	\$4,155,000	\$4,316,868	\$5,261,357	\$944,489
General Fund Support	\$10,169,090	\$11,150,538	\$11,540,896	\$12,285,989	\$745,093

Budget Highlights

The District Attorney's 1998-99 budget is higher than the previous years' budget due to rising personnel and supplies costs. The District Attorney's budget has changed in the following ways:

- Addition of a position to the Local Law Enforcement Block grant to deal with holds from other jurisdictions.
- The Violence Against Women Act grant expired in February, 1998.
- The Gang OCN Grant expires in September, 1998 and the positions have been reduced to reflect this reduction.
- Increase of staffing in the Termination of Parental Rights unit due to a renegotiated contract with the State.
- Addition of a Weed and Seed grant for the operation of the Multnomah County Community Court.

District Attorney

Issues

Weapons Offenses. The District Attorney's Office will be a major participant in the implementation of Mayor Vera Katz's gun violence plan through its participation in the Interagency Working Group and as a resource. The District Attorney's Office brings to the table proven skills and strategies in dealing with the problem of violent youth gangs through its Gang OCN Violence Grant from the Bureau of Justice Assistance and through many years of prosecution of gangs in its Gang Unit.

Violence Against Women and Children. Increased attention to the problem of domestic violence has resulted in staffing pressures on the Domestic Violence (DV) and Termination of Parental Rights (TPR) units. The Oregon Legislature passed two laws that go into effect in June 1998. The first makes what historically has been a misdemeanor into a felony if committed while a minor child was a witness. The second law change makes a second such assault a felony if committed against the same domestic partner. The 1997 Legislature passed SB 689, which established expedited timelines for the processing of dependency and termination of parental rights cases. Additionally, the court added two new judicial officers to the family court. To properly address these pressures will require an additional Deputy in the DV unit, a Deputy and half time clerk at the juvenile court, and a Deputy at the Child Abuse Team.

Community Court Pilot Project. The Community Court is a collaborative effort between the DA, Court, Public Defender and Adult Community Justice. It is held twice per month at the Martin Luther King Center in NE Portland. The Court adjudicates cases involving people living in NE Portland or crimes committed there. The charges are low level misdemeanors and the sentence is typically eight hours of community service in the NE Portland community. While federal funding for the Court expires in September, 1998, it is hoped that the Court can continue past that point and expanded to SE Portland during the FY99 year.

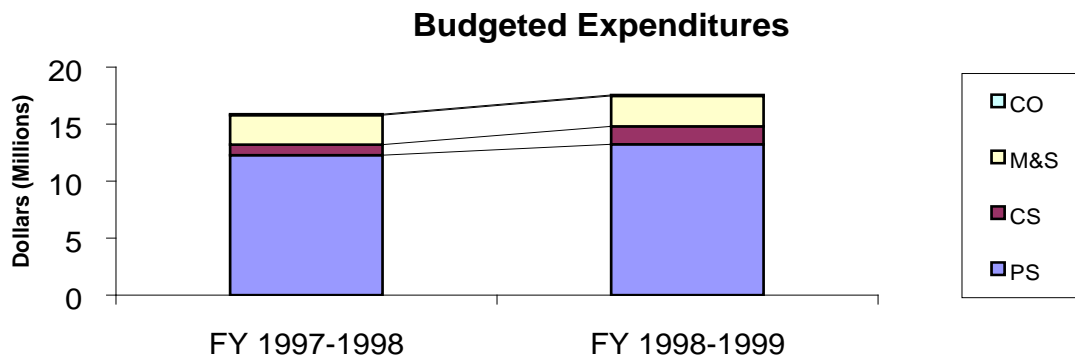
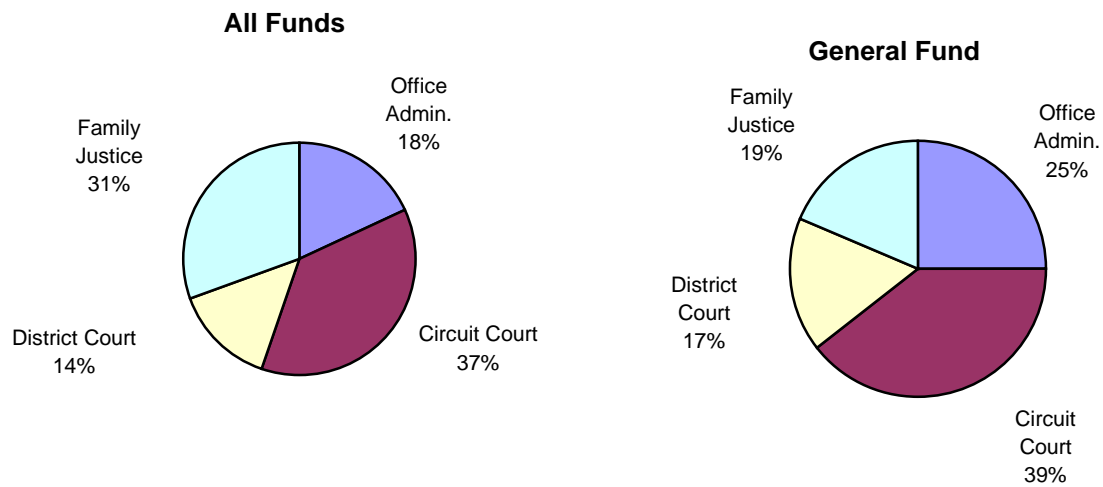
Continued Expansion of Early Disposition of Drug Cases. The District Attorney has sought to steer drug possession cases into treatment/diversion programs instead of trials and jail time. This effort has resulted in the creation of a trial unit (Unit X) that disposes of certain drug cases by using a special plea arrangement in cooperation with the Court and public defender. Started in July 1997, Unit X has moved approximately 125 cases per month away from court cases and toward diversion services. This has freed resources for the more serious cases in the justice system.

Habitual Felony Property Offenders. A special session of the legislature convened February 1-2, 1996 and passed HB 3488. The law, effective July 1, 1997, enhanced the penalties for property offenders who have a significant criminal history. This bill headed off an initiative petition aimed at dealing with the same group but with much heavier penalties.

In March, 1998, an initiative petition began to be circulated which significantly stiffens the penalties for repeat property offenders. It requires mandatory minimum sentences for the first offense. If passed, it would go into effect in January, 1999. The District Attorney's Office will continue to monitor both the effects of the existing legislation and the potential impact of the proposed initiative for impacts on the Office.

District Attorney

Expenditure Graphs



Performance Trends

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Environmental Services

Department Services

The Department of Environmental Services offers the following services:

- Operate, manage and maintain all County owned and leased facilities and properties;
- Protect people and animals through promotion and enforcement of responsible animal ownership;
- Provide fleet services, records management, electronics services and mail distribution;
- Develop and implement land use policy;
- Maintain the 400 miles of county owned roads and rights of way;
- Operate, maintain and preserve the county's six Willamette River bridges;
- Assess and collect property taxes;
- Perform all functions related to conducting all elections in Multnomah County.

Budget Overview		1996-97	1997-98	1997-98	1998-99	
		Actual	Current	Adopted	Adopted	Difference
			Estimate	Budget	Budget	
Staffing FTE		508.03	534.40	512.65	560.00	47.35
Departmental Costs	\$123,541,555	\$131,463,138	\$223,581,545	\$260,305,432	\$36,723,887	
Program Revenues	\$112,086,225	\$117,857,099	\$210,755,344	\$245,676,407	\$34,921,063	
General Fund Support	\$11,455,330	\$13,606,039	\$12,826,201	\$14,629,025	\$1,802,824	

Issues

Asset Preservation Fund Implementation. During FY 1998-99, Facilities and Property Management will create a financial plan to match the needs of each building through the condition assessment of each facility, and will bring before the Board of County Commissioners an administrative procedure with language that will guarantee the soundness and adequacy of the fund to address long-term maintenance and preservation of County owned facilities.

Transportation Funding Shortfall. The transportation system is balanced and integrated with state and local systems to achieve a highly coordinated, rational network. Funding decisions are part of a Regional Transportation Plan that is approved through the Joint Policy Advisory Committee on Transportation (JPACT). The Board recommends that the County work closely regionally and in conjunction with the legislature to fund transportation maintenance and construction.

Budget Highlights

Organizational Change

- Department personnel increased from 512.65 FTE in FY 97-98 to 560 in FY 98-99, an increase of 47.35 FTE.
- The Transportation and Land Use Division has been reconfigured to reflect changes in department management structure, span of control and shifts in responsibility. The FY98-99

Environmental Services

budget creates two operating divisions: Transportation Division and the Land Use Planning Division, each with Division Managers reporting to the Department Director.

- Mid-year in FY 97-98, the Assessment and Taxation Division was split into two operating divisions: Tax Collection and Recording Division and the Property Valuation Division. This change reduced costs, maintained the high quality service to the public and clarified the reporting relationship to the Department Director.
- A department-level Human Resource Administrator position has been created to build department capacity to implement the County Human Resource reengineering project.

Buildings and Bridges – Asset Preservation and New Construction

- The Facility Asset Preservation Program has established a stable, adequate, long-term funding mechanism for maintenance and preservation of the County's fifty owned buildings.
- A number of major construction projects—funded by bonds, levies and Federal money—are underway from FY 97-98 or scheduled to begin in FY 98-99. These include the Hawthorne Bridge Project, the multi-service East County facility, new Health clinics, the Yeon Annex, and renovation of Library branches. Corresponding increases in staffing levels are reflected in both the Transportation division and Facilities and Property Management division.
- Service improvements have been funded in Facilities maintenance in response to customer demands for service and better accountability for facility costs.

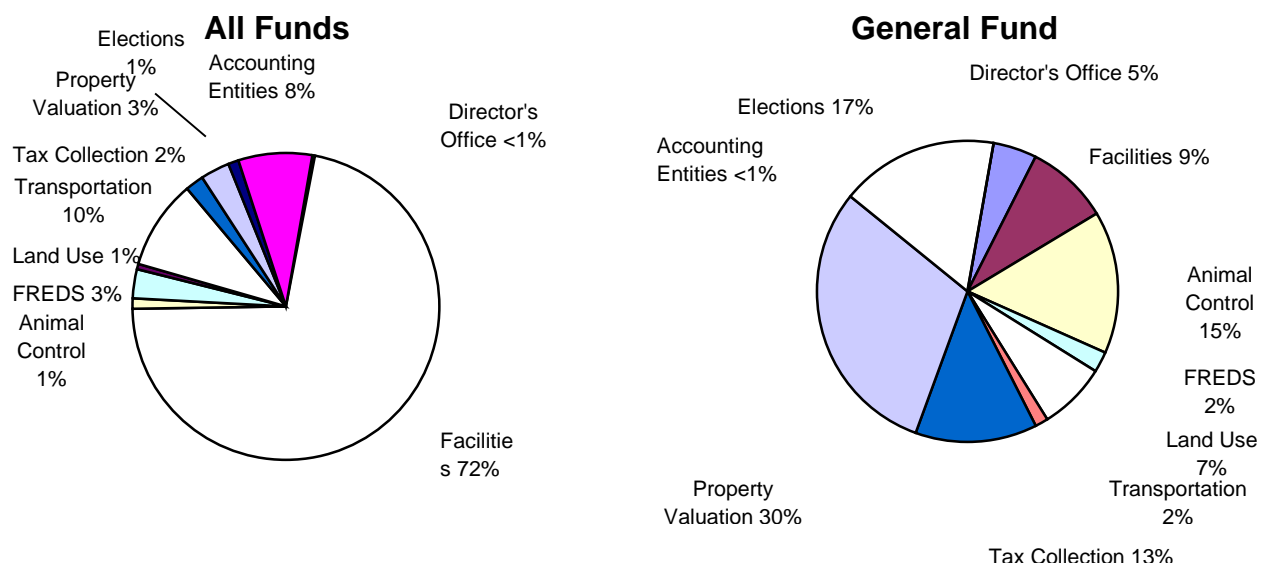
Property Taxes – Year Two under Measure 47/50

- Tax Collection and Property Valuation systems continue to be realigned in FY 98-99 to ensure compliance with provisions of Measure 50.

Improved Information Access and Management

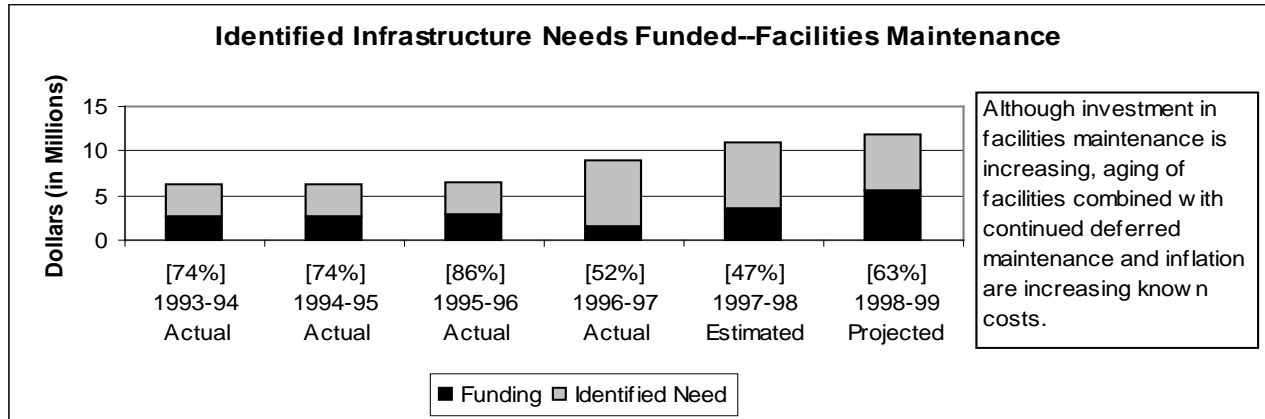
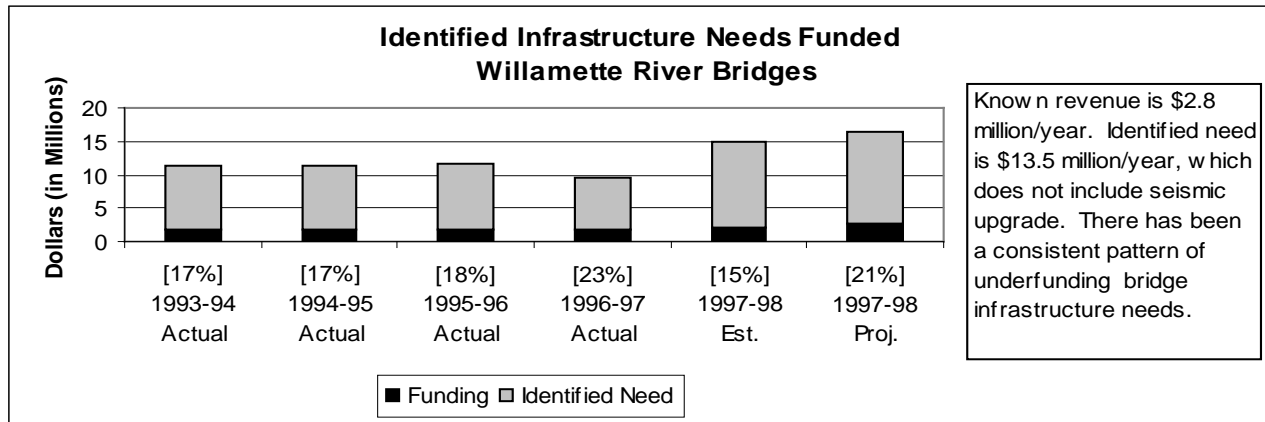
- Critical databases will be moved off the County's mainframe and mini-computers to PC-based platforms in Animal Control, Tax Collection, Property Valuation and Elections.
- The FY 98-99 budget includes the assessment and initial funding to ensure that the Department's information systems and mechanical systems are year 2000 compliant.

Expenditure Graphs



Environmental Services

Performance Trends



Health Department

Department Services

The Department of Health assures, promotes, and protects the health of the community through:

- Primary health care services for 90,500 users of medical and dental services at primary care centers, dental clinics, school based health centers, and correctional facilities;
- Home visits to high risk families, offering child abuse prevention, parenting skills training, and health education;
- The prevention and treatment of communicable diseases, such as tuberculosis, sexually transmitted diseases, hepatitis, and HIV;
- The inspection and regulation of certain businesses and public services including ancillary health care services such as ambulance services;
- Advocacy for the improved health of the community, particularly the medically under served and disenfranchised.

Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	735.78	791.67	773.20	827.31	54.10
Departmental Costs	\$103,972,163	\$70,131,575	\$72,483,973	\$80,868,853	\$8,384,880
Program Revenues	\$72,816,982	\$41,064,979	\$42,333,931	\$42,620,893	\$286,962
General Fund Support	\$31,155,181	\$29,066,596	\$30,150,042	\$38,247,960	\$8,097,918

Issues

Preventing and Reducing Tobacco Use. Multnomah County has developed a comprehensive plan in four key areas:

- Reducing Youth Access through the development of a “reward and reminder” program. Youth are trained to attempt to purchase tobacco, rewarding clerks if they refuse to sell and reminding other clerks of the law.
- Creating Tobacco-Free Environments. We will survey all restaurants and establish a smoke-free dining website.
- Decreasing Advertising and Promotion. Evidence suggests that tobacco advertising is a major influence in youth smoking.
- Linkage to Cessation Resources. We will partner with business wellness programs and benefits purchasers to assist them in encouraging health and dental programs to provide cessation programs.

A well developed and implemented tobacco prevention/reduction program is a critical and valuable public health tool. It is consistent with County Benchmarks and good public health practice. The Oregon Health Division's Tobacco Prevention Reduction grant will provide an anticipated \$500,000 to fund the County's comprehensive plan targeted at reducing tobacco use in this community.

County Auditor's Report – Home Visiting; Focus Resources for Healthier Families The Auditor has suggested several concrete ways to improve service and effectiveness. The Health

Health Department

Department has and will continue to take steps to implement the administrative and financial changes recommended.

Increasing Neighborhood Access to Health Services. The purpose of the Neighborhood Access Program is to tailor health services to the unique needs of specific communities and provide services at the neighborhood level. A Neighborhood Access Clinic (NAC) was opened at Parkrose High School in October of 1997. This clinic utilizes existing school-based health center staff to provide health services to uninsured and underinsured residents of East Multnomah County. Providing evening services year round at the Parkrose Neighborhood Health Clinic is a logical step both in terms of community need and also because it fits well with the one-stop model of services being developed at Parkrose. The Board is providing \$134,000 to fund evening services.

Expanding Eligibility Screening Outreach Services. Even with the increased enrollment to an estimated 100,000 Oregonians in the Oregon Health Plan (OHP) under a Health Care Financing Administration HCFA 1115 waiver, there remains a large number of children and pregnant women eligible who are not enrolled. The Health Department proposes to use existing services and programs to educate and enroll people in the Oregon Health Plan. The desired outcome of this project is to increase the number of low-income children and pregnant women who are medically insured. This proposal would assist the Health Department improve access to necessary and dignified health care for all residents and assuring that 98% of residents have health insurance by the year 2000. The Board is providing \$185,000 to fund this effort, and the Health Department will pursue continued funding from the State or other sources.

Budget Highlights

Primary Care. The Primary Care Division is a major “safety net” provider of health services for the under-insured, uninsured, and those with barriers to access such as the chronically mentally ill, homeless, and migrant and seasonal workers. The budget for 1998/99 includes

- 6 Office Assistant positions in centralized appointments and 4.5 Fiscal Assistant positions to enhance central support funded from within the 97/98 budget.
- 0.8 FTE Nutritionist.
- \$280,000 revenue from Family Health Insurance Assistance Program (FHAIP, State Funded)
- \$79,000 revenue from Childhood Health Insurance Program (CHIP, Federal Title 21).
- \$350,000 of Medicaid revenue associated with Behavioral Health services
- \$400,000 from Medicare due to implementation of FQHC for Medicare.

These new revenue sources help offset reductions in Medicaid FQHC/Capitation occurring in other existing programs.

Neighborhood Health.

- A new School Based Clinic is included funded with budgeted reimbursements from Oregon Health Plan. Implementation of the clinic depends on successful collection of the revenue.
- Healthy Birth Initiative (HBI) includes the African-American Birth Outcomes Project and the Healthy Start Initiative. The goal of HBI is to reduce infant mortality in portions of N/NE Portland with a focus on African-American and Hispanic populations.
- The African-American Birth Outcomes Project began in January 1997 and funding will end in December 1998. Healthy Start Initiative is a 5-year project that began September 1997.
- Healthy Start Initiatives/ African-American Birth Outcomes has 6 additional positions

Health Department

- Expanded evening hours at Parkrose Neighborhood Clinic will cost \$134,000 and requires 2.50 FTE.
- Setting up a Lice Resource Center will require \$157,000 and 2.50 FTE.

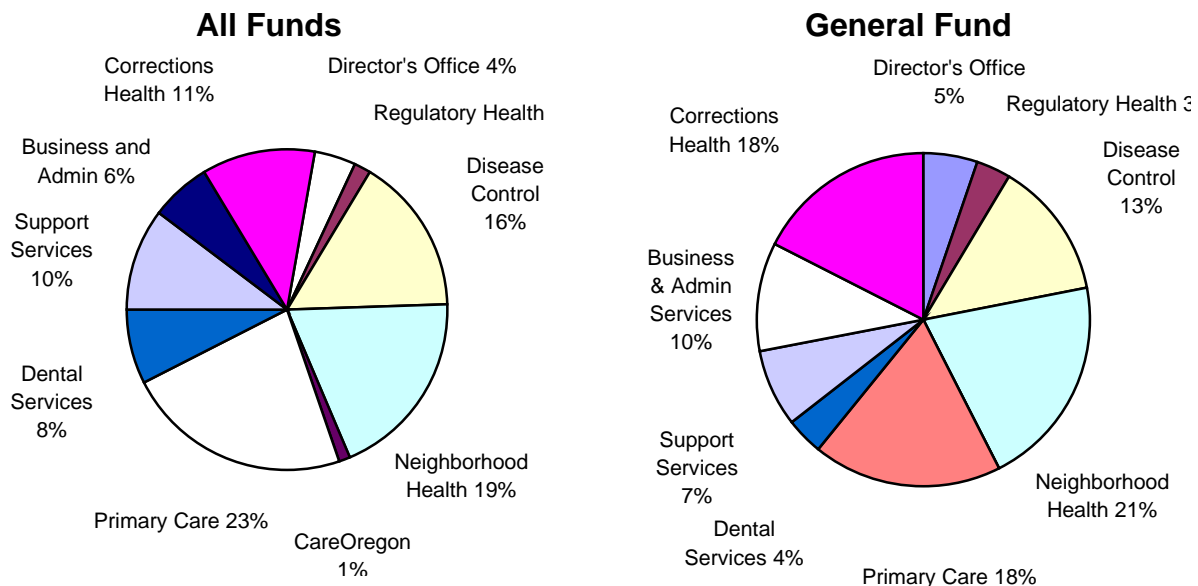
Disease Control. In December 1997 Multnomah County began implementing the Home Lead Hazard Reduction Program under an intergovernmental agreement with the City of Portland. Through CLEARCorps (Community Lead Education and Reduction Corps), the Program works to increase the numbers of "lead safer" housing units for children under six years of age in low income families.

The Tobacco Prevention Program begun in 1997/98 has grown to a \$472,000 program funded through the State. The program has developed a comprehensive plan to address the problem of tobacco consumption in Multnomah County.

Business Services.

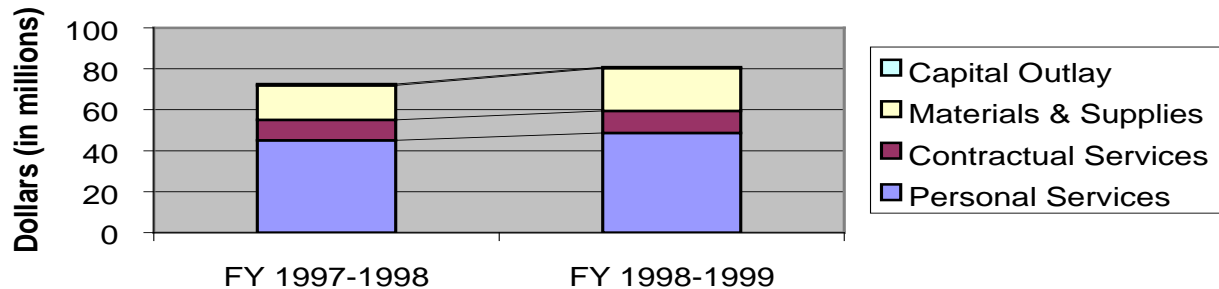
- The Medical Claims Processing unit will be continuing a project begun in 97/98 to modernize its accounts receivable management systems, achieving identified collections targets, and building the medical/dental billing office into a first class operation.
- The Medicaid Eligibility unit has been enhanced to implement a project to improve access to health care by enabling enrollment in existing State insurance programs including the Childhood Health Insurance Program (CHIP) and the Family Health Insurance Assistance Program (FHIAP). This will cost \$185,000 and requires 3.50 FTE.

Expenditure Graphs

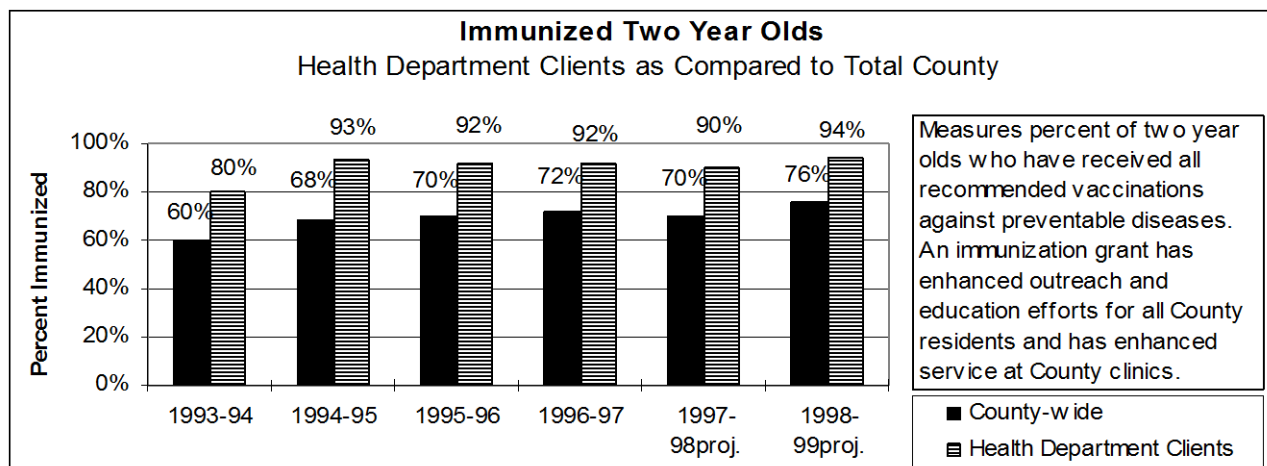
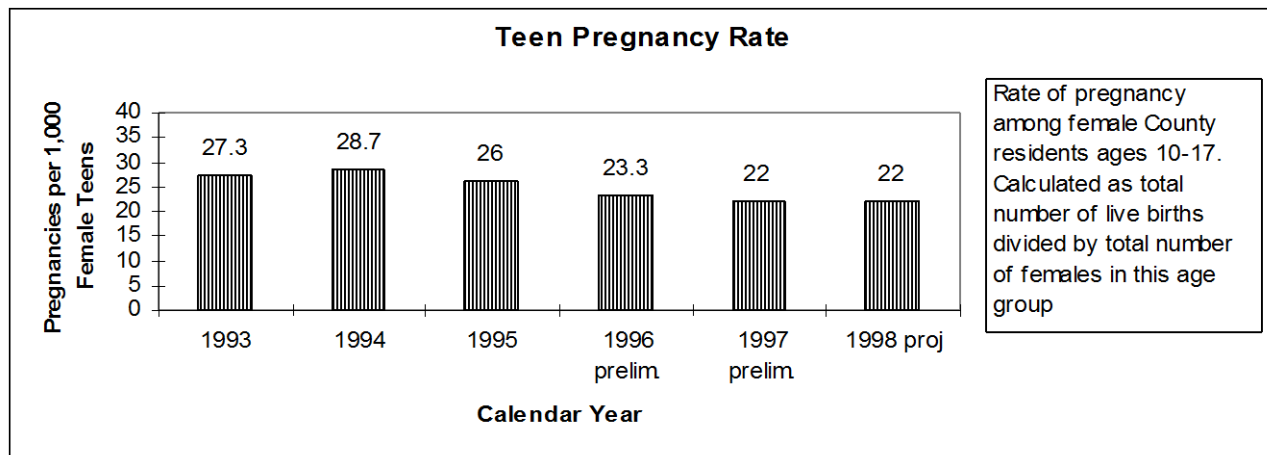


Health Department

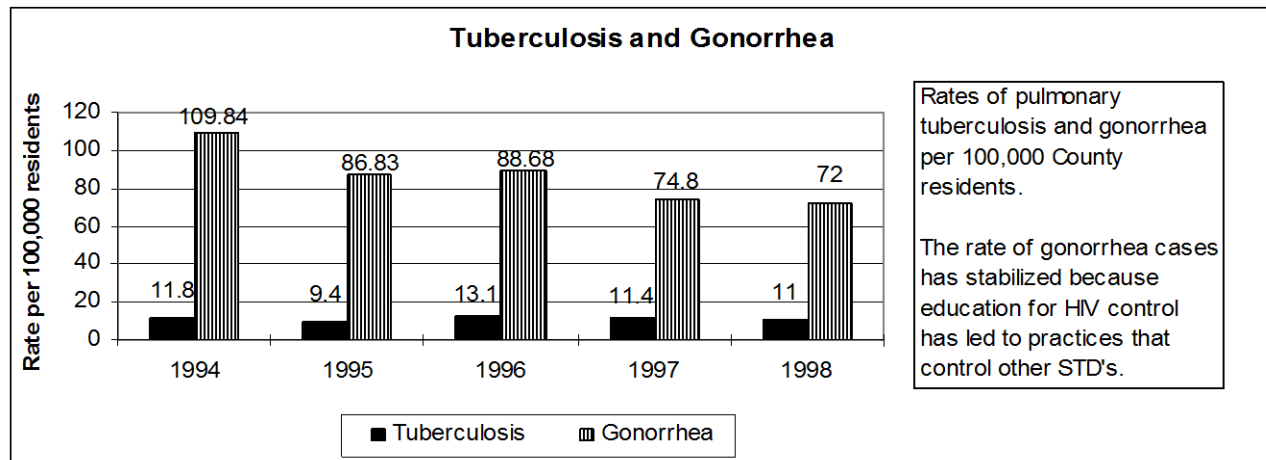
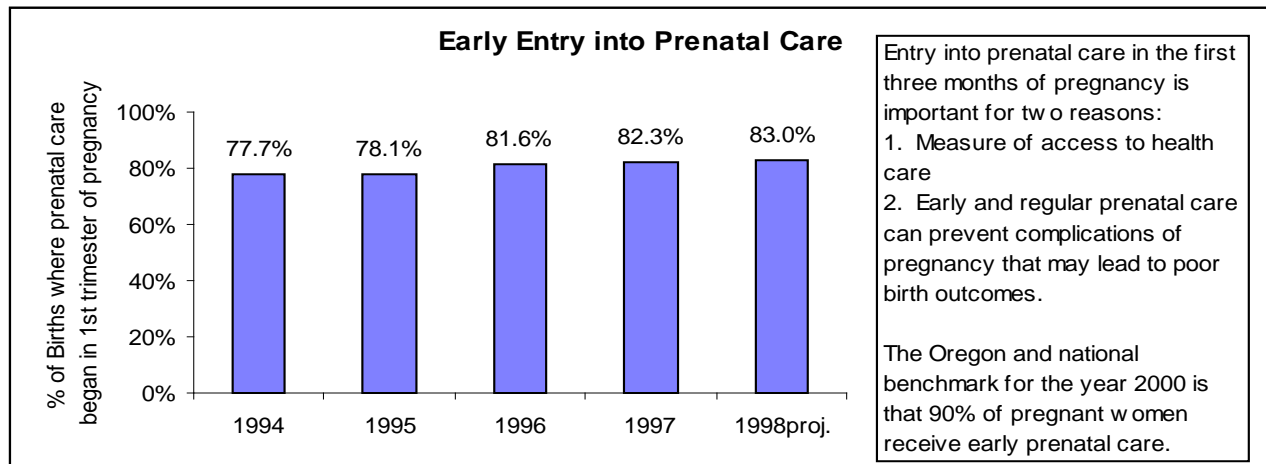
Budgeted Expenditures



Performance Trends



Health Department



Independent Organizations

Description

The following independent organizations are part of Multnomah County government:

The **Citizen Involvement Committee** (CIC) is responsible for coordinating citizen activities that increase public awareness of County issues and involvement in the decision making processes of the County. It is responsible for ensuring that citizen concerns are heard and accounted for early in the formal decision-making process, and working with citizen boards, commissions, task forces, associations, ad hoc groups and individuals to help elected officials exercise home rule authority.

The **Tax Supervising and Conservation Commission** (TSCC) is responsible for reviewing and supervising the budgeting and taxing activities of local governments in Multnomah County and publishing a comprehensive report of local government finances. It is mandated by ORS Chapter 294 for Counties with a population of at least 500,000. The TSCC protects and represents the public interest; ensures compliance with Local Budget Law; provides local governments with advice and assistance, and maintains a record of their debt and taxing activities.

The **Multnomah Commission on Children and Families** (MCCF) focuses on issues related to children and families. For the children, youth and families of Multnomah County, the MCCF develops and maintains an on-going comprehensive, inclusive planning process, develops policy, reviews and comments on all planning efforts, and advocates on their behalf.

The **Public Safety Coordinating Council** provides planning for a system-wide approach to crime.

The **Charter Commission** is charged with making a comprehensive study of the Multnomah County home rule charter, and, if the committee chooses, submitting to the people of Multnomah County amendments to the charter.

Budget Highlights

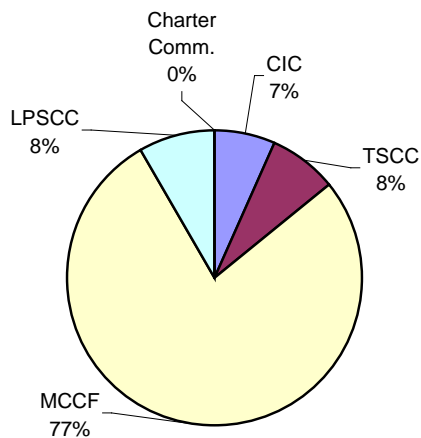
- In the 1997-1998 budget, the Local Public Safety Coordinating Council's budget contained approximately \$4.3 million to rent state prison beds for local control offenders. Those funds are budgeted in public safety program budgets in 1998-1999.
- The adopted budget appropriates \$6,000 to the Citizen Involvement Committee's budget for additional printings of its newsletter, the Conduit.

Independent Organizations

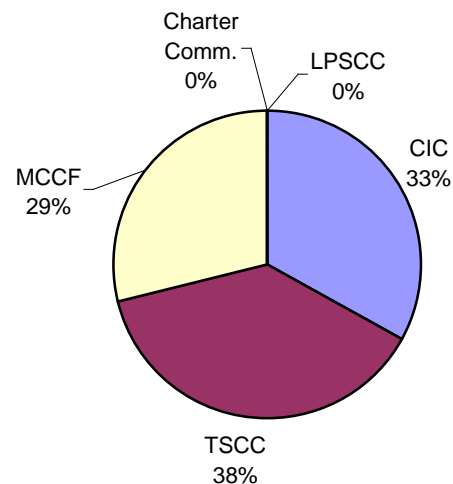
Budget Overview

	1996-1997 Actual	1997-98 Current Estimate	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	13.07	13.13	13.00	14.75	1.75
Departmental Costs	\$2,202,030	\$5,654,247	\$5,723,068	\$3,043,530	(\$2,679,538)
External Revenues	\$1,619,007	\$5,013,269	\$5,013,269	\$2,183,037	(\$2,830,232)
General Fund Support	\$583,023	\$640,978	\$709,799	\$860,493	\$150,694

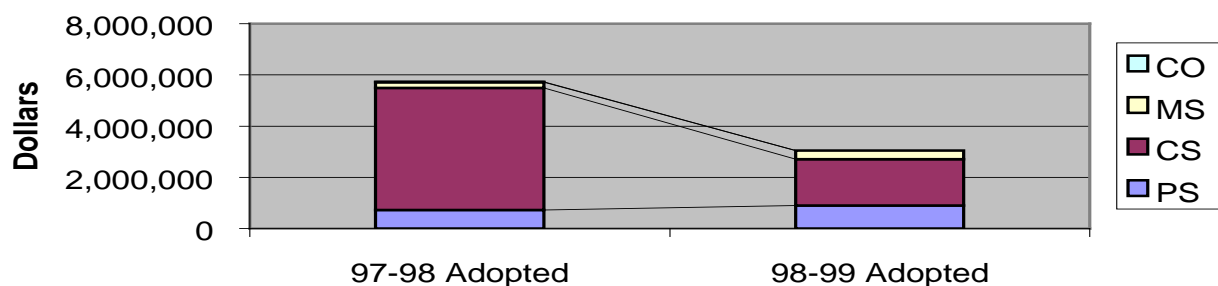
Expenditures: All Funds



Expenditures: General Fund



Budgeted Expenditures



Library

Department Services

The Department of Library Services offers the following services:

- Checks books and other library materials out at a Central Library, fourteen branch libraries, and through outreach services.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging points of view for people of all ages.
- Provides age appropriate materials and services for children and young adults.
- Provides materials and services to those county residents not able to come to county libraries or use conventional materials.

Library patrons will experience service enhancements in the following areas in 1998-99:

- Open hours will be increased substantially at all locations.
- Four new locations will be opened.
- The budget for books and other library materials will be increased by 60% from the 1997-98 level.

Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	Difference
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	319.57	323.33	323.33	454.91	131.58
Departmental Costs	\$24,546,600	\$26,825,096	\$51,130,134	\$39,096,577	(\$12,033,557)
External Revenues	\$15,011,866	\$20,148,929	\$43,515,032	\$21,344,252	(\$22,170,780)
General Fund Support	\$9,534,734	\$6,676,167	\$7,615,102	\$17,752,325	\$10,137,223

Issues

- Voter approval of the Library local option levy will allow the Library to increase operations. Redesigning the system to take advantage of the additional funding will absorb management and staff energy during the next year.
- Construction at all branches will begin during 1998-99. Managing the temporary closure of the branches and scheduling construction so that all areas of the County continue to have access to branches will be a problem for the next four years.
- The Library will continue to expand services to schools and school age children in response to the County high school completion benchmark.
- Three new branches will open during the next year; the Parkrose School/Public Library cooperative project, a Northwest Portland branch, and a presence in the Wood Village/Fairview/Troutdale area.

Library

Budget Highlights

Other significant changes include:

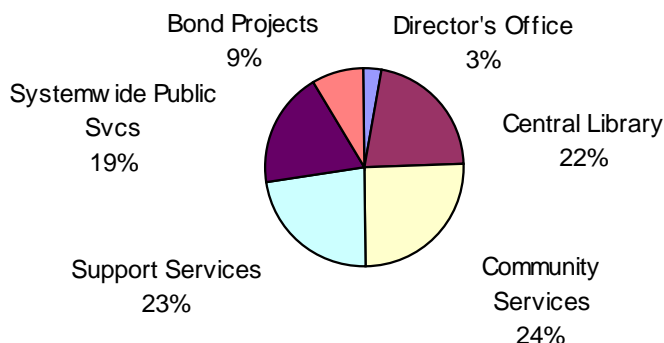
- Expanded hours at all existing locations, an increase of 60% throughout the system;

Hours Open Each Week		
Branch	1997-98 Hours	1998-99 Hours
Central	38.5	69.5
Gresham	38.5	64.0
Midland	38.5	64.0
Albina	30.0	53.0
Belmont	38.5	53.0
Capitol Hill	30.0	53.0
Gregory Heights	30.0	53.0
Hillsdale	38.5	64.0
Holgate	30.0	53.0
Hollywood	38.5	64.0
North Portland	38.5	53.0
Rockwood	30.0	53.0
St. Johns	38.5	53.0
Sellwood-Moreland	30.0	53.0
Woodstock	38.5	53.0
Total	526.5	855.5

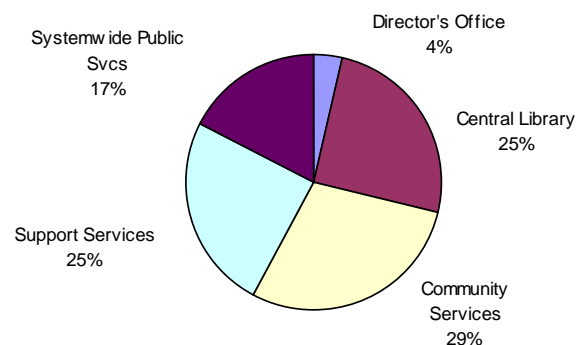
- Increasing total hours of service by 120%;
- Increasing the Books and Materials budget approximately 60%;
- Increasing outreach programs to children (Spanish Language Outreach, Juvenile Justice Outreach) and expanding existing programs (Family Childcare, Books 2 U);
- Adding services to the homeless through Library Outreach Services;
- Increasing supplies and capital purchases under Automation Services, reflecting the transfer of expenditures from the 1996 bond back to the operating budget and the continuation of the work outlined in the Automation Plan;
- An increase of 131.08 FTE.

Expenditure Graphs

ALL FUNDS

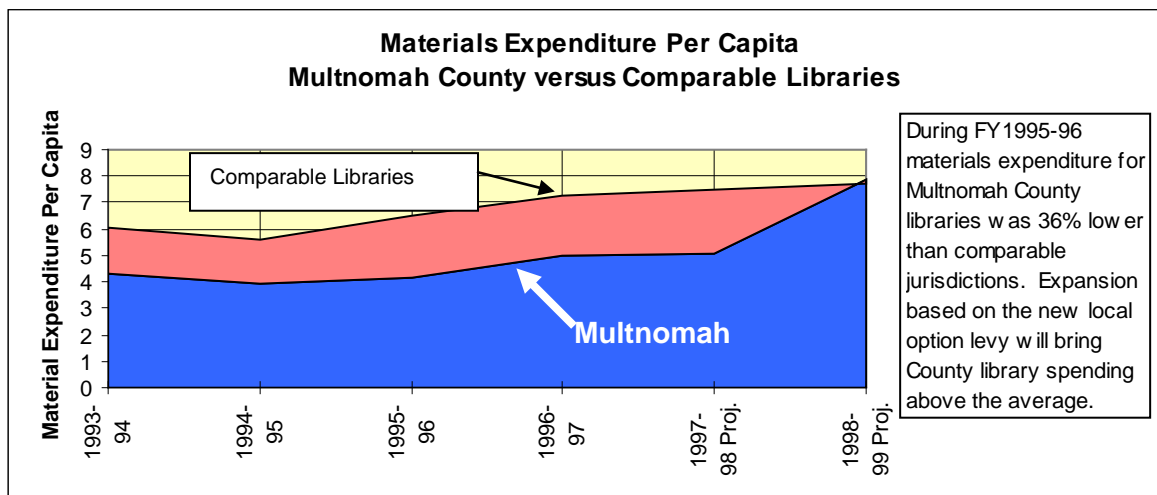
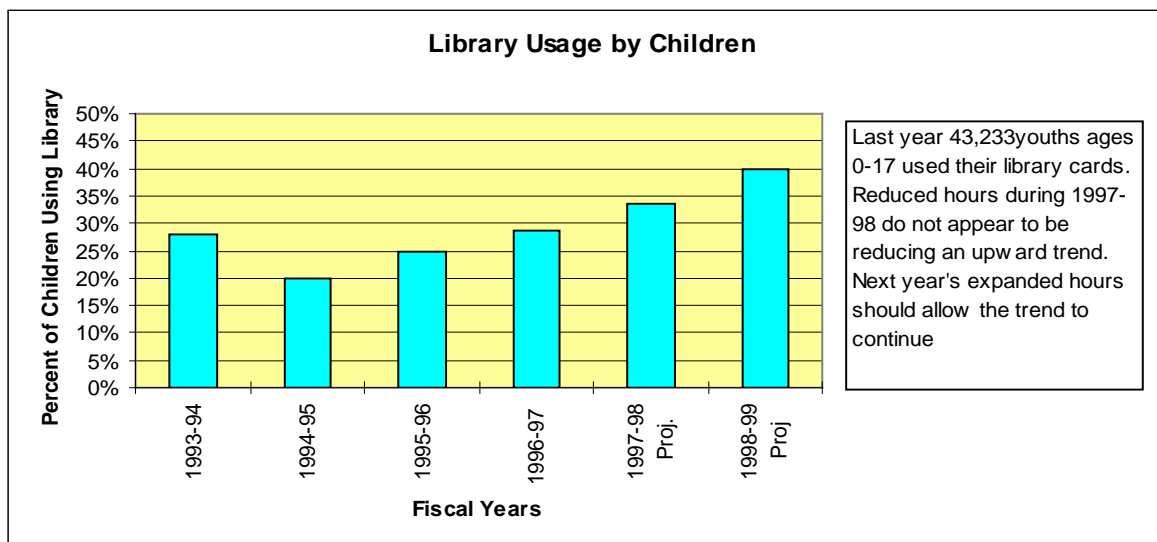
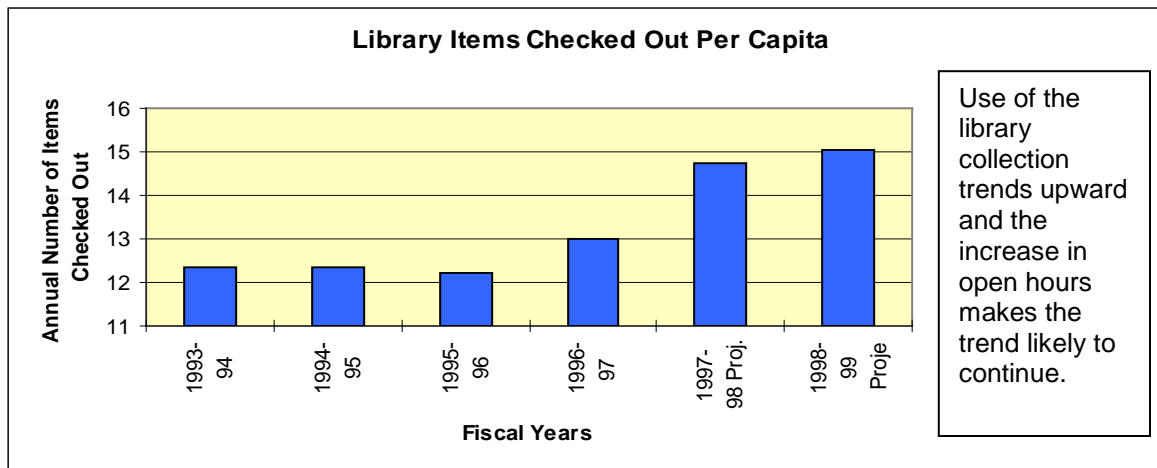


GENERAL FUND



Library

Performance Trends



Nondepartmental

Department Services

Nondepartmental consists of the Chair of the Board, the Board of County Commissioners, the Auditor, County Counsel, Strategic Investment Program, Non-County Agencies, and Accounting Entities. The Chair is the Chief Executive Officer and administers all County programs except those under the Sheriff, Auditor, District Attorney, and the Board of County Commissioners. The Board of County Commissioners conducts all legislative activities of the County. It adopts policies that guide the direction of the County's activities. The County Auditor conducts audits of County functions and makes recommendations for improving efficiency and effectiveness of County services. County Counsel provides legal services to all elected officials and County programs. The Strategic Investment Program plans and coordinates strategic investment activities. Non-County Agencies include City/County organizations that are funded jointly by the City of Portland and Multnomah County, and administered by the City, and independent agencies to which the County provides some funding.

Budget Overview

	1996-1997	1997-1998	1997-1998	1998-1999	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	47.36	53.13	53.63	63.38	9.75
Departmental Costs	46,378,578	47,122,914	47,122,914	66,036,977	18,914,063
Program Revenues	42,583,526	38,183,104	38,183,104	53,809,573	15,626,469
General Fund Support	3,795,052	8,939,810	8,939,810	12,227,404	3,287,594

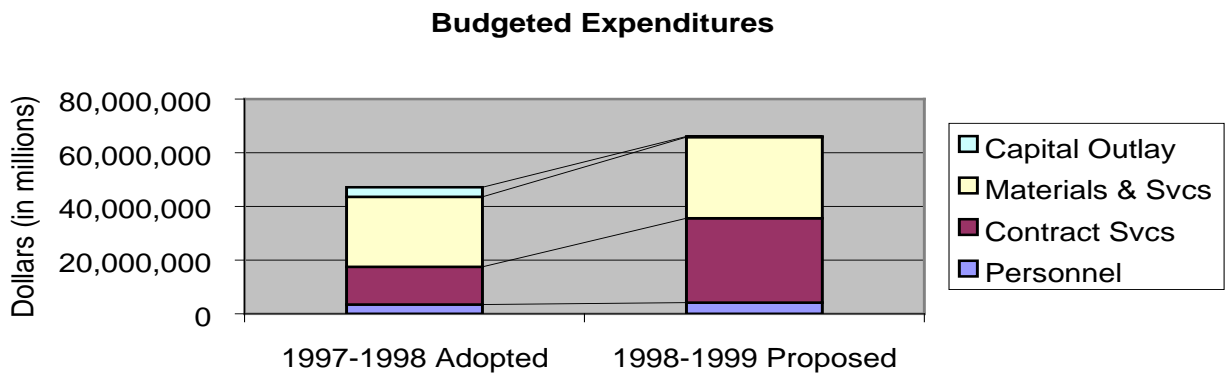
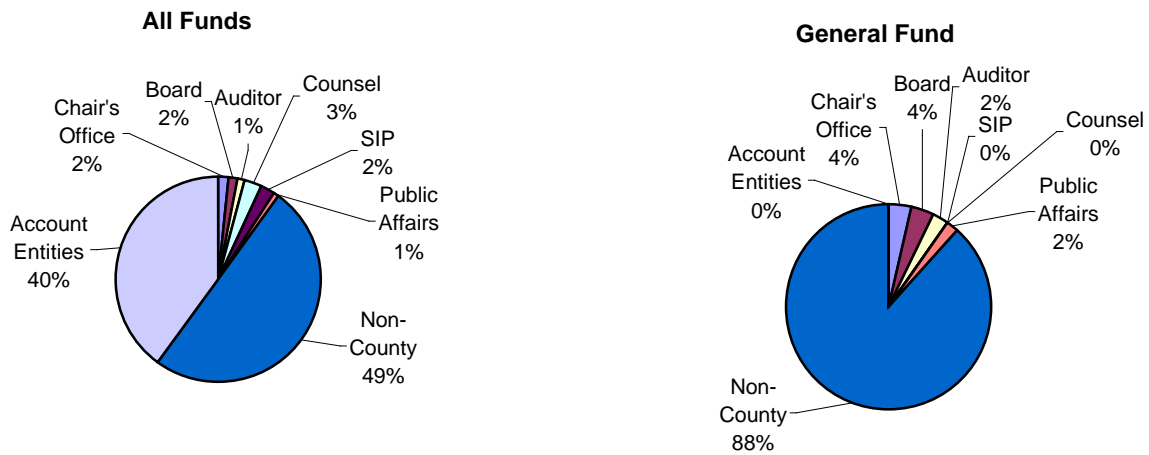
Budget Highlights

The Adopted Budget contains the following additions to Nondepartmental organizations:

- \$25,000 to the East Multnomah County Soil and Water District, for administrative assistance.
- \$69,000 to the Association of Portland Progress for Project Respond.
- \$18,000 to the Oregon State University Extension Service for the Consumer Horticulture Program.
- \$70,000 to the Regional Arts & Culture Council for ArtsPlan Schools.
- In March, 1998 Multnomah County voters approved a temporary one-year 0.5% increase to the Business Income tax. \$12.5 million in revenues from this temporary increase are dedicated to Multnomah County schools.
- An additional \$3,000,000 in direct assistance to Multnomah County schools.
- \$240,000 to County Counsel for three new positions, ergonomic furnishings, and law library materials.
- \$12,000 to the Metropolitan Human Rights Center to bring their half-time office assistant to full time.

Nondepartmental

Expenditure Graphs



Sheriff's Office

Department Services

The Sheriff's Office offers the following services:

- Corrections programs such as work release and out-of-custody supervision for pre-trial and sentenced offenders in Multnomah County.
- Patrol services to rural areas of un-incorporated Multnomah County.
- Narcotics education and intervention through Special Investigation Unit.
- Civil processes service and civil court enforcement of "execution process."
- Water safety education and patrol of 97 miles of waterways within the boundaries of Multnomah County.
- Transportation of prisoners both inter and intra-state to be held accountable for crimes committed in Multnomah County.
- Transportation of prisoners to court and security of the court rooms.
- Secure incarceration for inmates.

Local policy discretion regarding the service of Civil Process is significantly limited by the Oregon Rules of Civil Procedure, and Oregon Revised Statutes Chapters 21,24,29,105, and 107.

Budget Overview	1996-97	1997-98	1997-98	1998-99	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	737.04	806.97	861.15	968.54	107.40
Departmental Costs	\$64,533,692	\$73,305,089	\$82,502,300	\$87,468,014	\$4,965,714
Program Revenues	\$10,503,040	\$41,400,701	\$43,483,049	\$28,493,011	(\$14,990,038)
General Fund Support	\$54,030,652	\$31,904,388	\$39,019,251	\$58,975,003	\$19,955,752

Issues

Operation of the Public Safety System at Current Service Levels. To operate the public safety system at current services levels after June 30, 1999, additional revenue will need to be identified or service levels will need to be scaled back. Early in FY 1999 a work session will be scheduled before the Board of County Commissioners to discuss the public safety levy options. As part of that discussion the following questions will need to be addressed in order to move forward:

- What are the most important elements to enhance or add to the continuum of services and sanctions that represent our public safety system?
- By what criteria do we make that determination?
- Given the current compression in our property tax system and depending upon decisions by the City of Portland, what is the amount of new revenue potential available for this levy?
- Given other decisions that will be before the voters, when is the best time to send a levy to the voters?

Personal Weapon Lock Boxes for Sworn Personnel. Included in the Sheriff's Office adopted budget is \$20,000 to purchase lock boxes for personnel.

Sheriff's Office

Relocation from the Hansen Building. The Sheriff's Office occupies a deteriorating building and needs to re-locate in office space more suited to its operation. The Board has directed staff to evaluate alternatives and return to the Board of Commissioners with a report and recommendation for new office space for the Sheriff's office. \$1 million is budgeted in Nondepartmental to cover costs of rental space for public safety offices in the short term.

Contract Services with East County Cities. A recent audit indicates that the Sheriff's Office is not collecting the full cost of providing additional services to Maywood Park and Wood Village. Included in the Sheriff's budget is \$150,000 of anticipated revenue to be collected from these communities. The Board encourages the Sheriff to conclude negotiations with the cities by moving towards a full cost recovery of law enforcement services over a period not to exceed five years.

SB 1145. The program configuration devised in 1997 for dealing with SB 1145 offenders will cost more than the revenue available in 1998-99. The proposed budget for SB 1145 programs should be seen only as a placeholder until reevaluation of the program can be completed. Therefore, the Sheriff's Office should charge the minimum marginal cost of the 330 beds at Inverness Jail to the SB 1145 revenues, \$9.4 million. The Budget & Quality Office has been directed to contract for a complete and thorough review of this population of felons being handled by the County and a proposal for handling them. The consultant's recommendations will be reviewed by the Public Safety Coordinating Council and by the Board of County Commissioners. When the Board approves the revised plan, the budget will be revised.

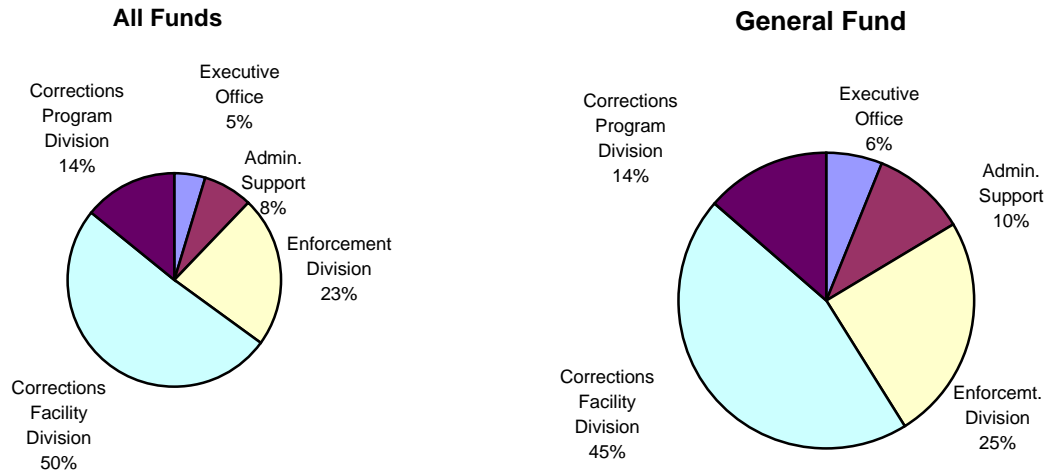
Budget Highlights

The Sheriff's budget has grown by \$2.7 million and 104.90 staff over the 1997-98 adopted budget. The growth is entirely due to the increase in the corrections system as a result of housing prisoners under Senate Bill 1145 and jail expansion under the "fossil" levy. Both SB 1145 and the Jail Levy were approved in the FY 97-98 budget. The increases seen in this budget are annualized.

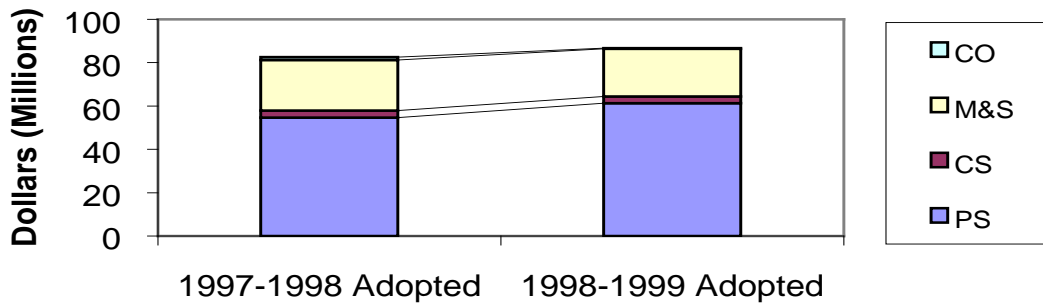
- Increased capacity of MCDC by 200 beds through the use of double bunking.
- Increased the capacity of MCIJ by 420 beds through levy expansion and SB 1145.
- Began site development for 210 bed jail facility and 300 bed alcohol and drug facility at the radio tower site.
- Deleted the Target Cities IJIP Program effective September 30, 1998 (7.56 FTE's)
- Annualized jail expansion positions (82.91 FTE's)
- Increased Personnel Unit as a result of the reengineering and recruitment for Employee Services (2.00 FTE's)
- Reorganized agency from five to four Divisions.
- Increased U. S. Marshal revenues to partially offset cost of double bunking.
- Included an additional \$230,000 for BOEC charges.
- Included \$150,000 in revenues to be collected from Maywood Park and Wood Village for Law Enforcement Services.

Sheriff's Office

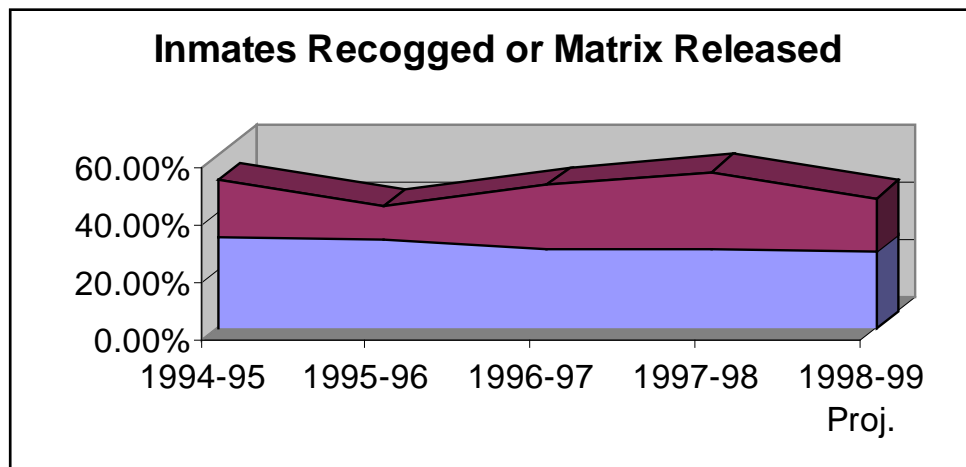
Expenditure Graphs



Budgeted Expenditures

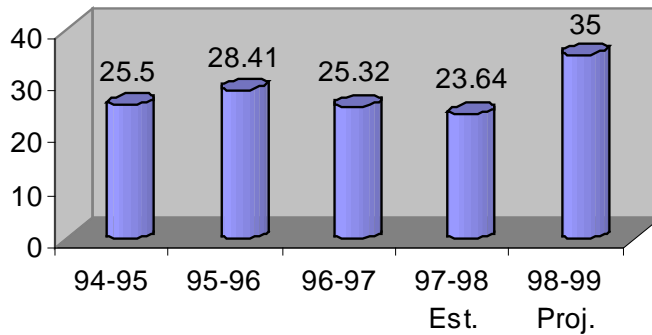


Performance Trends



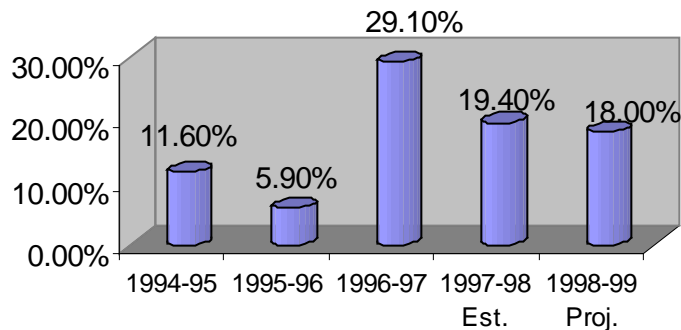
Sheriff's Office

Reported Index Crimes



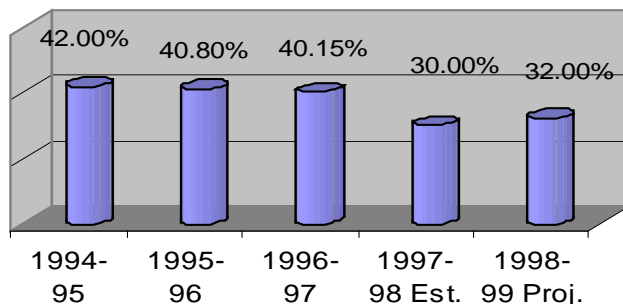
Index crimes are serious crimes against people & property. The statewide goal for the Yr. 2000 is 28/1,000 population. The rate in MC is already below this goal, and the Sheriff's Office believes it will continue to be able to meet or exceed the target.

Matrix Release of Serious Offenders



As a general rule, inmates with a matrix score in excess of 60 are serious offenders. An increasing percentage of such inmates are being matrixed released due to jail overcrowding.

Percent of Probation/Parole Violators in Jail



The Sheriff's Office and the Department of Community Justice have a cooperative effort to reduce the number of probation and parole violators occupying jail space

Support Services

Department Services

The Department of Support Services (DSS) offers the following services:

- Financial services including budget and revenue estimates, accounting services, management of cash and investments, debt issues, payroll, and financial reporting
- Personnel services including maintenance of the classification plan, recommendations on employee classification and compensation, maintenance of the County's Affirmative Action Plan, and training and assistance in Equal Employment Opportunity (EEO) requirements
- County wide management, technical, clerical, and computer training.
- Management and purchase of health and other employee benefit programs and wellness programs to contain health care costs.
- Negotiation and administration of county labor agreements including interest and grievance arbitration. Development of ongoing communication and problem solving mechanisms for improving management/labor relations.
- Consultation to departments and elected officials on technical and policy issues and on implementation of RESULTS.
- Insurance and loss control programs including Worker's Compensation and emergency management.
- Information technology services including operation of the mainframe data center, design and installation of new computer systems, maintenance of existing systems, network support, and telecommunications including voice mail and other productivity improvements.
- Procurement services including contracts, purchasing, and material management.
- Evaluation programs that provide technical assistance to departments, coordinate department evaluation efforts and focus on evaluation of programs of countywide significance.

FY 1998-99 Budget Overview

	1996-97	1997-98	1997-98	1998-99	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	160.44	170.50	176.50	189.50	13.00
Departmental Costs	\$42,276,795	\$60,209,973	\$59,592,618	\$60,976,236	\$1,383,618
Program Revenues	\$32,784,540	\$52,463,530	\$49,712,003	\$50,415,492	\$703,489
General Fund Support	\$9,492,255	\$7,746,443	\$9,880,615	\$10,560,744	\$680,129

Support Services

Budget Highlights

This budget focuses on maintenance of the services that are critical to the county's operations, realigns human resources services, and allows continued progress in information technology and RESULTS.

- The Central Personnel functions and staff are realigned to correspond with the reengineering of the human resource functions across the County.
- A strong training program is retained including continued commitment to RESULTS and information technology training programs. The two programs are consolidated in the Employee Services Division
- Information Services will be replacing its automated tape mounting machines and adding software for automatic job restart and Job Control Language (JCL) checking.
- Microsoft Exchange will continue to be rolled out to the Departments as the replacement for Microsoft Mail with two additional analysts.
- A labor relations technician is added to that division to reduce much of the routine workload from the three professionals, and assist in revamping the division's records.
- The Benefits program gains an analyst to provide more timely services to employees, former employees, and retirees.
- The Word Processing program in the Director's office is discontinued, with the personnel transferred to Personnel to assist with the new functions and information requirements there.
- Two purchasing specialists and a part time clerical support person will be added to Finance to assist with the purchasing related to capital bond issues.
- An additional technician has been added to maintain the Local Area Network for DSS, County Council, the Chair and Commissioner's offices and the Auditor and to assist in making sure systems are Year 2000 compliant.
- An additional programmer/analyst has been added to support the financial accounting and reporting, payroll, and human resources systems.
- Professional services funds are allocated for assist in the rapid deployment of and training for Advantage, the newest release of the financial and accounting system of the County

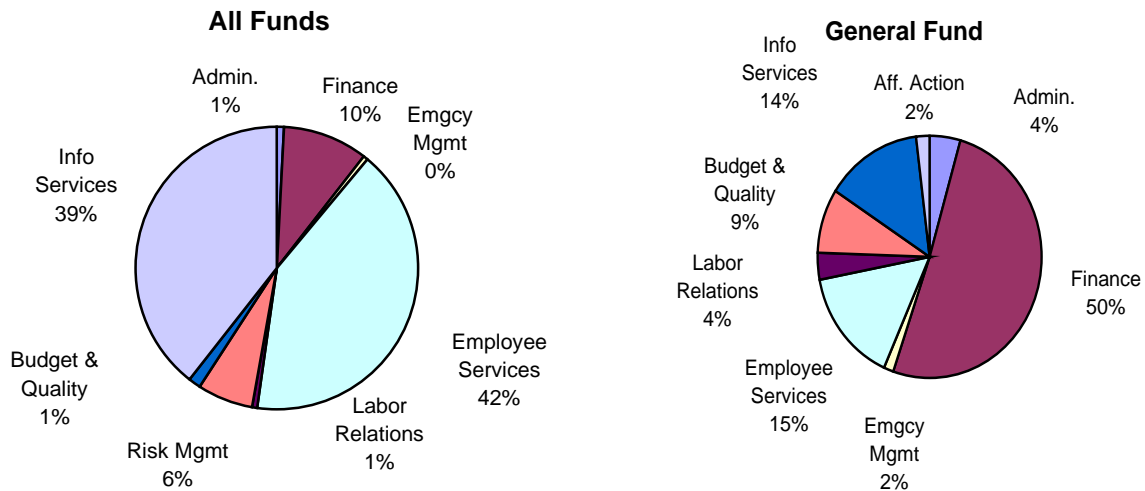
Issues

Reengineering the Human Resources Function. One of the RESULTS goals is to align human resource systems to promote high employee involvement and productivity. A group representing major departments and chaired by Support Services reviewed the key functions of Multnomah County's human resource program including personnel services, employee benefits and labor relations to identify how to best align key functions. The changes recommended reflect the County's management vision and commitment to RESULTS.

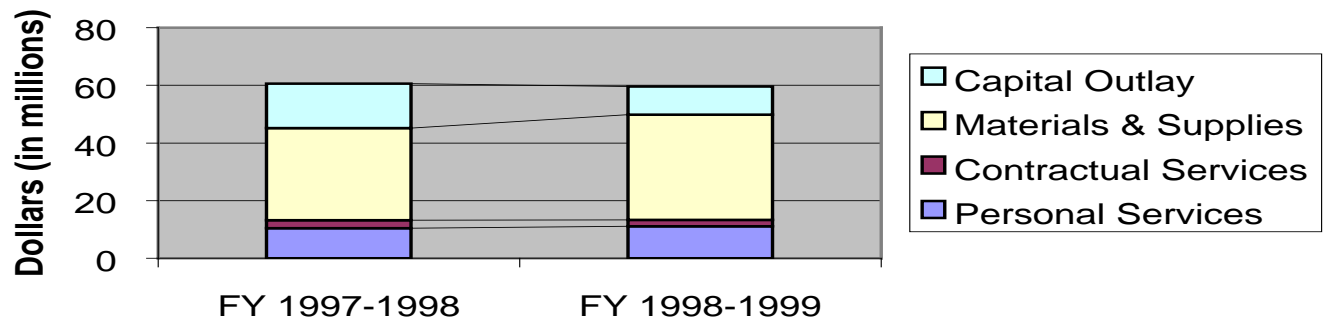
The Adopted Budget includes funding and personnel to initiate the County's human resources reengineering. Departments will begin accepting primary responsibility for recruitment within their constraint targets for 1998-99. The central Employee Services Division will be redesigned to address the key needs identified in cooperation with department staff. The Department of Support Services will work to assure the system support needed for implementation will be in next year's budget.

Support Services

Expenditure Graphs



Budgeted Expenditures



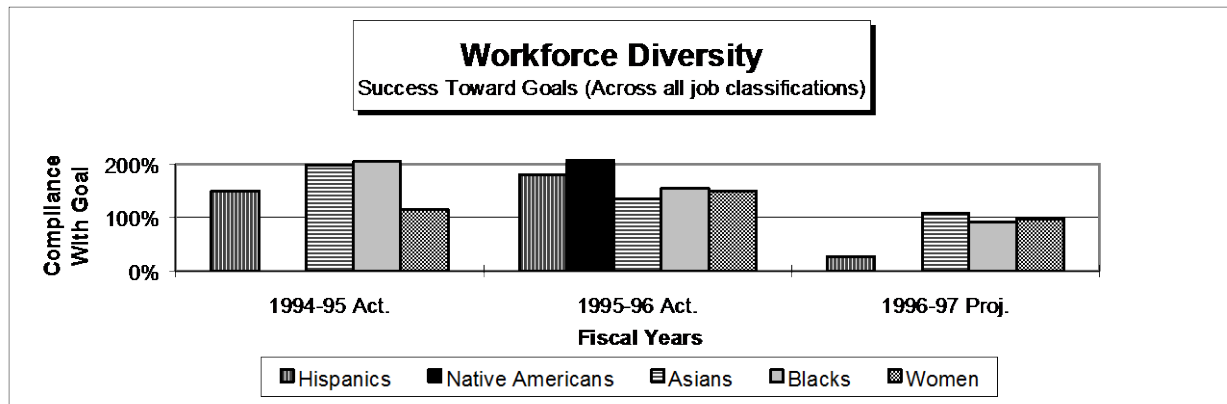
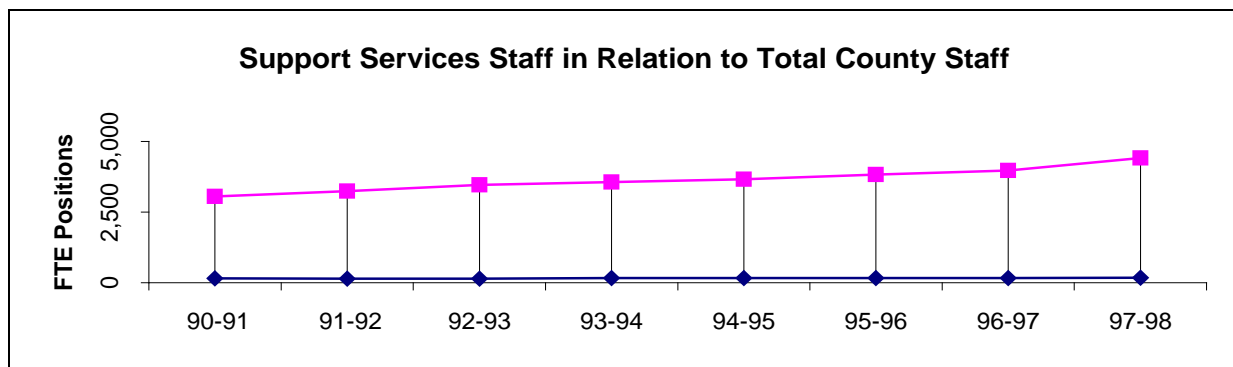
Support Services

Performance Trends

Support Services Staffing Compared to County Staffing

	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98
Director	7.5	0.0	0.0	0.0	0.0	0.0	7.5	8.0
Finance	39.4	47.3	48.9	50.5	49.7	52.0	52.5	53.0
Employee Sv.	18.3	18.5	19.9	20.5	19.9	22.0	18.0	21.5
Labor Rel.	3.6	3.5	3.5	3.5	4.1	3.5	3.0	3.0
Risk Mgt.	4.5	4.0	3.4	6.0	6.9	4.0	5.0	5.0
Bud & Qual.	9.9	8.3	8.7	9.0	9.6	11.0	11.0	8.0
Aff. Action	1.2	2.0	2.6	3.0	3.1	3.5	3.5	3.0
Emerg. Mgt.	3.3	3.5	2.7	3.0	3.1	3.0	3.0	3.0
Inform. Svcs.	61.9	58.0	57.0	66.0	64.0	68.0	67.0	72.0
Total	149.6	145.1	146.7	161.5	160.4	167.0	170.5	176.5
County FTE	2,905	3,095	3,313	3,403	3,498	3,660	3,806	4,235
Percent	5.1%	4.7%	4.4%	4.7%	4.6%	4.6%	4.5%	4.2%

Actual Full Time Equivalents used through 1994-97, Adopted FTE used for 1997-98.



Summaries

PROPERTY TAX COMPUTATION

GENERAL FUND (Fund 100)

Tax Base - Fiscal Year ending June 30, 1998	164,906,993
Plus constitutionally Allowed 6% increase	8,151,457
TOTAL GENERAL FUND PROPERTY TAX	173,058,450
Tax Base - Fiscal Year ending June 30, 1998	173,058,450
Less amount exceeding shared 1% Constitutional Limitation	0
Less amount exceeding M47/50 Limitation	(22,385,200)
Less delinquencies and discounts on amount billed	(9,040,395)
TOTAL AVAILABLE FOR APPROPRIATION	141,632,856

LIBRARY LEVY (Fund 162)

3-year Serial Levy - Fiscal Year ending June 30, 1999	20,671,723
Less amount exceeding shared 1% Constitutional Limitation	0
Less amount exceeding M47/50 Limitation	(4,229,593)
Less delinquencies and discounts on amount billed	(986,528)
TOTAL AVAILABLE FOR APPROPRIATION	15,455,602

LIBRARY BOND SINKING FUND (Fund 226)

General Obligation bond - Fiscal Year ending June 30, 1998	2,716,748
Less delinquencies and discounts on amount billed	163,005
TOTAL AVAILABLE FOR APPROPRIATION	2,553,743

LIBRARY BOND SINKING FUND (Fund 227)

General Obligation bond - Fiscal Year ending June 30, 1998	5,178,253
Less delinquencies and discounts on amount billed	310,695
TOTAL AVAILABLE FOR APPROPRIATION	4,867,558

Summaries

PROPERTY TAX COMPUTATION

PUBLIC SAFETY BOND SINKING FUND (Fund 228)

General Obligation bond - Fiscal Year ending June 30, 1998	8,386,018
Less delinquencies and discounts on amount billed	503,161
TOTAL AVAILABLE FOR APPROPRIATION	7,882,857

TAX LEVY ANALYSIS

	ACTUAL 1995-96	ACTUAL 1996-97	BUDGET 1997-98	BUDGET 1998-99
Levy within 6% limitation	102,264,330	108,400,187	114,904,198	173,058,450
Public Safety Levy outside 6% limitation *	16,536,272	26,538,000	32,951,969	0
Library Levy outside 6% limitation	12,614,849	15,250,541	17,050,826	20,671,723
Library Bond outside 6% limitation	3,334,766	2,388,557	2,278,374	2,716,748
Library Bond outside 6% limitation		2,649,050	7,058,603	5,178,253
Public Safety Bond outside 6% limitation		7,373,545	8,280,740	8,386,018
Total Proposed Levy	134,750,217	162,599,880	182,524,710	210,011,192
Loss due to 1% limitation	0	0	0	0
Loss due to M47/50 limitation	0	0	(24,438,568)	(26,614,793)
Total Proposed Levy less Loss	134,750,217	162,599,880	158,086,142	183,396,399

NOTES

Levy amount exceeding shared 1% Constitutional Limitation	0
Levy amount exceeding M47/50 Limitation	(26,614,793)
Loss in appropriation due to property tax limitation and discounts and delinquencies	(9,050,062)
 Average property tax discount	 3.00%
Property tax delinquency rate	3.00%
Average valuation change (Based on July - January Value Growth)	3.50%

Summaries

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