



Multnomah County Oregon

Board of Commissioners & Agenda

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BOARD OF COMMISSIONERS

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JANUARY 8 & 9, 2007

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Monday Budget Work Session Affirming Fiscal Parameters, Strategies, Maps, Indicators and Requests for Offers
Pg 2	1:00 p.m. Monday Budget Work Session Affirming Fiscal Parameters, Strategies, Maps, Indicators and Requests for Offers
Pg 3	9:30 a.m. Tuesday 2007 Legislative Agenda Briefing
	Review 2007-2008 Budget Work Sessions and Hearings Schedule on-line @ http://www.co.multnomah.or.us/cc/budget hearings.shtml
	Thursday, January 11, 2007 Board Meeting cancelled for lack of agenda items

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Thursday, 9:30 AM, (LIVE) Channel 30
Saturday, 10:00 AM, Channel 29
Sunday, 11:00 AM, Channel 30
Tuesday, 8:00 PM, Channel 29

Produced through MetroEast Community Media
(503) 667-8848, ext. 332 for further info
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Monday, January 8, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-1 Budget Work Session Affirming Fiscal Parameters, Strategies, Maps, Indicators and Requests for Offers. Presented by Karyne Dargan, Mark Campbell and Fiscal Year 2008 Outcome Teams. 2 HOURS REQUESTED.

CABLE PLAYBACK INFO:

Monday, January 8 - 9:30 AM LIVE Channel 29
Thursday, January 11 - 9:00 PM Channel 29
Saturday, January 13 - 2:00 PM Channel 29
Sunday, January 14 - 12:00 PM Channel 29

Monday, January 8, 2007 - 1:00 PM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-2 Budget Work Session Affirming Fiscal Parameters, Strategies, Maps, Indicators and Requests for Offers. Presented by Karyne Dargan, Mark Campbell and Fiscal Year 2008 Outcome Teams. 2 HOURS REQUESTED.

CABLE PLAYBACK INFO:

Monday, January 8 - 1:00 PM LIVE Channel 29
Friday, January 12 - 8:00 PM Channel 29
Saturday, January 13 - 4:00 PM Channel 29
Sunday, January 14 - 2:00 PM Channel 29

Tuesday, January 9, 2007 - 9:30 AM
Multnomah Building, Sixth Floor Commissioners Conference Room 635
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

B-1 2007 Legislative Agenda. Presented by Gary Conkling and Kate Cusack of Conkling Fiskum and McCormick Inc. and Public Affairs Office Director Gina Mattioda. 90 MINUTES REQUESTED.

Thursday, January 11, 2007 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING - CANCELLED

Lack of Agenda Items. Next Regular Board Meeting scheduled for **Thursday, January 18, 2007.**



MULTNOMAH COUNTY OREGON

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

LISA NAITO • DISTRICT 3 COMMISSIONER

MEMORANDUM

TO: Chair Ted Wheeler
Commissioner Maria Rojo de Steffey
Commissioner Jeff Cogen
Commissioner Lonnie Roberts
Board Clerk Deb Bogstad
Karyne Dargan

FROM: Matthew Lieuallen
Staff to Commissioner Lisa Naito

DATE: January 5, 2007

RE: Commissioner Naito will be unable to attend the January 8, 2007 Budget Work Sessions

Commissioner Naito will be unable to attend the January 8, 2007 Budget Work Sessions. As Chair of the Association of Oregon Counties Public Safety Steering Committee and as a member of the Legislative Committee, the Commissioner will be in Salem representing Multnomah County.

Thank you,
Matthew Lieuallen



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 01/08/07
Agenda Item #: WS-1
Est. Start Time: 9:30 AM
Date Submitted: 01/04/07

Agenda Title: Affirm the FY 2008 Fiscal Parameters and the Priorities Results Maps, Strategies and Indicators and RFO's for Using Multnomah County Resources (Steps 1-3 of Priority Based Budgeting)

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

Date Requested: January 8, 2007 Time Requested: 4 hrs (2 hrs am & 2 hrs pm)
Department: County Management Division: Budget & Evaluation
Contact(s): Karyne Dargan, Budget Director
Phone: 503-988-3312 Ext. 22457 I/O Address: 503/531
Presenter(s): Karyne Dargan, Mark Campbell, Fiscal Year 2008 Outcome Teams

General Information

1. What action are you requesting from the Board?

Step 1 – The Budget Office will provide the Board with the revenue forecast for General Fund. This information will allow the Board to set the fiscal parameters for the FY 2008 budget. This is an informational briefing, however, the Board will be asked to affirm the General Fund ongoing revenue estimates.

Step 2 – The Board will be asked to affirm the County's six Priorities. The priorities are the overarching results that citizens expect from their County. The six priorities that have been selected for Multnomah County are:

- I want all Multnomah County residents and their families to be able to meet their **basic living needs**.
- I want to feel **safe** at home, work, school, and at play.
- I want Multnomah County to have a **thriving economy**.
- I want to have clean healthy neighborhoods with a **vibrant sense of community**
- I want my government to be **accountable** at every level.
- I want all children in Multnomah County to **succeed in school**.

Step 3 – The Board will be asked to affirm the cause – and – effect strategy maps for each result, indicators, and Requests for Offers presented by the FY 2008 Outcome Teams.

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

In the fall of FY 2005, the County undertook a priority-based budgeting process in anticipation of Ballot Measure 26-64, which would have repealed years two and three of Multnomah County's three-year temporary Personal Income Tax. That process involved gathering information from focus groups, public work sessions, Service Efforts & Accomplishments reports, and prior visioning work by the Board of County Commissioners to determine from a citizen's perspective the priority functions Multnomah County residents expect from their government. For FY 2008, we are building on this strategic framework for County government by answering these questions during the budget process:

- What are the results that citizens expect from government?
- What strategies are most effective in achieving those results?
- Given the money available, which activities should we choose to implement those strategies?
- What changes in practice or costs do we need to make to maximize the results we deliver to citizens?
- How will we measure our progress?

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

N/A

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

N/A

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

N/A

Required Signatures

**Department/
Agency Director:**

Carol M. Ford

Date: 01/04/07

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

MULTNOMAH COUNTY OREGON

1/08/2007

9:30 a.m. – 11:30 a.m.

1:00 p.m. – 3:00 p.m.

Boardroom



Agenda BCC Work Session

Morning Budget Work Session (9:30 a.m. – 11:30 a.m.)

1. Opening Comments and Overview of Today's Agenda– Chair Ted Wheeler – 10 minutes
2. FY 2008 Budget Calendar Major Milestones – Karyne Dargan – 5 minutes
3. A Brief History of Priority Based Budgeting in Multnomah County - Karyne Dargan – 10 minutes
 - **Step 1 - Affirm Fiscal Parameters (1/08/07)**
 - **Steps 2 & 3 – Affirm Priorities , Results Maps, Strategies and Indicators and RFO's for Using Multnomah County Resources (1/08/07)**
 - Step 4 –Departments Develop Program Offers for Each Priority (2/09/07)
 - Step 5 & 6 – Program Offers Reviewed and Ranked by Outcome Teams Based on Contribution to Priority Area
 - Step 7 – Board Ranks Program Offers Based on their Contribution to Priority
 - Step 8 – Chair releases Executive Budget (4/19/07)
 - Step 9 – Board reviews, modifies and adopts County Budget (6/07/07)
- 4.* Step 1 – Affirm FY 2008 Fiscal Parameters – Mark Campbell – 30 minutes
5. Step 2 & 3– Affirm Outcome Team Work to Date and Major Milestones
 - Description and Purpose of Indicators, Results Map, Strategies and RFO's and Outcome Team presentation format – Karyne Dargan/Mike Jaspin - 5 minutes
 - i. Each Outcome Team will briefly re-refresher of indicators, maps, strategies (tell your story quickly)
 - ii. Present RFO's
 - iii. Describe RFO's
 - iv. Insights
 - v. Receive Board Feedback

- **Thriving Economy/Vibrant Communities** – Kathy Tinkle (Team Leader), Carla Gonzales (Team Facilitator), Jon Schrotzberger, Linda Castillo, Abdi Mouse, Sherry Willmschen (Citizen Volunteer), Tom Weldon (CBAC), Ching Hay - 20 minutes
- **Safety** – Peggy Samolinski (Team Leader), Ken Scholes (Team Facilitator), Carl Goodman, Scott Marcy, Wanda Yantis, Doug Bray, Julie Goodrich, Dr Irwin Mandel (CBAC), Mark Campbell -20 minutes

Break Lunch

Afternoon Budget Worksession (1:00 p.m. - 3:00 p.m.)

- **Accountability** – Shaun Coldwell (Team Leader), Sara Ryan (Team Facilitator), Paul Iarrobino, Eric Sample, Kimmy Figueroa, David Dragavon, Helen Williams (CBAC), Julie Neburka - 20 minutes
 - **Education** – Joshua Todd (Team Leader), Pam Hiller (Team Facilitator), Jan Bishop, Mike Waddell, Deanna Cecotti, Carolyn Frazier, Molly Gloss (CBAC) - 20 minutes
 - **Basic Living Needs** – Doug Butler (Team Leader), Katie Lane (Team Facilitator), Michael Hanna, Chocka Guiden, Marisa McLaughlin, Sandy Haffey, Laura Adania, Jim Lasher (CBAC), Christian Elkin - 20 minutes
6. Budget Events for the next month – Karyne Dargan - 5 minutes
 - January 12 – Bidders' Conference
 - January 25 – GF Forecast and 2nd Quarter Report
 - February 9 – Program Offers Due
 7. Next Steps, Closing – Karyne Dargan, Ted Wheeler - 5 minutes

FY 2008 - Major Budget Milestones (draft)



MULTNOMAH
COUNTY

November

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December

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31						

January

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☐ Indicates Holiday

November 2006

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

December 2006

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

January 2007

Jan. 3 rd	Design Team - Fiscal Parameters, OT reports, Bidder's Conference
Jan. 8 th	Steps 1-3 BCC Worksession - Affirm Fiscal Parameters, Strategies, Maps, Indicators and RFO's
Jan. 9 th	CBAC training for performance measures, recommendations
Jan. 12 th	Bidder's Conference
Jan. 25 th	2 nd Quarter Report and GF Forecast Update

February 2007

Feb. 9 th	Step 4 - Depts. submit program offers
Feb. 13 th	Step 5 - Program Offers Released to OT and posted on Internet OT - begin reviewing program offers
Feb. 20 th	Design Team - Budget Issues
Feb. 23 rd	Program Offer revisions complete - repost to Web
Feb. 26 th	CBAC's send recommendations to Outcome Teams for Review

March 2007

Mar. 6 th	Step 6 - OT - Complete Ranking
Mar. 7 th -8 th	BCC Worksession - Program Offer review, learnings
Mar. 16 th	Step 7 - BCC Ranking - Round #1 Complete
Mar. 20 th	Design Team - Comparative Rankings
Mar. 21 st -22 nd	BCC Ranking - Composite Rankings (OT compare to BCC) CBAC Recommendations due to CIC/Rankings to CIC
Mar. 26 th	BCC Ranking - Round #2 Complete
Mar. 28 th	BCC Worksession - Program Offer Ranking Round #2
TBD	Central CBAC meet w/ Chair Wheeler/Recommendations to BCC

April 2007

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

February

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April

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FY 2008 - Major Budget Milestones (draft)



May

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June

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May 2007

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

June 2007

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



FY 2008 Fiscal Parameters

General Fund Revenue and Financial Overview

Multnomah County Budget Office

January 8, 2007

Introduction

- Introduction
 - Economic Growth Expected to Continue
 - Updated Assumptions
 - Implications for Revenue Forecast
- Revenue Forecast
 - Where Does the Money Come From?
 - Revisions to Preliminary Forecast
 - State Forecast and Governor's Proposed Budget
- Five Year Outlook
 - Key Assumptions for FY 2008
 - Estimate Cost of Programs Funded in FY 2007
 - The "Structural Deficit"
 - Recommended Approach



Economic Conditions

- Economic Growth Sustained Through 2006
 - 13 Consecutive Quarters of Job Growth in Oregon
 - Year Over Year Job Growth Highest Since 1997
- Limited Forecast Risks at This Time
 - Inflation Has Slowed Considerably
 - Reduction in Oil Prices Leads to Likely “Soft Landing”
- Oregon Index of Leading Indicators (OILI) Predicts Continued Economic Growth, But at a Slower Pace



Impact on General Fund Revenue

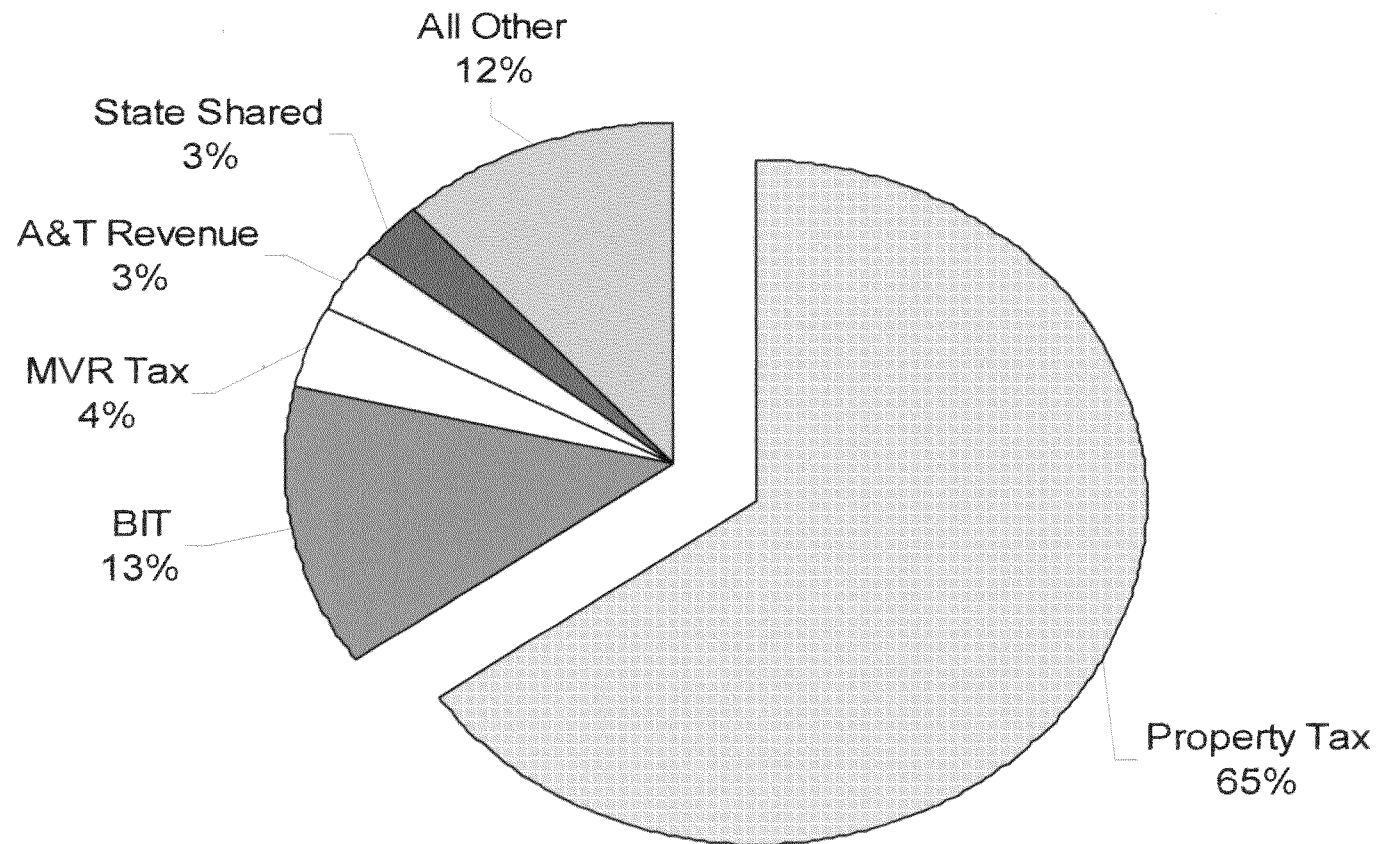
- Strength of Construction and Real Estate Sectors Translates to Increased Value Growth
 - Assessed Value Growth = 4.1% in FY 2007
 - Increased Real Market Growth = Lower Measure 5 Compression
- Record Level of BIT Revenue Collections in FY 2006
 - Trend Should Continue in Short Term
- Most Revenue Sources Trending Upward
- Diversity of General Fund Remains a Concern



Sources of General Fund Revenue

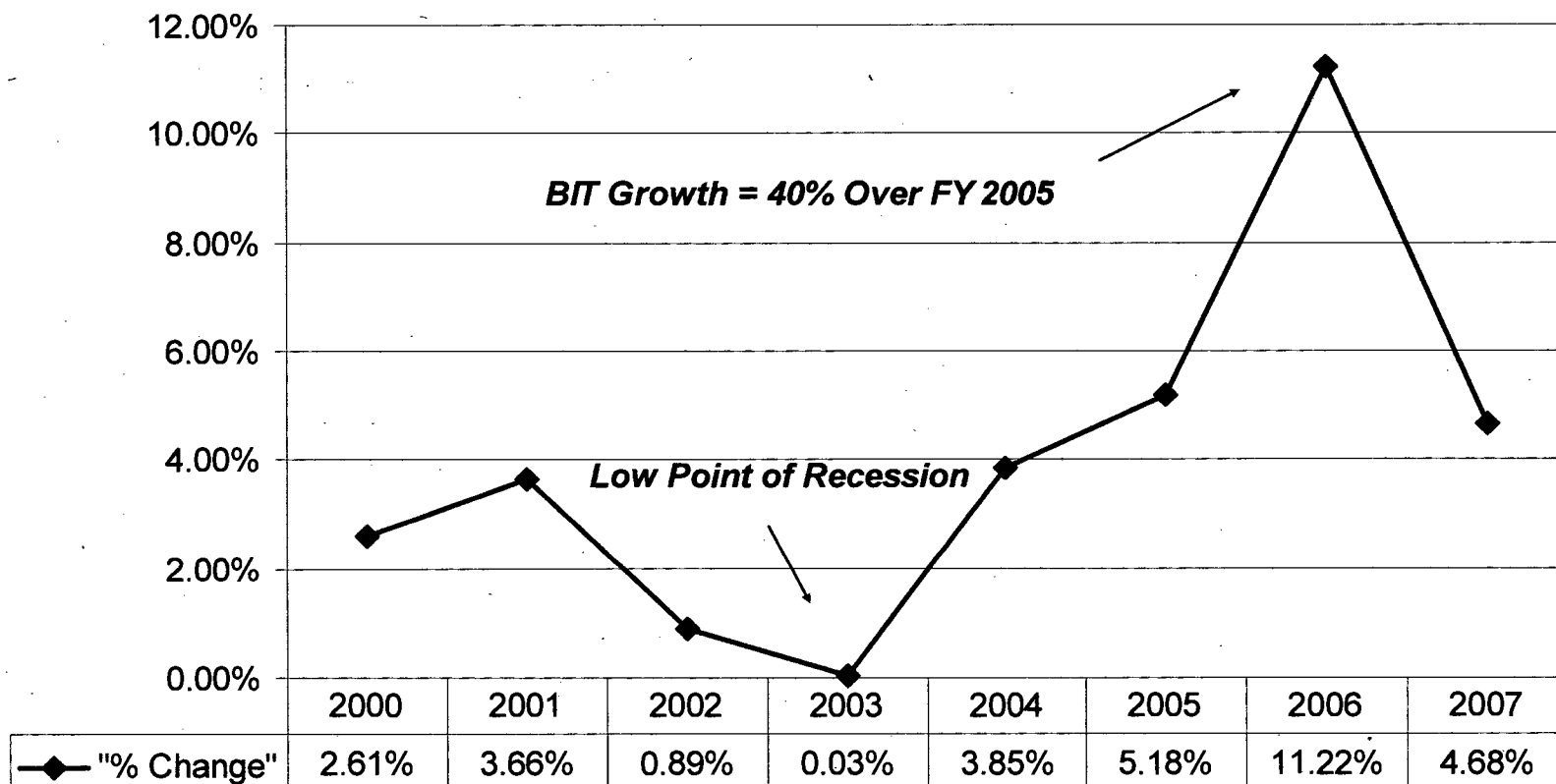
General Fund Revenue (FY 2006-07)

Excludes Beginning Working Capital



General Fund Revenue Trends

Annual Change in General Fund "Corporate" Revenues Property Tax, BIT, Motor Vehicle Rental, State Shared, A&T, Interest



General Fund Revenue Forecast

Major General Fund Revenue Sources

Based on Revenue Forecast as of 12/1/06

	Adopted FY 2007	Forecast FY 2007	Forecast FY 2008	Forecast FY 2009	Forecast FY 2010
Property Taxes	\$ 196,783,515	\$ 197,339,107	\$ 204,674,199	\$ 211,298,281	\$ 218,683,035
Business Income Tax	40,500,000	51,750,000	50,715,000	52,490,025	54,327,176
Motor Vehicle Rental	11,750,000	12,207,113	12,390,220	12,638,025	12,953,975
A&T - Grant/Recording Fees	9,426,000	9,665,086	8,913,000	8,991,260	9,071,085
State Shared Revenues ¹	7,848,524	8,341,543	8,167,374	8,333,596	8,490,215
Interest Earnings	2,200,000	2,849,646	2,700,000	2,700,000	2,700,000
	\$ 268,508,039	\$ 282,152,496	\$ 287,559,793	\$ 296,451,187	\$ 306,225,487
All Other General Fund ²	33,191,121	34,707,748	32,241,773	31,049,455	32,575,612
	\$ 301,699,160	\$ 316,860,244	\$ 319,801,566	\$ 327,500,642	\$ 338,801,099
% of Total Revenue	89.00%	89.05%	89.92%	90.52%	90.39%
% Change in Ongoing Revenue		4.68%	1.81%	2.99%	3.45%

Notes:

1. State Shared Revenues include Video Lottery and OLCC, Cigarette, and Amusement Device Taxes
2. All Other General Fund Excludes ITAX Revenue and Beginning Working Capital (BWC)



Revisions to Revenue Forecast

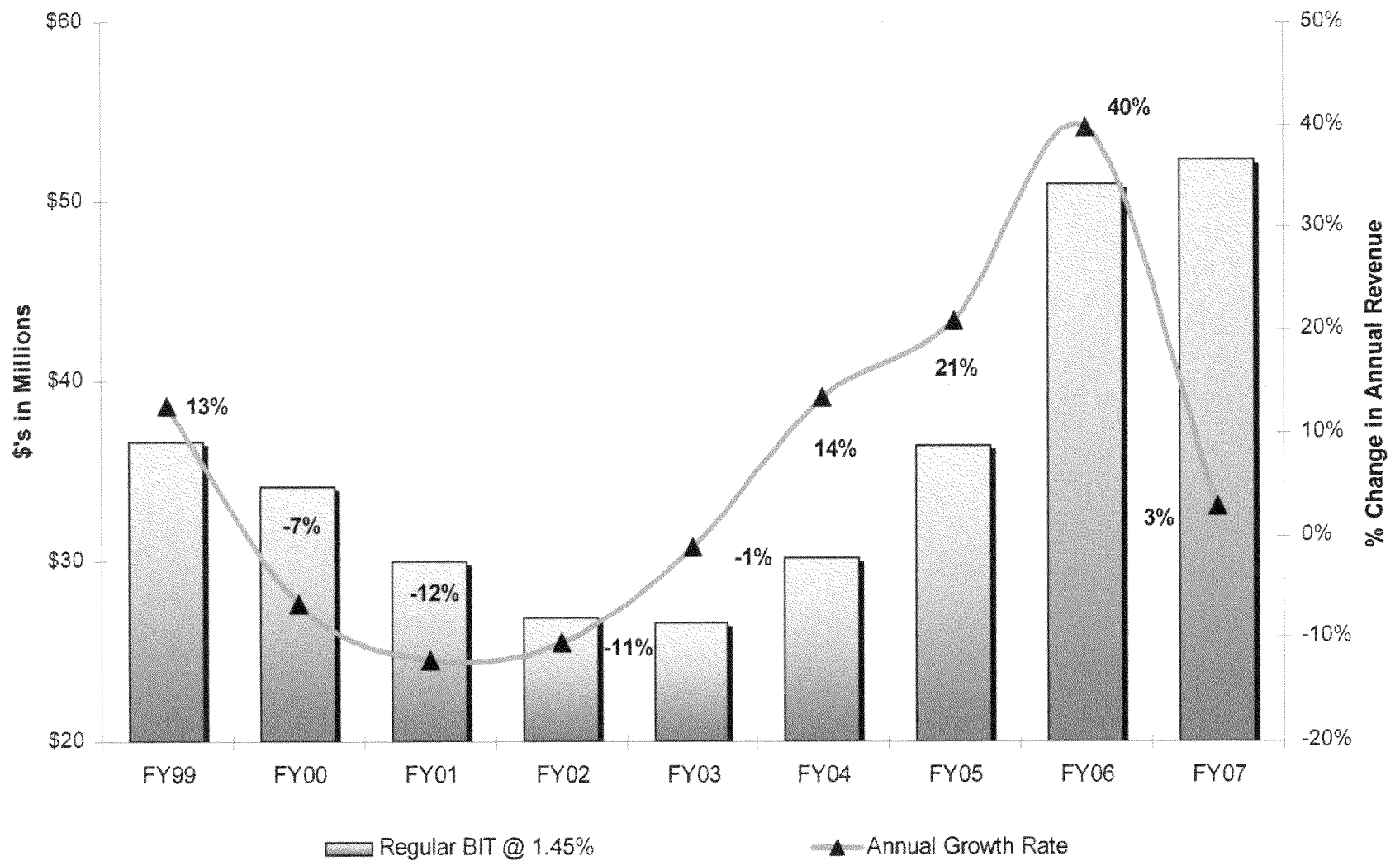
Updated FY 2008 Revenue Forecast

	Oct-06	Jan-07	Difference
Property Taxes	\$ 204,674,199	\$ 204,674,199	\$ -
Business Income Tax	44,500,000	50,715,000	6,215,000
Motor Vehicle Rental	12,390,220	12,390,220	-
A&T Sources	9,469,000	8,913,000	(556,000)
State Shared Revenues	7,848,524	8,167,374	318,850
Interest Earnings	2,700,000	2,700,000	-
All Other GF	30,210,773	32,241,773	2,031,000
Total Ongoing Revenue	\$ 311,792,716	\$ 319,801,566	\$ 8,008,850

- **BIT Forecast Updated to Reflect Year to Date Collections**
- **A&T Revised Downward – Forecast Slowing in Real Estate**
- **State Shared – Increased Video Lottery for Line Game Revenue**
- **Added Revenue From City of Portland for “Project 57”**

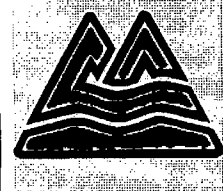
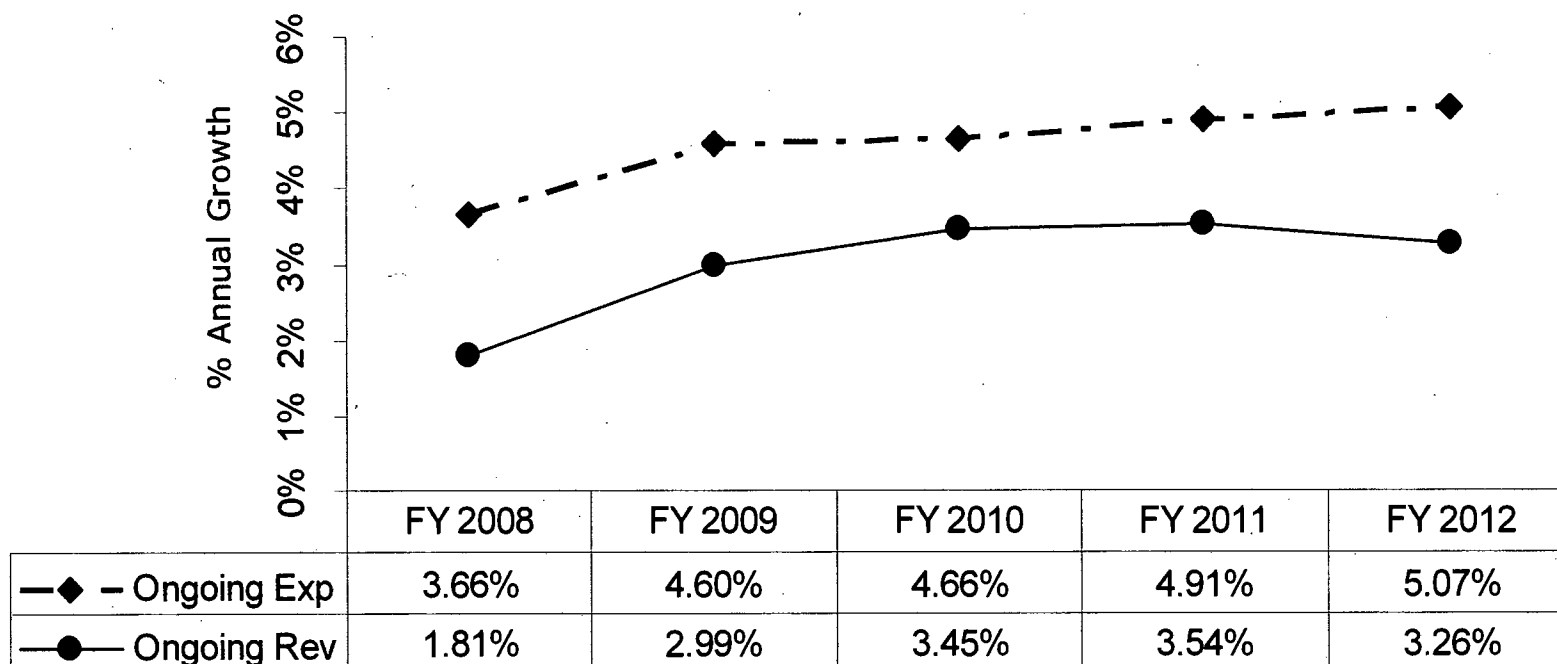


Volatility of BIT a Concern



What is The "Structural Deficit"?

"Structural Deficit"
Forecast Expenditure Growth v. Ongoing Revenue



Revenue Assumptions

- Economy Showing Signs of Slowing - Probably Yet to Hit Peak of This Cycle
- Ongoing Revenue = \$319.8 Million
- Unallocated Fund Balance = \$24 - \$27 Million
- Revenue Growth Estimated at 2.5% to 3.5% Over Next Five Years
- Increased Revenue in Governor's Proposed Budget Offsets Costs in General Fund



Expenditure Assumptions

- Continue to Fund Most Programs Funded w/ OTO Revenue in FY 2007
- CPI Growth Has Slowed in Recent Months
 - Portland CPI Expected to Be Around 3%
 - Each .25% Change in CPI = \$500,000 in Personnel Costs
- Expect No Changes to PERS Rates
- Medical/Dental Currently Being Bargained
 - Department Contribution Rate v. Level of Reserves
 - Issue of Retiree Medical Liability
- BIT Revenue Above Forecast to BIT Stabilization Reserve
- Revisit Library Cash Transfer Assumptions (?)



Recommended Fiscal Parameter Target

FY 2008 Estimated General Fund

	Low	High	Recommend
Ongoing Expenditures	\$ 340.1	\$ 346.0	\$ 340.1
Ongoing GF Revenue	319.8	322.5	320.0
Estimated Ongoing Shortfall	\$ 20.3	\$ 23.5	\$ 20.1
Unallocated Fund Balance (BWC)	\$ 24.0	\$ 27.0	\$ 25.0

Note: Ongoing Expenditures Assume Program Offers Funded in FY 2007 Continue in FY 2008

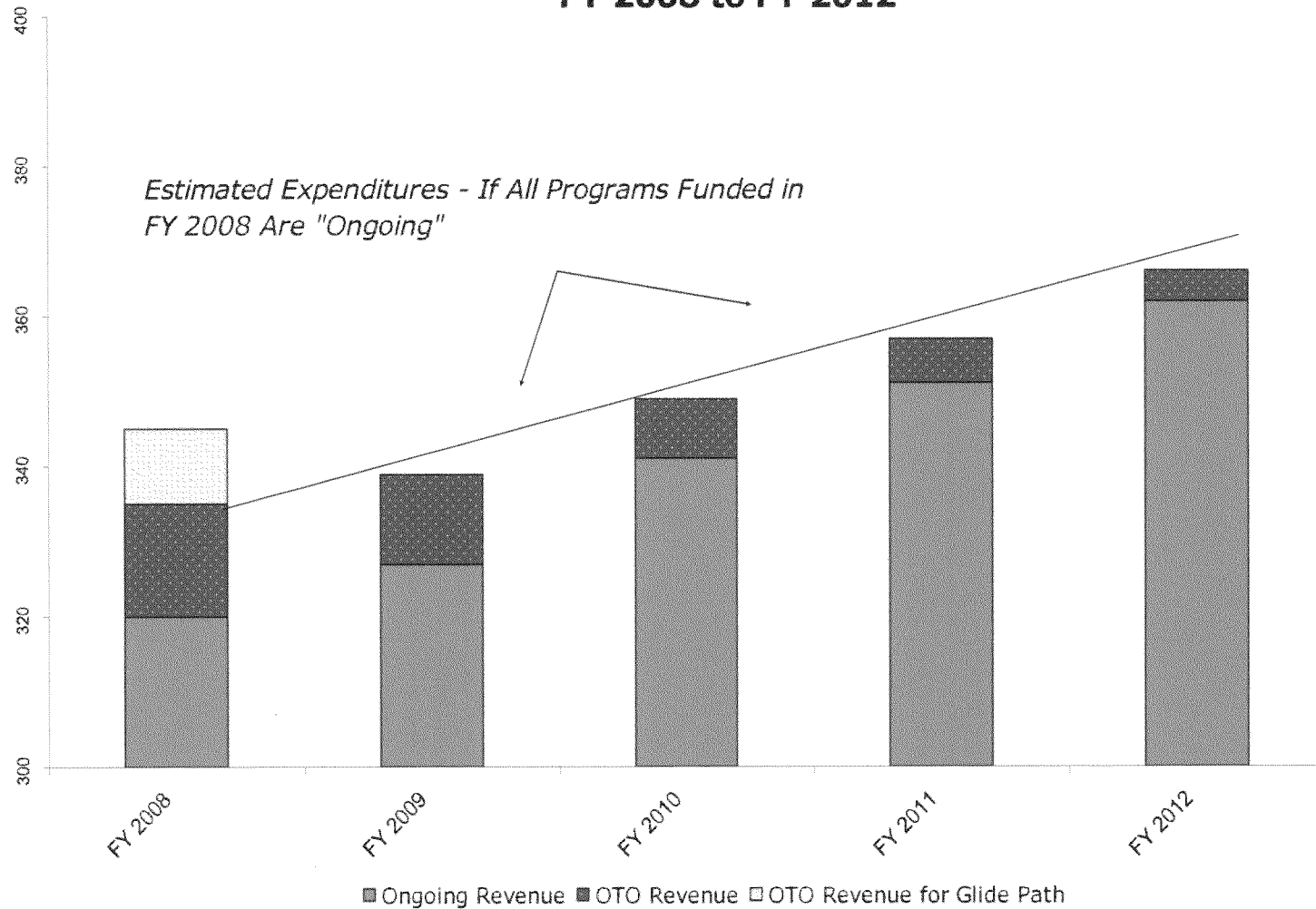
Recommended Fiscal Parameter Target

Ongoing Revenue Available in FY 2008	\$ 320.0
Innovation/Program Reconstruction	\$ 5.0
Use to Fund Ongoing Programs in FY 2008	10.0
Establish Fiscal Parameter Target for FY 2008 @	\$ 335.0
FY 2008 Estimated General Fund Reduction	\$ 10.1
<i>(Innovation/Program Reconstruction Funds Represent Investment in Alternative Ways to Do County Business)</i>	
Reserve to Fund Ongoing Programs in FY 2009	\$ 10.0



An Approach to Balancing the Budget

General Fund Forecast FY 2008 to FY 2012



Summary

- Forecast Has Improved Since October
- Revenue Growth Remains Strong in FY 2007, Expected to Return to "Normal" in FY 2008
- More Upside Potential Than Downside in This Forecast
 - Haven't Accounted for All Additional Revenue in State Budget
 - Additional GF Fund Balance (?)
 - Uncertainty Surrounding Personnel Costs
- Key Upcoming Dates
 - January 25th – 2nd Quarter General Fund Forecast
 - February 21st – Portland CPI Released
 - March 21st – Update Fiscal Parameters if Necessary



Outcome Team Thriving Economy

FY 2008 Budget Priority Setting MULTNOMAH COUNTY OREGON

Updated: January 4, 2007

FY 2007 Team Members: Doug Butler (leader), Becky Cobb, Mark Campbell, Mike Oswald, Molly Chidsey, Tom Weldon (CBAC)

FY 2008 Team Members: Kathy Tinkle (leader), Carla Gonzales (facilitator), Jon Schrotzberger, Linda Castillo, Abdi Mouse, Sherry Willmschen (Citizen), Tom Weldon (CBAC), Ching Hay

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

I want Multnomah County to have a thriving economy

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

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

The FY 2006 team came to the conclusion that there is no accurate and consistent way to identify the wages of county residents. The data are simply not reported at that level. All the measures that specifically relate to county residents are based on either income or earnings. Those two terms are problematic because they include more than wages/salaries and, thus, can skew the average.

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

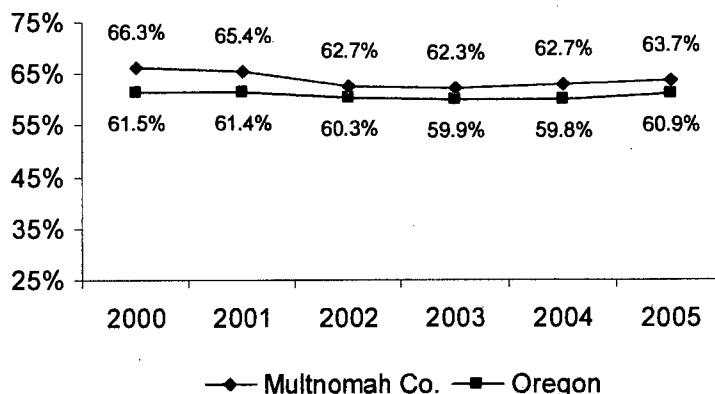
Thriving Economy

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

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

The rate of employment has been stable for the three most recent years of available data, but has dropped 3.8% since 2000. Multnomah County consistently employs a slightly higher percentage of residents than the state as a whole.

**Percent of Working Age (16 yrs +)
Residents who are Employed**



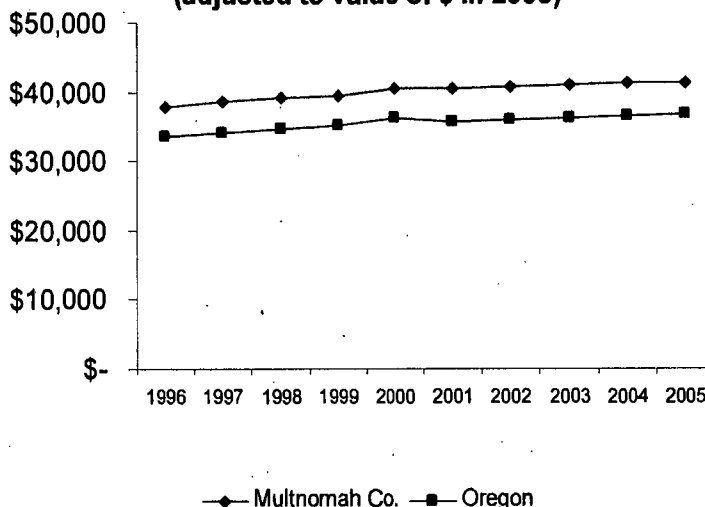
Source: Census Bureau's American Community Survey

2. Average wage paid by Multnomah County employers.

This chart shows the average annual wage per worker paid by employers, adjusted for inflation. In 2004, the average annual wage in Multnomah County was \$41,241. The calculation is based on jobs and wages paid only by employers in the county, so it excludes county residents who work elsewhere or are self employed. It is intended to be an indicator of the health of the economy in Multnomah County, rather than an indication of average wages earned.

The average annual wage has been relatively flat since 2000, but is up 9% over a decade ago. Multnomah County wages are, on average, about \$4,600 higher per year than statewide average wages.

**Average Annual Wage
(adjusted to value of \$ in 2005)**



Source: Oregon Employment Department

Thriving Economy

3. Number of jobs provided by Multnomah County employers.

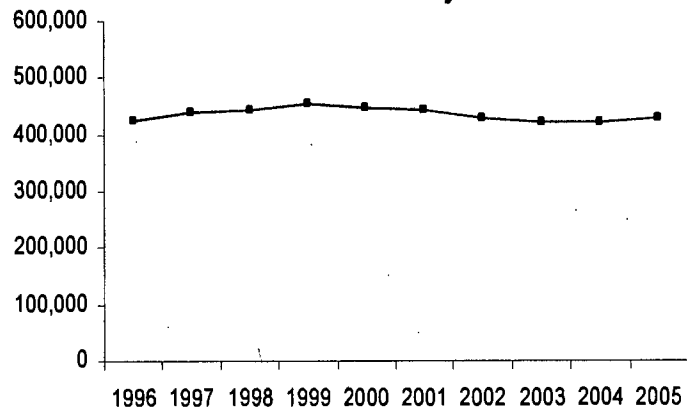
These charts reflect the number of jobs provided by businesses in Multnomah County. They exclude individuals who are self-employed or work outside of the County and do not differentiate between part-time and full-time positions. They are intended to be an indicator of economic health rather than a complete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

Total Jobs and Job Growth

Over the last decade, a total of 13,327 jobs were added in the aggregate. Between 2000 and 2003, 33,200 jobs were lost, but this trend was reversed in 2004.

Multnomah County employers lost jobs every year between 2000 and 2003, for a total loss of 33,200 jobs after years of gains. 8,115 jobs were added in 2005.

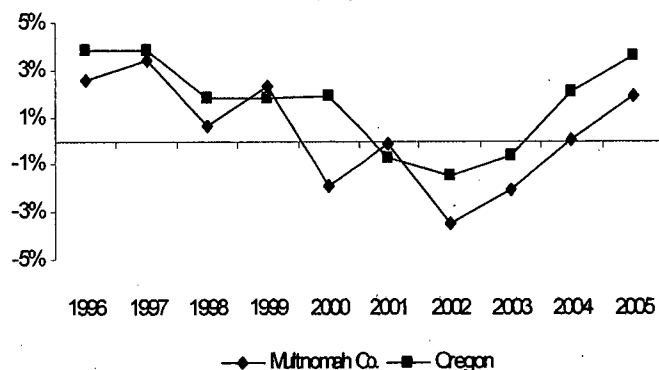
Jobs Provided by Employers in Multnomah County



Source: Oregon Employment Department

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

Percent Change Over Prior Year in Jobs Provided by Employers

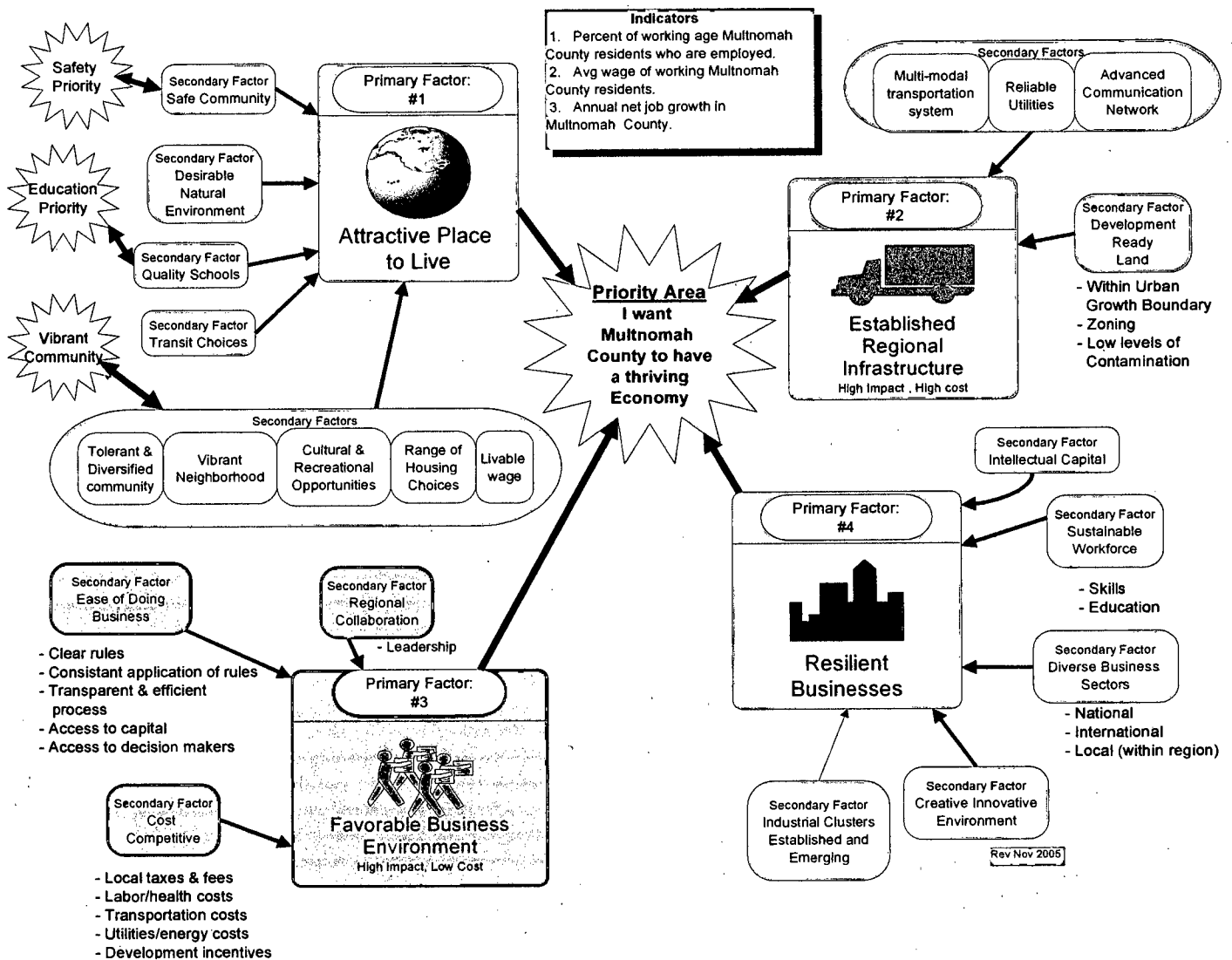


Source: Oregon Employment Department

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

Thriving Economy

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



Thriving Economy

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

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

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

1. Attractive Place to Live

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

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

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

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

2. Established Regional Infrastructure

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

Thriving Economy

First, there needs to be an adequate supply of development-ready land within the region. A number of studies have highlighted the fact that there is a scarcity of land available for industrial development inside the Urban Growth Boundary (UGB). This is seen as a weakness in the region's attempts to attract new or expand existing businesses. Obviously, the need for development-ready land is more critical for manufacturing industries than it is for knowledge-based industries. Since it is difficult for the County to effect supply of development-ready land, the Outcome Team felt that it would be important to target creative sector industries which generally require less land while continuing to support regional efforts to insure an adequate supply of industrial land.

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

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

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

3. Favorable Business Environment

The ease of doing business, and the time it takes to get through regulatory "red tape", were cited consistently as aspects of creating a favorable business environment. There are many recent examples where businesses chose to expand or locate outside of Multnomah County because it takes too long to get a project from the drawing board to completion. In the literature we reviewed, the concept that the development process should be efficient and transparent is stated in terms of improving customer service. As stated by Bob Whelan, an economist with ECONorthwest, the notion that government can play a role in establishing a favorable business environment can be summarized in the following three points:

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

Thriving Economy

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

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

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

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

4. Resilient Businesses

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

The evidence suggests the national and international businesses (the so-called "traded sector") drive the majority of economic growth within a region. A number of existing and emerging industry clusters dominate the regional economy. "Clusters" exist when a number of similar and related firms are concentrated in a small geographic area. The high technology cluster is one that most of us are familiar with. Harvard business professor Michael Porter notes "a cluster generates a dynamic process of ongoing improvement and innovation that can sustain . . . success for a prolonged period." Put another way, successful traded sector clusters bolster and support the local sector.

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

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

Thriving Economy

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

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

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

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

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

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

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

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

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

We are looking for Program Offers that:

- Strengthening the County's participation in public and private economic efforts
- Develop economic partnership strategies.

Thriving Economy

2. Do County business right!

The County has control and responsibility over several important activities that contribute to the thriving economy priority area. Doing business "right" means the County leads by example to make Multnomah County a good place to do business. For example, the County owns and maintains six of the major bridges in downtown Portland that span the Willamette River. These bridges are vital links in the regional transportation network which move people and freight. These regional assets are in need of significant maintenance and/or replacement and carry substantial financial liability. The County should, therefore, be proactive in its efforts to ensure the long term viability of these structures.

The County's Strategic Investment Program (SIP) is an example of a partnership between business and government that strengthens workforce development and training programs. A quality workforce has been identified as being critical to business expansion and retention.

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

We are looking for Program Offers that:

- Leverage federal, state, local and private funds to improve the county's physical and technological infrastructure that will in-turn help businesses operate efficiently.
- Provide innovative solutions to address major infrastructure liabilities rather than just programming current available funding.
- Streamline County business processes and provide innovative solutions to enhance business success.
- Leverage the County's role to strengthen regional workforce development and training programs.

Thriving Economy

3. Retain existing and recruit new business

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

We are looking for Program Offers that:

- Support the efforts of lead agencies, such as Business Associations, Chambers, and the Portland Development Commission (PDC), in marketing Multnomah County and the Portland Metro area to new businesses. Offers in this area should consider what makes this area unique and target the businesses and individuals who would find these attributes most appealing.
- Create incentives to attract small businesses to the region, since much of the growth in our economy comes from smaller scale businesses.
- Propose ways to mitigate costs to make Multnomah County more competitive and attractive to new and existing business.

Thriving Economy

Acknowledgements

Experts:

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

Evidence:

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

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

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

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

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

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

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

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

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

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

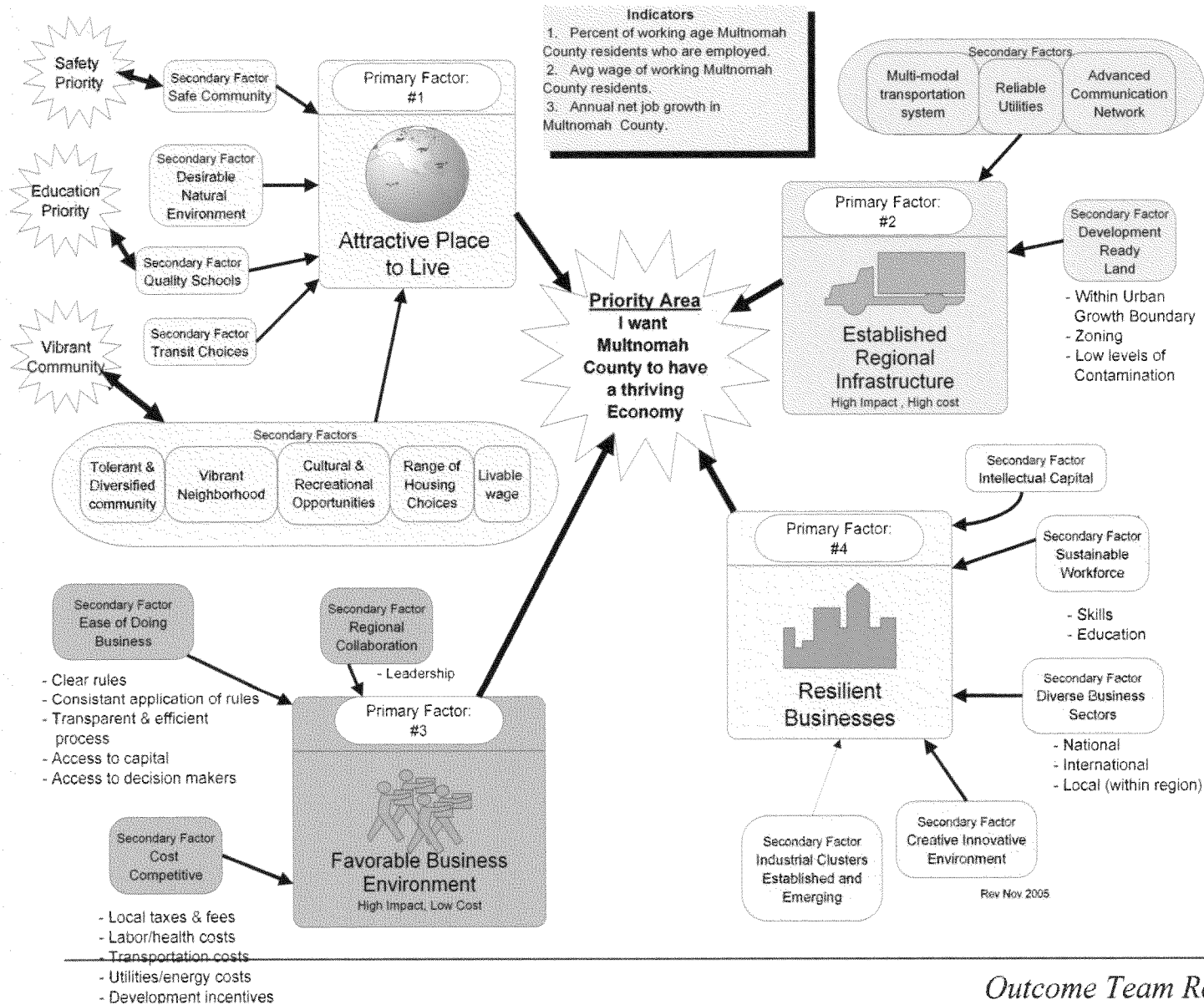
Thriving Economy Outcome Team

I Want Multnomah County to have a Thriving Economy

Team Members: Kathy Tinkle (leader), Carla Gonzales (facilitator), Linda Castillo, Ching Hay, Abdi Mouse, Jon Schrotzberger, Tom Weldon (CBAC), Sherry Willmschen (citizen)

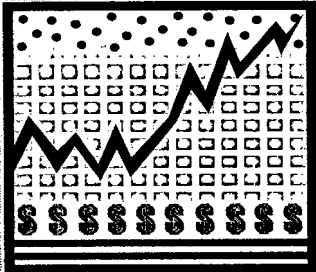


Thriving Economy - Map



Thriving Economy - Indicators

1. Percent of Working Age Multnomah County Residents Who Are Employed
2. Average Annual Wages Paid by Multnomah County Employers
3. Number of jobs provided by Multnomah County employers and job growth over the prior year



Thriving Economy FY 2008 Key Changes

- No change to the strategy map and overall emphasis.
- Build on excellent work of last year's team focusing on more targeted and specific strategies.
- Emphasize innovation and new ways of doing business.
- Promote creative public and private partnerships to support the success of business in the County.



Thriving Economy – Strategy 1

- ❑ **Champion the County's economic interests: "A seat at the regional table!"**

We are looking for offers that:

- Strengthen the County's participation in public and private economic efforts.
- Develop economic partnership strategies.



Thriving Economy – Strategy 2

□ Do County Business Right!

We are looking for offers that:

- Leverage federal, state, local and private funds to improve the County's physical and technological infrastructure that will in turn help businesses operate
- Provide innovative solutions to address major infrastructure liabilities rather than just programming current available funding.
- Streamline County business processes and provide innovative solutions to enhanced business success.
- Leverage the County's role to strengthen regional workforce development and training programs.



Thriving Economy – Strategy 3

□ Retain Existing and Recruit New Business

We are looking for offers that:

- Support the efforts of lead agencies, such as Business Associations, Chambers and the Portland Development Commission (PDC), in marketing Multnomah County and the Portland metro area to new businesses.
- Create incentives to attract small businesses to the region, since much of the growth in our economy comes from smaller scale businesses.
- Propose ways to mitigate costs to make the County more competitive and attractive to new and existing businesses.



Thriving Economy

Questions and Comments



Outcome Team Vibrant Communities

**FY 2008 Budget Priority Setting
MULTNOMAH COUNTY OREGON**

Updated December 28, 2006

FY 2007 Team Members: Doug Butler (leader), Becky Cobb, Mark Campbell, Mike Oswald, Molly Chidsey, Tom Weldon (CBAC)

FY 2008 Team Members: Kathy Tinkle (leader), Carla Gonzales (facilitator), Jon Schrotzberger, Linda Castillo, Abdi Mouse, Sherry Willmschen (Citizen), Tom Weldon (CBAC), Ching Hay

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

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

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

1. Environmental and Health Index

Options for this measure are currently being considered by the Vibrant Communities and Thriving Economy Outcome Team for inclusion in this report.

2. Citizen Perception of Personal Involvement in Neighborhoods

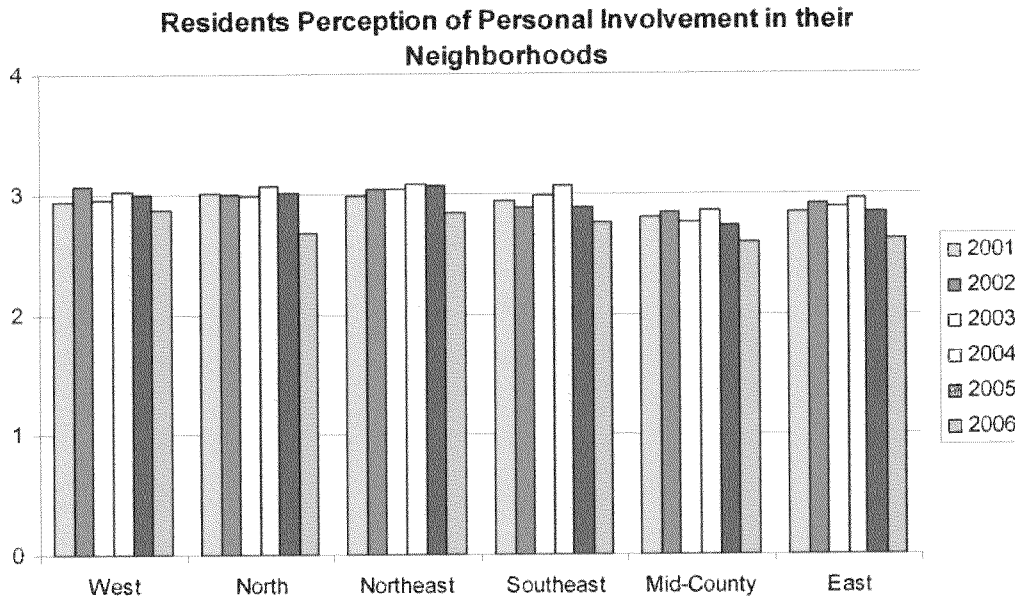
This chart shows data by area of the county taken from the Auditor's Office's annual Citizen Survey. It is an average of responses to these three questions:

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

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

Personal Involvement in Neighborhoods Index

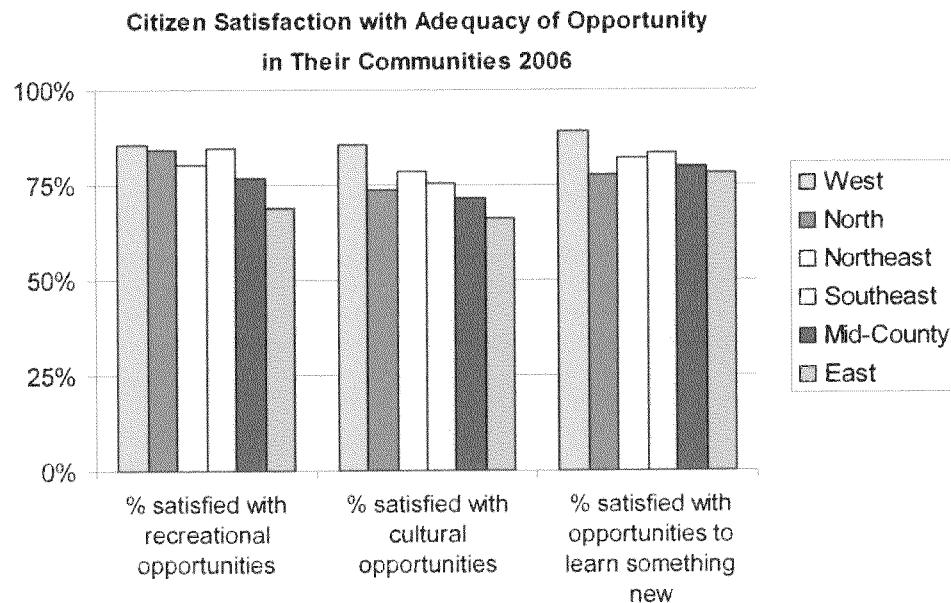
There was generally little variation between areas of the county for this index. Residents in Mid-county and East county identify as slightly less personally involved in their neighborhoods than other areas. The score was down slightly in 2006 for each district



Source: Multnomah County Auditor's Office Citizen Survey

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

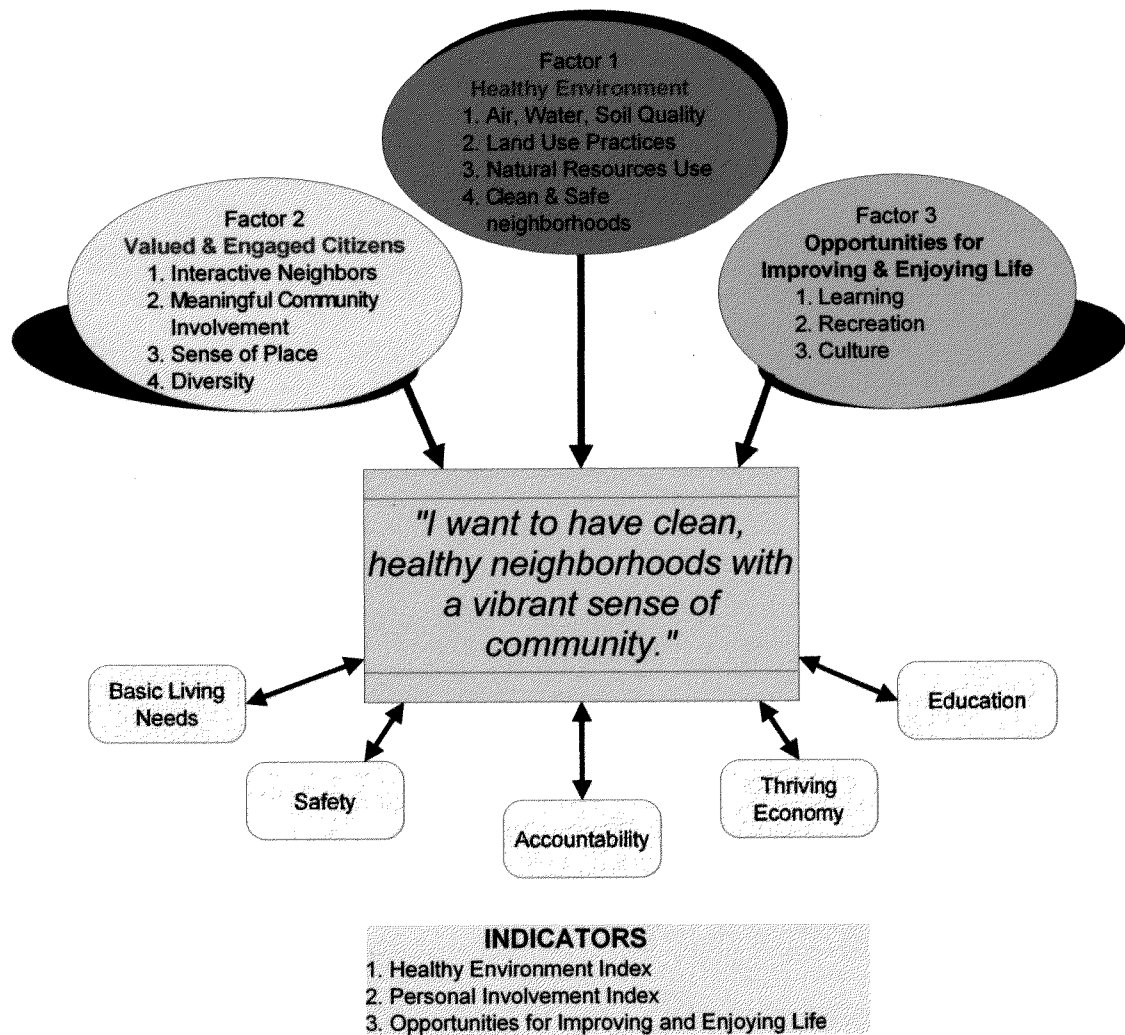
Beginning in 2005, the annual Citizen Survey asked residents to rate their satisfaction with cultural, recreational, and lifelong learning opportunities in their communities. Respondents were highly satisfied with these opportunities. Generally, residents in West, Northeast, and Southeast noted the highest level of satisfaction on all three questions, with East county noticeably higher on learning opportunities. Residents in North and Mid-county expressed slightly lower levels of satisfaction.



Vibrant Communities

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

Vibrant Communities



Vibrant Communities

As the FY 2007 Outcome Team reviewed the strategy map, they used the terms “community” and “neighborhood” interchangeably, yet the priority differentiates between clean, healthy neighborhoods and a sense of community. Therefore, they defined the terms and used them as defined throughout this report. The FY2008 Outcome Team concurred with those definitions and continues to use them as defined in this revised report.

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

The FY2008 team made no changes to the strategy map. We agree with the previous team’s choice of factors and the strong impact of the other priorities on Vibrant Communities as reflected on the map. The map reflects the fact that many of the factors identified by the other five Priority Teams contribute to the relatively broad outcome of *“I want to have clean, healthy neighborhoods with a vibrant sense of community.”* This relationship is represented on the map but with no further work around identifying factors, sub-factors, strategies, or indicators. This map reflects the three major factors that could be considered relatively unique contributors to this outcome.

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

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

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

Vibrant Communities

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

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

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

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

Learning, recreation and involvement in cultural events are all strong contributors to improving and enjoying life. Residents of a vibrant community have access to educational, cultural, and recreational opportunities that honor diversity and serve their needs from infancy through the retirement years. Providing access to residents across the county by optimizing the use of community facilities, breaking down cultural and economic barriers and ensuring that activities reflect the diverse needs of individuals and neighborhoods will contribute to the community's vibrancy.

Vibrant Communities

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

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

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

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

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

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

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

Vibrant Communities

We are looking for program offers that:

- Demonstrate sustainable practices in internal operations to meet policy goals; and as a stakeholder in regional partnerships.
- Support clean, healthy neighborhoods by assisting the public in resolving neighborhood nuisances involving animals and by preventing health hazards.
- Promote innovative, cost effective projects and/or partnerships that lead to clean and healthy neighborhoods.

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

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

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

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

We are looking for program offers that:

- Maximize the use of county and community facilities that provide opportunities where neighbors can meet and interact. Emphasis should be to provide easy-to-get-to, ADA accessible locations and/or provide extended hours.
- Provide cross-generational and/or multicultural interaction opportunities in the community.
- Provide a place and appropriate activities for all community members, especially underserved populations, such as; retired persons, people with disabilities, and immigrant communities.

Vibrant Communities

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

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

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

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

We are looking for program offers that:

- Provide literacy education programs, especially in targeted low socio-economic neighborhoods.
- Provide opportunities and resources for life-long learning.
- Promote innovation in recruiting volunteers, mentors and/or businesses in providing literacy and life-long learning activities.

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

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

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

Vibrant Communities

arts activities to teach tolerance, creative expression, and improve academic performance. Arts and culture programs for youth help provide a critical alternative to delinquent youth behavior.

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

We are looking for program offers that:

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

Vibrant Communities Outcome Team

I Want to have Clean, Healthy Neighborhoods with a Vibrant Sense of Community

Team Members: Kathy Tinkle (leader), Carla Gonzales (facilitator), Linda Castillo, Ching Hay, Abdi Mouse, Jon Schrotzberger, Tom Weldon (CBAC), Sherry Willmschen (citizen)



Vibrant Communities - Map



INDICATORS

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

Vibrant Communities - Indicators

1. Environmental & Health Index – this indicator was not developed as described in the FY 07 Outcome Team Report.
2. Citizen Perception of Personal Involvement in Neighborhoods.
3. Perception of Adequacy of Cultural, Recreational, and Lifelong Learning Opportunities.



Vibrant Communities FY 2008 Key Changes

- No change to the strategy map and overall emphasis.
- Build on excellent work of last year's team focusing on more targeted and specific strategies.
- Emphasize the County's role to lead by example.
- Provide services for specific populations, especially those currently underserved.
- Engage community assistance to develop and promote creative options.



Vibrant Communities – Strategy 1

Champion a sustainable environment with clean, healthy neighborhoods.

Looking for program offers that:

- Demonstrate sustainable practices in internal operations to meet policy goals; and as a stakeholder in regional partnerships.
- Support clean, healthy neighborhoods by assisting the public in resolving neighborhood nuisances involving animals and by preventing health hazards.
- Promote innovative, cost effective projects and/or partnerships that lead to clean and healthy neighborhoods.

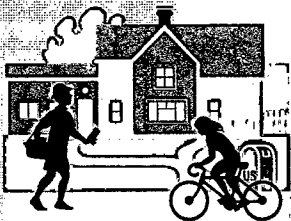


Vibrant Communities – Strategy 2

Provide places and promote opportunities for neighbors to connect.

Looking for offers that:

- Maximize the use of county and community facilities that provide opportunities where neighbors can meet and interact. Emphasis on easy to get to, ADA accessible locations and/or provide extended hours.
- Provide cross generational and/or multicultural interaction opportunities in the community.
- Provide a place and appropriate activities for all community members, especially underserved populations, such as; retired persons, people with disabilities, and immigrant communities.



Vibrant Communities – Strategy 3

Promote literacy and a lifetime of learning.

Looking for offers that:

- Provide literacy education programs, especially in targeted low socio-economic neighborhoods.
- Provide opportunities and resources for lifelong learning.
- Provide innovation in recruiting volunteers, mentors and/or businesses in providing literacy and life long learning activities.



Vibrant Communities – Strategy 4

Provide a variety of cultural and recreational opportunities, particularly before and after school.

Looking for offers that:

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



Vibrant Communities

Questions and Comments



Outcome Team Safety

FY 2008 Budget Priority Setting MULTNOMAH COUNTY OREGON

Updated: January 4, 2007

FY 2007 Team Members: Becky Porter (leader), Hector Roche (facilitator), Steve Liday, Scott Marcy, Mary Li, Ray Hudson, Larry Aab, Dave Boyer, Doug Bray, Laurie Abraham, Jim Lasher (CBAC), Matt Nice

FY 2008 Team Members: Peggy Samolinski (leader), Ken Scholes (facilitator), Carl Goodman, Scott Marcy, Wanda Yantis, Doug Bray, Julie Goodrich, Dr. Irwin Mandel (CBAC), Mark Campbell

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

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

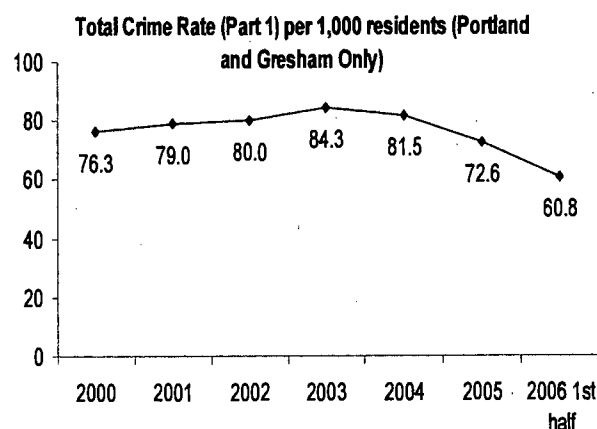
II. Indicators of Success – *How the County will know if progress is being made on the result*

The marquee indicators are a sufficient start to measuring the effectiveness of program outcomes that contribute to citizen's feeling safe at home, school, work, and at play. They each have reliable and readily available data sources, are available on a timely basis, and have historical data for analysis and future comparison. It is also expected that programs contributing to these marquee indicators will have lower level indicators and measures which will provide more insights into their movement up or down. We also acknowledge that these indicators do not measure non-public safety contributors to a citizen's feeling of safety, such as emergency preparedness or well maintained neighborhoods, but they are the most relevant to overall sense of safety.

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

This chart shows the rate of reported Part I crimes per 1,000 residents. Part I crimes are: murder, rape, robbery, aggravated assault, burglary, larceny, vehicle theft, and arson. Other crimes, including DUII crimes, are not reported here. The rate decreased steadily between 2003 and 2006 after an increase over the four years prior.

Regular and current crime information is available from the Portland and Gresham police departments, as shown in this chart for 2005 and 2006. Other police agencies in Multnomah County do not participate in this regular reporting. Gresham and Portland combined represent 94% of the County's population.



Source: Law Enforcement Data System (2000-2004). Portland & Gresham Police Dept. estimates for 2005 & 2006 as of 12-06.

Safety

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

Sense of Safety

This chart shows two measures taken from the Auditor's Office's annual citizen survey, which asked residents how safe they feel walking in their neighborhoods at night and during the day. Sense of safety at night has declined 10% over six years, while sense of safety during the day has remained stable.

The third line is from the annual Oregon Healthy Teens Survey, administered in schools. It asks whether students were harassed on their way to school or at school in the last year. Over the past six years, 43% fewer students are reporting harassment.

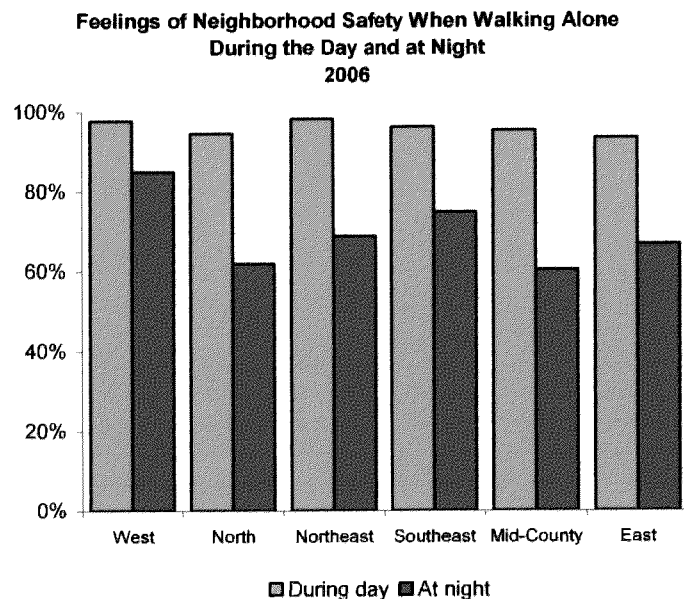


Sources: County Auditor's Office Citizen Survey, Oregon Department of Human Services Healthy Teens Survey

Sense of Safety by Area

This chart shows residents' sense of safety at night and during the day for 2006, broken down by area of the county. Mid-County had the lowest sense of safety at night, East had the lowest sense of safety during the day, and West had the highest for both.

These data were collected from the Auditor's Office's annual citizen survey.



Source: Multnomah County Auditor's Office Citizen Survey

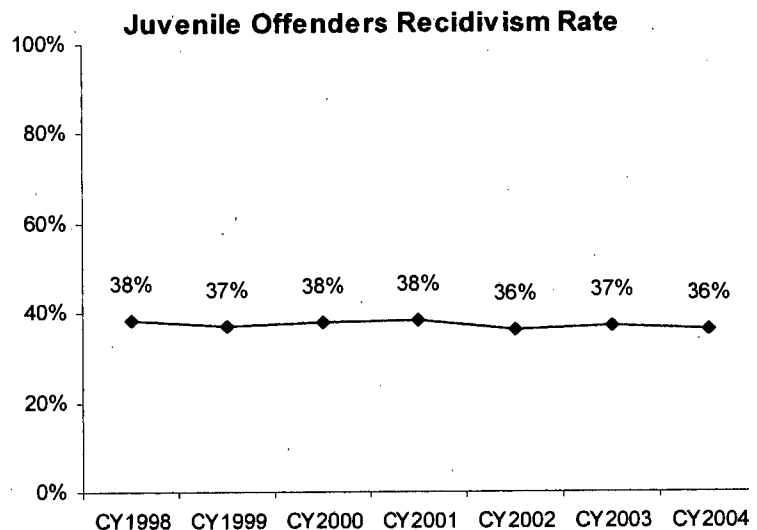
Safety

3. Percentage of adults and juveniles convicted of a crime who commit additional crimes (i.e. recidivism rates).¹

Juvenile

This measure shows the percent of juvenile offenders under the jurisdiction of Multnomah County who were referred on a new criminal offense within 1 year of their initial offense. The delay in data availability is due to this lag between the initial offense and the 1 year reoffense point.

The recidivism rate for juveniles has been between 36% and 38% for the most current 7 year period available.



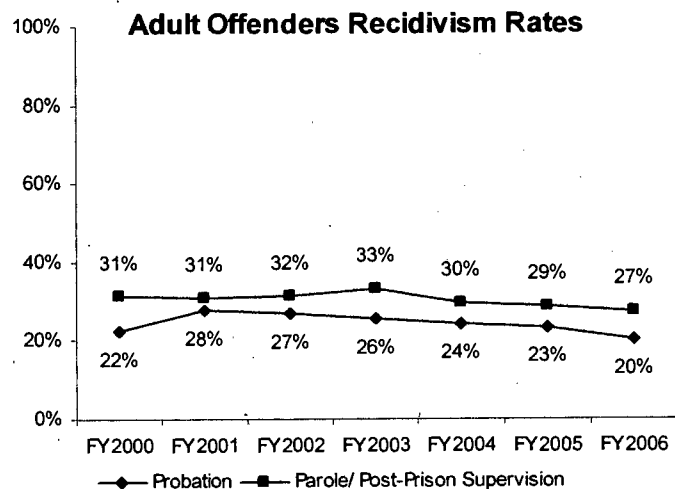
Source: Multnomah County Department of Community Justice, Research and Evaluation Unit; Oregon Youth Authority

Adult

This measure shows the percentage of adult offenders convicted of a new felony crime in the 3 year period after supervision began, broken out by type of release condition.

Probationers are those who have been assigned supervision as a sanction for their offenses rather than going to jail. Parole/post-prison supervision refers to those offenders who are released conditionally from jail.

The adult recidivism rate has declined since 2003 for both probation and parole/post-prison supervision, with rates higher for the latter.

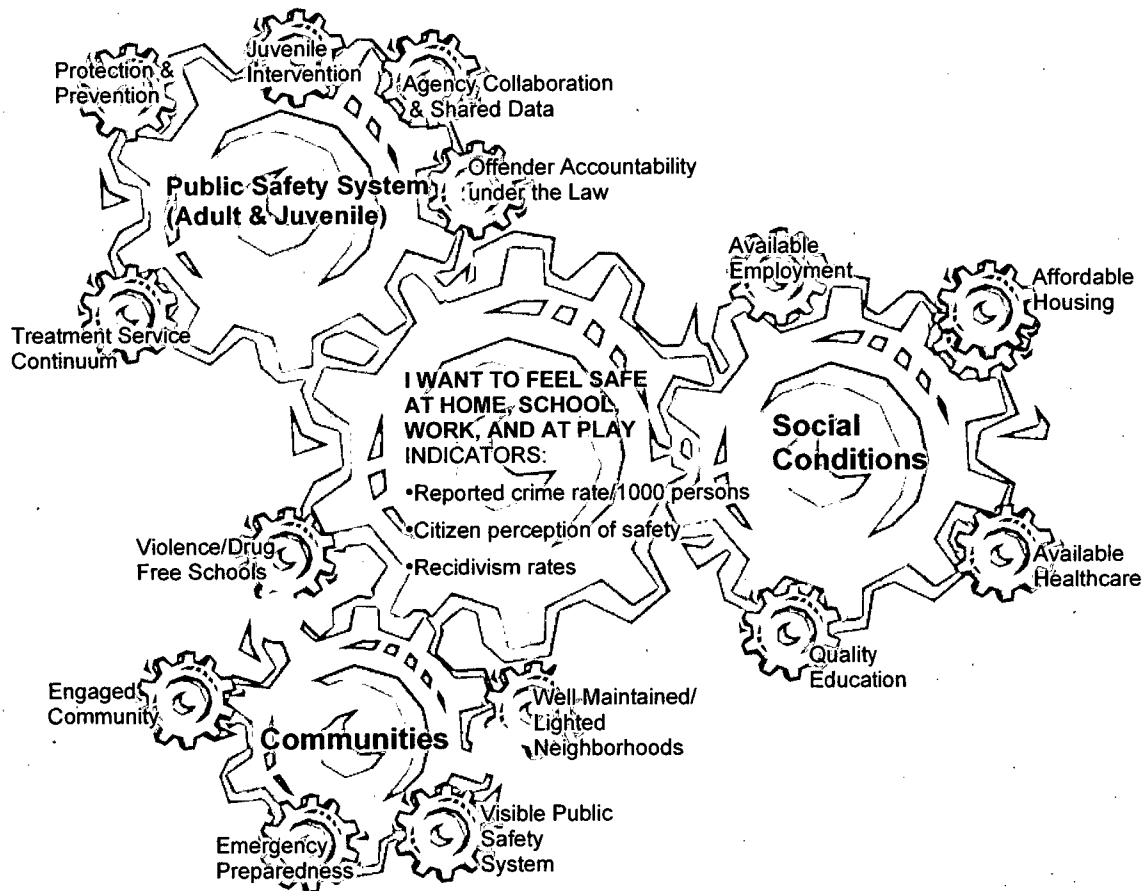


Source: Oregon Department of Corrections

¹ The juvenile and adult measures differ in that juvenile rates are reported by the initial offense date (a first offense in 2002 with a second offense in 2003 is reported in 2002). The adult rate follows the cohort through a three year period, then reports at the end of those three years (the FY06 figure is the rate for the group that began supervision in FY03).

Safety

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



Safety

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

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

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

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

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

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

- **Offenders are held accountable under the law.** They must be responsible for their actions and appropriate, timely consequences must be applied. This must be done under the rule of law affording the accused due process protections.
- **Intra and inter-jurisdictional agencies must collaborate** and work cooperatively across and between agencies in order to ensure that offenders are arrested, prosecuted, and receive appropriate sanctions and services. Collaboration is the willingness to pursue shared goals, sometimes against self interest.

Safety

- A **continuum of treatment services** must be available to address a range of offenders with treatment appropriate to the needs of the offender. For example, illicit drug use is a factor in 72%-82% of all arrests. It is essential that addiction and other treatment services are available to offenders in order to reduce recidivism.

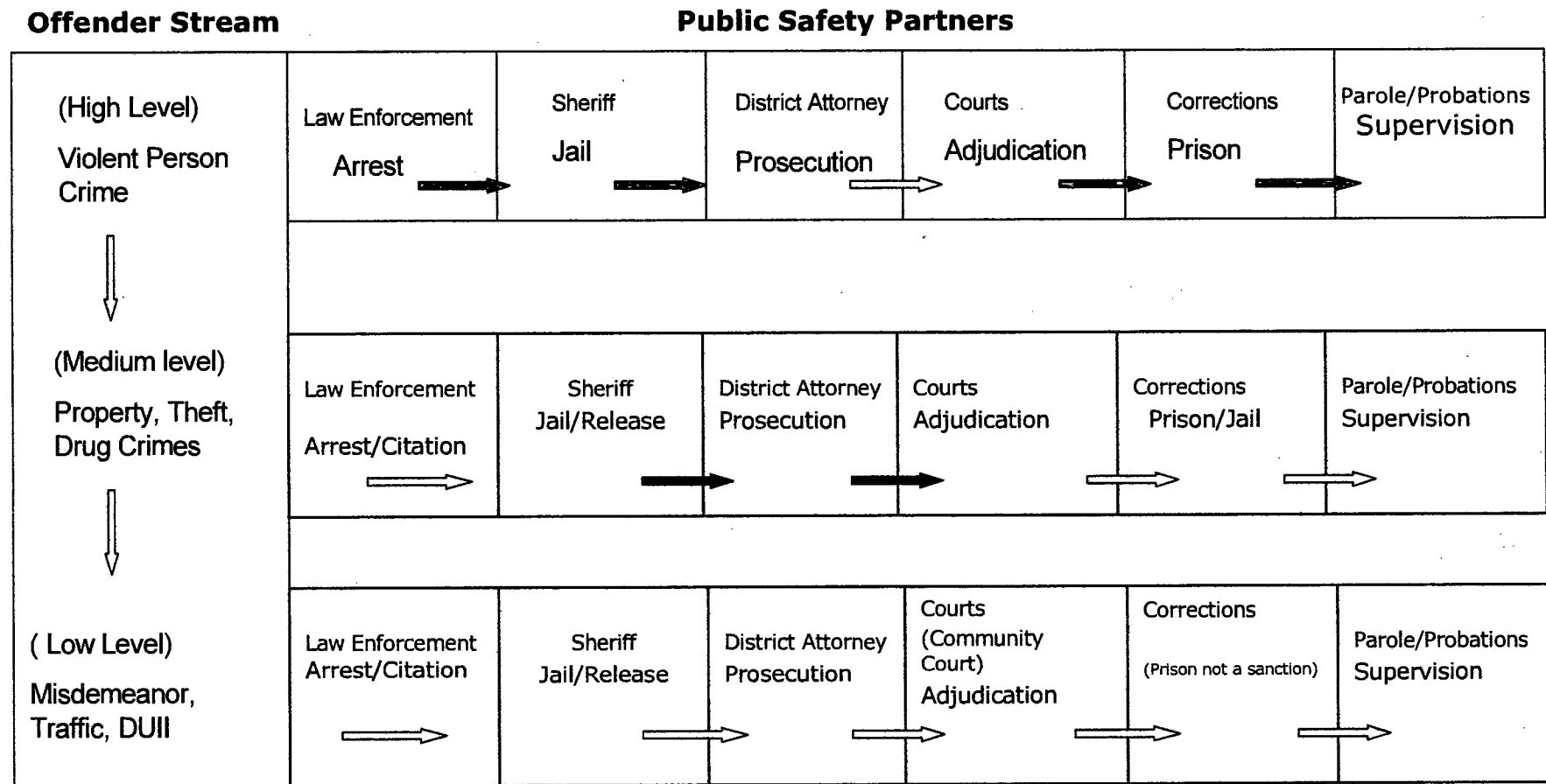
Social conditions are an equally dominant factor in citizen's feeling safe at home, school, work, and at play. Evidence shows that for those at-risk individuals with criminal attitudes and beliefs, declining social conditions such as **available employment, quality education, available health care, and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

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

The chart on the next page provides an overview of the Streams of Offenders model that is a foundation for understanding the interrelatedness of the Public Safety System.

Safety

Streams of Offenders Model



Balanced Public Safety System: A system that can address a continuum of crimes and offenders with an appropriate and proportional level of response.

Safety

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

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

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

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

1. Hold offenders responsible for their actions and apply appropriate consequences

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

We are looking for Program Offers that:

- Explicitly identify which population (stream of offenders) it serves
- Provide alternatives to incarceration by holding offenders (other than violent felons) accountable for repairing harm done to victims and communities (restorative justice)
- Reduce re-offense and recidivism and, where appropriate, stabilize the social conditions under which offenders re-enter the community
- Demonstrate system balance by:
 - Clearly identifying other system components required to achieve its stated outcomes
 - Clearly identifying that sufficient capacity and resources exist within the system to support this program

2. Safety system components work effectively together

Evidence demonstrates that agency collaboration improves the use of available resources and information, maximizes the range of services available, and eliminates redundant investments in similar programs. Collaboration values shared vision and common purpose amongst key stakeholders, over territorial rights to services and

Safety

programs. It assumes a willingness to operate against self-interest in service to the larger goal.

We are looking for Program Offers that:

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

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

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

We are looking for Program Offers that:

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

4. Treat drug/alcohol addiction and mental health issues

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

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

We are looking for Program Offers that:

Safety

- Deliver evidence based addiction treatment addressing factors that result in a person being criminally involved, such as criminal thinking/attitudes, substance abuse, criminally involved associates, unstable housing, lack of employment, etc. and when successfully addressed, result in an individual making lifestyle changes that result in law abiding behavior
- Reliably and accurately identify and report alcohol and drug use/ abuse characteristics at entry into the criminal justice system
- Demonstrate an ability to place offenders into housing
- Address the mental health needs of addicted offenders (dual diagnosis)
- Address the mental health needs of offenders requiring treatment; alternatives to incarceration for mentally ill offenders are encouraged

5. Prepare, prevent, and respond to emergencies

The County seeks Program Offers that insure the County meets its statutory obligations in providing emergency management for County residents by doing the following:

We are looking for Program Offers that:

- Engage in processes, strategies and participate in exercises that build County and regional emergency management capability
- Plan for appropriate, proportional and coordinated response to emergencies including development of County business continuity plans
- Provide public education about how to prepare for and cope with emergencies.
- Demonstrate collaborative coordination of emergency preparedness efforts and resources within County agencies and agencies throughout the region

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

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

We are looking for Program Offers that:

- Incorporate a system or process which includes stakeholders in program design, decisions and implementation in the areas of:
 - Crime prevention
 - Community protection
 - Safety promotion

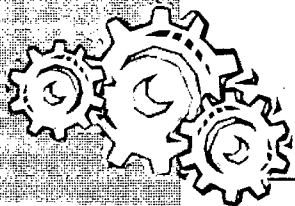
Safety Outcome Team

I Want to Feel Safe at Home, School, Work, and Play

INDICATORS:

- **Reported crime rate/1000 persons**
- **Citizen perception of safety**
- **Recidivism rates**

FY08 Team Members: Peggy Samolinski, Ken Scholes, Doug Bray, Julie Goodrich, Carl Goodwin, Irwin Mandel, Mark Campbell, Scott Marcy, Wanda Yantis



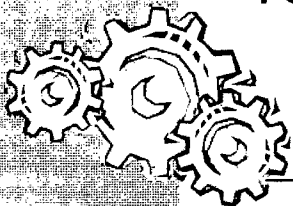
Safety - Key Changes for FY 2008

■ Request for Offers

- Made RFOs more specific rather than broad, targeting specific populations
- Strengthened RFO language around supportive social conditions for offenders
- Enhanced the RFO statements on emergency preparedness

■ Other Changes

- Added the Streams of Offenders chart to the narrative report

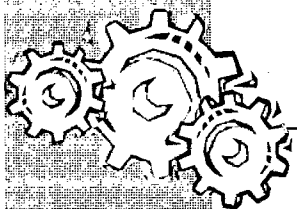
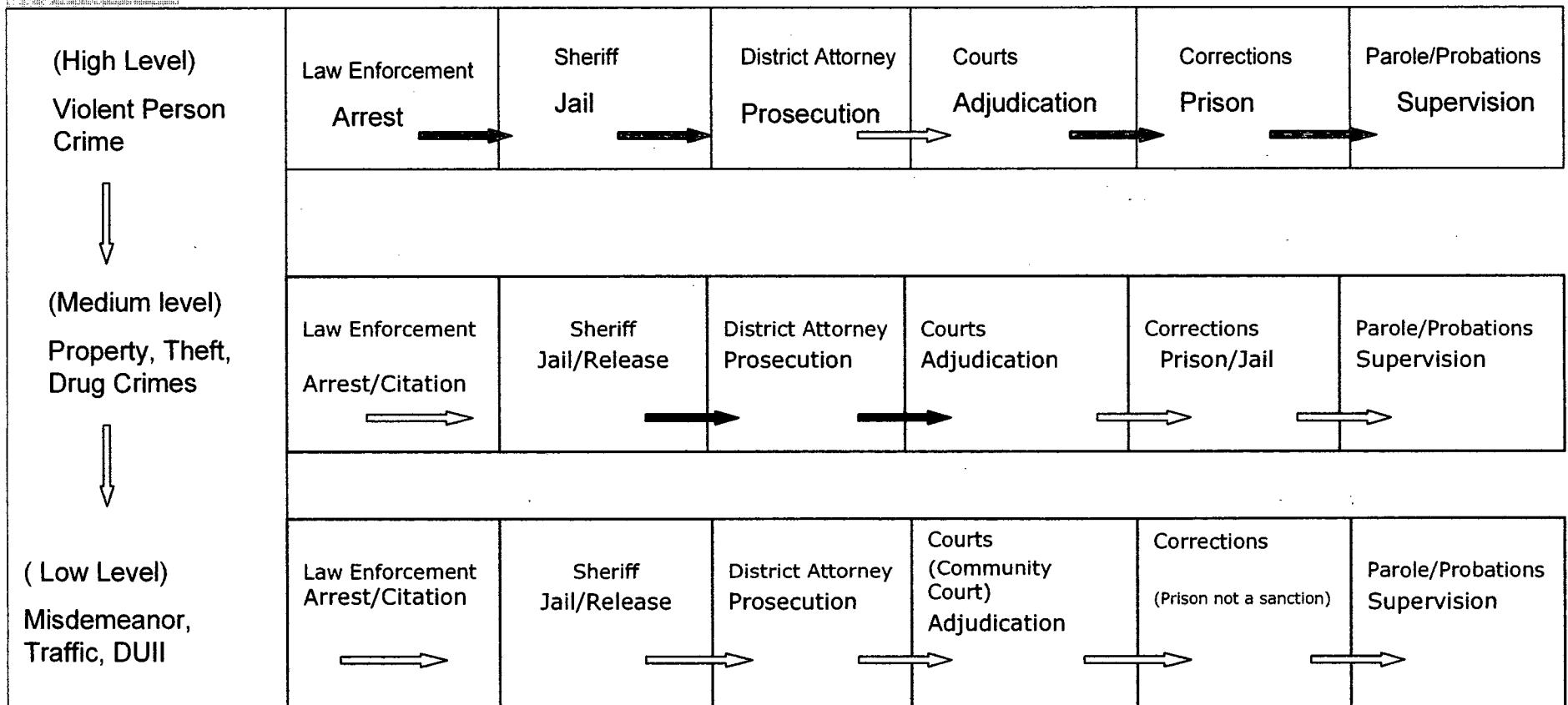


Safety – Streams of Offenders

Balanced Public Safety System

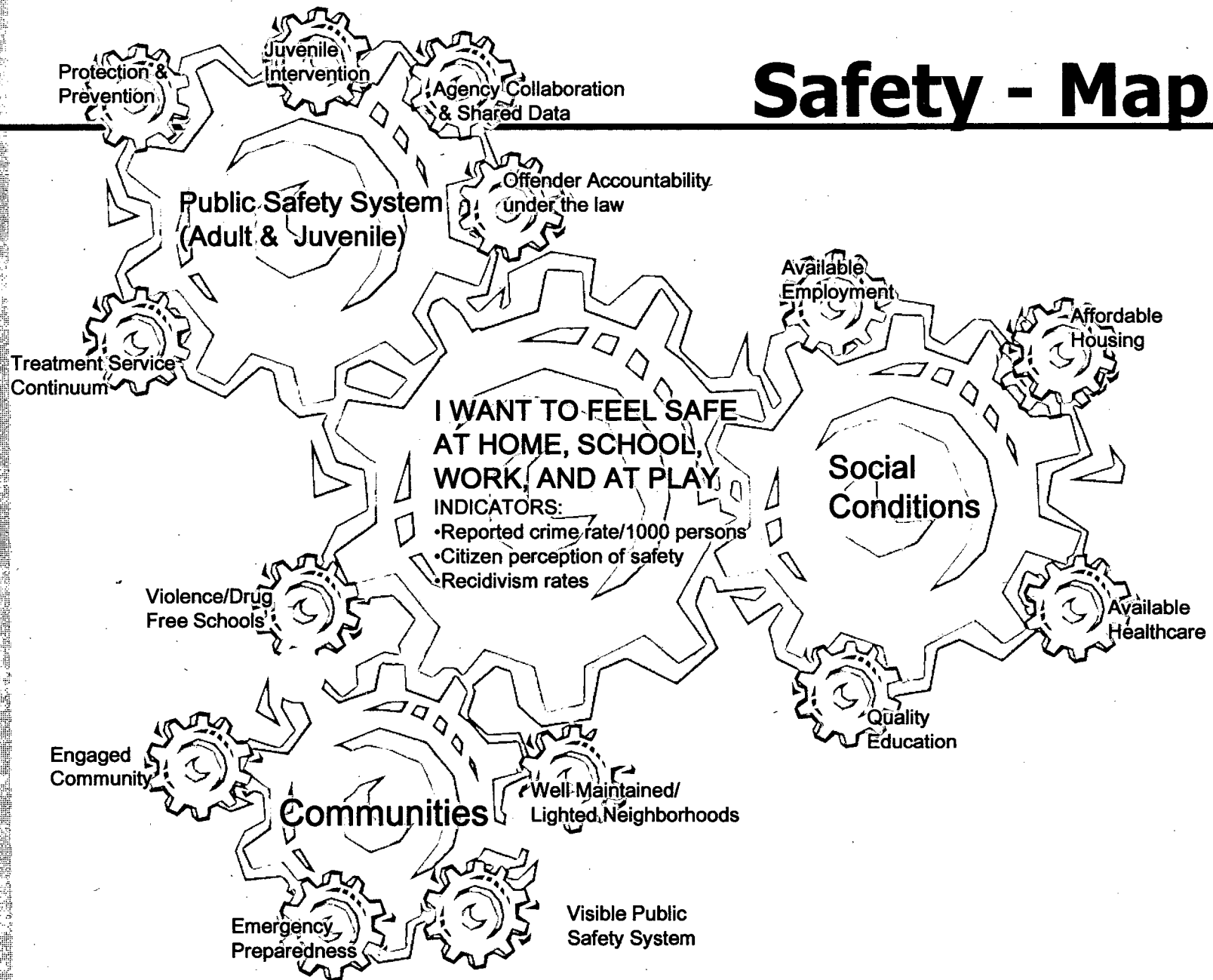
Offender Stream

Public Safety Partners

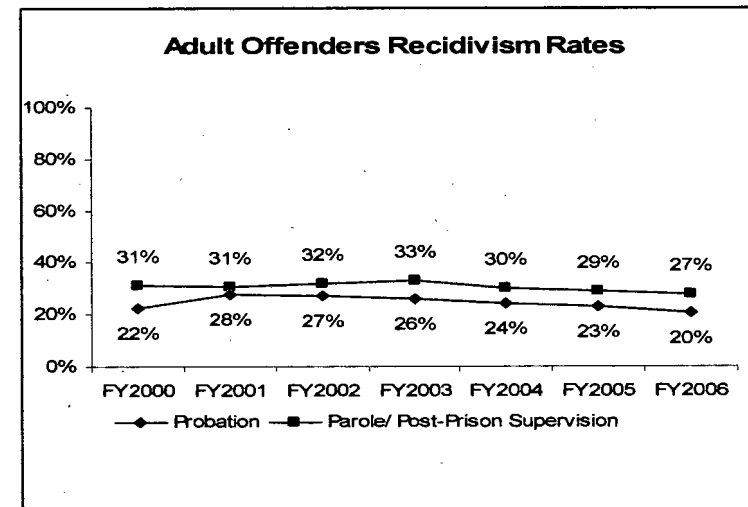
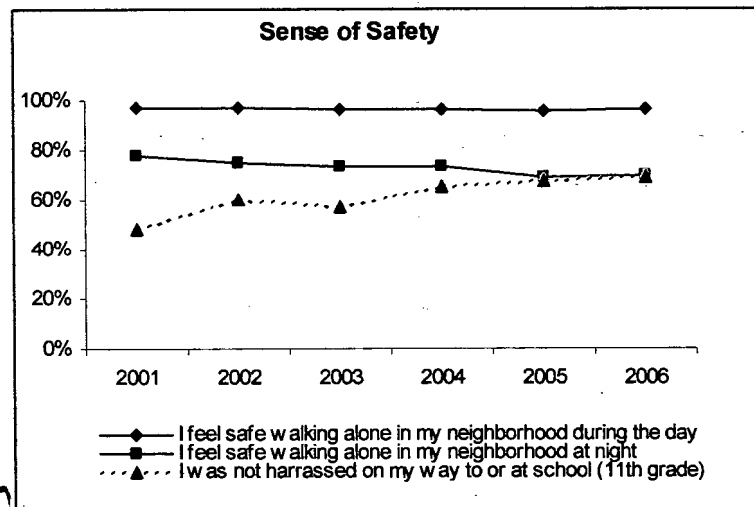
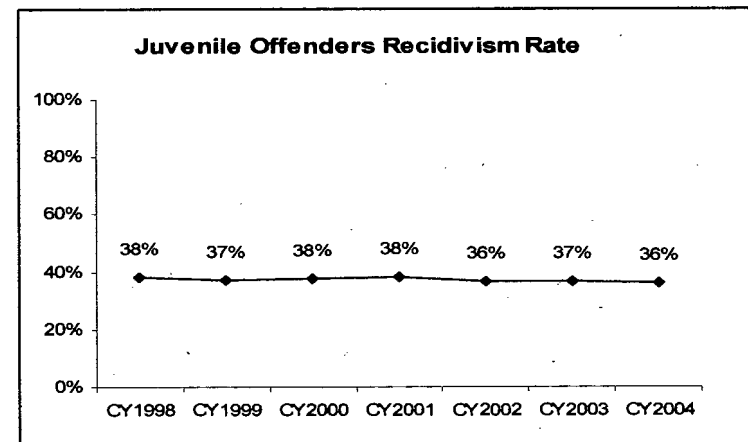
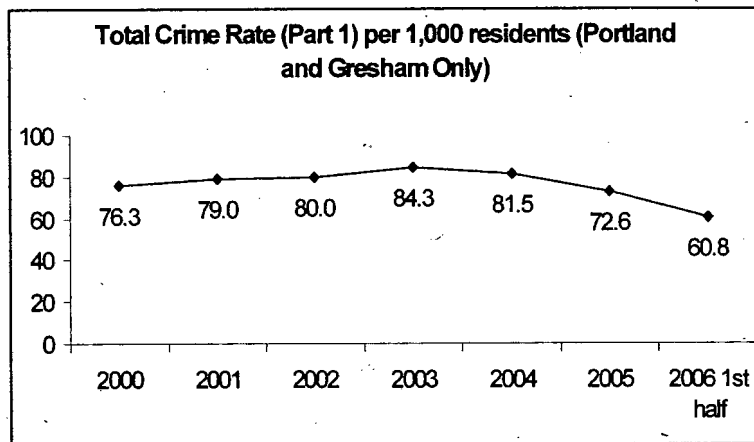


A system that can address a continuum of crimes and offenders with an appropriate and proportional level of response.

Safety - Map



Safety - Indicators

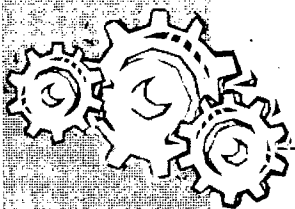


Safety - Strategies

- ❑ **Hold offenders responsible for their actions and apply appropriate consequences**

The County seeks Program Offers that:

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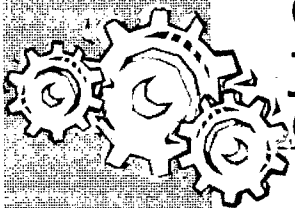


Safety - Strategies

□ Safety system components work effectively together

The County seeks Program Offers that:

- Demonstrate a collaborative approach that benefits service delivery and/or reduces cost of service delivery without regard to which agency provides the service
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- Provide a continuum of funding for treatment during transition between programs and back into the community
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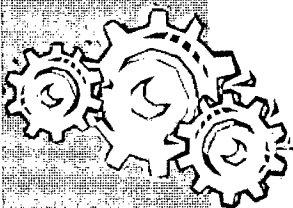


Safety - Strategies

- ❑ **Intervene early to keep juveniles out of the public safety system**

The County seeks Program Offers that:

- Provide treatment and interventions effective for juvenile populations; programs for African American youth are encouraged
- Have been successful at prevention of crime
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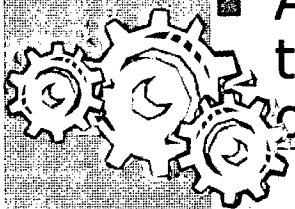


Safety - Strategies

□ Treat drug/alcohol addiction and mental health issues

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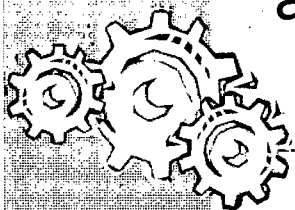


Safety - Strategies

□ Prepare, prevent, and respond to emergencies

The County seeks Program Offers that insure the County meets its statutory obligations in providing emergency management for County residents by doing the following:

- Engage in processes, strategies and participate in exercises that build County and regional emergency management capability
- Plan for appropriate, proportional and coordinated response to emergencies, including development of County business continuity plans
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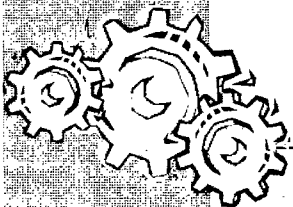


Safety - Strategies

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

The County seeks Program Offers that:

- Incorporate a system or process which includes stakeholders in program design, decisions and implementation in the areas of:
 - ▣ Crime prevention
 - ▣ Community protection
 - ▣ Safety promotion



Safety

Questions and Comments



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 01/08/07
Agenda Item #: WS-2
Est. Start Time: 1:00 PM
Date Submitted: 01/04/07

Agenda Title: Affirm the FY 2008 Fiscal Parameters and the Priorities Results Maps, Strategies and Indicators and RFO's for Using Multnomah County Resources (Steps 1-3 of Priority Based Budgeting)

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

Date Requested: January 8, 2007 Time Requested: 4 hrs (2 hrs am & 2 hrs pm)
Department: County Management Division: Budget & Evaluation
Contact(s): Karyne Dargan, Budget Director
Phone: 503-988-3312 Ext. 22457 I/O Address: 503/531
Presenter(s): Karyne Dargan, Mark Campbell, Fiscal Year 2008 Outcome Teams

General Information

1. What action are you requesting from the Board?

Step 1 – The Budget Office will provide the Board with the revenue forecast for General Fund. This information will allow the Board to set the fiscal parameters for the FY 2008 budget. This is an informational briefing, however, the Board will be asked to affirm the General Fund ongoing revenue estimates.

Step 2 – The Board will be asked to affirm the County's six Priorities. The priorities are the overarching results that citizens expect from their County. The six priorities that have been selected for Multnomah County are:

- I want all Multnomah County residents and their families to be able to meet their **basic living needs**.
- I want to feel **safe** at home, work, school, and at play.
- I want Multnomah County to have a **thriving economy**.
- I want to have clean healthy neighborhoods with a **vibrant sense of community**
- I want my government to be **accountable** at every level.
- I want all children in Multnomah County to **succeed in school**.

Step 3 – The Board will be asked to affirm the cause – and – effect strategy maps for each result, indicators, and Requests for Offers presented by the FY 2008 Outcome Teams:

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

In the fall of FY 2005, the County undertook a priority-based budgeting process in anticipation of Ballot Measure 26-64, which would have repealed years two and three of Multnomah County's three-year temporary Personal Income Tax. That process involved gathering information from focus groups, public work sessions, Service Efforts & Accomplishments reports, and prior visioning work by the Board of County Commissioners to determine from a citizen's perspective the priority functions Multnomah County residents expect from their government. For FY 2008, we are building on this strategic framework for County government by answering these questions during the budget process:

- What are the results that citizens expect from government?
- What strategies are most effective in achieving those results?
- Given the money available, which activities should we choose to implement those strategies?
- What changes in practice or costs do we need to make to maximize the results we deliver to citizens?
- How will we measure our progress?

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

N/A

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

N/A

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

N/A

Required Signatures

**Department/
Agency Director:**

Carol M. Ford

Date: 01/04/07

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

MULTNOMAH COUNTY OREGON

1/08/2007

9:30 a.m. – 11:30 a.m.

1:00 p.m. – 3:00 p.m.

Boardroom



Agenda BCC Work Session

Morning Budget Work Session (9:30 a.m. – 11:30 a.m.)

1. Opening Comments and Overview of Today's Agenda– Chair Ted Wheeler – 10 minutes
2. FY 2008 Budget Calendar Major Milestones – Karyne Dargan – 5 minutes
3. A Brief History of Priority Based Budgeting in Multnomah County - Karyne Dargan – 10 minutes
 - **Step 1 - Affirm Fiscal Parameters (1/08/07)**
 - **Steps 2 & 3 – Affirm Priorities , Results Maps, Strategies and Indicators and RFO's for Using Multnomah County Resources (1/08/07)**
 - Step 4 –Departments Develop Program Offers for Each Priority (2/09/07)
 - Step 5 & 6 – Program Offers Reviewed and Ranked by Outcome Teams Based on Contribution to Priority Area
 - Step 7 – Board Ranks Program Offers Based on their Contribution to Priority
 - Step 8 – Chair releases Executive Budget (4/19/07)
 - Step 9 – Board reviews, modifies and adopts County Budget (6/07/07)
4. Step 1 – Affirm FY 2008 Fiscal Parameters – Mark Campbell – 30 minutes
5. Step 2 & 3– Affirm Outcome Team Work to Date and Major Milestones
 - Description and Purpose of Indicators, Results Map, Strategies and RFO's and Outcome Team presentation format – Karyne Dargan/Mike Jaspin - 5 minutes
 - i. Each Outcome Team will briefly re-refresher of indicators, maps, strategies (tell your story quickly)
 - ii. Present RFO's
 - iii. Describe RFO's
 - iv. Insights
 - v. Receive Board Feedback

- **Thriving Economy/Vibrant Communities** – Kathy Tinkle (Team Leader), Carla Gonzales (Team Facilitator), Jon Schrotzberger, Linda Castillo, Abdi Mouse, Sherry Willmschen (Citizen Volunteer), Tom Weldon (CBAC), Ching Hay - 20 minutes
- **Safety** – Peggy Samolinski (Team Leader), Ken Scholes (Team Facilitator), Carl Goodman, Scott Marcy, Wanda Yantis, Doug Bray, Julie Goodrich, Dr Irwin Mandel (CBAC), Mark Campbell -20 minutes

Break Lunch

Afternoon Budget Worksession (1:00 p.m. - 3:00 p.m.)

- **Accountability** – Shaun Coldwell (Team Leader), Sara Ryan (Team Facilitator), Paul Iarrobino, Eric Sample, Kimmy Figueroa, David Dragavon, Helen Williams (CBAC), Julie Neburka - 20 minutes
 - **Education** – Joshua Todd (Team Leader), Pam Hiller (Team Facilitator), Jan Bishop, Mike Waddell, Deanna Cecotti, Carolyn Frazier, Molly Gloss (CBAC) - 20 minutes
 - **Basic Living Needs** – Doug Butler (Team Leader), Katie Lane (Team Facilitator), Michael Hanna, Chocka Guiden, Marisa McLaughlin, Sandy Haffey, Laura Adania, Jim Lasher (CBAC), Christian Elkin - 20 minutes
6. Budget Events for the next month – Karyne Dargan - 5 minutes
 - January 12 – Bidders' Conference
 - January 25 – GF Forecast and 2nd Quarter Report
 - February 9 – Program Offers Due
 7. Next Steps, Closing – Karyne Dargan, Ted Wheeler - 5 minutes

Outcome Team Accountability

FY 2008 Budget Priority Setting MULTNOMAH COUNTY OREGON

Update December 28, 2006

FY 2007 Team Members: Carol Ford (Team Leader), Mindy Harris (Co-Facilitator), Shaun Coldwell (Co-Facilitator), Bob Thomas, Christian Elkin, Gary Sinnen, Helen Williams

FY 2008 Team Members: Shaun Coldwell (Team Leader), Sara Ryan (Facilitator), Paul Iarrobino, Eric Sample, Kimmy Figueroa, David Dragavon, Helen Williams (CBAC), Julie Neburka

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

I want my Government to be accountable at every level

"I repeat... that all power is a trust, that we are accountable for its exercise; that from the people, and for the people all springs, and all must exist"

Benjamin Disraeli
British politician (1804-1881)

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

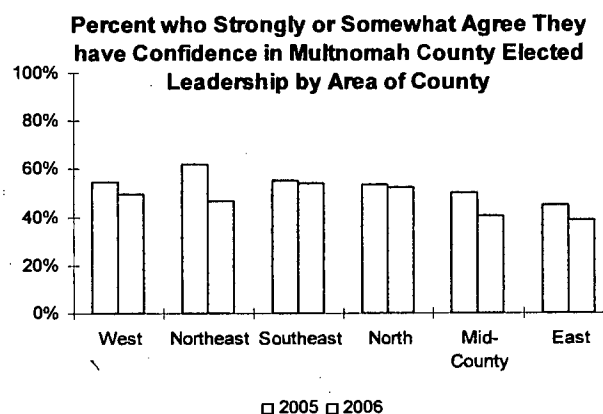
The indicators are meant to be high-level measurements of success for achieving the related outcome; they are not intended to be specific measures for particular programs.

1. Perception of trust and confidence¹

The 2006 County Auditor's Citizen Survey asked respondents the extent to which they agreed with the statement: "I have confidence that the elected leadership of Multnomah County manages the County well."

In each area of the county, confidence in elected leadership dropped from 2005 to 2006.

Source: Multnomah County Auditor's Office Citizen Survey

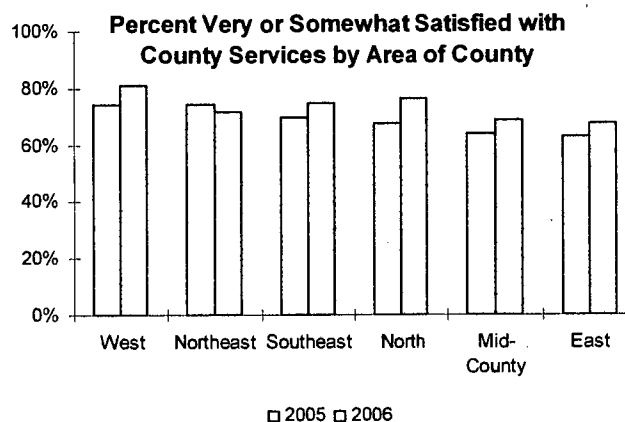


¹ The team anticipates that an internal employee survey will also be developed to measure accountability within the organization.

Accountability

2. Satisfaction with services

The survey also asked respondents to rank their satisfaction with County services. The question read: "Multnomah County provides services for the poor, elderly, and disabled, as well as operates jails, libraries, criminal justice, health clinics, animal control, elections, bridges, etc... Please rate your overall satisfaction with Multnomah County services."



Source: Multnomah County Auditor's Office Citizen Survey

Except for in the Northeast portion of the county, there were more respondents very or somewhat satisfied in 2006 than in 2005. Respondents from the West portion of the county were most satisfied, while those in mid-county and East county were least satisfied.

3. Price of Government²

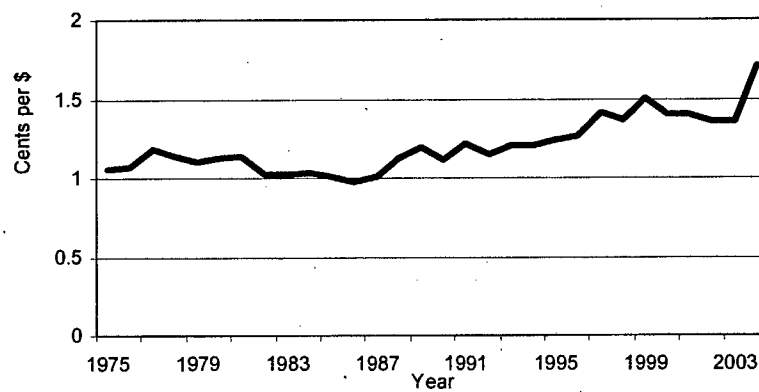
The Price of Government indicator allows a government to track the "burden" of its cost on the economy. The price is calculated as the sum of taxes, fees, and charges (local own source general fund) divided by the total economic resources of the community (aggregate personal income of the community). The price represents the number of cents out of every dollar in the community committed to pay for government services.

The increase in the price of government in 2004 is likely explained by the County's temporary income tax.

² Definition taken from the book, Price of Government, www.psgroup.com.

Accountability

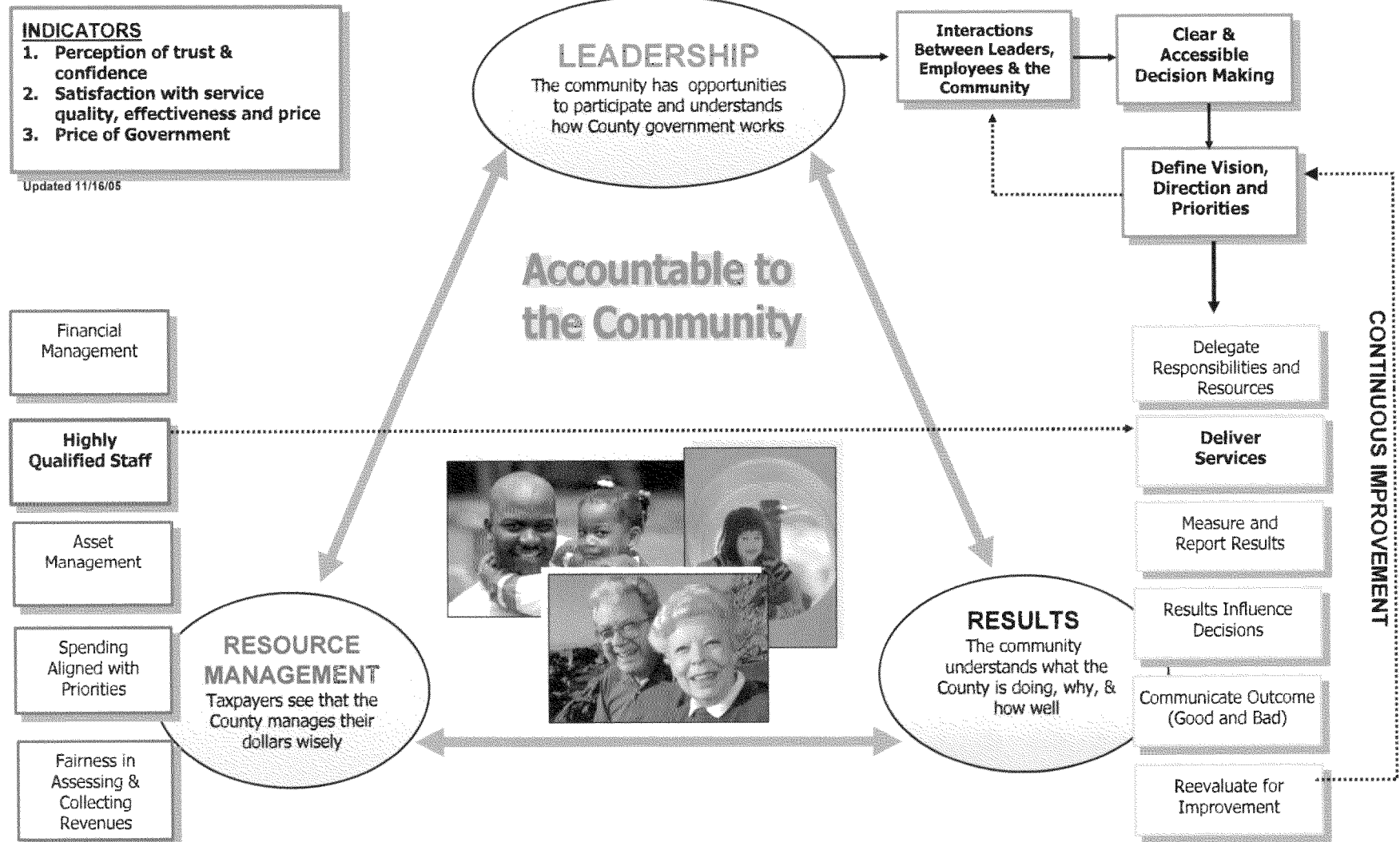
**Multnomah County's Price of Government
Cents / \$ Personal Income
1975-2004**



Sources: Multnomah County Finance Office,
Census Bureau, Bureau of Economic Analysis

Accountability

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



Accountability

Responsible Leadership – Primary Factor

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

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

Citizens exercise accountability directly by voting, and indirectly through expressing themselves to the government or to other community members. Their support for elected officials, public employees and policies is based on their understandings of government's work and results – understandings often derived from direct interactions with government and from communications with others (often through the media). From the evidence our group examined, three factors appear to be critical:

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

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

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

People want to feel that they have been listened to. They judge this in three ways:

- Seeing government leaders make decisions they agree with;
- Feeling when a question is undecided that their input will impact the decision; and
- Getting a clear explanation of the reasons behind the government's decision.

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

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

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

Community members expect their government to work toward a shared vision and to follow the decisions and priorities that have been established and communicated.

Accountability

Also, leaders need to clearly communicate the vision, directions and priorities so that employees understand them and can reach the desired outcomes.

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

Results – Primary Factor

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

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

• Continuous Improvement – Secondary Factor

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

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

- Leadership delegates responsibilities and resources to deliver services;
- Programs deliver services;
- Results are measured and reported;
- Results are used to influence decisions;
- Outcomes of our efforts are communicated good and bad; and
- Results are evaluated to adjust the direction and vision to improve the "how well".

Resource Management – Primary Factor

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

Accountability

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

- **Financial Management – Secondary Factor**
Generating revenues, managing debt, appropriate spending controls, effectively sized reserves and contingencies, and control processes that balance risk and costs, are all aspects of financial management. Taxpayers place a high level of importance on how well these functions are executed, since it directly affects their pocketbook. While they want conservative measures to prevent fraud, they don't want so much caution that it costs more to manage. We believe that they want a balance between risk and innovative approaches.
- **Highly Qualified Staff – Secondary Factor**
It is critical that the County has a diverse, well-developed, competent workforce to implement its plans and achieve results. Significant money is spent to recruit, train and retain the employee workforce.
- **Asset Management – Secondary Factor**
To deliver services effectively, the County needs the right mix and quantity of assets (buildings, cars, computers, software, telephones, etc.) to match the need. The types and quantities of assets, as well as, the methods of buying, deploying, maintaining, and replacing them is important to achieving results.
- **Spending aligned with Priorities – Secondary Factor**
The community wants good spending plans that follow established priorities and are designed for long term financial stability.
- **Fairness in Assessing and Collecting Revenues – Secondary Factor**
The community wants to know that everyone is being taxed fairly and that they are not paying more than their fair share.

Accountability

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

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

To be accountable to the public, the County needs responsible and ethical elected officials, managers, and employees to achieve quality results. Achieving quality results is not possible unless everyone knows what results are desired. Thus, a common vision and direction is essential.

The community expects a clear and accessible decision making process.

Community members expect to know:

- *Who will make the decision*
- *What the decision making process entails*
- *There will be meaningful opportunities for citizen involvement*
- *The decision will be shared in a consistent manner, whether the outcome is good or bad.*

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

This strategy links to Leadership factors –

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

This strategy impacts the Indicators of –

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

We are looking for program offers that:

- Remove barriers to access:
 - Services
 - Information
 - Participation
- Make it easy to find information about County programs and services
- Demonstrate clear decision-making processes at all levels
- Hold the County accountable to achieve results both at the program level (meeting priorities) and at the individual employee level (meeting department and individual goals)

Accountability

2. Manage resources and service delivery costs effectively.

To deliver quality services, it is critical that the County has a diverse, well-developed, competent workforce with the tools needed to perform their jobs well in order to achieve priority-based results.

To ensure that the County's staff is highly qualified, adequate resources must be devoted to recruiting, training and retaining employees.

The tools that County employees use to deliver services to the public – facilities, vehicles, equipment, computer hardware, telephone systems, information systems, etc. – must be acquired, maintained, upgraded and replaced as necessary.

These resources need to be effectively managed to get the right type and mix of tools matched with the needs of the County's workforce and clients. A well-developed workforce with the right tools will result in efficient service delivery.

This strategy links to:

Leadership factor – Interactions between Leaders, Employees and the Community

Resource Management factor – Highly Qualified Staff

Results factor – Service Delivery

This strategy impacts the Indicators of –

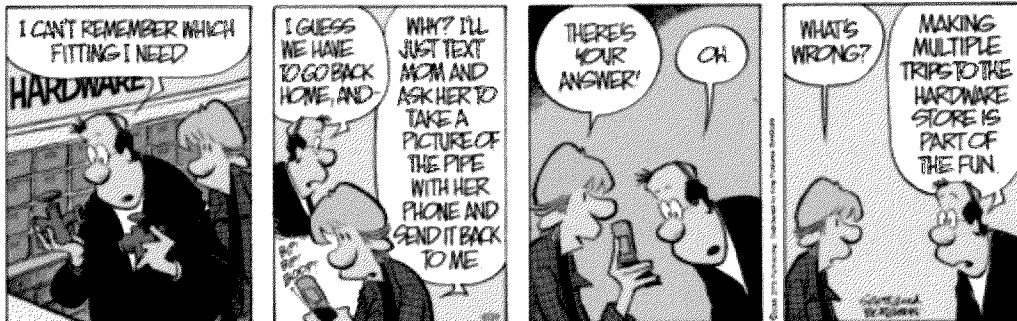
Satisfaction with service quality, effectiveness and price
Price of Government

We are looking for program offers that:

- Recruit, train and retain a workforce reflective of the community at all levels of the organization
- Maximize staff training opportunities across departments and jurisdictions
- Ensure that staff have the right tools and working conditions to deliver quality services to clients.
 - Have the right number of tools (not too many or too few)
 - Upgrade equipment to reach better results
 - Repair and replace outdated and ineffective equipment and facilities

Accountability

- Ensure continuity of County services to the community through adequate succession planning, including but not limited to:
 - Developing systems to retain institutional memory
 - Planning for the next-generation workforce of "digital natives" ("Digital natives" is a term invented by Marc Prensky [www.marcprensky.com] to describe today's youth, born since 1980, who are: "native speakers" of the digital language of computers, video games and the Internet." He further states that: "Those of us who were not born into the digital world but have, at some later point in our lives, become fascinated by and adopted many or most aspects of the new technology are, and always will be compared to them, **Digital Immigrants.**")



- Incorporate sustainable business practices:
 - Manage funds and resources effectively through financial planning and forecasting
 - Align spending with priorities
- Demonstrate procurement processes that allow departments to collaborate, increase cost-savings, and open the door to new opportunities. For example: Departments may not know what services are available in the community. Holding a bidder's conference prior to issuing an RFP would allow the County and interested parties to exchange information, thereby reducing barriers to purchasing quality goods and services.
- Incorporate environmental sustainability through:
 - Green buildings, cleaning products, etc.
 - Waste reduction and recycling
 - Encouraging hybrid cars, telecommuting, use of public transportation and cycling
 - Buying locally

Accountability

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

See the Accountability map for a brief outline of the Continuous Improvement Process. The Continuous Improvement Process is most successful combined with evidence-based practice:

"Evidence-based practice (EBP) uses research results, reasoning, and best practices to inform the improvement of whatever professional task is at hand. Evidence-based practice is a philosophical approach that is in opposition to rules of thumb, folklore, and tradition. Examples of a reliance on 'the way it was always done' can be found in almost every profession, even when those practices are contradicted by new and better information... One obvious problem with EBP in any field is the use of poor quality, contradictory, or incomplete evidence."

http://en.wikipedia.org/wiki/Evidence_based_practice

When evaluating an existing program or service:

Why does it exist?

Could it be improved by doing it differently?

Is it being done elsewhere in the organization?

Was it created to respond to a need that no longer exists, or has shifted over time?

When proposing a new program or service:

Explain the need for the program or service.

Identify what the County could stop doing if the new program/service is put into practice. (Example: If employees submit paperwork electronically, there is no need to make and distribute paper copies. Staff will save time and reduce paper use and materials movement.)

This strategy links to –

Results factor – Continuous Improvement

Resource Management factors –

Financial Management

Spending Aligned with Priorities

This strategy impacts the Indicators of –

Satisfaction with service quality, effectiveness and price

Price of Government

We are looking for program offers that:

- Use a "total cost of ownership" model when doing long-term planning: Total Cost of Ownership (TCO): "is a financial estimate designed to help consumers and enterprise managers assess direct and indirect costs related to the purchase of any capital investment."

[\[http://en.wikipedia.org/wiki/Total_cost_of_ownership\]](http://en.wikipedia.org/wiki/Total_cost_of_ownership)

Accountability

For example, when you purchase a computer, estimate maintenance and upkeep costs for the machine. When you plan office space, consider the needs of your program over time. There are significant costs associated with maintaining systems, space, and equipment we no longer need.

- Help develop an easy-to-navigate, unified online presence by using expertise within and across departments
- Demonstrate electronic submission, capture, and dissemination of data, for example:
 - Client information
 - Employee information e.g. timesheets, mileage
 - Public records requests
 - Online payments
 - "One-stop-shopping" for users of County services
- Include a process for communicating results both internally and externally

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

Clear, accessible, and reliable information is essential to decision-making. Staff, elected officials and the community need clear, useful, reliable information that is easy to find.

If information is clear, useful, reliable, and easy to find, staff, elected officials and the community can:

- *Increase their understanding of county services and programs*
- *Be better able to make decisions*

Additionally, priority based budgeting depends upon effective performance measurement to make informed decisions, improve results, and clearly report results.

When the County provides information, both internally and externally, it is important to consider:

- *How people prefer to receive information*
- *Which information is most crucial and relevant to share*

This strategy links to the Results factors –

Measure and Report Results
Results Influence Decisions

This strategy impacts the Indicators of –

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

Accountability

We are looking for program offers that:

- Demonstrate a variety of communication strategies, both in sending information out to the community and receiving feedback, such as:
 - Electronically: blogs, YouTube, websites, e-newsletters, podcasting, etc.
 - In person: community forums, etc.
- Promote effective communication within and across departments
- Support the free flow of information, both inside and outside the County, to increase transparency and improve services
- Include measurable results and performance evaluation that can be easily quantified and used in decision making to close the loop of continuous process improvement.
- Ensure that when data is collected, there's an action plan for making decisions based on the data.
- Report program results and action plans to the community

Accountability Outcome Team Strategies and Request for Offers FY 2008

**Presented to the Multnomah County
Board of Commissioners**

January 8, 2006



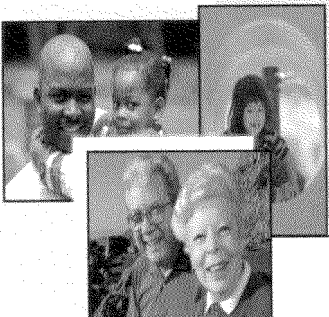
Accountability Outcome Team

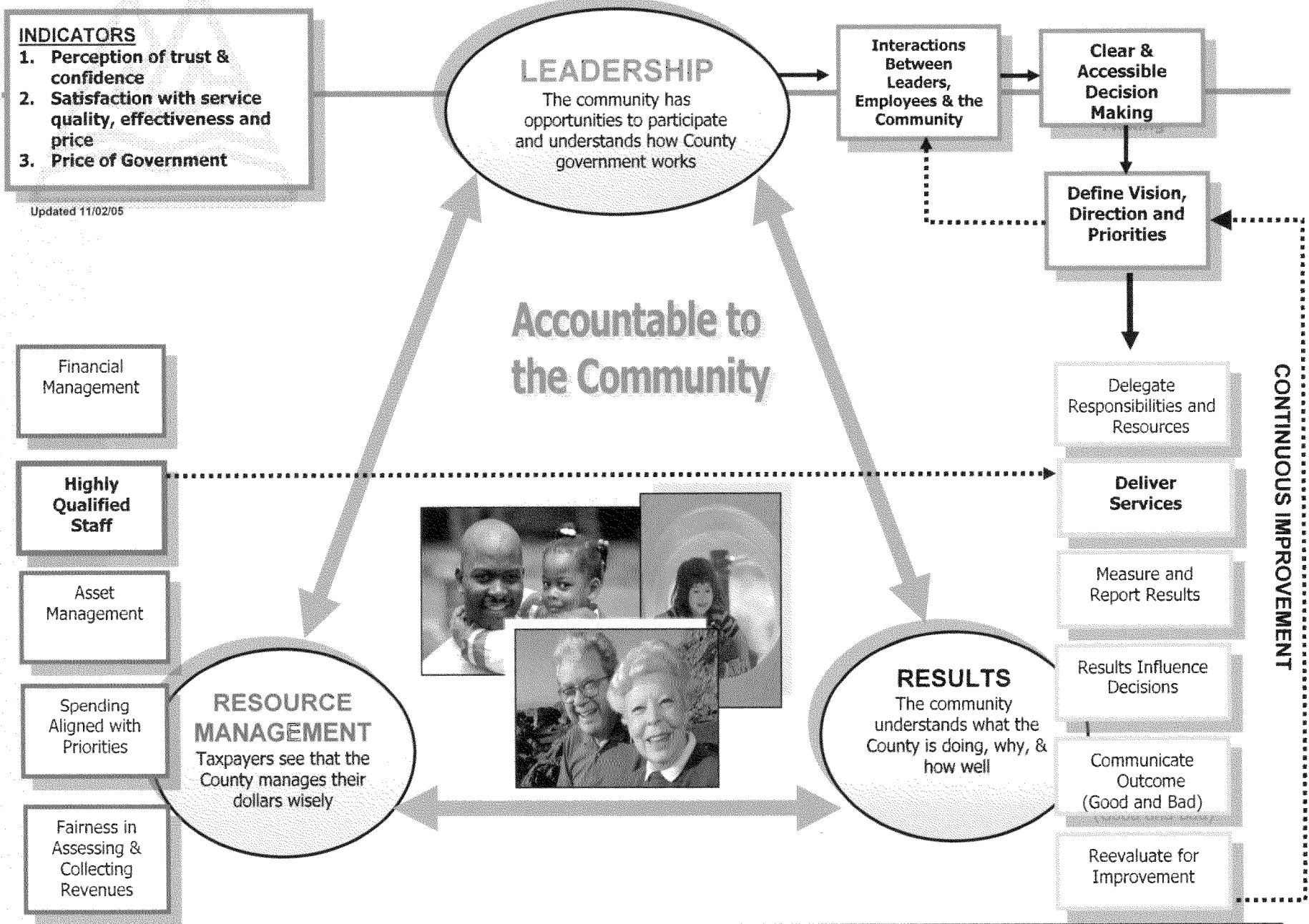
I Want My Government to Be Accountable at every level

**"I repeat... that all power is a trust, that we are accountable
for its exercise; that from the people, and for the people all
springs, and all must exist"**

Benjamin Disraeli, British politician (1804-1881)

**Team Members: Shaun Coldwell (Team Leader), Sara Ryan
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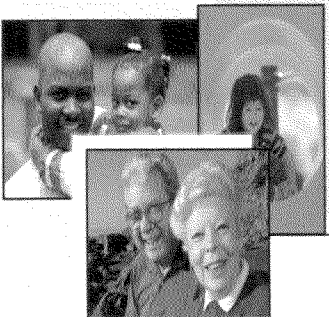




Accountability

▣ Indicators:

- Perception of trust & confidence
- Satisfaction with service quality, effectiveness and price
- Price of Government

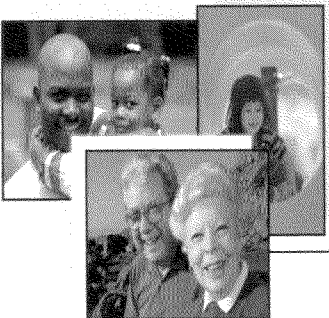


Accountability – Strategy 1

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

We are looking for program offers that:

- Remove barriers to access services, information and participation.
- Make it easy to find information about County programs and services.
- Demonstrate clear decision-making processes at all levels.
- Hold the County accountable to achieve results both at the program level and at the individual employee level.

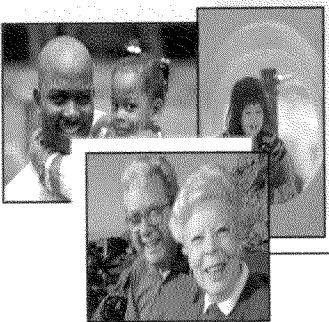


Accountability – Strategy 2

- ❑ **2. Manage resources & service delivery costs effectively.**

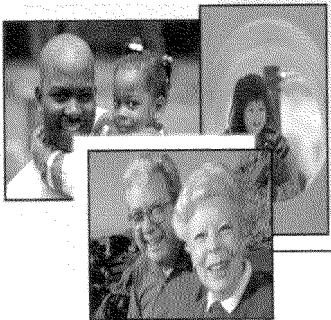
We are looking for program offers that:

- ❑ Recruit, train and retain a workforce reflective of the community at all levels of the organization.
- ❑ Ensure continuity of County services to the community through adequate succession planning.
- ❑ Maximize staff training opportunities across departments and jurisdictions.



Accountability – Strategy 2 cont.

- ❑ Ensure that staff have the right tools and working conditions.
- ❑ Use sustainable business practices.
 - Manage funds and resources effectively
 - Align spending with priorities
- ❑ Demonstrate procurement processes that allow departments to collaborate and increase opportunities for cost savings.
- ❑ Incorporate environmental sustainability.



Accountability – Strategy 3

- **3. Evaluate and streamline delivery of service and County operations through Continuous Improvement Processes.**

We are looking for program offers that:

- Use a “total cost of ownership” model when doing long-term planning.
- Help develop an easy-to-navigate, unified online presence by using expertise within and across departments.
- Demonstrate electronic submission, capture and dissemination of data.
- Include a process for communicating results both internally and externally.

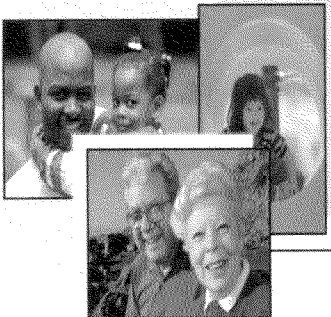


Accountability – Strategy 4

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

We are looking for program offers that:

- Demonstrate a variety of communication strategies
- Promote effective communication across departments.
- Support the free flow of information to increase transparency and improve services.
- Include measurable results and performance evaluations that can be used in decision making.
- Ensure an action plan for making decisions based on the data.
- Report program results and action plans to the community.



Outcome Team Education

FY 2008 Budget Priority Setting MULTNOMAH COUNTY OREGON

Updated: December 28, 2006

FY 2007 Team Members: Marian Creamer, Ching Hay, Vailey Oehlke, Satish Nath, Larry Randall, Peggy Samolinski, Mike Waddell

FY 2008 Team Members: Josh Todd (Leader), Pam Hiller (Facilitator), Jan Bishop, Mike Waddell, Deanna Cecotti, Carolyn Frazier, Molly Gloss (CBAC)

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

I want all children in Multnomah County to succeed in school

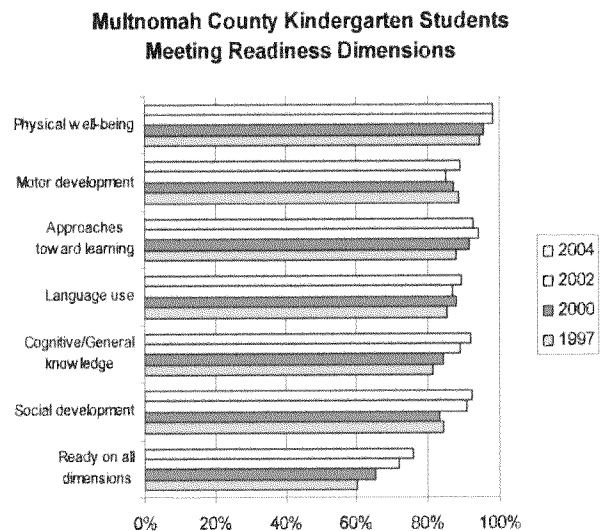
II. **Indicators of Success – How the County will know if progress is being made on the result**

While the indicators are dependent on data collected from public school districts in Multnomah County, it is important to stress that the intent is that ALL youth in Multnomah County will succeed regardless of the setting in which they receive their education. The information provided by these measures will be more compelling and provide a more accurate picture of what is occurring for individual students within a specific educational setting.

1. **Percentage of entering kindergarten students who meet specific developmental standards for their age¹**

It is essential to determine whether kindergarten students are developmentally ready and identify gaps and barriers that inhibit all children from being prepared to learn. Currently voluntary assessments are conducted bi-annually. The team recommends Multnomah County partner with the school districts to make it an annual mandatory measure for all schools.

Source: Oregon Dept of Education



¹ The 2006 Readiness to Learn survey is currently underway, making 2004 the most current year. ODE makes the following cautions about use of this measure: "Comparable groups of children are needed to make a claim about the percent increase in children meeting all Developmental Dimensions over time... The survey results give a point-in-time picture of children attending Kindergarten. Cautious commentary should be used when making statements about progress from one survey to another."

Education

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

Currently students are tested at grades 3, 5, 8 and 10. These tests are used to determine individual students' mastery of a specific subject. These results are also used to benchmark a school's performance.

Reading Standards

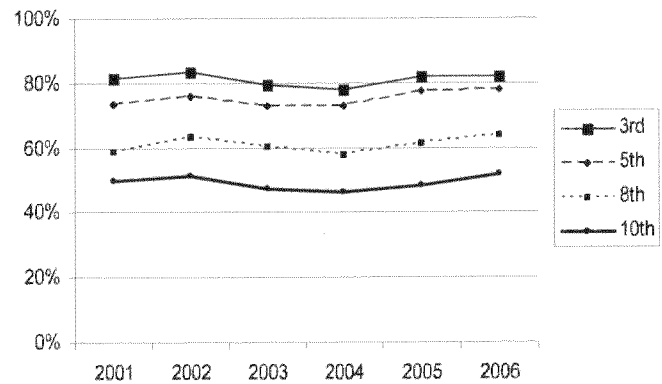
Over the past six years, the percent of Multnomah County students in grades 3, 5, 8, and 10 who meet standards in reading has vacillated. In 2006, the percent of students meeting standards in 8th and 10th grade was up, while other grades were level.

Math Standards

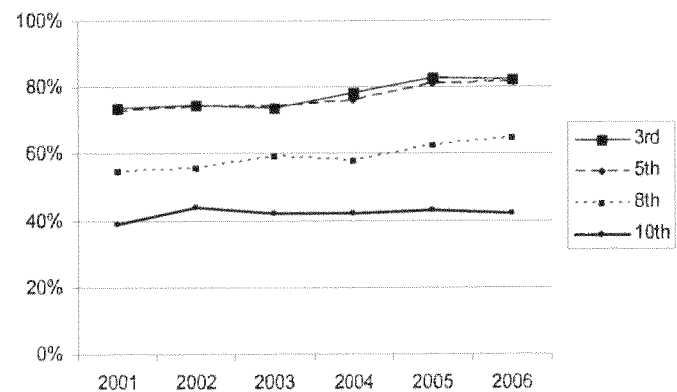
Multnomah County 3rd and 5th grade scores are roughly the same, so distinct trend lines are not able to be seen in the chart. The percent of students meeting standards was up in 8th grade and level in all other grades.

Source: Oregon Department of Education

3rd, 5th, 8th, and 10th Grade Students Meeting or Exceeding Standards in Reading (Countywide)



3rd, 5th, 8th, and 10th Grade Students Meeting or Exceeding Standards in Math (Countywide)



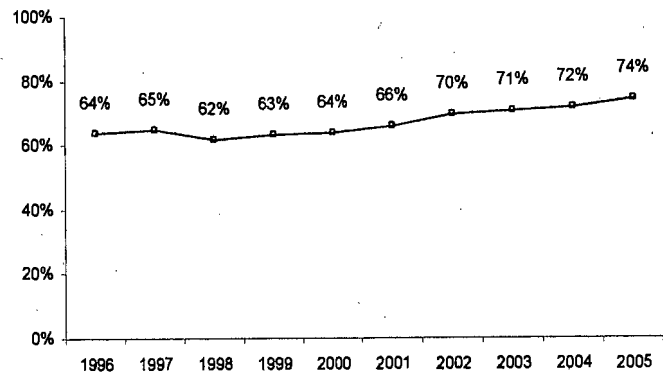
Education

3. Four-Year Graduation Rate

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

The graduation rate in Multnomah County increased 13% over the past five years, 17% over the last ten years.

**High School Graduation Rate
All Multnomah County School Districts**



Source: Oregon Dept of Education

Education

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

I want all children in Multnomah County to succeed in school

As Measured by the Following Indicators:

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



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

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| M
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m | <ul style="list-style-type: none"> *Community involvement (Business, Non-profits, Government; Faith Communities) *Advanced learning opportunities *Extracurricular activities *Schools that allow for parental input, involvement and investment | |
| L
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+ Basic Education "The Three R's" (3rd Factor)

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| | <ul style="list-style-type: none"> *Reasonable classroom size *Teachers reflective of population | L
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- Gaps and Barriers (2nd Factor)

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m | <ul style="list-style-type: none"> *Parental Literacy *Teen Parenting *Students who have dropped out |
| L
o
w | <ul style="list-style-type: none"> *Transportation *Poor Coordination Between Schools & Social Service Systems *Poor Tracking & Analysis of Students Between School Districts | | |

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

- | | | | |
|------------------|---|--|------------------|
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h | <ul style="list-style-type: none"> *Ready Parents/Caregivers | | |
| | <ul style="list-style-type: none"> *Basic Needs *Food, stable housing, clothing *Physical Health *Mental Health (social & emotional well being) | | H
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g
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| | <ul style="list-style-type: none"> *Language & Literacy *Cognition & Learning Approach | | L
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Education

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

Factor 1: Prepared to Learn at All Ages

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

While recognizing the importance of language and literacy, a child’s basic needs have to be addressed before he/she can focus on education. Once a child’s basic needs are met, it is imperative that the child learn to read at grade level by third grade. Research shows that it is increasingly more difficult for children to make up for lost learning after the third grade.

Factor 2: Gaps and Barriers

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

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

Factor 3: Basic Education

The sub-factors within “Basic Education” are largely controlled by the school districts. Multnomah County may influence the sub-factors, but the final decision-making belongs with the districts. Despite the County’s limited influence on this

Education

sub-factor, it has been included in the map because it is a pivotal factor in the overall scope of academic success. Basic education provides for the three fundamentals in education: reading, writing, and arithmetic and are the identified cornerstones of all students' educational experience. When reviewing the literature and in discussions with the experts, all believed that the principal and teacher are crucial to children succeeding. In addition, most experts believed that having teachers who are committed and caring coupled with the ability to teach subject matter to a wide range of students was more important than having a teacher who was reflective of the student population. The ability to create an individual learning experience based on the specific needs of each student is invaluable to both the success of individual students and in creating an environment that is responsive to student ability.

Over the years, research has been conducted on other factors that contribute and detract from the learning experience. The research on classroom size is inconclusive except for its importance in a child's early school experience. Reasonable classroom size is most critical for grades K – 3. Research reveals that students who are in smaller classrooms during those years fare better in larger classrooms later on in their school experience than those who were always in larger classrooms. The team ranked classroom size low as a sub-factor, but recognizes its ranking for K-3 should be high.

Factor 4: Ensuring and Developing Success in School Completion

Providing a rigorous and relevant curriculum and access to caring and committed adults is an essential factor in basic education, which overlaps into ensuring and developing successful students. Many of the factors in this area—broad academic offerings, advanced learning opportunities, extracurricular activities—are often what make school rigorous and relevant. Students also bear some responsibility for their academic success. They cannot succeed in school if they are not attending or are not fully engaged as an active participant in their learning while in school. Caring and committed teachers, staff and community members teaching, providing or supporting these programs are essential to student success. The importance of providing opportunities for students to connect and establish relationships with adults is a critical element in the student's life. In addition, youth report that having both an opportunity to contribute to the community and high expectations of them by adults is important to their success.

Assisting youth to succeed both in school and upon completion of school requires a broad range of academic offerings and advanced learning opportunities. Challenging the student throughout the academic experience reinforces the notion of success. Offering a range of classes provides the student with the opportunity to experience a wide spectrum of life and expose them to the range of possibilities that await them as they complete their high school experience.

Education

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

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

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

Children who are hungry, who are unable to see the chalkboard or hear the teacher, who attend school sporadically due to unstable housing situations, must have their basic physical needs addressed in order to clear the path for school readiness and success. Likewise, there are less visible emotional and cognitive challenges within the child or the child's family which are obstacles to academic success as fundamental as an empty stomach. We feel there is a strong role for the County to play in identifying and providing services to children and their families where developmental, emotional, social, and material challenges are a barrier to school success.

We are looking for Program Offers that:

- Provide food, housing, or clothing for children whose lack of these necessities *significantly impedes their school success.*
- Identify and support children and families whose developmental, physical, or emotional challenges may limit the child's academic success.
- Mitigate the educational impacts of unstable housing by providing access to a stable school situation (e.g. transportation support, continued school attendance during periods of transition, etc).

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

All children should enter school ready to learn. Lack of school readiness can be due to: low parental literacy, language and cultural barriers and reduced access to educational and stimulating cultural activities. Studies show² those who have early learning opportunities enter kindergarten prepared to do better academically. Multnomah County does not have direct control over the quality or type of instruction students experience but there is an appropriate role for the County in ensuring our most vulnerable children and their caregivers have the resources they need to set children on a path to academic success.

² Getting Smarter, Becoming Fairer, 2005

Education

We are looking for Program Offers that:

- Support and educate parents and caregivers in preparing children to learn and succeed in school.
- Enhance the quality of the educational and social experiences of children in childcare situations.
- Improve the ability of limited English proficiency children and their caregivers to have positive school experiences.

Strategy 3: Promote reading at grade level by third grade

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

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

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

We are looking for Program Offers that:

- Promote parent and caregiver literacy.
- Provide reading materials and outreach to caregivers and children especially those children at risk of not reading at grade level by third grade.
- Provide daily, year-round experiences and opportunities for children to participate in developmentally appropriate activities that promote reading success.
- Provide opportunities for adults, other children, or youth to mentor young readers.

Education

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

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

We are looking for Program Offers that:

- Foster supportive, enduring relationships that enhance the student's resilience and engagement in school.
- Support academic success by ensuring students' access to positive learning and social opportunities beyond the school day.
- Provide leadership opportunities that motivate students to develop and achieve their own intellectual, vocational, and personal goals as a means to academic success.

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

We know that young people need to experience success, curiosity, and originality to succeed.³ We also know that some of the common reasons that students don't attend school are: classes were boring or irrelevant; relationships with teachers and other students were lacking; students were in trouble either in or out of school.⁴ Data shows that students involved in service-learning, hands on learning which connects academic content to real world problems through service and community involvement, outperform their counterparts. Because of events in some youths' lives- poverty, violence, drug abuse, etc- some students have dropped out and are failing in our system. To improve their opportunities, and mitigate social problems that result from youth who drop out of

³ Northwest Regional Education Labs: Presentation on December 19th, 2006 by Bob Rayborn Director of Research and Analysis.

⁴ As reported by Amy Spring, Assistant Director Portland State University Center for Academic Success, December 12, 2006.

Education

school, we need to help youth finish their education. Young people themselves report that the importance of one relationship was enough to motivate them to attend school and work hard to succeed.⁵ Offers should work to engage and motivate students who are in school and re-engage youth who have dropped out of school. Specifically,

We are looking for Program Offers that:

- Promote civic engagement and academic success by providing students, supported by adults, with opportunities to create youth-driven projects that address real world concerns.
- Help students return to and graduate from high school or earn a diploma or its equivalent through alternative educational avenues.

⁵ Multnomah Youth Commission focus group held December 10, 2006.

Education Outcome Team

I Want All Children in Multnomah County to Succeed in School

Outcome Team Members:

*Jan Bishop, Deanna Cecotti, Carolyn Frazier, Molly Gloss, Pam Hiller, Joshua
Todd, Mike Waddell*



Education - Indicators

- ❑ Percentage of entering kindergarten students who meet specific developmental standards for their age
- ❑ Percentage of students at 3rd, 5th, 8th and 10th grade that meet or exceed standards on state assessments (reading and math)
- ❑ Four-Year Graduation Rate



Education Map

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

As Measured by the Following Indicators:

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



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

- | | | |
|---|---|--|
| H | *Broad range of learning opportunities (i.e. journalism, art, drama, sports, vocational and technical training) | |
| i | | |
| g | *Caring, committed staff | |
| h | *Student commitment (responsible and motivated) | |
| M | | |
| e | *Community involvement (Business, Non-profits, Government, Faith Communities) | |
| d | | |
| i | *Advanced learning opportunities | |
| u | *Extracurricular activities | |
| m | *Schools that allow for parental input, involvement and investment | |
| L | | |
| o | *Access to information | |
| w | | |

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

- | | | |
|---|---|---|
| | *Leadership/Principal | H |
| | *Competent Teachers | i |
| | *Diverse classrooms | g |
| | | h |
| M | | |
| o | *Rigorous and relevant curriculum | |
| d | *Buildings, books, and teaching materials | |
| i | *Safe school environment | |
| u | | |
| m | *Reasonable classroom size | L |
| | *Teachers reflective of population | o |
| | | w |

- Gaps and Barriers (2nd Factor)

- | | | | |
|---|--|---|--------------------------------|
| H | *Student and Family Mobility | M | *Parental Literacy |
| i | *Addictions | o | *Teen Parenting |
| g | *Disability | d | *Students who have dropped out |
| h | | i | |
| | *Presence of Criminal Activity at home | u | |
| | | m | |
| L | *Transportation | | |
| o | *Poor Coordination Between Schools & Social Service Systems | | |
| w | *Poor Tracking & Analysis of Students Between School Districts | | |

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

- | | | | | | | |
|---|----------------|--|--|--|--|---|
| H | | | | | | |
| i | | | | | | |
| g | | | | | | |
| h | | | | | | |
| | *Ready Parents | | *Basic Needs | | | H |
| | Caregivers | | *Food, stable housing, clothing | | | i |
| | | | *Physical Health | | | g |
| | | | *Mental Health (social & emotional well being) | | | h |
| | | | *Language & Literacy | | | L |
| | | | *Cognition & Learning Approach | | | o |
| | | | | | | w |



Education – New Focus for FY 2008

- ❑ Greater clarification of appropriate offers for the Education & Basic Needs Outcome Teams
- ❑ Increased attention to the voices of those most affected by this priority area- students
- ❑ Incorporated new focus on County's ability to increase relevance of educational experiences and foster supportive relationships (which research shows leads to stronger academic achievement)



Education - Strategies & RFO's

The Education Outcome Team is looking for program offers that:

1. Ensure the basic needs of students are met as they relate to school success
 - Provide food, housing, or clothing for children whose lack of these necessities *significantly impedes their school success.*
 - Identify and support children and families whose developmental, physical, or emotional challenges may limit the child's academic success.
 - Mitigate the educational impacts of unstable housing by providing access to a stable school situation (e.g. transportation support, continued school attendance during periods of transition, etc).



Education - Strategies & RFO's

The Education Outcome Team is looking for program offers that:

2. Prepare students to learn either directly or by assisting parents & caregivers. *In particular, offers that:*
 - Support and educate parents and caregivers in preparing children to learn and succeed in school
 - Enhance the quality of the educational and social experiences of children in childcare situations.
 - Improve the ability of limited English proficiency children and their caregivers to have positive school experiences.



Education - Strategies & RFO's

The Education Outcome Team is looking for program offers that:

3. Promote reading at grade level by third grade. *In particular, offers that:*
 - Promote parent and caregiver literacy.
 - Provide reading materials and outreach to caregivers and children, especially those children at risk of not reading at grade level by third grade.
 - Provide daily, year-round experiences and opportunities for children to participate in developmentally appropriate activities that promote reading success.
 - Provide opportunities for adults, other children, or youth to mentor young readers.

Education - Strategies & RFO's

The Education Outcome Team is looking for program offers that:

4. Promote student performance beyond the fifth grade. *In particular, offers that:*
 - Foster supportive, enduring relationships that enhance the student's resilience and engagement in school.
 - Support academic success by ensuring students' access to positive learning and social opportunities beyond the school day.
 - Provide leadership opportunities that motivate students to develop and achieve their own intellectual, vocational, and personal goals as a means to academic success.



Education - Strategies & RFO's

The Education Outcome Team is looking for program offers that:

5. Bridge the gaps and breakdown the barriers to help all youth attend, engage in and succeed in school. *In particular, offers that:*
 - Promote civic engagement and academic success by providing students, supported by adults, with opportunities to create youth-driven projects that address real world concerns.
 - Help students return to and graduate from high school or earn a diploma or its equivalent through alternative educational avenues.

Basic Living Needs – Team

- ❑ **Doug Butler (leader)**
- ❑ **Katie Lane (facilitator)**
- ❑ **Michael Hanna**
- ❑ **Chocka Guiden**
- ❑ **Marisa McLaughlin**
- ❑ **Sandy Haffey**
- ❑ **Laura Adania**
- ❑ **Jim Lasher (CBAC)**
- ❑ **Christian Elkin (Budget)**



Outcome Team Basic Living Needs

FY 2008 Budget Priority Setting MULTNOMAH COUNTY OREGON

Updated: December 28, 2006

FY 2007 Team Members: Tricia Tillman (leader), Kathy Tinkle (leader), Angela Burdine (facilitator), Jenny Morf (facilitator), Patrice Botsford, Mike Jaspin, Sandy Haffey, Dave Koch, Julie Neburka, Xander Patterson (CBAC) Chris Tobkin, Grace Walker, Janet Hawkins

FY 2008 Team Members: Doug Butler (Team Leader), Katie Lane (Facilitator), Michael Hanna, Chocka Guiden, Marisa McLaughlin, Sandy Haffey, Laura Adania, Jim Lasher (CBAC), Christian Elkin

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

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

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

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

Several assumptions underlie the selection strategies that follow.

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

Basic Living Needs

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

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

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

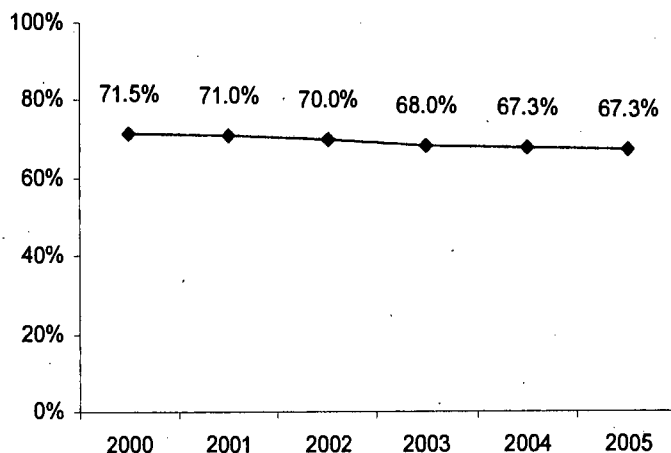
This indicator establishes an income standard consistent with federal guidelines and at least approaches what might be considered a living wage.

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

The chart shows the percentage of Multnomah County residents whose earnings put them at 185% of the federal poverty level or above. It is intended to show the percentage of residents with adequate means for basic living.

The most current data available (through 2005) show stabilization during the past three years with a decline of 6 percent between 2000 and 2005. This indicates that compared to 2000, fewer residents are earning at least 185% of the federal poverty level.

Percent of Multnomah County Residents At or Above 185% of the Federal Poverty Level



Source: Census Bureau's American Community Survey

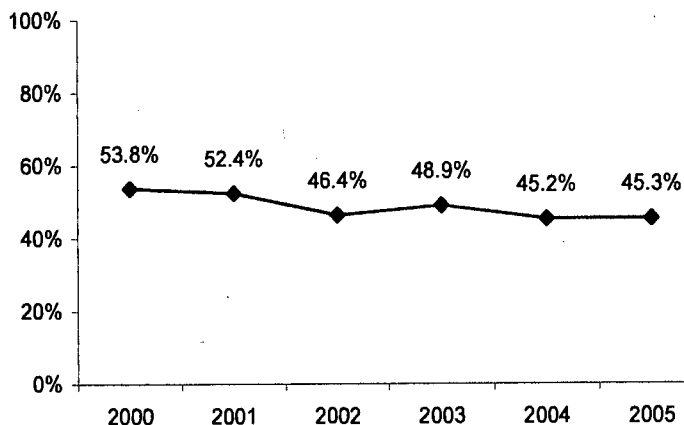
Basic Living Needs

2. Percent of renting households paying less than 30% of income for housing.

This indicator is intended to measure the affordability of local housing, with particular focus on rentals. Spending less than 30% of income on housing is generally considered affordable.

The percentage of Multnomah County households that pay less than 30% of their income on rent dropped significantly (16%) between 2000 and 2005, remaining stable from 2004 through 2005. This could mean that rental housing is less affordable for the county's households compared to 2000.

Percentage of Renting Households in Multnomah County Paying Less Than 30% of Their Incomes for Housing



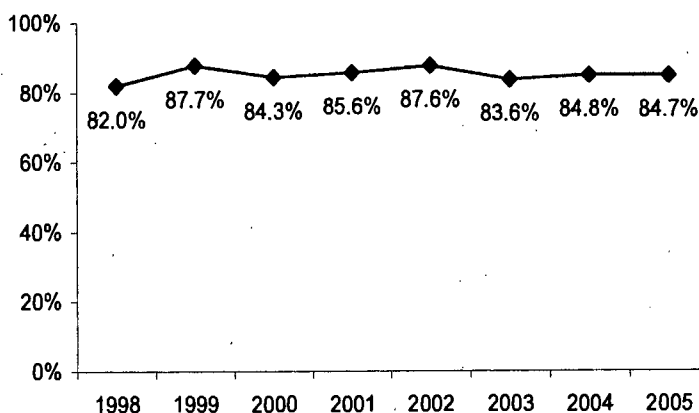
Source: Census Bureau's American Community Survey

3. Residents' perception of their own health.

The state of Oregon conducts an annual survey that asks residents to respond to a number of health related questions. This measure shows the percentage of respondents reporting that their health is good, very good, or excellent.

Between 1998 and 2005, the most current years available, this measure fluctuated between a low of 82% to highs of nearly 88%. Currently, just under 85% of respondents report good or better health.

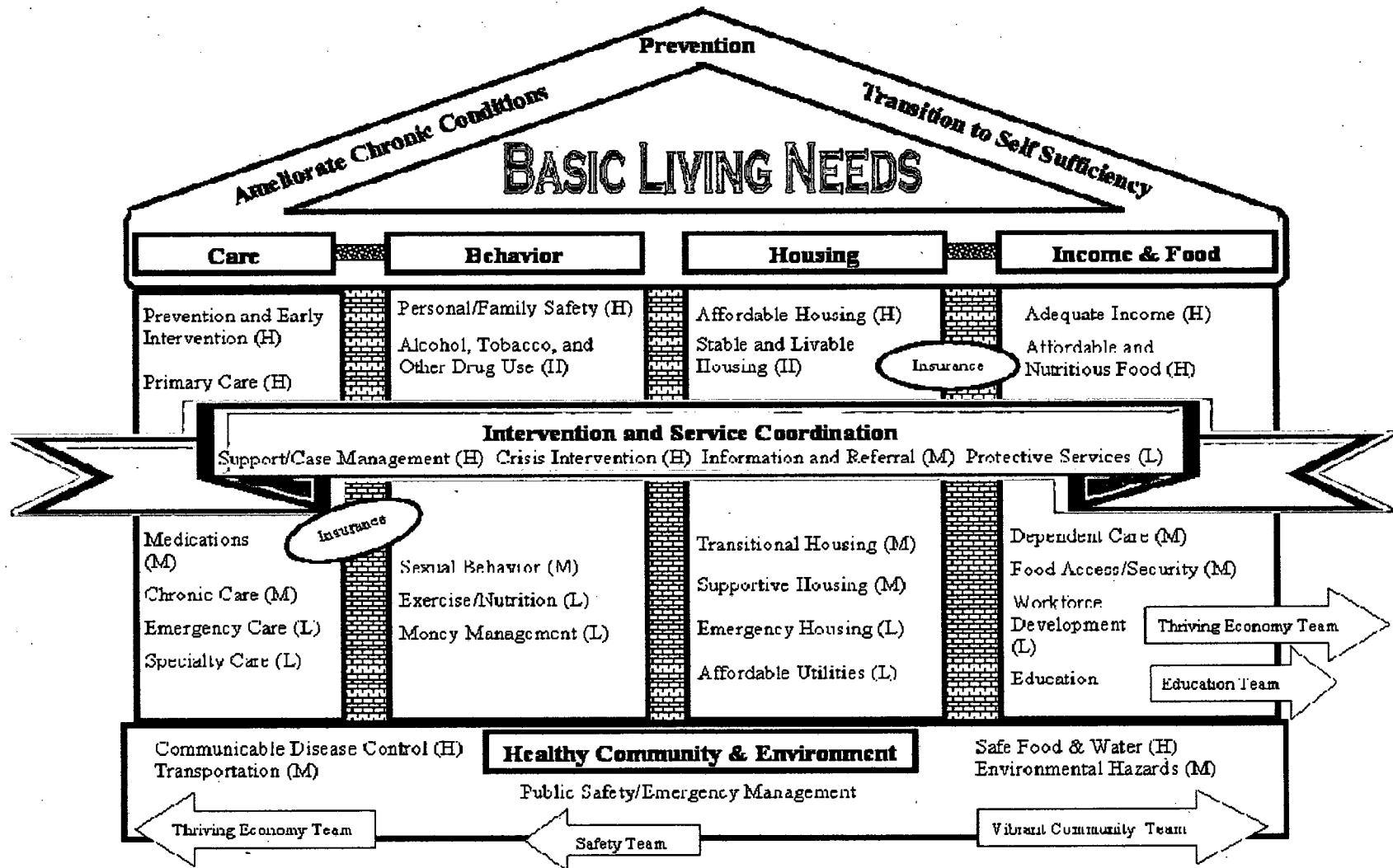
Multnomah County Residents Reporting Their Health is Good, Very Good, or Excellent



Source: Behavioral Risk Factor Surveillance System, Oregon Department of Human Services

Basic Living Needs

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



Basic Living Needs

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

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

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

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

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

Intervention and Service Coordination

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

Environmental and Community Health

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

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

Basic Living Needs

Care

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

Behavior

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

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

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

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

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

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

Housing

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

Basic Living Needs

Income and Food

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

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

Insurance

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

The Roof!

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

Basic Living Needs

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

Selection Strategies

Provision of basic living needs ensures that all Multnomah County residents have access to the economic, social, and educational resources of our community. The basic needs map reflects all of the factors that contribute to people and communities meeting their basic needs. Each factor on the basic needs map is vital for healthy people and healthy communities. The County cannot affect all factors equally, therefore, our emphasis should be on program offers that fill gaps and maximize the County's leverage.

Program offers will be rated on their ability to support one or more of the following strategies:

- 1. Provide intervention and coordination of services that meet basic needs.**
Coordination and intervention is the ribbon that holds all of our strategies together; we encourage offers that combine the elements of intervention and service coordination. Case management, crisis intervention, information and referral, and protection of vulnerable people are all examples of activities that could support this strategy.
- 2. Maintain a Healthy Community and Environment.**
We recognize the importance of each of the factors related to a healthy community and environment but acknowledge that the County may not have great leverage in these areas since other government agencies are typically responsible for these functions. Areas the County could address include offers that prevent or control the spread of communicable diseases, ensure a safe supply of water and food, and which identify and reduce exposure to environmental hazards in the home.
- 3. Ensure care for vulnerable members of the community.**
Care is defined very broadly to include all aspects of physical, mental health, and oral health care and addiction treatment. This strategy could be addressed by offers that provide vulnerable populations with access to care and address their chronic and urgent care needs, that emphasize prevention and early intervention to avoid emergencies and more intensive and costly care, and that provide access to medications.
- 4. Promote healthy behaviors.**
It is our belief that the prevention of unhealthy behaviors through health promotion will not only improve the quality of life for Multnomah County residents but will ultimately result in cost-savings to the County by decreasing the need for ongoing public assistance and more expensive care. Responses to this strategy could include offers that empower people to avoid or escape victimization, violence, and unintended injury, to eliminate the use of alcohol, tobacco and other drugs, and to increase individual skills and knowledge of financial strategies to eliminate poverty and avoid financial crises.

Basic Living Needs

5. Assist in obtaining permanent and livable housing.

This strategy could be addressed with offers that assist people in obtaining and keeping supportive, affordable, and permanent housing.

6. Provide access to income and food to every member of our community.

Responses to this strategy could include offers that help individuals achieve financial and food self-sufficiency, provide ongoing food/income support for those who are unable to meet their basic needs, and that provide emergency support.

Request For Offers -- *Focused choices to realize results*

Multnomah County provides a wide array of services to ensure that all residents are able to meet their basic living needs. Funding is never adequate in relation to need and Federal, State, and grant funding sources for basic needs services are often highly targeted or restricted. The result can be a service delivery system with gaps, overlaps, and, at times, inefficiencies that are challenging to overcome. In addition, years of repeated budget cuts have also led to a "thinning of the soup" that has resulted in many programs having inadequate resources to achieve their intended purposes. To begin addressing this situation, the County must lay the groundwork for more planned, results-driven, collaborative, and leveraged approaches in the future. An increase in collaboration and integration is essential to this effort.

The Requests for Offers (RFOs) outlined below are not intended to cover all of the work the County does to help County residents can meet their basic living needs. We expect and encourage offers that address needs and factors outlined in our Results Map and the aforementioned strategies. Instead, the RFOs are intended to encourage responses in specific areas which we believe need greater emphasis.

The County must change its focus in the provision of basic living needs. The County's challenge is to balance current essential services with the emphasis suggested in the following RFOs. We believe these emphases will improve the County's leverage, effectiveness, efficiency, and ability to avoid larger problems in the future.

In addition, the team expects that all program offers will:

- Reflect the principles of "The Policy Framework For Cultural Competency" which aims to ensure that the County provides culturally responsive, appropriate, and effective services to their clients.
- Reflect a consistent and meaningful application of Evidence Based Practices. With limited funding and increasing demands, we must give priority to efforts which have been proven to be effective.
- Re-examine staffing needs and resources to maximize program effectiveness and client outcomes.
- Demonstrate measurable results.

Basic Living Needs

1. We are looking for offers that promote innovation.

It is our belief that the demands for current services will typically take precedence over planning and creative strategizing unless we consciously provide the needed time, resources, and opportunity. The budget process allows for some smaller-scale innovation but system-wide, larger-scale thinking requires sustained effort and the active support of County leadership. Priority will be given to program offers that:

- Provide a clear framework policy or plan for the delivery of future services particularly in areas such as Alcohol and Drug treatment and Mental Health services which currently span multiple departments and jurisdictions.
- Focus on the total needs of the individual rather than on how to deliver an array of separate services.
- Will deliver plans and strategies for more effective programs which could be implemented relatively quickly – preferably through the FY 2009 budget process.
- Propose “pilot” programs which, if successful, will result in better outcomes for clients. When appropriate, pilot programs should seek one-time only or non-recurring funding which we believe is government’s best source of research and development funding.

2. We are seeking offers that create or enhance the infrastructure that supports the provision of basic living needs services.

Over the last 5+ years, the departments that deliver basic living needs services have experienced large scale changes in funding and personnel. Additionally, many of the information systems that support the work of these departments are based on outdated technologies and are overly decentralized. A strong and efficient infrastructure, from data systems to use of Evidence Based Practices (EBP), will allow for innovation, seamless delivery of services and advanced leveraging of State and Federal funds. Priority will be given to offers that:

- Find ways to share existing data to make maximum use of what we already have.
- Invest in the knowledge, skills and abilities of personnel in the areas of data analysis, reporting, Quality Assurance and Quality Improvement.
- Implement standardized, user friendly information systems and software programs that can be used to seamlessly share client information between County departments and programs. For instance, adopting a case management software and/or data system that could be used across all County departments reducing duplication.

3. We are looking for program offers that promote healthy behaviors.

Studies demonstrate that behavior plays a crucial role in the leading causes of death and disability. Promoting healthy behaviors is a cost-effective method in mitigating and preventing injury, chronic or communicable diseases, addiction, mental illness, unintended pregnancy, birth defects and developmental disorders, homelessness and/or poverty. It is our belief that the *prevention* of these conditions through promotion of healthy behavior will not only improve the quality of life for Multnomah

Basic Living Needs

County residents, it will ultimately result in cost-savings to the County by decreasing the need for ongoing public assistance and care. Priority will be given to offers that:

- Empower individuals, families, and communities to take greater control over their well-being through education, self-management, life skills and leadership development, and community mobilization.
- Employ prevention strategies and behavior change models aimed across communities (e.g. media advocacy, social marketing, etc.¹), in addition to those implemented with individuals or groups, to target pervasive conditions.
- Utilize methods that will identify the factors that influence actions and reduce the barriers to desired behavior change.
- Promote approaches or partnerships (e.g. interdepartmental, State, school districts, community-based organizations, etc.) that support broad-based health promotion and wellness practices.
- **Prevent Illicit Drug and Tobacco use among Adolescents** – the team is concerned about illicit drug and tobacco use among youth in Multnomah County. Current data shows that illicit drug and tobacco use has increased among adolescents in the last 15 years with a corresponding increase in kids using County alcohol and drug treatment services. The early prevention of illicit drug, alcohol, and tobacco use among youth should, by principle, reduce the future treatment burden among adolescents and adults.

4. We are seeking program offers that ensure care for members of the community who need basic living needs services.

As stated before, care is broadly defined to include all aspects of physical, mental and oral health care and addictions treatment. The team recognizes that there is a great range in the types of people who will need these services. We will give priority to offers that:

- Prevent people from entering into more costly care (e.g., jail, emergency rooms), including increased access to medications and early diagnosis and intervention as effective means to prevent more serious complications.
- Address gaps in services to clients who have lost health care coverage (due to incarceration, financial misfortune or some other situation).
- Encourage and advocate the availability of insurance to a broader range of individuals.

¹ *Media advocacy* - "the strategic use of mass media (public information campaigns, etc.) to enhance environmental change or a public policy initiative". *Social marketing* – "the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups or society as a whole."

Basic Living Needs

5. We are seeking program offers that reduce the percentage of adults who use illicit drugs and abuse alcohol.

Alcohol and Drug use is consistently identified by citizens as one of the biggest problems in Portland neighborhoods (Citizen Survey 2006, Multnomah County Auditor). In addition, it is linked to myriad other basic needs issues including increased health care costs, homelessness, and criminal activity. We will give priority to offers that:

- Reduce the waitlist for A&D Outpatient Treatment – by providing more cost efficient services or alternative treatments that have as good or better outcomes.
- Prioritize treatment of populations so that the greatest benefit is provided.
- Provide better coordination and resource management for all types of A&D treatment.
- Incorporate dual diagnosis treatment in order to better serve clients with mental health and substance abuse issues.

6. We are seeking program offers that assist people in obtaining permanent, affordable and livable housing.

Many chronically homeless people have a serious mental illness like schizophrenia and/or substance abuse issues. Most chronically homeless individuals have been in treatment programs, sometimes on dozens of occasions. Research shows that other types of treatment often fail if clients lack dependable, livable, and affordable housing. We will give priority to offers that:

- Move people from transitional housing to permanent and affordable housing
- Increase the availability of permanent, supported housing for homeless individuals
- Make it easier to get into housing
- Improve outreach to homeless people (for example, bringing services to the City's new SAFE homeless center).
- Increase economic opportunities and self-sufficiency for homeless people by collaborating with the City of Portland, community partners, and businesses to offer workforce development and/or assistance.

Basic Living Needs Outcome Team

**All Multnomah County
Residents and their Families
are able to meet
their Basic Living Needs**



Basic Living Needs - Terminology

- ❑ **“Vulnerable Populations”** are defined as people needing ongoing care, such as:
 - people with physical and mental disabilities
 - people with chemical dependencies
 - the frail elderly
 - the seriously and persistently mentally ill
 - children with special needs
 - others experiencing a major life crisis

- ❑ **“Health”** is defined very broadly to include all aspects of physical and mental, dental, and addictions treatment.



Basic Living Needs - Indicators

- Percentage of people in Multnomah County with incomes above **185% of the Federal Poverty Level.**

67.3% in 2005; down from 71.5% in 2000

- Percentage of renters who pay no more than **30% of income for housing and utilities**

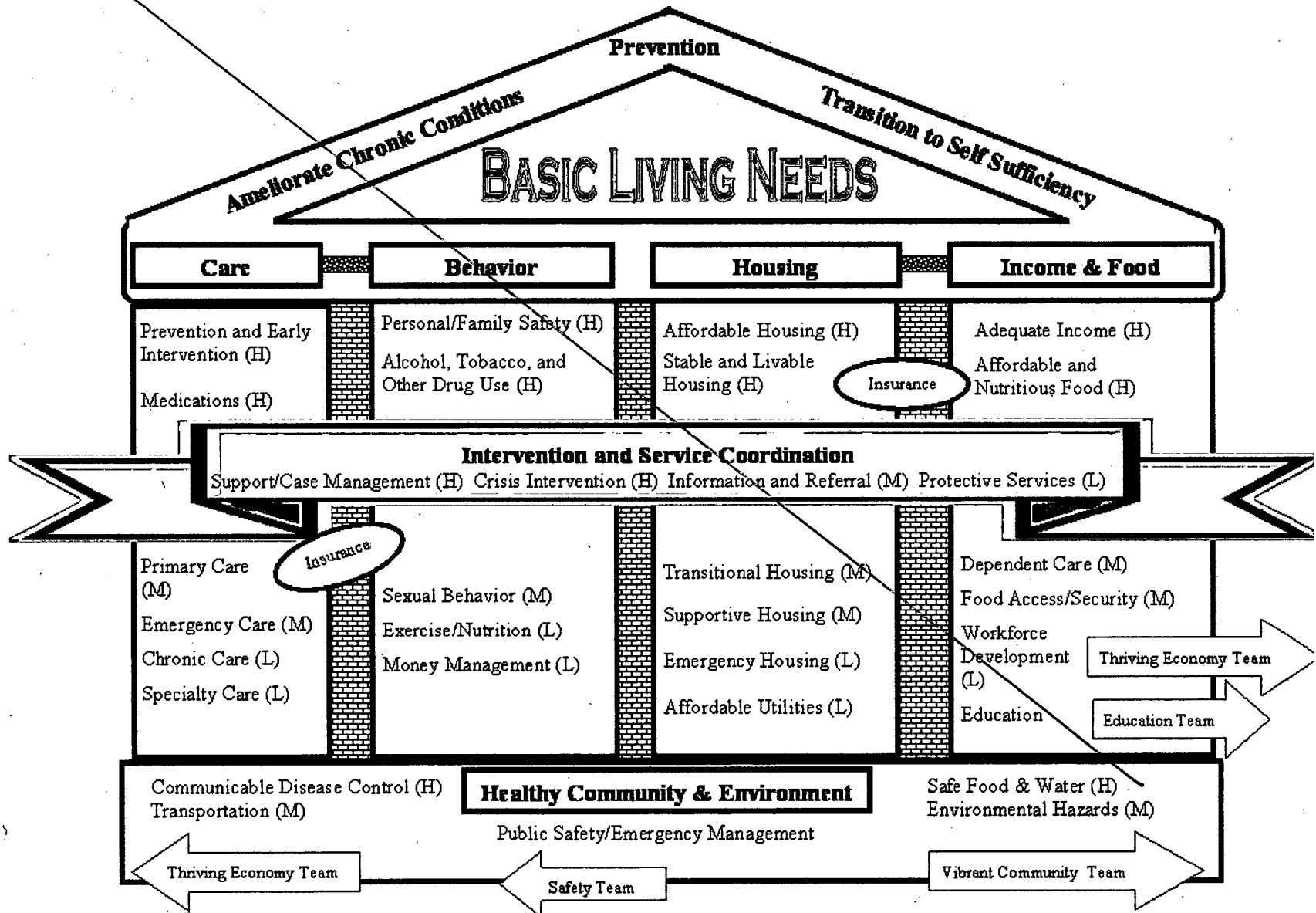
45.3% in 2005; down from 53.8% in 2000

- Percentage of individuals **rating their health as Excellent or Very Good** in Behavioral Risk Factor Surveillance System

84.7% in 2005; relatively constant over last 7 years



Basic Living Needs - Map



Basic Living Needs

- ❑ The map identifies **primary and secondary factors** that lead to the desired outcome of meeting basic living needs from a citizen's perspective
- ❑ Our Team built on the excellent work of last year's Team that identified six selection strategies; we have added **six more specific RFO priorities** to the broader selection strategies
- ❑ The **requests for offers** focus on secondary factors where Multnomah County has the **greatest ability to leverage strategic results** as well as on areas that are **in need of greater emphasis.**



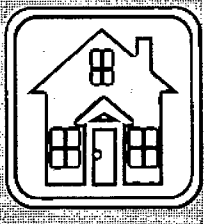
Selection Strategies

- 1. Provide intervention & coordination of services that meet basic needs**
- 2. Maintain a Healthy Community and Environment**
- 3. Ensure care for vulnerable members of the community**
- 4. Promote healthy behaviors**
- 5. Assist in obtaining permanent and livable housing**
- 6. Provide access to income and food to every member of our community**



Min. Standards for all Program Offers

- **Reflect the principles of "The Policy Framework for Cultural Competency"**
- **Reflect consistent and meaningful application of Evidence Based Practices**
- **Re-examine staffing needs and resources to maximize program effectiveness and client outcomes**
- **Demonstrate measurable results**



Basic Living Needs – Strategy 1

We are looking for offers that promote innovation.

Priority will be given to offers that:

- ❑ Provide a ***clear framework or plan*** for the delivery of future services particularly in areas which span multiple depts. & jurisdictions (e.g., A&D and Mental Health)
- ❑ Focus on the total ***needs of the individual*** rather than on how to deliver an array of separate services
- ❑ Will deliver ***plans and strategies for more effective programs which could be implemented quickly***
- ❑ Propose ***"pilot" programs*** which, if successful, will result in better outcomes for clients



Basic Living Needs – Strategy 2

We are seeking offers that create or enhance the infrastructure that supports the provision of basic living needs services.

We are looking for program offers that:

- ❑ Find ways to ***share existing data*** to make maximum use of what we already have
- ❑ ***Invest in the knowledge, skills and abilities of personnel*** in the areas of data analysis, reporting, Quality Assurance, and Quality Improvement
- ❑ Implement standardized, user-friendly information systems that can be used to ***seamlessly share client information between programs***



Basic Living Needs – Strategy 3

We are looking for offers that promote healthy behaviors.

We are looking for program offers that:

- ❑ Empower individuals, families, and communities to ***take greater control over their well-being***
- ❑ Employ ***prevention strategies and behavior change models aimed across communities*** in addition to those implemented with individuals or groups
- ❑ Promote approaches or partnerships that support ***broad-based health promotion and wellness practices***
- ❑ ***Prevent illicit Drug and Tobacco use among adolescents***



Basic Living Needs – Strategy 4

We are seeking program offers that ensure care for members of the community who need basic living needs services.

We are looking for program offers that:

- ❑ ***Prevent people from entering into more costly care*** including increased access to medications and early diagnosis and intervention
- ❑ ***Address gaps in services to clients who have lost health care coverage***
- ❑ **Encourage and advocate the availability of insurance** to a broader range of individuals



Basic Living Needs – Strategy 5

We are seeking program offers that reduce the percentage of adults who use illicit drugs and abuse alcohol.

We are looking for program offers that:

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- ❑ ***Prioritize the treatment of populations to provide the greatest benefit***
- ❑ ***Provide better coordination and resource management for all types of A&D treatment***
- ❑ ***Incorporate dual diagnosis treatment*** to better serve clients with mental health and substance abuse issues



Basic Living Needs – Strategy 6

We are seeking offers that assist people in obtaining permanent, affordable and livable housing.

We are looking for program offers that:

- ❑ ***Move people from transitional to permanent and affordable housing***
- ❑ ***Increase the availability of permanent, supported housing*** for homeless individuals
- ❑ ***Make it easier to get into housing***
- ❑ ***Improve outreach to homeless people***
- ❑ ***Increase economic opportunities & self-sufficiency for homeless people*** by collaborating with others



Basic Living Needs – Team

- ❑ Doug Butler (leader)**
- ❑ Katie Lane (facilitator)**
- ❑ Michael Hanna**
- ❑ Chocka Guiden**
- ❑ Marisa McLaughlin**
- ❑ Sandy Haffey**
- ❑ Laura Adania**
- ❑ Jim Lasher (CBAC)**
- ❑ Christian Elkin (Budget)**



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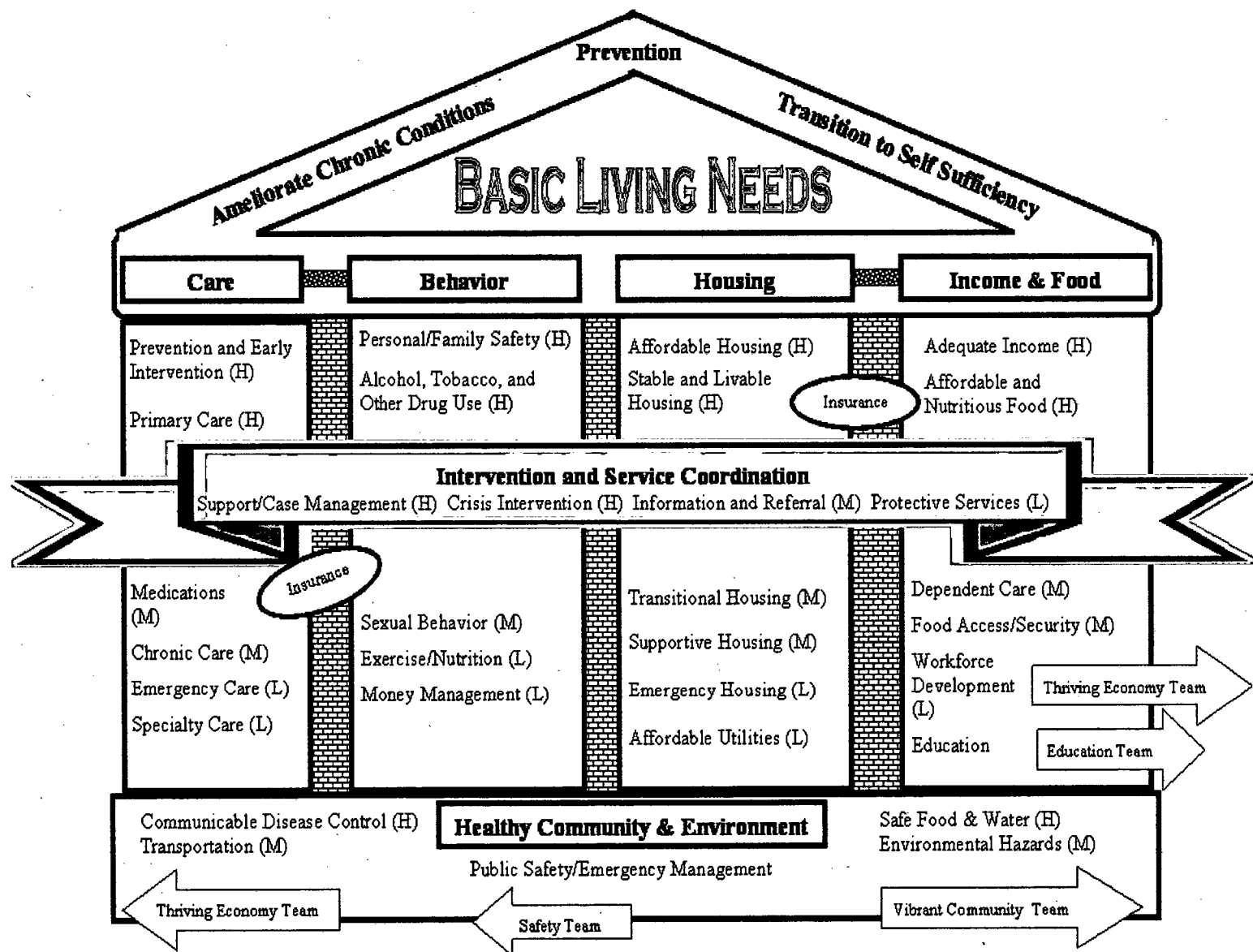
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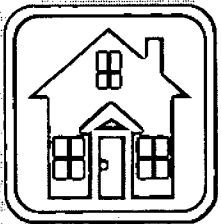


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Basic Living Needs – Strategy 4

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